



Annual Report 2015

Shared values



Contents

24

28

32

36

40

44

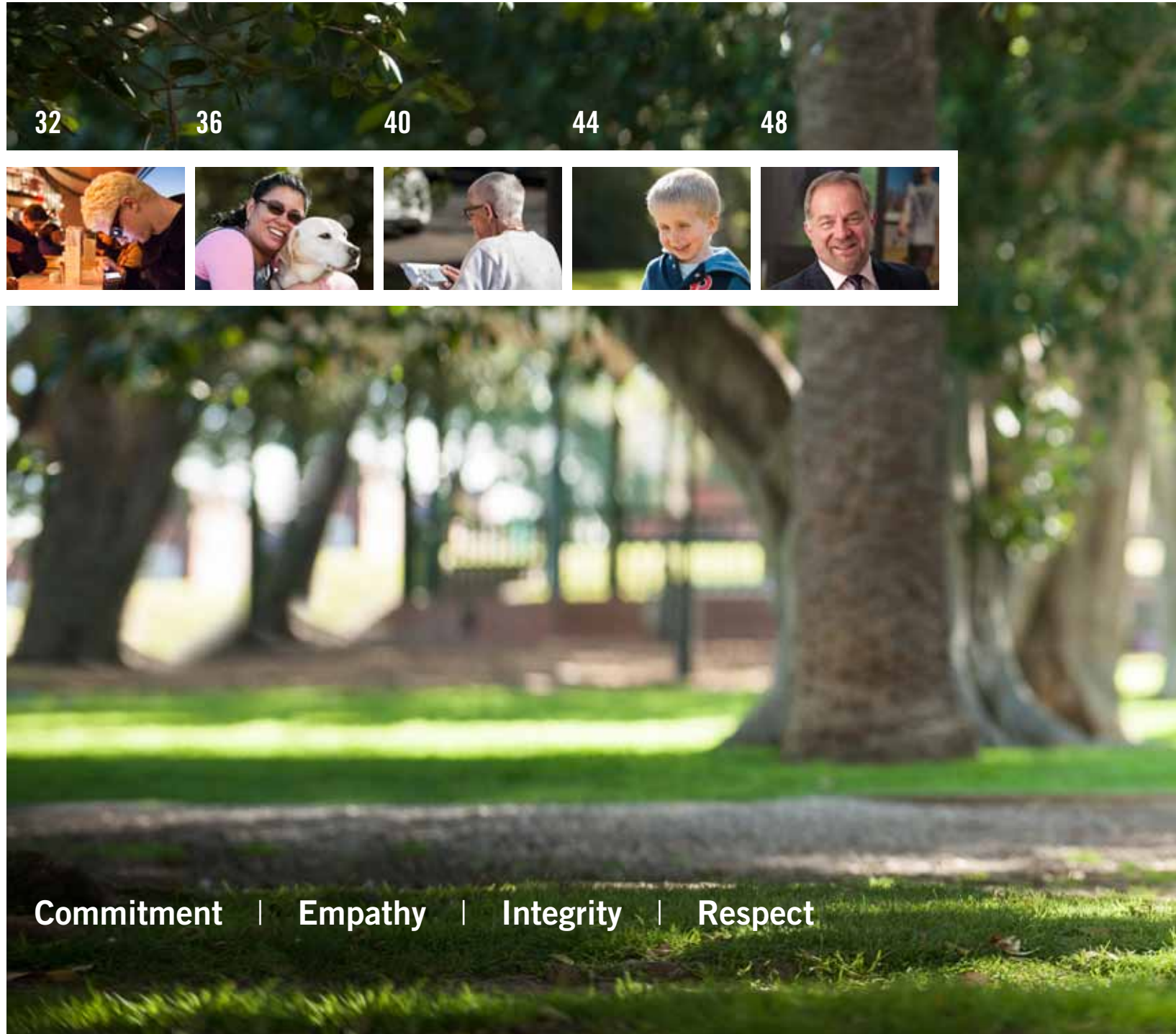
48



- 02 A message from our Patron
- 04 President's report
- 06 Five year trading comparison
- 07 A message from the Chief Executive Officer
- 10 Strategic goals and achievements
- 15 To our supporters we say "thank you"
- 22 Our people
- 24 Guide Dog services**
- 28 Services for young people**
- 32 Orientation and Mobility services**
- 36 Electronic aids and GPS**
- 40 Low vision services**
- 44 Pets As Therapy**
- 48 Centre for Eye Health**
- 50 Board of Directors
- 52 Corporate governance
- 54 Abridged financial statements
- 56 Senior management team
- 58 Company information

Shared values

Commitment | Empathy | Integrity | Respect





Our mission

We exist to enhance the independence and safe mobility of people who are blind or vision impaired.

Our vision

Vision loss will not limit independence.

Guide Dogs NSW/ACT

ABN 52 000 399 744

Guide Dogs NSW/ACT receives less than 2% of its funding from Government and is financially dependent on the generosity of the people of NSW and the ACT.

A message from our Patron

It is indeed an honour to be Patron of Guide Dogs NSW/ACT, an organisation that has enhanced the lives of thousands of people with impaired vision, since its founding in 1957.

The achievements outlined in this Annual Report are testament to the dedication and commitment of the organisation's staff and volunteers, as well as the loyalty afforded to the charity by its generous donors.

Shortly after becoming Governor, I had the privilege of visiting the Centre for Eye Health, a partnership between Guide Dogs NSW/ACT and UNSW Australia, to launch its glaucoma clinic. This commendable initiative will make glaucoma treatment more accessible for the growing number of older Australians affected by the disease.

It is worth noting that Guide Dogs NSW/ACT relies almost entirely on the support of the public to continue its vital work. As our population ages, an increasing number of people in our community will require the services, provided at no charge, by Guide Dogs NSW/ACT and the Centre for Eye Health. Both organisations are deserving of our continued support.



General The Honourable David Hurley

AC DSC (Ret'd)
Governor of New South Wales
September 2015





A handwritten signature in black ink, appearing to read 'A B C Stephen'.

A B C Stephen
President
September 2015

I am pleased to report another successful year for our organisation, from both a service delivery and financial perspective.

On the operational side, we provided 7,083 programs to clients, a 20% increase over the previous period. This is a commendable result as the number of instructors decreased during the year.

In 2014/15, we bred 140 puppies and graduated 51 Guide Dogs. The number of Guide Dogs issued to clients during the year to end June was 44, with the remaining ones matched with clients for placement during July.

On the financial side, we had a successful year, with an operational surplus (ie. excluding investment revaluation) of \$6.0m as against a deficit of \$1.0m the previous year. This change is principally driven by an increase in bequests which totalled \$18.6m against \$11.4m the previous year. This substantial increase in bequests has enabled us to replenish the reserves which were depleted in 2012 in order to maintain service levels during that difficult year. Expenses remained well controlled in 2015.

Last year I commented on the Board's recognition of the need to provide our services to more people in NSW and the ACT. That will require us to increase our income base and invest significantly in our fundraising activities.

This ambition remains a 'work in progress' which we expect to start ramping up during the current year. The challenge is to engage a broader segment of the community in our cause in an era of increasing competition for the philanthropic dollar.

We have now had the benefit of over two years' experience of the test sites for the National Disability Insurance Scheme (NDIS) in NSW (Hunter Region since July 2013) and ACT (since July 2014). The CEO will comment in more detail on this.

It has become clear that the NDIS, as a result of the publicity it generates, will drive an increase in demand for our services which is likely to exceed our current capacity to deliver. This is a particular challenge for us, as the State Government has agreed with the Federal Government that there will be a complete roll-out of the NDIS in NSW from 1 July 2016. The Board has therefore authorised a significant increase in client service resources, both in the Guide Dog and orientation and mobility spheres. The challenge is that the lead time for both is measured in years rather than months.

In addition, the NDIS is changing the industry framework within which we need to operate. Three things have become clear.

- Firstly, whilst we must remain focused on our core competencies in the orientation and mobility and Guide Dog space, we need to expand our service offering to include programs such as independent living skills. These are highly complementary to the orientation and mobility training we provide.
- Secondly, we believe that NDIS will change the industry. There will be no middle ground; organisations will need to be large or small to survive. If we wish to continue to provide Guide Dogs services, we will need to be bigger than we are today.
- Thirdly, the NDIS is setting high standards in respect of professional staff utilisation rates. As a result, we need to continue to remain focused on cost effective service delivery.

Whilst the NDIS will provide support for some of our clients, it represents less than 1% of our income currently and we do not ever expect it to cover more than 20% of the costs of supporting the people we assist. As a result, we will continue to be heavily dependent on support from the community if we are to continue to provide services to those clients not covered fully by the NDIS.

Turning to the Balance Sheet, there are a couple of items worthy of mention.

We have transferred \$1.5m to the Guide Dogs NSW/ACT Future Fund. These funds now sit off the Balance Sheet in a trust fund managed by Equity Trustees, Australia's largest trustee company, and we will receive the income therefrom.

Over the past 11 years we have used a number of investment managers to manage our reserves. We have withdrawn most of our funds from one of the managers but there remains a balance where the assets are illiquid and the custodian is unable to provide a meaningful valuation. We have therefore decided to be cautious and to write down the residual value to zero, even though we expect to receive further repayments over time.

Turning to the Centre for Eye Health (CFEH).

The Centre continues to work to assess the eye health of thousands of people. During the year, the Centre has assessed 5,296 clients and conducted more than 33,000 advanced imaging tests. Over the past five years we have assessed roughly 28,200 clients (over 169,800 tests conducted). Of these, 20% needed prompt ophthalmological assistance, whilst the balance were either at risk of developing eye disease (and require periodic testing) or had no eye disease. Our triage service has circumvented the need for over 22,000 people to queue in the public hospital system and has prevented or delayed the onset of eye disease for many of our clients.

In collaboration with the Prince of Wales Hospital ophthalmology department, we now provide a treatment service for glaucoma which we expect, in due course, to be self-funding. This service allows patients to be managed in a shared-care arrangement by ophthalmologists and optometrists whilst maintaining access for patients to high quality health care. Both these initiatives are in total alignment with the Centre's mission.

The Centre continues to interact with remote communities, working closely with the outback eye service of the Prince of Wales Hospital ophthalmology department.

Using funding raised through Lions Club, a dedicated person is being employed in two rural communities to take images of the back of the eye and then transfer them to the Centre for evaluation. The aim is to identify diabetic-related eye disease early, before irreversible vision loss occurs. We have also developed a functional relationship with Lions Eye Health Program – Australia, allowing us to provide useful information to them as part of their Australia-wide eye educational programme.

During the year Andrew Pierce retired from the Board of CFEH, where he was one of the original advocates for the concept, bringing to an end a relationship with Guide Dogs NSW/ACT which spanned more than 20 years, including a period as President. This is an outstanding record of voluntary service to this organisation which I acknowledge.

