



A trusted partner

Annual Report 2013



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Guide Dogs NSW/ACT
ABN 52 000 399 744

Guide Dogs NSW/ACT receives minimal Government funding and is financially dependent on the generosity of the people of NSW and the ACT.



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.

“

I commend the organisation for its many achievements over the past year, and encourage everyone to continue supporting this important and worthwhile cause.

”

Every day, we see evidence in our communities, streets and workplaces of the incredible job that Guide Dogs NSW/ACT undertakes in assisting people with impaired vision to remain safe and independent. By performing this vital work, they are making an enormous contribution to the dignity and well-being of those living with vision loss.

Just as a person with impaired vision places his or her trust in the skill and training of their Guide Dog, this report recognises the many individuals, organisations and corporate partners that entrust Guide Dogs NSW/ACT with their generous financial support. Some will make the ultimate decision to change someone's life by including a legacy to the organisation in their Will.

We should also celebrate at this time the wonderful contributions that are made graciously, and without material reward, by people volunteering their time to Guide Dogs NSW/ACT. These include the wonderful Puppy Raisers, Collection Dogs hosts, and the organisation's loyal Support Groups. You are all amazing.

As the number of people with impaired vision amongst us continues to rise, Guide Dogs NSW/ACT is increasing its efforts to provide free training and mobility aids to anyone who may require them. I commend the organisation for its many achievements over the past year, and encourage everyone to continue supporting this important and worthwhile cause.

My best wishes are with you all.



Professor Marie R Bashir AC CVO
Governor of New South Wales



“

It is particularly pleasing to be able to report a positive outcome of a net consolidated surplus of \$1.3 million after some years of deficiencies.

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The year just ended was a good one for the organisation from both a service delivery and a financial perspective.

It is particularly pleasing to be able to report a positive outcome of a net consolidated surplus of \$1.3 million after some years of deficiencies. The turnaround has three principal causes. Stronger investment markets meant

that the fair value adjustment of our reserves contributed \$2.2 million to the result, whilst expenses were \$1.6 million lower than in the previous year, and bequest income was up \$2.0 million.

In the year under review, Guide Dogs NSW/ACT provided services to 4,076 people, which is a 7% increase on the previous year, whilst the number of graduating Guide Dogs increased to 43. The year also saw the official launch of our new Breeding Centre and its first full year of operation which produced an extraordinary 93 puppies. Other measures taken to improve the quality of our Guide Dogs were also implemented and have started to yield positive results. I will leave the Chief Executive to comment on both these items in more detail.

Members will recall that five years ago, my predecessor announced the decision to establish what subsequently has become known as the Centre for Eye Health. The objective of the Centre was to reduce the incidence of preventable blindness in NSW and the ACT.

The Centre has now been operating for nearly four years and has seen 16,000 people in that time who were referred to the Centre by eye care professionals who had concerns about the condition of their patients' eyes. Of those, 17% required treatment, 7% required follow up, and 22% could be managed by the referrer, whilst the remaining 54% were no doubt pleased to learn that they had no sight threatening conditions. In effect, the Centre has triaged 16,000 patients, reducing the impact on hospital waiting lists. This is an innovation of which we can be justifiably proud.

During the year the Centre commenced providing an interpretation service to outback communities as a means of assisting with the screening for diabetic retinopathy.

The National Health and Medical Research Council (NHMRC) partnership grant is now in full operation, with publications flowing on clinical efficiency of glaucoma testing. Higher quality referrals are now being received from optometrists after undergoing glaucoma education. Finally, the clinical research from the NHMRC partnership grant has led to a clinical innovation award through The University of New South Wales.

Having demonstrated the validity of the concept, we have identified a number of possibilities for expansion and are exploring opportunities to form partnerships with organisations which share our vision for this unique and successful venture.

A few years ago, we identified our IT systems as a major risk for the business. This has been a focus for the organisation over the past year and has absorbed substantial resources. The fact that the project will come in more or less on time and on budget, is a major achievement and is a reflection of the commitment of all who have been involved from all areas of the company.

The Board continued to hold meetings outside of Head Office, and during the year visited Westmead, Canberra, Coffs Harbour, and the Centre for Eye Health.

The Directors continue to find these meetings extremely useful as they provide the opportunity to learn, first-hand, something about the work which is carried out at each location. The overall impression is one of commitment and quiet confidence, underpinned by the reality that no two client requirements are the same.

As a part of its approach to Corporate Governance, the Board undertook a board and individual director performance review in 2012. That review was based on the Board Dimensions methodology developed by Cameron Ralph Pty Ltd.

The process uses confidential questionnaires which were independently analysed and benchmarked against a database of responses from Australian directors. Reports were provided to all Directors which highlighted the self-assessed strengths and weaknesses in both the Board's and individual director performance and made suggestions for improvement.

The review highlighted several areas for potential improvement to the Board's operations and individual director performance.

Turning now to external matters.

Guide Dogs Australia was honoured to win the Reader's Digest Most Trusted Charity Brand award for 2013. This award was based on a survey of 3,000 Australians. The award is a humbling reminder of the high regard in which the community holds Australian Guide Dog organisations.

The collaboration with our interstate sister organisations continues to gather momentum under the auspices of Royal Guide Dog Associations of Australia. There exists a strong collaborative spirit between the six entities, resulting in the launch of a new national Guide Dog Australia brand.