As a part of its approach to Corporate Governance, the Board undertakes a biennial review of Board and individual Director performance. The most recent review took place in late 2014. Whilst the overall assessment was positive, the review identified a number of areas where we could improve, and steps are in place to ensure this occurs.

The Board continues to meet occasionally with the regional Client Services teams outside of Sydney. This year we met in Canberra and Blacktown. One of the advantages of these meetings is that they provide the Directors with an opportunity to learn first-hand from instructors of the challenges they face in carrying out their work. The overall impression is one of commitment and quiet confidence, underpinned by the reality that no two clients have identical requirements.

External to our own organisation, we continue to be heavily involved with our interstate sister organisations through Royal Guide Dogs Australia (RGDA). The major activity of RGDA continued to concentrate on ensuring that Federal Parliamentarians understood the need to properly include those with vision loss in both the NDIS and Aged Care reform agendas. In addition, RGDA resources have assisted us with negotiations with Members of Parliament at a state level.

It is pleasing to report that the Federal Government has listened to the views of the majority of the major players in the not-for-profit sector and appears to have decided that the Australian Charities and Not-for-profits Commission should continue in existence.

None of what we have achieved over the past year would have been possible without the hard work of our staff members, ably led by Graeme White and his management team.

Each year as I prepare this report, I review the organisation's progress against its strategic goals. Whilst my comments have, quite properly, focused on service delivery and the operating environment, I am conscious of how much progress we have made. I am particularly conscious of the debt the organisation owes to many people: to management and staff; and to our bequestors, donors and supporters, without whom there would be no Guide Dogs NSW/ACT.

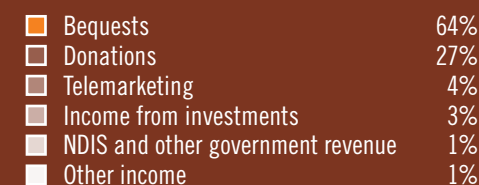
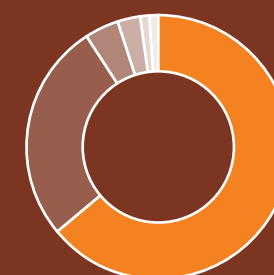
Finally, to end on a personal note, I shall be standing down as President at the conclusion of the AGM. I have enjoyed my seven years as President. I have found the job always interesting and personally satisfying and, sometimes, challenging. Thank you all for your support and a particular thank you to my fellow Directors for their support and counsel over the past seven years.

A heartfelt thanks to you all.

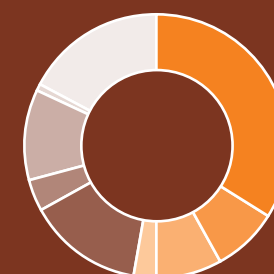
Five year trading comparison

Where the funds came from	2015 \$'000	2014 \$'000	2013 \$'000	2012 \$'000	2011 \$'000
Bequests	18,566	11,427	12,588	10,541	13,533
Donations (incl. Appeals)	7,739	7,271	7,068	7,012	6,572
Telemarketing revenue	1,032	1,195	1,720	2,092	2,230
Fundraising – public/corporate	27,337	19,893	21,376	19,645	22,335
Income from investments	1,979	1,528	2,259	2,187	2,404
Revaluation of investments to market	(1,171)	1,789	2,252	(2,800)	1,724
Investment income total	808	3,317	4,511	(613)	4,128
NDIS & other government revenue	374	220	–	–	–
Other income (net)	430	490	327	62	8
Deficit funded from reserves	–	–	–	7,483	–
Total	28,949	23,920	26,214	26,577	26,471
How the funds were used	2015 \$'000	2014 \$'000	2013 \$'000	2012 \$'000	2011 \$'000
Client O&M services	9,671	9,196	9,643	9,922	9,196
Guide Dogs Training Centre	2,421	2,512	2,295	2,243	2,204
Centre for Eye Health services	2,378	2,567	3,398	3,473	3,000
Community education and advocacy	815	846	794	841	1,001
Client & Community Services delivered	15,285	15,121	16,130	16,479	15,401
Fundraising, Telemarketing and Planned Giving costs	4,129	3,516	4,227	5,457	5,116
Marketing	1,217	1,182	1,454	1,488	1,445
Governance, Finance & Administration	3,339	3,317	3,123	3,153	2,817
Guide Dogs Future Fund	144	–	–	–	–
Surplus transferred to reserves	4,835	784	1,280	–	1,692
Total	28,949	23,920	26,214	26,577	26,471

Source of funds 2014/15



Use of funds 2014/15





This has been a very successful year for Guide Dogs NSW/ACT.

We concentrated on bedding down our new enterprise resource planning (business management systems) platform, and continuing to increase efficiencies and curtail expenditure, while maintaining quality and growth in services. I am pleased to report that we exceeded most of our objectives.

Despite the loss of six Instructors to retirement and other duties, the number of clients provided with services and training increased by 14% (a record). As reported by the President, the number of completed programs increased by 20% (also a record). However new referrals declined by about 25%, substantially because Instructors were so busy providing services, there was insufficient time available to drive referral growth. To build Instructor numbers, we will be recruiting and sponsoring 10 students to enter the University of Newcastle Master's course commencing February 2016.

Dr Graeme White
Chief Executive Officer
September 2015

An initiative was launched during the year with Aboriginal Elder Aunty Mary to provide outreach services to indigenous communities previously inaccessible to our Instructors. We have received a Government grant for \$90,000 to assist with this program, which in its early stages is proving to be popular and very effective.

Guide Dogs NSW/ACT has commenced work with Guide Dogs Singapore to train Orientation & Mobility Instructors and clients. We have provided an experienced Instructor for six months in 2015 at cost, and this partnership is providing excellent results for the Singaporean people who are vision impaired as well as being a unique experience for our Instructors.

The Guide Dog program had a strong year, with 51 dogs graduating and the waiting list for a dog reducing to fewer than 20 people, for the first time in memory. All of the pups entering our program during 2014/15 were "home grown" (for the first time) and bred specifically for the behaviours needed to be successful Guide Dogs. Following on from last year, we continued to use artificial insemination and the genetic material kindly donated by the highly sophisticated Guide Dogs for the Blind in the United States. This will provide genetic diversity and strengthen our dog behaviours over the coming years. The first pups bred with this genetic material will be coming in for assessment in late 2015 and we are excited to see significant improvement in dog temperament.

From 2015/16, Guide Dogs NSW/ACT will be further growing our Guide Dog program and broadening our client services offering. The intention is to have waiting times of less than two months for a Guide Dog, with the wait predominantly due to finding the ideal match between client and dog. Client Services will be increasing instructor numbers so that they can help more people, and they will be branching out to independent living skills training and and further service offerings. More on the progress of this expansion in next year's report.

At this point, I must thank the extraordinary team at Guide Dogs NSW/ACT.

For the fourth year in a row now, we have asked the team to do more with fewer resources. Our remarkable team has responded and worked unstintingly, efficiently and tirelessly to do what needed to be done and, in the process, they not only exceeded expectations, but also broke several records. You are a passionate, fantastic group doing wonderful work for people with vision loss.

A message from the Chief Executive Officer (continued)

The National Disability Insurance Scheme (NDIS) is now in its third year of trials. A new trial was launched on 1 July 2015, following on from the trial launched in the Hunter area in July 2013 and the trial launched in the ACT in July 2014. The new trial will focus on children in Sydney's Western Suburbs and the Blue Mountains. From July 2016, the NDIS will commence several years of scaling up. Guide Dogs NSW/ACT currently has 39 clients receiving benefits from the NDIS (representing 0.7% of our income).

We are expecting the number of people with vision loss receiving packages from the NDIS to significantly increase over the next 5 years. However, most of our clients will never receive funding from the NDIS and will continue to be dependent on free services from our organisation.

Guide Dogs NSW/ACT will therefore continue to be reliant on the community's generous support to be able to provide Guide Dogs and services to the thousands of people that will not receive NDIS support.

Financially, we had a very strong year, thanks predominantly to the wonderful supporters who remembered Guide Dogs NSW/ACT in their Will. Bequests totalled \$18.6m and this will enable us to significantly increase our services to people with vision loss.

Despite the lingering effects of the Global Financial Crisis on donations to charities, donors and other financial supporters have continued to stand by Guide Dogs NSW/ACT and contributed 6% growth over last year's total. From 2015/16, we will focus on significantly increasing our communication with the community to attract more financial supporters and people wanting to partner with Guide Dogs NSW/ACT in the work we do with our Guide Dogs and clients.

In 2014/15, we trialed a new puppy-design collection dog in some Woolworths stores across NSW/ACT. The response to the trial was very promising and we expect to see these new-look collection dogs proudly displayed in a growing number of Woolworths stores during 2015/16.

The public awareness of the Guide Dogs brand continues to be very strong. This was emphatically demonstrated when we were awarded the Reader's Digest *Most Trusted Charity Brand* for 2015, for the third year in a row. It is heartening and incredibly rewarding to know that our organisation is so loved and trusted throughout the community.



Some of our initiatives to continuously improve should also be mentioned. We completed the phase 2 upgrades to the new enterprise resource planning (ERP) system and will be making phase 3 enhancements in 2015/16 as we fine-tune this software to better meet our needs. Senior Management has undergone further leadership training, resulting in numerous improvements to the organisation. We are also providing training and coaching to staff; and in 2015/16 we will implement some of the principles of total quality management.

The way we manage legal challenges to bequests has been reviewed and we are taking a more assertive position in requesting the deceased's wishes be carried out to properly reflect the intent of the Will.

New company Values have been developed to articulate the standards and acceptable behaviours that are expected and exhibited throughout the Guide Dogs NSW/ACT team.

A list of major residual risks identified in the Guide Dogs NSW/ACT risk management plan and an update on the actions being taken to mitigate these risks follow:

1. Reliance on an out-dated Enterprise Resource Planning system.

The new ERP system was implemented in November 2013 and has been bedded down during 2014/15, with enhancements undertaken during the year and more planned for 2015/16. This is no longer regarded as a major risk.

2. Insufficient Guide Dogs to meet the demand.

The breeding program produced 140 puppies and 51 Guide Dogs graduated. The waiting list by July 2015 was 16 clients. We will continue to increase the number of dogs graduating each year, and further reduce the waiting time for a Guide Dog.

3. Insufficient instructors to meet growth in demand.

Attrition has reduced our instructor numbers. Ten Orientation & Mobility Instructor Master degree students will be recruited to commence studies in early 2016. The intention is to continue to train instructors in numbers in excess of the attrition rate.

4. Ongoing funding of the Centre for Eye Health.

Guide Dogs NSW/ACT is investing significant effort to attract funding partners and donors and is working with international fundraising expert Alan Clayton to assist with this important initiative, which commenced in July 2015.

5. Potential for client injury while utilising mobility skills taught by Instructors.

The review of the risk involved in delivering different types of client service programs has been completed. Programs with unacceptably high risk have been eliminated from our offering. Updating the policies, processes and documentation to mitigate this risk will be completed by September 2015. The process to measure compliance will be implemented and training will occur in November 2015. Management and the Board will monitor this closely.

6. Staff motor vehicle accidents.

Driver training and increased vehicle choice with benchmark safety inclusions will continue.

7. Staff changes in the Fundraising and Planned Giving departments potentially resulting in reduced income streams.

Recruitment has yielded excellent staff who are settling into their roles extremely well and proving to be very effective in their responsibilities. The Board and Senior Management are confident that these departments are in good hands and that this is no longer a major risk.

8. Lack of preparedness for industry reform with the introduction of the NDIS.

Staff members have been involved with the NDIS trials and the National Disability Insurance Agency. The Board and Senior Management are confident that Guide Dogs NSW/ACT is well placed to advocate strongly for the inclusion of people with vision loss in the NDIS. It is believed that the organisation is significantly better placed than most and that this should no longer be regarded as a major risk. There is still substantial work to be done to advocate for the inclusion of people with vision loss within Aged Care reform.

Last and most important, on behalf of the awesome people we serve and the exceptional staff at Guide Dogs NSW/ACT, I thank all our bequestors, donors, volunteers and supporters who gave so generously to our cause during the year. As I mentioned earlier, we receive virtually no government funding and are reliant on the support of the community to be able to continue our life-changing work.

Thank you so much.

Dr Graeme White
Chief Executive Officer
September 2015



Strategic goals and achievements

Strategic goal 1

To deliver and be known for high quality Guide Dogs



Puppy Raising

The Puppy Raising team completed 3,343 face-to-face contacts with our pups.

Alan May Pavilion

A generous donor funded construction of the Alan May Pavilion, providing shelter and additional undercover space at the Guide Dogs Centre.

Training for new instructors

Two Instructors completed their Guide Dog training practicum and a second Guide Dog Trainer was recruited to enable us to increase Guide Dog production.



51 Guide Dogs completed training

and were deemed ready to be placed with clients, reducing waiting times significantly from 2013/2014.



1,657 consultations

were performed at our on-site vet clinic.



Donations from international friends

We obtained a very generous donation of a second consignment of genetic material from the USA, as well as a supply commitment from two other major international Guide Dog schools.

Home grown pups

All pups entering our Guide Dog program in 2014/2015 were 'home grown', achieving this goal 12 months ahead of schedule.



Strategic goal 2

To grow and provide the highest quality Orientation & Mobility services

Our Development Program, which aims to raise awareness of our services in the community, reached over

3,000 health professionals



20% increase

in completed client programs over previous year.

Falls prevention initiatives

We initiated a number of innovative falls prevention initiatives that have facilitated an increase in referrals for older people and raised our profile with other health service providers.



Aunty Mary Program

We received a government grant to expand the 'Aunty Mary Program', aimed at increasing referrals for indigenous clients living in rural and remote communities.



Innovative programs developed

Our Sydney Kids and Youth programs were innovative developments that have been effective in increasing children's participation in mobility events.



Masters study complete

All six Client Services' Orientation & Mobility recruits successfully completed their Master degree and are now working with clients.

Strategic goal 3

To reduce the incidence of preventable vision loss

Glaucoma Management Clinic launched

CFEH launched its Glaucoma Management Clinic, a shared care service providing optometric and ophthalmological assessment for patients who are glaucoma suspects or who have glaucoma.



Research findings published

CFEH published 13 peer reviewed publications. Research findings improve clinical diagnosis and management, foremost in glaucoma, and are being expanded to other disorders.



During the year the Centre for Eye Health (CFEH) assessed

5,296 clients

and conducted more than

33,000

advanced imaging tests.



During the year, CFEH provided

1,520

Continuing Professional Development (CPD) points or the equivalent of approximately

3,000 hours of training

Low Vision

A weekly low vision advisory service was established in Sydney with the Macular Disease Foundation of Australia to assist clients to manage their vision loss and retain their independence.



Outreach Services developed

Outreach services further developed in collaboration with the Outback Eye Service of The Prince of Wales Hospital Ophthalmology Department, targeting remote and regional communities.

Strategic goal 4

To provide advocacy and community education on the needs and rights of people with vision impairment

Campaign launched

In April we launched a campaign *It's time to end Guide Dog discrimination*, focusing on restaurants and cafes. A video of support from café and restaurant owners was viewed more than 75,000 times on social media.



Survey undertaken

A comprehensive survey was undertaken to determine the issues faced by clients in their daily lives, allowing us to better target our community education activities.



Guide Dog Access Rights card

In partnership with NSW Police Force, a Guide Dog Access Rights card was produced, and provided to all clients with Guide Dogs. The card contains details on relevant laws and potential fines, as well as showing the Police Assistance Line telephone number.

International White Cane Day

Our International White Cane Day campaign in October 2014 focused on the barriers faced by people with impaired vision seeking employment. A guide was produced to assist employers in hiring people who are blind or vision impaired.



Vision loss awareness training

Vision loss awareness training was delivered to hundreds of taxi drivers, bus drivers, railways workers, and nursing students.

Average 8

Average 8, a short film showing children talking about their aspirations and vision impairment was completed, with funding from QBE Foundation.

Strategic goal 5

To ensure we remain a growing, sustainable and socially responsible provider of services



Most Trusted Charity 2015

Guide Dogs was named by Reader's Digest as Australia's Most Trusted Charity Brand for the third year in a row.

Enhancing our business structure

The phase 2 upgrade of our Enterprise Resource Planning system was successfully completed, enhancing our business infrastructure for years to come.

Trusts and Foundations

Over \$860,000 was raised from Trusts and Foundations and we received over \$100,000 from NSW Club Grants, in support of our Client Services and Community Education programs.

The number of gifts in Wills increased by

9%
during 2014/15



Payroll provider outsourced

We appointed a new outsourced payroll provider to ensure that Guide Dogs NSW/ACT manages its most important resource – staff – more effectively.

A new puppy model created

A new model 'Collection Puppy' was created and rolled out for corporate partner Woolworths, increasing the potential income from this source.

Values updated

The Senior Management Team participated in leadership training, with a particular focus on communicating and reinforcing the organisation's Values:

- **Commitment**
- **Empathy**
- **Integrity**
- **Respect**

To our supporters
we say “thank you”



In grateful memory of our very special friends

We honour and acknowledge the generosity of supporters who included a gift to Guide Dogs NSW/ACT in their Will.

Their final gesture will enable more people with vision loss to benefit from our services in the future. A bequest means an enriched life for someone who is blind or vision impaired.

A

Merriss Adler
Betty Allen
Joan Allen
Anne Anderson
Kitty Ardley
Winifred Atwell
Waybrett Avery
Marilyn Axford

B

Cecily Baker
Jeanne Baker
Irene Barber
Bill & Joy Barrie
Margaret Benham
George Benson
Vallex Blackford
Miroslav Blaha
Ellen Bolger
Ella Boyd
David Brandon
Laurence Brew
Henry Brown
Tatiana Buks
June Bullock
Belle Butt

C

Grace Cannon
Rua Carley
Pauline Carr
Susan Carr
Veronica Casey
Wendy Cassidy
Jon Clark
Nancye Clubb
Evelyn Coates
Leon Cohen
Russell Cohen
Geoffrey Collinson
Shirley Corder
Margaret Cousin
Donald Cowley
Kevin Coyle
Doreen Cuff

D

Sheila Darling
Charles Daw
Lesley Dowe
Hilda Dreis
Stanley Droder

E

Sally Eason
Shirley East
Margaret Eastman
Reginald Edmonds
Kondelea Elliott

F

Barbara Faulkner
Jacqueline Field
Nancy Findlay
Helene Finlay
Claire Fischer
Hector Frame
Jack Frankham

G

Betty Gill
Sarah Gillespie
Leah Golding
Ilse Goldschmidt
Barbara Gowan
Edward Gray
Walter Green
Dorothy Greening
Elsie Greig
Elsie Grimm
John Guest
Ailsa Guthrie

H

Joan Hagers
Lola Hall
Joyce Hallam
Una Halliday
Doreen Hamilton
Robert Hart
Patricia Heath
Cornelis Hess
Kathleen Hewitt
Margaret Hiller
John Hinde
Joyce Hirst
Eileen Hook
Maurice Hornsby
Henry Horvath
Bill Hunt
Dulcie Hunter
Olive Hutson

I

Lynne Ivens

J

Peter Jenkins
Margaret Johnson
Coral Jones
Mark Jones
Ruth Jurd

K

The Kemvan Trust
Doreen Kennedy
John & Connie Kennedy Trust
Frank Keston
Marjorie Killiby
Joan Knight
Elfriede Kollich

L

Dennis Lane
Eileen Langford
Doreen Lansdown
Erica Larisch
Donald Larsen
Dorothy Laybutt
Monica Layton-Davis
Barbara Leonard
Keith Lindsay
Ruth Luxford
Peter Lyons

M

Louis Macdessi
Catherine Mackenzie
Winifred Markovich
Gwenyth Martin
Garth Massy-Greene
Sheila McBryde
Ronald McCreath
Helen McKay
Alma McKenzie
Janet McKinnon
Barbara McNamara
Mabs Melville
James Miles
Sonia Moar
John Morison
Audrey Morley-Jones
Pamela Morris-Kennedy
Francis Morrissey

N

Arthur Naldrett
Cynthia Nancarrow
Tex Nankivell
Natalie Noreika
John North

O

Patricia O'Donnell
Joyce O'Neill

P

Robert Pearce
Allan Pennie
The Percival Family
Margaret Porter
Prance Family Trust
Charles Pritchard
Karin Proctor

R

Betty Reddall
Sydney Richardson
Cynthia Richter
Wendy Rinaldi
Joan Ritchie
Anita Robins
Albert Rudd

S

Mavis Salkeld
Allan Schofield
Edith Scott
Elizabeth Scully
Wayne Sherrett
Alan Simpson
Wilfred Smith
Lynne Springer
Gwendoline Stanton
Laurence Stewart
Thomas Storey
Allan Strachan
Marjorie Strang
Kay Stubbs
Frank Swasbrick

T

June Taylor
Mona Thompson
Elizabeth Truman

W

Betty Wade
Rosalie Walker
Patricia Wards
Edward Warren
Doris Webster
Dorothea Whittome
Dorothy Williams
Dawn Woodward
Johanna Wyld

Thank you to our volunteers

Guide Dogs NSW/ACT is reliant on the support of committed people and organisations across NSW and the ACT.