The Australian Charities and Not-for-Profits Commission has been introduced by the Federal Government to regulate and raise the standards of charities and not-for-profits across the country. It is not clear what impact the recent change of Government will have, but it would be a great pity if this reform was sidelined.

The National Disability Insurance Scheme, now called DisabilityCare Australia, was launched at the NSW trial site in Newcastle on 1 July 2013. This initiative will, over time, profoundly change the sector within which Guide Dogs operates.

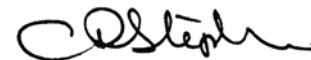
Whilst the scheme will provide fairer support to people with a range of disabilities, very few people who are vision impaired are expected to receive benefits during the first three years of its operation. Indeed, in the longer term, it is clear that a significant proportion of the services which we provide will not be covered by DisabilityCare Australia. As a result, Guide Dogs will continue to be dependent on the generosity of the people of NSW and the ACT for the foreseeable future to be able to continue to provide the support to our clients.

I would like to close by paying tribute to my predecessor as President, Andrew Pierce, who served the organisation as a Director for over 20 years, a period of very substantial change, particularly in more recent times. I count myself fortunate to have been able to call on Andrew's knowledge, when I have needed to, of the history of the organisation.

To replace Andrew, the Remuneration and Nomination Committee reviewed the skills and attributes required to position the organisation for the future and we were fortunate to be able to recruit Kieran Lane to fill the casual vacancy.

Each year, when I prepare this report on the organisation's operations, I am forcibly reminded of the debt which we owe to many people; to management and staff; to our bequestors, donors and supporters, without whose support there would be no organisation; and in my case, to my fellow directors without whose wisdom and hard work we would not be where we are today.

A heartfelt thank you to you all.



A B C Stephen

President

September 2013

Five year trading comparison

In 2012/13 income from donations grew to:

\$7,068,000



Where the funds came from	2012/13 \$'000	2011/12 \$'000	2010/11 \$'000	2009/10 \$'000	2008/09 \$'000
Bequests	12,588	10,541	13,533	12,759	12,386
Donations (incl. Appeals)	7,068	7,012	6,572	5,751	5,295
Direct marketing/ merchandising (net)	222	158	162	62	107
Income from investments	2,259	2,187	2,404	1,765	1,932
Government subsidies	–	–	–	–	–
Other income (incl. fair value adjustment of investments)	2,579	(2,738)	1,732	2,290	(4,255)
Deficit funded from reserves	–	7,483	–	–	927
Total	24,716	24,643	24,403	22,627	16,392

How the funds were used	2012/13 \$'000	2011/12 \$'000	2010/11 \$'000	2009/10 \$'000	2008/09 \$'000
Client O&M instruction	9,643	9,922	9,196	8,738	7,878
Guide Dog Training Centre	2,295	2,243	2,204	2,539	1,744
Centre for Eye Health services	3,398	3,473	3,000	1,970	–
Fundraising, community information and planned giving	4,977	5,852	5,494	5,693	4,508
Governance, Finance and Administration	3,123	3,153	2,817	2,963	2,262
Surplus transferred to reserves	1,280	–	1,692	724	–
Total	24,716	24,643	24,403	22,627	16,392

“

In an organisation that receives virtually no government funding to buffer our income streams in hard times, we are enormously grateful for the continued strong support of the community.

”



Another year has passed and in so many ways, it has been a very successful year for Guide Dogs NSW/ACT. Coming off the very financially challenging year of 2011/12, our focus was on finding efficiencies and reducing expenditure while maintaining growth in services.

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

In a tough year, when staff were asked to do more with fewer resources, our amazing team responded and worked unstintingly and tirelessly at finding savings and still delivering more for our clients.

The net consolidated financial position at year-end was a surplus of \$1.3 million. This was a hard-fought and strong result, extracted from a difficult economic environment. Fundraising proved to be a challenge and just exceeded the previous year. However, we continued the belt-tightening started during 2011/12 and spent \$1.6 million less than the previous year and \$3.5 million less than budget. This followed a year in which we spent \$3.2 million less than budget. So we are continuing to find efficiencies and reducing the cost of our operations.

In an organisation that receives virtually no government funding to buffer our income streams in hard times, we are enormously grateful for the continued strong support of the community.

Despite the restraint in spending, the Client Services team put in an exceptional year and delivered record levels of service to our clients. We provided services to 4,076 people, 7% higher than the 3,827 people last year. The number of programs (both closed during the year and open at year end) was also a record at 10,067 this year, 9% higher than the previous two years. We did, however, struggle to obtain new referrals, generating 6,147 this year, which fell short of the previous year by 7%, but this was a reflection of the staff shortages and the team's focus on service delivery.

We officially opened our new Breeding Centre in April. This Centre had been very generously constructed pro bono by FDC Construction and Fitout Pty Ltd. Launching our own breeding program was important to Guide Dogs NSW/ACT, as it allows us to plan and control the number of puppies we need and also allows us to breed for certain behaviours that improve a dog's ability to guide safely and effectively. In 2012/13, we bred 93 puppies and this number will double within the next two years.

We have also been focussing on continuous improvement in the training of our Guide Dogs. One such improvement was the introduction of clicker training and accelerated learning for dogs using food as a positive incentive. During the year we sponsored international expert Michelle Pouliot from Guide Dogs for the Blind in the US to train all Guide Dog Mobility Instructors on clicker training and food incentives. This methodology has proven to be very successful and has enabled us to accelerate Guide Dog training.