We are indebted to every donor, fundraiser, volunteer and supporter for their commitment and generosity.

To each and every one, we say “thank you.”

Volunteer Support Groups

Central Coast Support Group

Dubbo Support Group

Moree Support Group

Mudgee Support Group

Tamworth Support Group



Thank you to our Model Dog Hosts

These businesses have secured significant donations through their model dogs, large and small, throughout the year.

The Balgowlah Bowling Club Ltd
Balgowlah Heights

Bankstown District Sports Club Ltd
Bankstown

Bankstown RSL
Bankstown

Blacktown RSL Club
Blacktown

Cabra Vale Diggers Club
Canley Vale

Centenary Antique Centre
Newcastle

The Centre for Eye Health
Kensington

Cincotta Chemist Glebe
Glebe

Club Menai
Menai

Cockington Green Gardens Pty Ltd
Nicholls

Coffs Harbour Ex-Servicemens Club
Coffs Harbour

Cooma Ex-Services Club
Cooma

Cremorne Orpheum Theatre
Cremorne

Crescendo Partners
Bellevue Hill

Eastern Suburbs Leagues Club
Bondi Junction

Ettalong Memorial Bowling Club
Ettalong

European Piasta
Artarmon

Ex Services Club Murwillumbah
Murwillumbah

GC & MA Parker Pty Ltd
Panania

Gosford City Bowling Club
Gosford

Ingleburn RSL Club
Ingleburn

Ison & Co Home Timber & Hardware
South Nowra

Joseph G Salim Optometrist
Sylvania

Katz Eyes
Bondi Junction

Laurieton United Services Club
Laurieton

Merimbula RSL Club Ltd
Merimbula

Mingara Leisure Centre
Tumbi Umbi

The Naked Hound
Grafton

Nelson Bay Wests Diggers Club
Shoal Bay

Penrith RSL Club
Penrith

Petersham RSL Club
Petersham

Queanbeyan Leagues Club
Queanbeyan

Retina Associates
Chatswood

Roseville Cinema
Roseville

Shoal Bay Country Club
Shoal Bay

Soldiers Point Bowling Club
Soldiers Point

South Sydney Junior Rugby League Club
Kingsford

St George Motor Boat Club
Sans Souci

St Johns Park Bowling Club Ltd
St Johns Park

Statesman Hotel
Curtin

Strachans Day Night Pharmacy
New Lambton

Tamworth Shoppingworld
Tamworth

Taren Point TAB
Taren Point

Tintenbar General Store
Tintenbar

Turrumurra Bowling Club Ltd
Turrumurra

United Cinemas Avalon
Avalon

United Cinemas Warriewood
Warriewood

Victor Churchill Butchery
Woollahra

Wests Cardiff
Cardiff

Wests Mayfield
Mayfield

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Thank you to our valued partners

Corporate partners

Coles
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Corporate donors

Companies that have donated \$5,000 or more in the financial year ending 30 June 2015, or have provided pro-bono services.

Edie Derry, Photofresh Photography
HWL Ebsworth Lawyers
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Petstock
Quest Worldwide
Richies
Westpac

Trusts and Foundations

Trusts and Foundations that have donated \$5,000 or more in the financial year ending 30 June 2015.

Aged Persons Welfare Foundation
ANZ Trustees
Attaway Foundation Pty Limited
The Bagnall Foundation
The Children's Help Foundation
The Corella Fund
Duchen Family Foundation
The Elliott Family Trust
The Gregory Patrick & Marie Dolores Farrell Foundation
Fundability
The Hargrove Foundation
JLDJS Foundation
Maple-Brown Family Charitable Foundation Ltd
Grahame Mapp Foundation
Matice Pty Ltd ITF The Ward Family Trust
The Jim McIntyre Foundation
The Lin Huddleston Charitable Foundation

NIB Foundation
The Perini Family Foundation Pty Ltd
Perpetual Philanthropic Services
QBE Foundation
Rali Foundation
Bruce & Joy Reid Trust
Roth Charitable Foundation
Skipper-Jacobs Charitable Trust
The Trust Company Ltd
John & Lois Turk Charitable Trust No 2
Veolia Mulwara Trust
William Rubensohn Foundation

Clubs, Schools and Community Groups

Clubs, Schools and Community Groups that have donated \$5,000 or more in the financial year ending 30 June 2015.

Anglican Women of Australia Newcastle Diocese
Cabramatta Bowling & Recreation Club Ltd
Dee Why RSL Club Ltd
Earlwood Bardwell Park RSL Club Ltd
The Hills District Bowling Club
Kingswood Sports Club
Leichhardt Masonic Hall Co Ltd
PLC Sydney
Queanbeyan Leagues Club
Riverwood Legion & Community Club Ltd
South Sydney Junior Rugby League Club
Wyong Rugby League Club





Help me grow
into my harness

Guide
Dogs
AUSTRALIA

Our people

Guide Dogs NSW/ACT is an organisation of high standards, with a commitment to professional conduct and providing high-quality services to its stakeholders.

The safety, health and well-being of clients, employees, volunteers and those who interact with the organisation is an integral part of our work practices.

An increased vigilance and focus on Work Health and Safety by all staff has seen a fall in the number of reported safety related incidents from 19 to 17. The number of manual handling incidents also fell year on year, from 5 to 3.

As at June 30, 2015, there were no outstanding Workers Compensation claims.

Recruitment and selection decisions at Guide Dogs NSW/ACT are based on the principle of merit. Candidates are selected on the basis of whether they have the right skills, qualifications, attitude and abilities required for the job.

Our Performance Management System works towards promoting good communication between staff and management and aligns the efforts of all, to achieve our goals whilst developing the skills of employees. The system is dynamic and can change to reflect the needs of the business and our staff in relation to changes in roles, structure, individual aspirations and succession planning.

Guide Dogs NSW/ACT prides itself on having a highly capable workforce; a factor that is paramount in ensuring we remain a leading service provider and successful organisation. Training and development reconciles employee needs and aspirations with those of the organisation, and is a fundamental part of maintaining efficiency and effectiveness in job roles.

Training and development opportunities are designed to:

- address individual learning requirements throughout employment by providing opportunities for staff to upgrade the skills and knowledge required for current and future job roles, and to acquire competencies;
- enhance personal development and individual job performance;
- maintain and increase job satisfaction;
- provide support for career advancement;
- maintain and improve organisational effectiveness, efficiency, and capacity to initiate and respond constructively to change; and
- promote awareness of the principles of equity and safety in the workplace.

In addition to job role-specific training and development, organisation-wide mandatory learning requirements are updated regularly, taking into account the business environment in which we operate.

Volunteers engaged by Guide Dogs NSW/ACT are afforded appropriate training, supervision and support.

Shared values



Nicholas Bockos, Finance

Nicholas showed great commitment and integrity whilst overseeing the changeover to a new payroll system. He displayed empathy to staff as they adapted to the new system, and also great determination to ensure the project was completed as required.



Brett Smyth, Guide Dogs Centre

Brett has been a valued member of Guide Dogs' Puppy Raising team since 1998. He has enormous respect for the contribution our volunteers make to the success of our organisation. Brett's knowledge and commitment to his work is greatly appreciated by the Puppy Raising families he works with.



Ewa Borkowski, Client Services

As manager of the Sydney East region, Ewa oversees the largest of the Client Services teams. She has worked in the area of vision impairment for many years, and with Guide Dogs for over 20 years. Ewa upholds all our values, and her commitment and professionalism are always exceptionally high.



Penny Jarman, Human Resources

Along with being a trusted HR advisor and a key member of Guide Dogs' WH&S committee, Penny's commitment to learning resulted in the creation of an online training module, used by our Community Education team in the delivery of vision impairment awareness lectures to student nurses – a first for our industry.

Lynne McCarthy, Planned Giving

Lynne is a wonderful asset to the team, and has played a significant role in the new ERP system implementation. Lynne always acts in the best interests of Guide Dogs, and is deserving of recognition for her integrity and commitment in all her dealings with supporters and staff.



Jennifer Moon, Community Education

Jen has worked in the profession of vision impairment for over 25 years, both in Australia and overseas. In her current role as a Community Educator, she creates and delivers training programs for industry groups, as well as providing advice and information on the needs and rights of people with impaired vision.



Lucy Mowat, Fundraising

Shortly after commencing with Guide Dogs as a volunteer in 2013, it became apparent that Lucy's commitment and dedication were well suited to Fundraising. Since becoming a permanent employee, she has been a driving force in raising much-needed funds to provide services for people living with vision loss.



John Payne, Client Services

A much-loved and highly respected figure in the Hunter region, "Doc" Payne was one of the first Orientation & Mobility Instructors to work in NSW (1987). He founded our Newcastle office in 1990, and always gives a 100% to his clients. Doc is also a volunteer for the State Emergency Service.



Leonie Wolff, Guide Dogs Speaker

A long-time Public Speaker for Guide Dogs NSW/ACT, Leonie regularly attends schools, clubs and industry groups to talk about her experiences with her Guide Dog, and to educate the public on the needs and rights of people who have impaired vision. She is also a practicing Psychologist.

Jess Taylor, Client Services

An Orientation & Mobility Instructor in Guide Dogs' Chatswood office, Jess plays an essential role servicing the needs of our diverse client base. She values the expertise of others to endow new learning experiences, which is demonstrated through Jess's training to become an early intervention O&M specialist.



The following Client Services staff had articles published in professional journals in 2014/15.

- Ewa Borkowski
- Desirée Gallimore
- Nicole Holmes
- Sarah Hower
- Jacqueline Johnson
- Lisa Middlemiss
- Kelly Prentice
- Ross Still
- Jessica Taylor
- Frances Tinsley
- Haylee Tumanik

Guide Dog services

The primary role of a Guide Dog is to assist its handler to travel safely and avoid obstacles in their immediate path. Many people with impaired vision find moving about with a Guide Dog less stressful than other means of getting around.



Following a year of socialisation with a volunteer Puppy Raiser, puppies that are selected to become Guide Dogs undergo a 20-week training program to learn the complex skills required for their important job.

Guide Dogs are taught special techniques for stairs and lifts, and learn how to use all forms of public transport. They are also accustomed to going into shops, restaurants and public spaces.

One of the most important aspects of a Guide Dog team is the bond that develops between a person with impaired vision and their Guide Dog. This bond is fostered during training when the client learns to communicate effectively with the dog: giving it commands, directions and hand signals at critical moments, and learning correct voice intonation, timing of praise and corrections.

A person does not have to be completely blind to apply for a Guide Dog. However, it is important that applicants already have good orientation and mobility skills, and are ready to make the commitment that having a Guide Dog entails.





44

The number of Guide Dogs issued in NSW and the ACT within the year 2014/2015



Guide Dogs in service	2014 / 2015
Guide Dog users at the start of the year	254
Dogs issued within the year*	44
Dogs retired, died, moved within the year	61
Dogs from interstate	1
Users at the end of the year	238
Net decrease in users, from previous year	16

* The number of dogs graduating is more than the number of dogs issued due to the time required to match a Guide Dog to its new handler.

D'Arcy and Oregon

Having low vision since childhood due to Myopia and Nystagmus, attending school and working with a vision impairment were daily struggles for D'Arcy. After retirement his vision continued to deteriorate. Despite this, D'Arcy has remained active and involved in the community, embracing his new duties as a presenter on community radio and as a volunteer for Diabetes NSW.



Oregon gives D'Arcy the freedom to enjoy a full, independent and active lifestyle; he also does the supermarket shopping!





Oregon, D'Arcy's third Guide Dog, is a perfect match for his personality and active lifestyle. Never one to sit still, D'Arcy and his wife Allison, together with Oregon, enjoy going to concerts, theatre and meeting people from all walks of life.

D'Arcy is also a Public Speaker for Guide Dogs NSW/ACT, visiting schools, clubs, and community groups with Oregon to talk about what it's like having a Guide Dog, and the different ways the organisation assists people with vision loss to get around their communities safely and with confidence.

Oregon is no ordinary Guide Dog. Not only does he give D'Arcy the freedom to enjoy a full, independent and active lifestyle, he also does the supermarket shopping!

"Years ago Allison and I decided we would make this weekly chore a source of fun for our dogs, and us. We started to teach them where our usual grocery items were located, what their names were and what they looked like. With Oregon, we began with one or two items and gradually added more until he could locate nearly everything – from the brand of yoghurt we prefer, to washing powder, Weet-Bix and tea bags!"



Services for young people

Moving through life's different stages can be a challenge, as each stage brings its own experiences, problems and expectations. However, by planning for these transitions, a young person with vision impairment will be able to develop strategies that will give them the confidence to reach their potential.



Instructors from Guide Dogs NSW/ACT teach children from a young age concepts such as height, distance and direction. This enables the children to better understand the world in which they live and set a platform for higher learning and knowledge. Our family-based programs are available in the home, at pre-schools and schools, and within the community.

We work with families, carers and others to enable young people to successfully move to and from their educational settings. Our mobility services combine education and training with a healthy dose of fun, and are uniquely tailored for toddlers, pre-schoolers and young teens, and like all our services, are provided free of charge.

Guide Dogs NSW/ACT develops training programs tailored to each person's needs, age and skill level. The program then grows with the child, starting with pre-cane skills, moving through to cane training, bus travel, and use of residual vision and other senses.





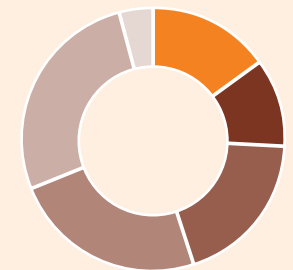
448

The total number of young people who received services in 2014/15



Age distribution of clients

0-20	15%
21-40	11%
41-60	19%
61-80	24%
80+	27%
Unspecified	4%



Luke's story

Luke Andrews is no ordinary fourteen year old. A talented musician and highly motivated student, Luke plays the trumpet in three bands, loves physics and hopes to one day become a scientist. He was also born blind.



**“The most important skill
Guide Dogs has taught me,
is the knowledge to be
able to learn how to get
somewhere on my own.”**



Currently in Year 8 at high school, Luke has never let his lack of vision hold him back from having a normal, busy and exciting childhood.

Having learned how to use a white cane before he was two years old, Luke is now a confident traveller and an avid user of the Trekker Breeze navigation aid. He also uses a Miniguide and 'echolocation' for detecting nearby objects.

Luke uses a combination of all these skills to move about the busy school environment, including negotiating the crowded, bustling, and extremely noisy bus lines.

Luke uses braille at school, although he has started to use a computer more and more. Currently, he is saving up to buy a data logger, which can produce accessible reports.

When he's not busy with schoolwork or playing the trumpet, drums, keyboard or ukulele, Luke makes time to share his inspirational story at events organised by the Royal Institute for Deaf and Blind Children.

He also plays goalball, swims, and enjoys kayaking.



Orientation and Mobility services

Every year Guide Dogs NSW/ACT assists thousands of people with varying degrees of vision impairment to live the life they choose, and to move around their communities safely and confidently.



Our free services are provided to anyone who requires information, assessment, training, and/or equipment to improve their safety, mobility and independence at home and in the community. Training programs are tailored to each client, according to their specific needs, whether that be getting to work, crossing the road safely, or finding the way to the local shops.

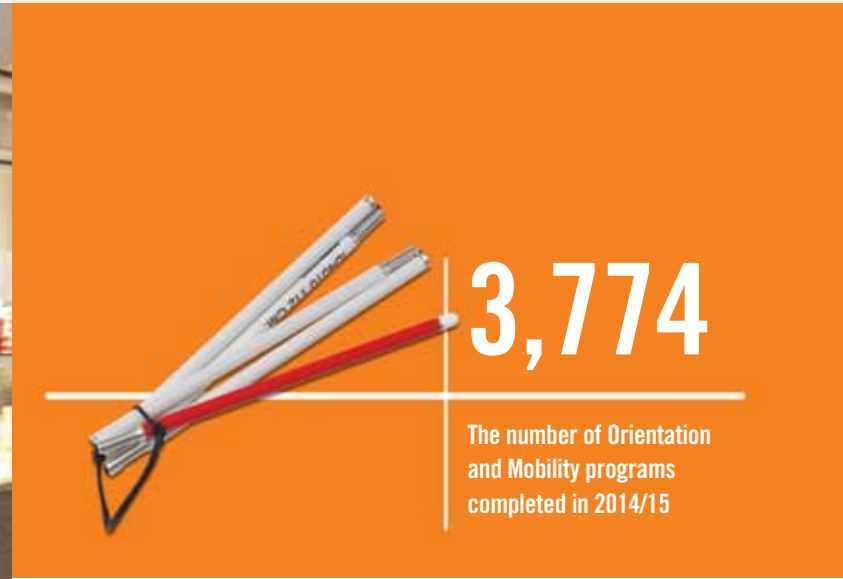
By far the most common mobility device is the long cane, which is used to detect obstacles and changes in ground surface elevation on a person's path of travel. Long canes are light, easily folded away, and come with a range of replaceable tips for travelling over different surfaces.

Identification (or 'ID') canes are smaller than long canes, and their white and red colours let other people know that the person with the cane has reduced vision.

Guide Dogs NSW/ACT's Orientation & Mobility Instructors travel throughout NSW and the ACT to deliver training and advice in a person's local environment. We also provide customised programs that address the specific needs of people whose vision has been affected by stroke, tumour or brain injury.

Ryan Jones
O&M Instructor





Youth Program

Now in its second year, Guide Dogs NSW/ACT's Youth Program challenges teenage clients to take the next step toward independence.



The growth in skills and confidence experienced by the young clients has been evident to all involved.





The program encourages a high level of autonomy, with participants given the opportunity to develop a range of life-skills such as organisation, planning, budgeting and co-operation. Facilitated by experienced Orientation & Mobility Instructors, the program is delivered in a group setting, providing excellent social opportunities as clients work together to achieve their goals.

This year, participants planned their own experiences, including jet boat rides, museum visits and food adventures. The tenacity and ingenuity displayed by the group as they navigated their way through the city to their destinations was extremely impressive.

The growth in skills and confidence experienced by the young clients has been evident to all involved with the program, as we look forward to running further youth programs in the years ahead.

Guide Dogs NSW/ACT's Youth Program is open to anyone 13-18 years of age with any level of vision impairment.

Electronic aids and GPS

Global Positioning Systems (GPS) and other technologies allow a person with vision impairment to achieve greater independence, particularly when travelling to new or unfamiliar places. Instead of relying on other people, a person using GPS on their mobile phone can access information about their location, nearby landmarks, and directions to a particular destination.



Guide Dogs NSW/ACT provides advice and training in the use of a number of different GPS devices and electronic aids, all at no cost.

Many clients choose a stand-alone GPS device called a Trekker Breeze, for navigation. It speaks the names of streets, intersections and other important places in the environment while the user is travelling on foot or in a vehicle. By pressing a button, the Trekker Breeze also provides the user with information about shops and services that are nearby.

New and emerging technologies enable people with impaired vision to travel more extensively than ever before, enhancing their independence and life experiences.

In 2015, Guide Dogs NSW/ACT will be launching its own GPS app for iPhones and iPads, that will combine maps and public transport timetables with information such as the announcement of cross streets and points of interest, to provide users with another tool to allow them to easily navigate to their destination.





943

The number of electronic aid and GPS programs completed in 2014/15



Salma's story

Vision impaired since birth due to glaucoma and cataracts, Salma became legally blind when she was 14. She has problems with depth and distance perception, and finds it difficult to enter a dark room after being outdoors in the light.



“...when Guide Dogs introduced me to the Trekker Breeze, I got my confidence back straight away.”





It was at her school for children with vision impairment that Salma was first introduced to Guide Dogs NSW/ACT. She was trained to use various mobility aids and devices, in particular the long cane to find her way around school and for travel.

While Salma's mobility and confidence further grew when she was paired with Guide Dog Clare in 2009, she discovered a new obstacle last year when she relocated her home.

"When I moved to Chester Hill, I began catching lots of buses which made me really anxious," Salma explained. "That's when Guide Dogs introduced me to the Trekker Breeze. I got my confidence back straight away. It's great because it tells you exactly where you are, which has made my daily activities like catching a bus to meet up with friends a lot easier."

A Public Speaker for Guide Dogs NSW/ACT, Salma uses the Trekker Breeze to travel safely to schools, clubs, seniors and other community groups where she talks about her experience with vision loss, and how having Clare has allowed her to maintain her independence.

With a love of travelling and exploring new places, Salma has found that she is using her Trekker Breeze a lot – together with Clare, of course!

Low vision services

A loss of vision may result from congenital or hereditary eye problems. The extent of the vision loss is different for every condition, and is experienced differently and variably by each person. It may result in difficulty reading the newspaper, recognising faces, watching television or seeing street signs.



Guide Dogs NSW/ACT provides practical advice to assist people with low vision adjust to their condition and maintain their quality of life. Following a comprehensive assessment, we identify practical ways that a person can apply their remaining vision in everyday situations.

Programs can include:

- Training to effectively use residual vision or a low vision aid;
- Advice on how to cross roads safely and move through crowded areas;
- Training in specific visual skills, such as scanning or identifying bus numbers.