“

In October 2012, Guide Dogs NSW/ACT congratulated and celebrated Ray Joyce – the longest serving Instructor still working with dogs in the world – reaching his 50th year as a Guide Dog Mobility Instructor.

”

We also increased the number of Guide Dogs graduating this year to 43 dogs. This is a marked increase since introducing tighter selection criteria last year. The waiting list has fallen by 26%, despite an increase in demand for our Guide Dogs.

The Client Services team has conducted a large number of group programs and special activities for clients during the year. There is not enough space in this report to describe these wonderful programs in detail. One of the most positive changes, that has enabled us to expand the scope of our work, was receiving permission from the NSW Department of Education to enter public schools to provide training for school children during school hours.

During the year, Client Services developed a unique client evaluation tool, in consultation with the University of Newcastle. This tool will allow us to quantify the improvement in a client's mobility and confidence following the completion of a training program. The tool will also be extremely useful in evaluating new training methodologies. The tool will be evaluated in late 2013 with assistance from the St George Institute.

We welcomed five new Orientation and Mobility Instructors to our team in July 2012. At the end of the 2012/13 financial year we started training two Instructors to become Guide Dog Mobility Instructors.

In April, the Western Sydney Client Services team relocated from the overcrowded office in Westmead to a more modern and spacious office in Blacktown.

In 2012/13, Guide Dogs NSW/ACT underwent its three-yearly quality audit for Client Services. I am pleased to report that we achieved ISO 9001:2008 accreditation for another three-year period. I praise and thank the Client Services team for sustaining their work standard at such a consistently high level.

During the year, we farewelled Fundraising and Development Manager Alex Green and welcomed Julia Edwards to take on this role. Julia has settled in well and has already started making positive changes to the organisation's fundraising efforts.

It is not often that you have the opportunity to celebrate a world-first. In October 2012, Guide Dogs NSW/ACT congratulated and celebrated Ray Joyce – the longest serving Instructor still working with dogs in the world – reaching his 50th year as a Guide Dog Mobility Instructor. This extraordinary achievement is a reminder of the dedication and passion of Instructors like Ray.

In June, Reader's Digest announced that Guide Dogs Australia had been voted Australia's Most Trusted Charity Brand for 2013. We were also voted the 6th most trusted brand of all products and services in Australia. This award was a surprise and an honour, and inspires us to continue to do more life-changing work for people with vision impairment.

Guide Dogs NSW/ACT has been working with an old poorly-supported legacy IT system for many years. The decision was made to source and commission a fully integrated enterprise resource planning and customer relationship management range of software applications to replace this system. The project has been underway since early 2012 and will be commissioned in November 2013. This system will provide the tools to enable us to find substantial efficiencies over the next few years.

On White Cane Day in October 2012, I presented Federal Minister Jenny Macklin MP with a petition, signed by nearly 20,000 concerned individuals, imploring the Federal Government to ensure that people who were blind or vision impaired were included under the National Disability Insurance Scheme (NDIS).

Management at Guide Dogs NSW/ACT, along with executives of other Guide Dogs Australia members and the industry peak bodies, have been speaking with Government and Federal Department executives to ensure vision impairment is included under the NDIS and under Aged Care reform.

The team at Guide Dogs also worked hard to prepare for the launch of the NDIS (now called DisabilityCare Australia) trial in Newcastle in July 2013.

We anticipate that less than 2% of our clients will receive funding support from the NDIS within the next three years. Guide Dogs NSW/ACT will therefore continue to rely on the community's support to be able to provide services to 98% of our clients.

The 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 follows:

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

The new ERP system is due to go live in early November 2013.

2. Insufficient Guide Dogs to meet the demand.

The breeding program has been launched, with 93 puppies whelped this year and 43 dogs graduating. The objective is to graduate 80 dogs per year within two years.

3. Insufficient Instructors to meet growth in demand.

Orientation and Mobility Instructor training at Renwick College continues. We commenced training two Guide Dog Mobility Instructors and a Guide Dog Trainer.

4. Ongoing Funding of the Centre for Eye Health.

Currently speaking with potential funding partners.

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

Continuously increasing Instructor training, refining training techniques and procedures, and updating client information documentation.

6. Staff motor vehicle accidents.

Providing driver training and increased vehicle choice with benchmark safety inclusions.

Last and most important, on behalf of the inspiring people we serve and the fantastic staff at Guide Dogs NSW/ACT, I thank all our donors and supporters who gave so generously to our cause during the year and acknowledge those who left money to Guide Dogs in their Will. As I mentioned before, we receive virtually no government funding and are totally reliant on the support of the community to be able to continue our work. The community's support, your support, is our lifeblood and enables us to provide the life-changing services to people with vision loss.

Thank you so much.



Dr Graeme White
Chief Executive Officer
September 2013



Strategic goals and achievements

Strategic goal 1

To deliver and be known for high quality Guide Dogs



Our new breeding facility at the Guide Dog Centre was officially opened in April.

The facility gives us the capacity to breed our own Guide Dog puppies with modified and more appropriate behaviours.



Quality system implemented

Guide Dog Instructors implemented a quality system for monitoring the progress of dogs from assessment to various set points throughout their training. Dogs are reviewed prior to commencement of training, and then at regular intervals to ensure they are reaching the necessary outcome standards.

Guide Dogs NSW/ACT hosts clicker training seminar

In September, Guide Dogs NSW/ACT hosted a 'clicker training' seminar presented by an internationally recognised expert from the U.S.

The use of clicker training as a behaviour modification technique aims to improve the standard of dog skills, and may ultimately lower the cost of their training as skill acquisition time decreases.



Quality standards adopted

National Guide Dog quality outcome standards were adopted and utilised for all graduating dogs.

43

Guide Dogs graduated in 2012/13

Strategic goal 2
To provide the highest
quality Orientation &
Mobility services



170

Falls prevention programs delivered

Our instructors continue to support the NSW Health *Stepping On* Falls Prevention Program offering training to clients and staff about the impact of low vision and falls. In 2013, instructors delivered over 170 *Stepping On* training programs across NSW.

Increase in completed programs

The number of completed client programs increased over the previous year, with direct contact hours also rising. Expansion of our low vision partnership model in northern NSW contributed to an increase in the number of low vision programs provided.



Five O&M Instructors appointed

Five new Orientation and Mobility Instructors commenced their employment with Guide Dogs NSW/ACT, taking up places with Client Services at Chatswood, Coffs Harbour and Canberra offices. They will complete their Masters in Special Education (Sensory Disability) degrees while working for the organisation.



Client Services team relocates

In April 2013 our Sydney West Client Services team relocated to Blacktown after more than 20 years at Westmead. The new office has improved facilities for staff and is more accessible for clients, being co-located in the Medicare Local building, and close to public transport.

O&M Journal published online

The International Journal of Orientation & Mobility (co-edited and published by Guide Dogs NSW/ACT), the only peer reviewed journal specific to the profession, went on-line in May 2013. Several of our instructors have published in the journal and in doing so have raised the profile of Guide Dogs NSW/ACT staff as leaders in this field.

O&M support for schools

In 2012 we successfully lobbied the Department of Education to provide Guide Dogs NSW/ACT Instructors with better access to NSW State schools in order to offer individual O&M support to children while at school.

Strategic goal 3

To reduce the incidence of preventable vision loss

5,540

clients assessed at the CFEH

During the year, the Centre for Eye Health (CFEH) assessed 5,540 clients and conducted more than 37,000 advanced imaging tests.

This brings the total since CFEH opened approaching 17,000 clients assessed, many of whom would still be waiting in public hospital queues.

Outback Eye Service program

In a collaboration with NSW Health and the Prince of Wales Hospital, CFEH commenced service delivery to the 'Outback Eye Service'. Utilising health workers to take images, the program predominantly targets people with diabetes from remote indigenous communities, freeing up valuable ophthalmologist time so that treatment can take priority and sight can be saved.

Learning for Vision launched

In early 2013 CFEH launched its *Learning for Vision* online education resource, providing activities and modules to help optometrists complete their continuing education requirements. The content focuses on eye disease diagnosis through the accurate interpretation of advanced imaging. Optometrists who sign up can send their patient images to CFEH for assistance in interpretation via a secure online website.



Strategic goal 4

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

In 2012/13 our Community Education team delivered vision impairment awareness training to 3,922 frontline Sydney Trains' staff, and our Guide Dog Speakers gave 527 presentations to schools, service staff and community groups.

Guide Dog Awareness Week

We launched a new website and education kit during Guide Dog Awareness Week (21-27 April) to better inform the public of the important work a Guide Dog undertakes in the community.



19,265

signatures support NDIS petition

On International White Cane Day (October 15) we delivered 19,265 signatures to the NSW, ACT and Federal Ministers for Disability supporting our call for services for people with vision loss to be included in the design of the National Disability Insurance Scheme.



Strategic goal 5

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

\$140,000

raised by fundraising trek

A team representing Guide Dogs NSW/ACT raised \$140,000 by completing a fundraising trek to Mount Kilimanjaro in Africa.



Australia's Most Trusted Charity 2013

In 2013 we were voted the most trusted charity in Australia in Reader's Digest's Most Trusted Brands Survey and the sixth most trusted brand of all companies in Australia.



Right: Guide Dogs NSW/ACT CEO Dr Graeme White receiving Reader's Digest's Most Trusted Charity Brand award.



IT upgrades

Guide Dogs NSW/ACT moved its Information Technology environment to a 3rd party cloud-based provider, significantly reducing the risk of data loss and increasing uptime availability.

Software upgrades

Work continued apace on a project to replace all existing company operating software with a new integrated Microsoft Dynamics package that will deliver increased functionality, analysis and efficiencies. Transition is scheduled for late 2013.

Workplace Health & Safety action plan

An organisation-wide Workplace Health & Safety risk assessment and action plan was completed.

\$1.9m

increased income

During a financially difficult year, Guide Dogs NSW/ACT reduced spending by \$1.6m versus the previous year and increased income by \$1.9m (excluding the re-valuation of investments).

Client Services gained re-certification under ISO 9001:2008 standards, an externally audited quality management system.

In grateful memory of our very special friends

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

Many of our special supporters have helped us over the years. Their final gesture will enable us to continue our work in the future. A bequest means an enriched life for someone.