We also provide advice about the use of magnification, lighting and contrast to enable people with vision loss to continue to enjoy daily activities such as reading, writing and recreation.

Guide Dogs NSW/ACT runs frequent Low Vision Clinics throughout New South Wales and the Australian Capital Territory.





624



The number of low vision programs delivered by Guide Dogs NSW/ACT in 2014/15



Helen's story

Although she has difficulty seeing what's at the end of the street, Sutherland resident Helen McGuigan does not let this stop her from walking down it.



“The sunglasses are great; they stop the glare from the sun, which has been very beneficial for me, as I like to go for a walk outside every day.”





Helen has reduced central vision and visual field, and has had problems with her sight for as long as she can remember. After getting in touch with Guide Dogs NSW/ACT's low vision specialists just this year, Helen has been given two tools that are helping her maintain her independent and active lifestyle.

First, Helen was prescribed with a yellow-tinted pair of sunglasses that have UV shields. These have helped her to see better when she goes outside for a walk or does her supermarket shopping.

Next, Helen was shown how to use a hand-held magnifier that allows her to read the newspaper and even do puzzles – something she never thought she'd do again.

As a new client for Low Vision Services, Helen is looking forward to learning about the other ways that Guide Dogs NSW/ACT can assist her to maintain her independence, and continue to do the things she loves.

“My doctor was very glad when I got in contact with Guide Dogs!”

Pets As Therapy

Pets As Therapy (PAT) is a free community service, provided by Guide Dogs NSW/ACT for more than 30 years. The program places carefully selected companion dogs with people who may be disadvantaged due to age, illness, disability or isolation.



PAT dogs are trained at the Guide Dogs Centre in Glossodia, NSW. They are trained in basic obedience and walking next to a mobility aid such as a wheelchair, walking stick or frame, as required. To be suitable for our Pets As Therapy program, dogs must be obedient, have a good temperament, and not be too boisterous.

Ownership of a PAT dog is a very rewarding experience, but it is also an ongoing responsibility. The dogs must have regular exercise, grooming and health checks. Clients also need to maintain the animal's obedience level.

PAT dogs can play a particularly important role in the emotional and physical development of children, by providing a source of love and companionship and an opportunity for them to learn firsthand about responsibility.

Assessments are conducted at the applicant's home to establish their needs and the potential benefits of a PAT dog. Following a positive assessment, placement of a suitably trained dog will occur within the earliest possible time – although there is currently a long waiting list for PAT dogs.





15

Pets As Therapy dogs were placed in 2014/15



Lachlan and Kody

Like most three year olds, Lachlan loves playing outside and exploring. However, Lachlan cannot see the world he is discovering. Completely blind since birth, Lachlan is learning to understand his environment with the help of a very special four-legged friend named Kody.



“Before we had Kody, Lachlan had limited speech. Now, all he talks about is his dog!”





A beautiful golden Labrador, Kody was given to Lachlan in late 2014 as part of Guide Dogs NSW/ACT's Pets As Therapy program. Lachlan's mother Janine said Kody has already had a huge effect on both her son, and on her family. In particular, having Kody has helped Lachlan with his speech.

Using Kody's paws, tail and head as a point of reference, the dog has allowed Lachlan to imagine what other animals would look and feel like. With his smiling face and even temperament, it's no surprise that this gentle creature has become very popular in the neighbourhood. As everyone wants to pat Kody, Lachlan's social skills have improved immensely.

"This is wonderful as many people were cautious about approaching us when they saw Lachlan's white cane," Janine explained.

Having settled in well, Kody has brought a lot of happiness into what was originally a difficult situation for the family. He goes everywhere with Lachlan and his brother, Joshua, and they adore him equally. Janine hopes that Lachlan's early experience with Kody will help prepare him to be a confident Guide Dog handler in the future.

Centre for Eye Health

The Centre for Eye Health (CFEH) celebrated its fifth birthday this year, and opened a new Glaucoma Management Clinic. The clinic reflects further expanded collaborations with local health care providers. Other initiatives implemented over the year aimed to develop ties to rural and regional eye care organisations.



The Centre continues to provide education for referrers and future referrers, drawing on its evidence-based clinical practice and substantial database.

In 2014/15, 6,212 referrals were received from our 1,230 optometrist and 90 ophthalmologist registered practitioners, and 5,296 of those referrals became clients, with more than 33,000 advanced imaging services performed.

Since opening in 2009, more than 28,000 clients have been seen, and over 169,800 tests have been conducted. The CFEH team is pleased to provide services which help prevent or delay the onset of eye disease.

Glaucoma Management Clinic

In March 2015, the Centre opened its Glaucoma Management Clinic (GMC), in conjunction with Prince of Wales Hospital's Ophthalmology Department.

The GMC is a shared care service which provides optometric and ophthalmological assessment, including advanced eye imaging, for patients who have glaucoma or are suspected as having glaucoma.

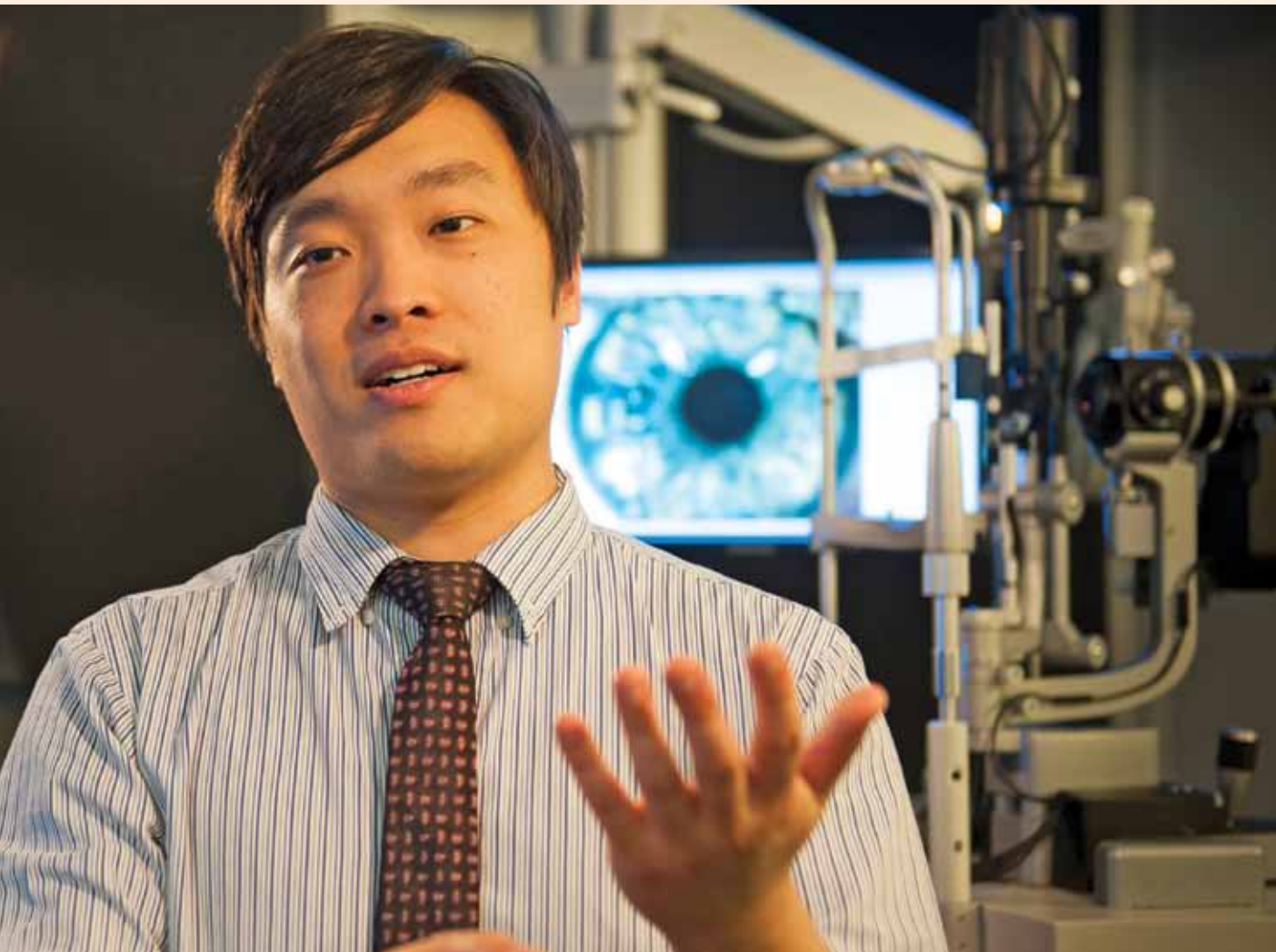
The GMC is designed to ensure compliance with the December 2014 Optometry Board of Australia's guidelines for use of scheduled medicines. The GMC assists referring practitioners in the management of their patients, as well as reducing the number of patients attending public hospitals. The GMC is therefore directly reducing hospital waiting lists by enabling referred patients to be evaluated and treated for their glaucoma with minimal delay. Patients may only access the GMC by referral from a registered optometrist or ophthalmologist. The services provided by CFEH are free-of-charge to patients, with Medicare bulk-billing, which partly funds this initiative.

Outreach Services – Outback Eye Service

CFEH has continued working with the Outback Eye Service of Prince of Wales Hospital's Ophthalmology Department. Using money raised by Lions Club, CFEH is providing funds to a rural community health clinic to employ someone who takes images of the eyes of people for diabetes management, and to train others to do the same. This screening service will help identify clients with retinopathy who can then be treated during subsequent Ophthalmology clinics in these regions. The Centre is also involved with the Western NSW Eye Health Partnership Project.

John's story

51 year old John was seen by his optometrist for a routine check-up of long standing, stable macular changes. The optometrist noted at the time that his left eye had additional subtle anomalies to those already present due to macula changes.



Having the option to review at a future time or seek additional assistance from the Centre for Eye Health gave the optometrist a perfect solution for analysing these subtle changes further. Testing at the Centre for Eye Health revealed that the additional subtle anomalies in the eye were in fact early swelling of the optic nerve caused by fluid pressure on the brain (Idiopathic Intracranial Hypertension), a condition which if not treated could have caused significant vision loss in both eyes.

John was seen urgently and treated by an ophthalmologist, who reported back that “I am glad that you picked up those changes because you have definitely saved his vision.”

Continuing Professional Development

This financial year, CFEH provided 1,520 Continuing Professional Development (CPD) points or the equivalent of approximately 900 hours of training. Learning for Vision, which features a range of online CPD activities and modules, delivered 1,152 of these points. Modules prepared for Learning for Vision have also been sold to online CPD providers in the U.S.A and Britain, and negotiations are currently being held with other overseas organisations. In addition to serving our goal of educating the profession and thereby improving the quality of CFEH referrals, this activity also highlights the quality of the service provided at the Centre.