A

Marcia Gloria Abbot
Aileen Mildred Abernethy
Valerie Joy Ackman
Mary Olga Akehurst
Lindsay Norman Jarvie
Anderson
Dory Said Asfour
Una Winifred Atwell
Marilyn Gai Axford

B

Amelia Lockhart Baker
Hope Louisa Barber
Keith Barbour
HM (Bill) & C J (Joy) Barrie
Foundation
Eva May Barrowman
Helen Alice Barton
Hans Bauer
Marion Patricia Beaver
James William Bell
Isobel Mavis Bell

Dawn Bensley
Marcelle Eugenie Bernier
Marlene Dulcie Bladwell
Nuala Mary Bone
Valerie Bonner
David John Borwick
Mary Phoebe Frances Bowden
Ella Kate Boyd
Sydney Ralph Bradshaw
Netta Margaret Bright
Christine Anne Brinsley
Patricia Elizabeth Brogan
Eileen Browne
Ian Francis Bruce
Tatiana Buks
Patricia Elizabeth Bunter
Hinderkien Buxton

C

Patricia Merle Cadden
Betty Gladys Callaghan
Wanda Campbell
Yvonne Rita Cobby
Russell Herbert Cohen
Leon Ralph Cohen
Helen Collinson
Yvonne Hindmarsh Combey
Edyth Margaret Conyers
Hazel Joyce Corkery
Mary Josephine Curteis
Barbara Czaplinski

D

Dorothy Dale
Valery Doreen Dayas
Craig Anthony Delaney
Percival Dermond
Marion Patricia Dever
Albert John Doyle

E

Heather J Eastwood
Kondelea Elliott
Norma Jean Elliott
Frank Ellis
Enid Eyre

F

Verdun Leith Fairweather
Stanley John Fallows
Claire Fischer
Joan Florence Fletcher
Hector Donald Frame
Rae Bennett French

G

Ronald Gamack
Louise Mary Gaukrodger
John Gibbons
Oswald Vincent Gilby
Ilse Goldschmidt
Marie Jessie Gray
Dorothy Grace Greening

H

Daphne May Hallam
Hazel Gladys Hardy
Margaret Haskins
Betty Haugh
Lola Marjorie Hawkins
Walter Ambrose Hay
Gwen Haynes
John Hamilton Hinde
Georgina Holliday
John Nigel Holman
Alan Duncan Holmesby
Agnes Campbell Holroyd
Beatrice Grace Howell
Ilse Huber
Patrick Dominic Hughes
Lily Hume
Joyce Evelyn Huttley
John Huxley

Right: Wendy and John Schiller have been supporters since the 70s and are also Puppy Pals. Wendy has included a gift in her Will to Guide Dogs NSW/ACT which makes her a member of our Daisy Foundation.



In grateful memory of our very special friends

(continued)

I

Norman Ross Inskip
Beryl Irvine

J

Phillip Jack
Alan Ashley James
Herta Lucy Jarvis
Peter Roynon Mitchell Jenkins
Dorothy Joan Johnston
Ruth Enid Jurd

K

Joyce Karlsen
Clive Silvester Kelly
Rudi Marinus Kemp
The Kemvan Trust
John & Connie Kennedy Trust
The Keston Foundation
Ethel Koukal

L

Eileen Clare Langford
William Frederick Leiper
Jack Francis Lidster
Donald James Livingstone
Sylvia Bredbury Lloyd
Rosemary Lucas-Thomson
Gilda Luther
Stanley Fredereck Ronald Lynch

M

Louis Joseph MacDessi
Laura MacKey
Nora Mailfert
Jean Mashford
Dorothy McDonald
Pauline Naomi McKenzie
Gloria Gwendolyn McLeod
Betty McIntock
Gerald McNamara
James Douglas Miles
Ronald Norman Mills
Ekbah Estafanous Mina
Rita Irene Morgan
Thelma Laurel Mosen
Andrea Kate Mouatt
Ann Marie Munro
Dore'Lacy Murphy

N

Maurice Awad Neirous
Charles Thomas Nightingale
Denise Kathleen Niver

O

Lorraine Rose Olsen
Eric J Olsen

P

Gordon Richard Page
Robert Victor Pearce
Kaj Erland Petersen
Prance Family Trust
Manlio Pratelli
Valma Dulcie Price
Karin Agneta Proctor
Shirley Eileen Purchase

R

Reginald Leslie Radford
Veronika Ricketson
Kathleen Sarah Ann Roe
Hedwig Roediger
Josephine May Rose
Ena Amy Ryan

S

Zena Sachs
Kevin Herbert Francis Scott
Vera Mabel Shephard
Sheila Margaret Simmons
Beryl Patricia Simmons
Robert William Smith
Pauline Smith
George Alfred Smith
Eleanor Smith
Dorothy Joan Steiner
Henry Stokes
Thomas James Storey
Kerry Dianne Sykes

T

Wilfred Mallinson Taylor
Dorothy Belle Thompson
Beryl Louise Thompson
Richard Thorp
Thomas Michael Patrick Tobin
Joycelyn Tomkin
Betty Lynette Toscano

V

Marian Vickery

W

Betty Wade Trust
Andrea Marcia Walker
Dorothea Whittome Trust
Audrey Enid Whitwell
Jean Williams
Janice Eileen Wilson
Patricia Wilson
John Roland Wilson
Johanna Wyld Memorial Fund

Y

Timothy David Youldon



Thank you to our supporters

Guide Dogs NSW/ACT is wholly 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”.

We would like to thank all the volunteers who have helped us throughout the year, especially our puppy raisers, event volunteers and office volunteers.

Volunteers

Brooke Alver
Megan Anderson
Katherine Ang
Giselle Artesano
Jill Arthur
Alan Baker
Kevin Banks
Alison Bashford
Tracey Baxter
Antonia Beattie
Elizabeth Beckett
Joy Bell
Peter Bell
Marius Benson
Tine Berg
Afton Bianchi
Sharon Blewitt
Allan Bonfield

Katerina Borys
Rosemary Bourne
Kerry Bowden
Daniel Bradbury
Brian Bradley
Robyn Bradley
Lyn Braico
Zena Brenner
Miriam Broadhurst
Susan Brooks
Josephine Brouard
Joanna Brown
Paula Brutnell
Debbie Bryant
Graeme Buchanan
Leanne Buchanan
Karen Burley
Carolyn Byers
Colin Campling
Kelly Carter
Karen Carter
Kerry Carter
Sally Chandler
Wendy Charles
Clement Cheung

Claudia Cicero
Carolyn Clarke
Murray Coble
Joanne Coble
Jason Coghlan
Tony Cohen
Helen Cohen
Douglas Cole
John Cole
Carol Cole
Robert Cole
Terri Cole
Kathi Cole
Michelle Conn
Robert Cornwall
Aubrey Cornwall
Judy Cotton
Letitia Cougar
Brian Donohue
Jenna Douglas
Nathan Douglas
Maeve Doyle
Nicola Duncan
Kim Eagleton
Glen Eastlake-Smith

Lillian Eastlake-Smith
Sarah Eastlake-Smith
Helen Edwards
George Elliott
Susan English
Travis Evans
Kristine Fahey
Richard Farr
Dianne Farr
Rebecca Farr
Jason Feather
Kylie Feather
Lesley Figgis
Anna Fitzgerald
Yvonne Foia
Enzo Forlani
Shauna Forlani
Sarah Furlong
Sally Garman
Jackie Gasovski
Greg Gershon
William Gill
Julie Gledhill
Prudence Goodacre
Colby Grace

Lucy Gray
Hannah Green
Peter Gummer
Marnie Hamilton
Hayley Harkness
Belinda Harris
Ian Henderson
Eileen Henderson
Anthony Henniker
Julie Henniker
Bryan Hesketh
Andrew Hill
Ngar-Yi Ho
Melissa Holmes
John Horsburgh
Suzanne Horsburgh
Kate Horsley
Phillipa House
Annaleisa Howell
Walter Hryniuk
Christine Hryniuk
Nathan Hunt
Amy Hymer
Nikita Jacka
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Canterbury Bankstown Auxiliary
Carlton Hotel

Castle Hill Veterinary Hospital
Cellarbrations
Central Hotel
Central Pyrmont Newsagency
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Charcoal Inn
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Mr & Mrs Iain & Judith Wyatt

Right: Vito is the second puppy the Linards family have raised for Guide Dogs.



A trusted partnership Inspirational Sue-Ellen is ranked in the top 10% of equestrian riders in Australia. But unlike her peers, she has achieved this with only 2% vision; a result of living with the degenerative eye condition Retinitis Pigmentosa.

Partnered with her first Guide Dog Donna in 1981, Sue-Ellen credits Donna and her five successive Guide Dogs, including her current dog Prada, with giving her an amazing life of independence.

Among her many accomplishments, Sue-Ellen has represented Australia in equestrian competition at both the Atlanta and Sydney Paralympic Games, was a member of the Sydney Paralympic Organising Committee executive board, and has raised over \$3.1 million for various charities.

Whether riding at home on her property in the Central-West, or competing in the arena, Sue-Ellen, her horse and her Guide Dog make a formidable team. While Prada was initially wary of Sue-Ellen's horse Cascador, they now work seamlessly together, with Prada ready to be Sue-Ellen's 'eyes on the ground' whenever she leaves the saddle.

Sue-Ellen and HRC Cascador at the 2012 3-Star CDI Dressage in Sydney.



Sue-Ellen has been receiving services from Guide Dogs NSW/ACT for:

32 years



A woman wearing a blue shirt, dark vest, blue jeans, a cap, and sunglasses is walking a white horse and a brown dog on a dirt path through a wooded area. She is holding the reins of the horse in her right hand and the leash of the dog in her left hand. The scene is brightly lit with sunlight filtering through the trees.

“My Guide Dogs have given me a life of independence and mobility – a life where I could set and achieve goals, and be an individual.”

Sue-Ellen and Prada
(continued)



Guide Dog services

Guide Dogs play an important role in enabling people with vision impairment to actively participate in their communities. A Guide Dog is a working dog that has been highly trained to guide someone who is blind or vision impaired safely from one destination to another.

Dogs that successfully complete our training program are carefully matched with clients. This is an important process, during which our Instructors ensure that the selected Guide Dog is well-suited to that person's particular lifestyle and travel needs.

Once matched, the new team commences the next stage of training; learning to travel together, while building trust and establishing a bond. More complex environments are attempted once basic routes and commands have been learnt. It is the combination of the skills of both the handler and the Guide Dog that makes a successful partnership, which is confident and capable of moving around fluently and independently.

Guide Dogs NSW/ACT invests significant time getting to know the skills and behaviours of each dog. In this way, we believe we can do our best to provide Guide Dogs that complement and support the individual goals of every client.

Sue-Ellen and her Guide Dog Prada.