Student education

The Centre for Eye Health has continued its contribution to student education: our future referrers. In addition to improving the overall understanding of ocular disease and the interpretation of cutting-edge clinical equipment many of these students would have access to upon graduation, the Centre is again influencing the delivery of health care within the community these clinicians will operate.

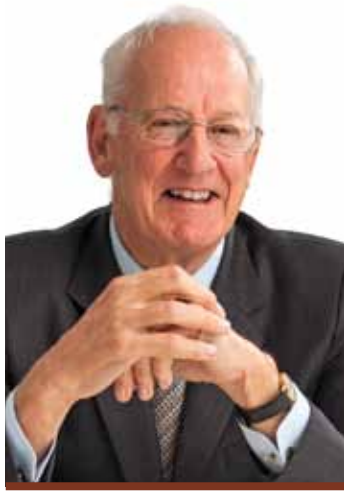
Research

During the financial year, CFEH had 13 peer reviewed publications. The availability of a large clinical database has attracted postgraduate students from UNSW who investigate a diverse range of clinical projects, all geared to assess and improve current clinical standards. Research findings are being applied at CFEH to improve clinical diagnosis and management, foremost in glaucoma, and are also being expanded to other eye diseases. The primary objective is the provision of improved clinical procedures for early detection of eye disease.

A handwritten signature in black ink, reading "Michael Kalloniatis". The signature is stylized and includes a large flourish at the end.

Michael Kalloniatis

Director
Centre for Eye Health



Mr Allan Barry Calvert Stephen
OAM, FFA, FIAA, FAICD
President

Formerly, General Manager Zurich Australia Limited responsible for all aspects of the business. Over 30 years' experience as a Director of unlisted public companies. Aged 72. Joined the Board in 1999. Chairman of the Centre for Eye Health Limited. Currently a member of the Finance, Audit & Risk Management Sub-committee and the Nomination & Remuneration Sub-committee.



Mrs Linda Vivienne Druitt
BBus (Acc), CPA
Vice President

Partner, Nortons Business Advisors (Chartered Accountants). Aged 56. Joined the Board in 2004. Lindy has more than 25 years' experience in public practice offering superannuation and taxation services to small and medium business. Lindy is Chairman of the Finance, Audit & Risk Management Sub-committee and a member of the Nomination & Remuneration Sub-committee.



Mr James Bennett
B Eng

Mechanical Engineer and self-employed business consultant (Disability Services Auditor). Aged 67. Joined the Board in 2011. James is a client, an experienced Guide Dog user and an advocate for those who are blind or vision impaired. He consults as a Consumer Technical Expert and Lead Auditor for Quality Management Systems (ISO & AS) primarily participating in Disability Services Audits throughout Australia. He also sits on several Advisory Committees with the National Disability Services covering Open Employment and Australian Disability Enterprises. James is a member of the Corporate Governance Sub-committee.



Ms Zorana Bull
MA (Eng, Econ & Mgmt), GAICD

Founding Director of Altura Partners (Strategic Management Consultants – Sydney/Melbourne). Aged 48. Joined the Board in 2010. Zorana has over 25 years of experience in strategy development, operational performance improvement and organisational change. She was previously a Partner with leading global consultancy PA Consulting Group and Chief Operating Officer of the Australian business. Zorana is a Non-Executive Director with Moorebank Intermodal Company Limited, AirRoad Pty Ltd and Fancy Engineering Ltd. Zorana is a member of the Finance, Audit & Risk Management Sub-committee.



Mr Ian Andrew Jamieson

BCom (Mktg), CPM (AMI), MAICD

Managing Director of Marketing Initiatives (Strategic Marketing Consultants) and Principal of Future Builders. Aged 62. Joined the Board in 2008. Ian has over 30 years of experience in marketing and business strategy development, including corporate positions and managing his own consultancy business. He is a Fellow of the Australian Marketing Institute. Ian is Chairman of the Nomination & Remuneration Committee and a member of the Corporate Governance Sub-committee.



Mr Steven Kouris

BEc/LLB, LLM

Lawyer and commercial advisor. Aged 46. Joined the Board in 2010. Steven has extensive corporate governance and leadership, strategic planning and risk management expertise as a non-executive director and board committee member across the health, housing and not-for-profit sector, and augments this with commercial & legal expertise in private, corporate and government practice. He has worked for major national law firms such as King & Wood Mallesons and Allens, and advised government departments, and has substantial expertise in major projects, infrastructure & development, building and construction, and property. He is Chairman of the Corporate Governance Sub-committee.



Mr Kieran Maurice Lane

LLB Hons, LLM

Practising solicitor and a former tax partner at KPMG. Aged 64. Joined the Board in 2012 in a non-executive capacity. Kieran has 20 years' experience at KPMG in several senior management positions including serving as an elected member of the KPMG Board for 5 years. Past activities include acting a member of the St Joseph's College Finance Committee and a Vice President of the Australia China Business Council. Kieran is a member of the Finance, Audit & Risk Management Sub-committee.



Mr Hongbin Liu

MAppFin, MA

General Manager of the Industrial and Commercial Bank of China (ICBC) Sydney Branch. Aged 47. Elected to the Board as a Director in November 2013. Hongbin has over twenty years' experience at ICBC, including serving as the Chief Representative in Australia and General Manager in Italy.



Dr Anthony Broughton Mosman

BVSc

Veterinarian and partner of the Bondi Junction Veterinary Hospital since 1976, the home of the present TV series *Bondi Vet*. Aged 67. Joined the Board in 1999. Past activities include President of the Australian Veterinary Association, Sydney, and serving on several municipal council animal advisory groups. Tony is an Alternate Director for the Centre for Eye Health.

Corporate governance

Board responsibilities

The Board consists of independent non-executive Directors who have extensive relevant experience to bring independence, accountability and judgement to the Board's deliberations, so the Board acts in good faith and in Guide Dogs NSW/ACT's interests, ultimately for the benefit of its stakeholders.

The Board also ensures that Guide Dogs' corporate governance framework across the organisation accords with best practice.

In particular, the Board:

- holds at least 11 formal meetings a year, and otherwise when necessary;
- ensures legal, regulatory and financial obligations are being met;
- sets and reviews strategic direction;
- monitors the operating and financial performance of the company;
- evaluates the performance of the Chief Executive Officer, and senior management;
- sets risk policy and monitors risk management; and
- ensures that relevant stakeholders are appropriately informed of material developments.

The Board considers stakeholders to include: clients, employees, members of the organisation, benefactors, and the community at large (including people with vision impairment who are not clients).

In preparing this statement, the Board has focussed on its structure, principles and core values.

Board structure

- The Guide Dogs NSW/ACT Constitution provides for a maximum of nine and a minimum of six Directors.
 - There are currently nine Directors.
 - No employee can be a Director.
 - The Chairman is appointed by the Directors from amongst their number.
 - There is no maximum appointment term specified for Directors; however, one third of the Board must retire at each Annual General Meeting (and may offer themselves for re-election) in the interests of reassessing Board skills and capabilities.
 - New Directors are nominated by the Nomination and Remuneration Committee and may be appointed by the Board to fill a casual vacancy.
-

Committees

- The Board has created several Board Committees to assist with its role in governing the organisation.
 - All Committees operate under formal terms of reference, which are updated when necessary.
 - The Board does not however delegate major decisions to Committees.
 - Committees are responsible for considering their relevant issues and making recommendations to the Board, within the scope of their respective terms of reference.
 - The Finance, Audit & Risk Management Committee monitors the management of the organisation's reserve funds, and assists the Board in fulfilling its audit, risk, accounting and reporting obligations, monitors external auditors (including the independence of the external auditors) and ensures compliance with legal and statutory obligations.
 - Working with senior management, the Board reviews the corporate risks faced by the organisation, assessing the probability, magnitude and possible impact of the risk, and then recommends appropriate preventative measures.
 - The Chairman of the Finance, Audit & Risk Management Committee has appropriate financial experience.
-

- The Nomination & Remuneration Committee nominates new Directors, recommends remuneration for the Chief Executive Officer and senior management and monitors succession planning.
 - The Corporate Governance Committee reviews Guide Dogs' Corporate Governance framework across the organisation with a view to ensuring that it remains relevant and consistent with best practice.
 - Membership of the Board and Committees are detailed elsewhere in this report.
-

Processes

- Meetings are structured to encourage active participation by all Directors at meetings.
 - Directors have open access to information, subject to maintaining its confidentiality.
 - The Board receives regular management presentations from company personnel.
 - The Chief Executive Officer and Chief Financial Officer certify the accuracy and completeness of financial information provided to the Board.
 - Independent professional advice is available to Directors, subject to approval by the Chairman.
 - The Board operates under a standard, formal Code of Conduct which includes a section dealing with conflict of interest.
 - The Board periodically conducts a review of its performance and effectiveness through independent evaluations.
-

External auditor independence

- The Board monitors the independence of the external auditors.
 - The Board has a policy to restrict the type of non-audit services which can be provided by the external auditors.
 - The Finance, Audit & Risk Management Committee meets monthly with company management and annually with the external auditors, without management.
-

Abridged financial statements

Statement of Comprehensive Income

for the Financial Year ended 30 June 2015

	2015 \$'000	2014 \$'000
Bequests	18,566	11,427
Donations	7,739	7,271
Telephone marketing sales	1,032	1,195
Investment income	1,979	1,528
NDIS & other government funding	374	220
Other income	497	233
Revenue from ordinary activities	30,187	21,874
Other gains/(losses)		
Unrealised gain/(loss) from revaluation of investments	(1,171)	1,789
Net gain on disposal of investments	–	399
Net (loss) on disposal of non current assets	(67)	(142)
Total income	28,949	23,920
Client service costs (Guide Dogs & CFEH)	(14,471)	(14,275)
Community education and advocacy	(815)	(846)
Telephone marketing costs	(1,302)	(1,182)
Fundraising overheads including:		
– Data processing and management	(635)	(517)
– Planned giving expenditure	(865)	(855)
– Appeal costs	(1,326)	(962)
Marketing	(1,217)	(1,182)
Governance and administrative services	(3,339)	(3,317)
Contribution to Guide Dogs Future Fund	(144)	–
Total expenses	(24,114)	(23,136)
Net surplus from ordinary activities	4,835	784
Other comprehensive income		
Transfer reserves to Guide Dogs Future Fund	(1,356)	–
Total comprehensive income	3,479	784

These figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2015.