The number of Guide Dog users in NSW and the ACT at end of 2012/13:

252

Guide Dogs in service	2012/13	2011/12	2010/11	2009/10	2008/09
Guide Dog users at start of year	261	263	262	263	253
Dogs issued within year	43	24	36	44	48
Dogs retired, died, moved within year	52	(27)	(37)	(49)	(42)
Dogs from interstate	0	1	2	4	4
Users as at end of year	252	261	263	262	263
Net increase in users, from previous year	(9)	(2)	1	(1)	10



0-8 WEEKS

Puppy breeding

Mickey was born as part of the Guide Dog Breeding Program. Breeding dogs are selected for their sound temperament so their puppies should be suited to a future life as a Guide Dog. Mickey starts her training as soon as she can walk but she spends most of her days sleeping or playing.

8 WEEKS

Off to a new home

At eight weeks Mickey is picked up from the Guide Dog Centre by her volunteer Puppy Raisers. She'll live with them for the next 12 months. Introducing Mickey to the sights, sounds and obstacles she'll face in later life is the key task for her Raisers.

Puppy Raising is a rewarding experience that will help change the life of someone with vision impairment.



12 WEEKS

School begins

At 12 weeks Mickey is now out and about and attending Puppy Pre-School. She's learning important commands; sit, stay, drop, and socialising with other dogs.

Puppy Raisers are supported by a dedicated team who provide ongoing advice and support

6 MONTHS

Health check

At six months Mickey's now due for a check-up. Along with her health check, Mickey will be de-sexed and have her hips and elbows x-rayed.



Over its life a Guide Dog will walk about 9,000km, so it has to be in top shape.



14 MONTHS

Farewells and new beginnings

At 14 months it's now time for Mickey to say goodbye to her Puppy Raising family. It's a sad time but knowing Mickey will one day give someone with vision impairment independence, makes it all worthwhile. Mickey now returns to the Guide Dog Centre to start her Guide Dog training.

Guide Dog Instructors have post-graduate qualifications and extensive experience working with people who are blind or vision impaired.



14-18 MONTHS

Guide Dog training

On returning to the Centre, Mickey will be tested on what she has learnt so far. Mickey now meets her instructor Doug. They'll build a trusting relationship over the next 20 weeks. Doug's job is to build Mickey's confidence and consistency, teaching her lots of skills and how to manage distractions as they visit busier and noisier places. It's also Doug's job to observe Mickey's personality, tailoring training to suit her temperament.



20 MONTHS

Graduation

After 20 weeks of intensive training it's time for Mickey to take her final test. Mickey must now show Doug that she's learnt everything she needs to know to become a Guide Dog. Mickey will be tested on her ability to:

- ignore distractions such as food and noises;
- navigate obstacles;
- travel on public transport;
- find landmarks such as bus stops and cross the road safely.

After meeting the required standard, Doug and Mickey's Puppy Raisers will come to see Mickey officially graduate as a Guide Dog.

It costs \$30,000 to raise and train one Guide Dog.



2 YEARS

Matchmakers

Mickey has grown into a lively, caring Guide Dog, so it's now important that she's matched with the right person. A Guide Dog team must be a perfect fit. That's why Mickey and her handler Deb are matched on personality, lifestyle and physical traits.

2-12 YEARS

Working life

It's taken a lot of hard work but Mickey is now ready to start her working life with Deb. Training doesn't stop for Mickey, or Deb. The Guide Dog team must now build trust with each other and develop a strong bond. Mickey and Deb start their training at a basic level building up to more complex situations as they gain confidence.

A Guide Dog team will continue training throughout their working life.



12+ YEARS

Retirement

After a dedicated working life, Mickey will one day retire knowing that she's helped change someone's life. Deb will keep Mickey as a pet or offer her to be rehomed with a new loving family.

A trusted partnership When Aran moved to Australia from Thailand seven years ago he was living with only 20% vision, due to the hereditary degenerative eye condition Retinitis Pigmentosa. For the last two years, he has been receiving orientation and mobility services from Guide Dogs NSW/ACT.

Aran takes his cane with him everywhere but relies on it more at night, which is when his vision is most compromised. At these times bright lights, such as car headlights and roadwork lighting, can severely disorientate Aran and temporarily blind him, so having the long cane has made his travel to and from TAFE, where he studies music, less stressful.

Aran will soon complete his TAFE course and hopes to be able to teach music to other people with vision impairment. He currently trains five days a week at his local gym, and plans to spend more time exploring New South Wales and visiting the mountainous areas back in Thailand. Aran knows that accomplishing these goals is only a matter of time, thanks to the training provided by Guide Dogs NSW/ACT.