The full Financial Statements and Auditor's Opinion are available on request or via our website: www.guidedogs.com.au

Statement of Financial Position

As at 30 June 2015

	2015 \$'000	2014 \$'000
Current Assets		
Cash and cash equivalents	2,339	2,331
Trade and other receivables	1,330	1,062
Inventories	178	111
Held-to-maturity investments	14,900	11,900
Other assets	193	298
Total Current Assets	18,940	15,702
Non-Current Assets		
Investments	24,351	23,754
Held-to-maturity investments	40	40
Property, plant and equipment	13,288	13,690
Intangibles (Computer software system)	1,024	1,072
Total Non-Current Assets	38,703	38,556
Total Assets	57,643	54,258
Current Liabilities		
Trade and other payables	1,145	1,254
Employee leave entitlements	1,092	1,175
Total Current Liabilities	2,237	2,429
Non-Current Liabilities		
Employee leave entitlements	434	336
Total Non-Current Liabilities	434	336
Total Liabilities	2,671	2,765
Net Assets	54,972	51,493
Accumulated Funds		
Reserves	–	1,356
Accumulated surplus	54,972	50,137
Total Accumulated Funds	54,972	51,493

These figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2015.

The full Financial Statements and Auditor's Opinion are available on request or via our website: www.guidedogs.com.au

Senior management team

Left to right

Graeme White
Eric Cooper
Fiona Crawford
Nicholas Shaw
Frances Tinsley
Charles Ulm
Michael Morgan
Leila Davis
Graeme Mitchell
Peter Garnham
Sally Biles

Dr Graeme White BSc (Hons), PhD
Chief Executive Officer

CEO, Guide Dogs NSW/ACT since October 2009 and CEO of Guide Dogs Victoria from 2005-2011. Currently: Director of The Centre for Eye Health; Director of the International Guide Dog Federation; Director and Treasurer of the Australian and New Zealand Assistance Dog Association.

Prior to joining Guide Dogs, Graeme spent 30 years in the Australian Pharmaceutical, Healthcare and Optical Industries in Marketing, General Management and Chief Executive roles. He worked at the multinational companies Pfizer Pharmaceuticals, Baxter Healthcare, Smith and Nephew, Sigma Pharmaceutical Wholesale and Ocular Sciences and managed businesses ranging from \$5 million to \$1.2 billion in size.

Fiona Crawford GIA (Cert)
Company Secretary and
Executive Assistant to the CEO

Fiona has been Executive Assistant to the CEO since 2006 and was appointed Company Secretary in 2009 for Guide Dogs NSW/ACT and Centre for Eye Health. Fiona holds a Certificate in Governance Practice from the Governance Institute of Australia, a Diploma of Journalism (Macleay College), a Certificate of Marketing & Management (Macquarie Graduate School of Management) and an SIA (now 'Finsia') Certificate (Australian Stock Exchange). Her previous roles include working for the CEO of Ord Minnett; the CEO of Volante; the CEO of Compaq Computer Asia Pacific; a senior Partner at Mallesons Stephen Jaques, and Societe Generale. Fiona was also a researcher and segment producer for the Nine Network.



Nicholas Shaw BCom, CA
Chief Financial Officer

Nick joined Guide Dogs NSW/ACT in 2007 and has substantial accounting and management experience gained in the pharmaceuticals, diagnostic and food science industries. As CFO, he continues to focus on operational efficiencies, cost control and IT strategy. Nick introduced and champions the use of 'Balanced Scorecard' reporting to ensure the company keeps its eye on both financial and operational goals. He is also the CFO of Centre for Eye Health Limited and Royal Guide Dogs Australia. Nick gained his professional qualification as a Chartered Accountant, while working at PriceWaterhouseCoopers.

Eric Cooper FAHRI
General Manager, Human Resources

Eric has 40 years' HR and management experience, primarily in the IT sector, working for international businesses IBM, Xerox, and Qantas. His last major corporate role was Director HRD for AAPT. Prior to joining Guide Dogs NSW/ACT in November 2009, Eric had his own consulting business that focused on the Community Services and Health sectors, working for Sunnyfield Association, Ability Options, NSW Health and the Australian Red Cross. Eric is a Fellow of the Australian Human Resources Institute.

Peter Garnham
IT Project Manager

Prior to joining Guide Dogs NSW/ACT in 2011, Peter had a range of senior roles, including: IT Director at Pearson Education (publishing & distribution); IT Consultant (self-employed) performing system implementations, process improvements and integrations for distribution and manufacturing enterprises; Commercial Systems Manager at Coffey International (project management and professional services) responsible for all company IT systems.

Frances Tinsley DipOT, DipBusiness, MScience (Rehab Counselling)
General Manager, Client Services

Prior to joining Guide Dogs NSW/ACT in November 2011, Frances worked in several senior executive and management roles within the aged and community care sector. These included managing hospital and community health teams involved in the assessment and delivery of supports to people in their own homes. Before moving to Australia in 2001, Frances worked for 12 years as an Occupational Therapist in the field of neurology and community therapy.

Charles Ulm BCom (Mktg), MBA, GradCert Social Impact
General Manager, Marketing & Communications

Prior to joining Guide Dogs NSW/ACT in 2008, Charles spent almost 30 years working in an executive capacity for a range of transport services businesses, both in Australia and overseas. His management experience includes significant achievement in both public and private sectors through the application of sound market analysis, planning and strategy implementation.

Graeme Mitchell
Guide Dogs Centre Manager

Graeme has worked in the Guide Dog industry for over 30 years, including periods based in Victoria and Western Australia. Following two stints overseas working for Guide Dogs organisations in Taiwan and Ireland, Graeme returned to Australia and joined Guide Dogs NSW/ACT in 1998. He now manages the Guide Dogs Centre at Glossodia, overseeing Guide Dog production, Puppy Raising, Pets As Therapy and the development of our puppy breeding program, as well as the implementation of significant changes to our kennel infrastructure and veterinary facilities.

Sally Biles LLB
General Manager, Planned Giving

Sally joined Guide Dogs NSW/ACT in 2013. She was admitted as a Barrister and Solicitor in Tasmania in 1985 and requalified as a solicitor in the UK in 1991. She worked for the largest third party mortgage administrator in Europe in both operational roles and as company solicitor. In 1993 Sally joined the London law firm Lewis Silkin where she was invited to become a partner in 1995. After returning to Australia and raising her family, Sally entered the not-for-profit sector in 2010.

Leila Davis MFIA
General Manager, Fundraising & Business Development

Leila has more than ten years' experience working in and leading high performing fundraising teams for a variety of grassroots organisations and high profile not-for-profits. She has delivered exceptional results in all specialities of fundraising; from event management to corporate partnerships and direct marketing, but her particular passion is donor cultivation and major gift campaign fundraising. Leila joined Guide Dogs NSW/ACT in 2014. She is a member of the Fundraising Institute of Australia.

Michael Morgan
Telemarketing Manager

With more than 20 years' management experience across Commercial, Sales and People Development roles, working in large corporate environments, as well as the SME and NFP segments, Michael is a new addition to the Guide Dogs NSW/ACT management team. A former Sales and Customer Service Trainer, and Telemarketing Manager, he brings the skills and experience required to further develop the Telemarketing operation at Guide Dogs. Michael's knowledge of inventory control and logistics will be a great asset to the organisation.

Guide Dogs for the Blind Association of New South Wales was founded by volunteers in 1957 and incorporated in 1962. In 1979, the association changed its name to Guide Dog Association of New South Wales to encompass people with impaired vision. In 1991, the association merged with ACT Guide Dog Association Limited to form Guide Dog Association of New South Wales and ACT. In 2003, the Association changed its name to Guide Dogs NSW/ACT.

Guide Dogs NSW/ACT is a public company, limited by guarantee, ABN 52 000 399 744.

The Centre for Eye Health is a fully-owned subsidiary of Guide Dogs NSW/ACT.

Guide Dogs NSW/ACT receives less than 2% of its funding from Government and is financially dependent on the generosity of the people of NSW and the ACT.

We are a member of Royal Guide Dogs Australia, Assistance Dogs International and the International Guide Dog Federation.

We provide

- Guide Dogs.
 - Assessment and training in orientation and mobility to people who are blind or have impaired vision.
 - Aids; including mobility canes and electronic mobility aids.
 - Children's services.
 - Low vision assessment and training.
 - Compensatory training to people who have neurological vision impairment.
 - Pets As Therapy dogs, to people who are socially disadvantaged due to isolation, disability, age, or ill health.
 - Advocacy and community education on the needs and rights of people who are blind or have impaired vision.
 - Free state-of-the-art eye imaging and diagnostic services, for early detection of eye disease.
-

We deliver our services

- In the home and neighbourhood of clients.
- To, from and at clients' places of employment.
- At schools, universities, and other educational institutions.
- From venues in Sydney, Canberra and in regional centres.
- In the Low Vision Clinic at Chatswood and other locations.
- At the Guide Dogs Centre at Glossodia.
- At the Centre for Eye Health, UNSW, Kensington.
- Where appropriate, to meet with clients' requirements.

Our policy

All our services are delivered free-of-charge to clients.

Head Office*

Guide Dogs NSW/ACT
2-4 Thomas Street
Chatswood NSW 2067
PO Box 1965
North Sydney NSW 2059
Telephone (02) 9412 9300
Facsimile (02) 9412 9399
www.guidedogs.com.au

Guide Dogs Centre

Telephone (02) 4579 7555
Facsimile (02) 4579 7537

Centre for Eye Health

Telephone (02) 8115 0700 or
1300 421 960
Facsimile (02) 8115 0799

ACT

Telephone (02) 6285 2988
Facsimile (02) 6285 2827

Albury

Telephone (02) 6041 5201
Facsimile (02) 6041 5107

Ballina

Telephone (02) 6681 1667
Facsimile (02) 6681 1696

Blacktown

Telephone (02) 9676 5802
Facsimile (02) 9671 6763

Coffs Harbour

Telephone (02) 6652 7424
Facsimile (02) 6651 4082

Newcastle

Telephone (02) 4925 3066
Facsimile (02) 4925 3011

Orange

Telephone (02) 6362 6625
Facsimile (02) 6393 8969

Tamworth

Telephone (02) 6761 3152
Facsimile (02) 6761 3575

**Melbourne Branch
(administration only)**

2 Watson Avenue
Mont Albert North
VIC 3129
Telephone 0417 588 256



* We wish to acknowledge the traditional inhabitants of the land on which our head office in Chatswood stands – the Cammeraygal people of the Guringai nation.

Company information (continued)

Auditors

HLB Mann Judd
Sydney, NSW

Bankers

Westpac Banking Corporation
Sydney, NSW

Lawyers

HWL Ebsworth Lawyers
Sydney, NSW

Fund managers

Russell Investment Group
Sydney, NSW

van Eyk BluePrint
(Macquarie Investment Management Ltd)
Sydney, NSW

Warakirri Asset Management Pty Ltd
Melbourne, VIC

Vanguard Investments Australia Limited
Southbank, VIC