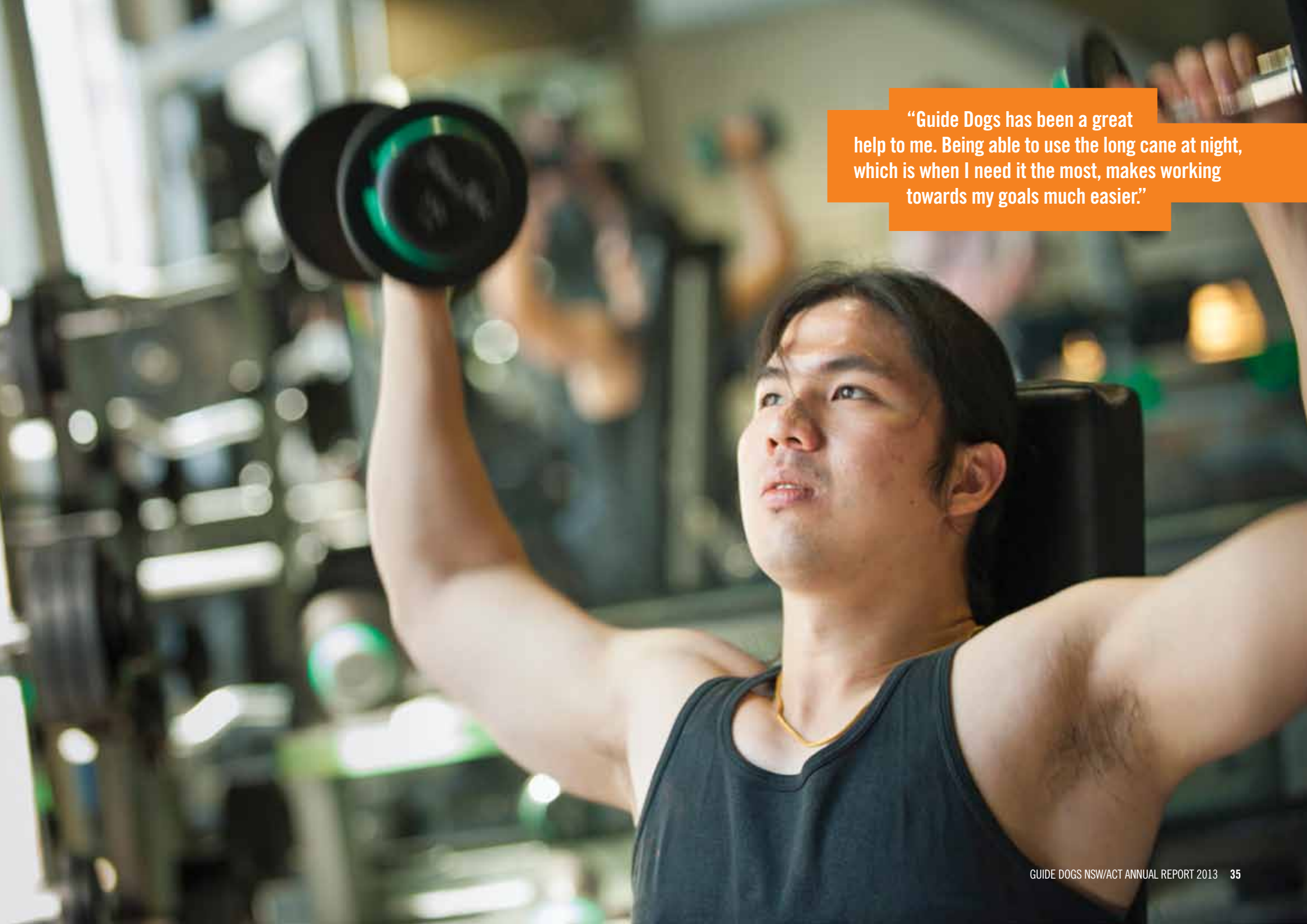
Aran practises at home on the drums and guitar, and keeps fit with regular boxing and training at his local gym.



Aran has been working with an instructor from Guide Dogs NSW/ACT's Western Sydney team since:

2011





“Guide Dogs has been a great help to me. Being able to use the long cane at night, which is when I need it the most, makes working towards my goals much easier.”

Aran's story
(continued)



Orientation & Mobility services

Guide Dogs NSW/ACT assists people who have impaired vision to travel safely and confidently using public transport, road crossings and stairs. We also show clients how to orientate themselves in the surrounding environment by using their senses and nearby landmarks.

These skills are called 'orientation and mobility'. Programs may include training in how to use a primary mobility aid such as a long cane, or a secondary aid, like a Miniguide; as well as showing clients how to use their remaining vision more effectively.

There are many things that cause vision loss. The clients we work with may have experienced a sudden reduction in their vision, possibly as the result of neurological injury. Others may have noticed a gradual deterioration in their eyesight and wish to achieve new goals, such as undertaking study, or moving to a different workplace or home environment.

Anyone who has a vision loss that is causing them to have difficulty moving around safely and independently can receive an individually tailored orientation and mobility program from Guide Dogs NSW/ACT.

Aran is able to confidently navigate his local area due to orientation and mobility training received from Guide Dogs NSW/ACT.

Completed programs	2012/13	2011/12	2010/11	2009/10	2008/09
Orientation	872	702	738	745	758
Mobility/long cane	4,351	2,842	2,765	2,492	2,492
O&M Access	349	283	291	321	361

The number of Orientation and Mobility programs completed in 2012/13:

5,572

A trusted partnership

At the age of four, during the Vietnam War, Emma was found, almost totally blind, living in an orphanage near Saigon by an Australian nurse. The Red Cross brought her to Australia to see if her vision could be restored, and she was granted permanent residency in 1975.

Emma's sight did not return, but this hasn't stopped her from living a full and independent life in Australia, thanks in part to a relationship with Guide Dogs NSW/ACT that started when she was in primary school. Initially taught how to use a long cane to get around safely, Emma is currently working with the organisation's Orientation and Mobility Instructors to learn how talking GPS software on her mobile phone can enhance her mobility. Emma is hoping the technology, which tells her street names, landmarks and directions, when used in conjunction with her long cane, will enable her to travel on her own from home to a local nursing home where she's a volunteer.

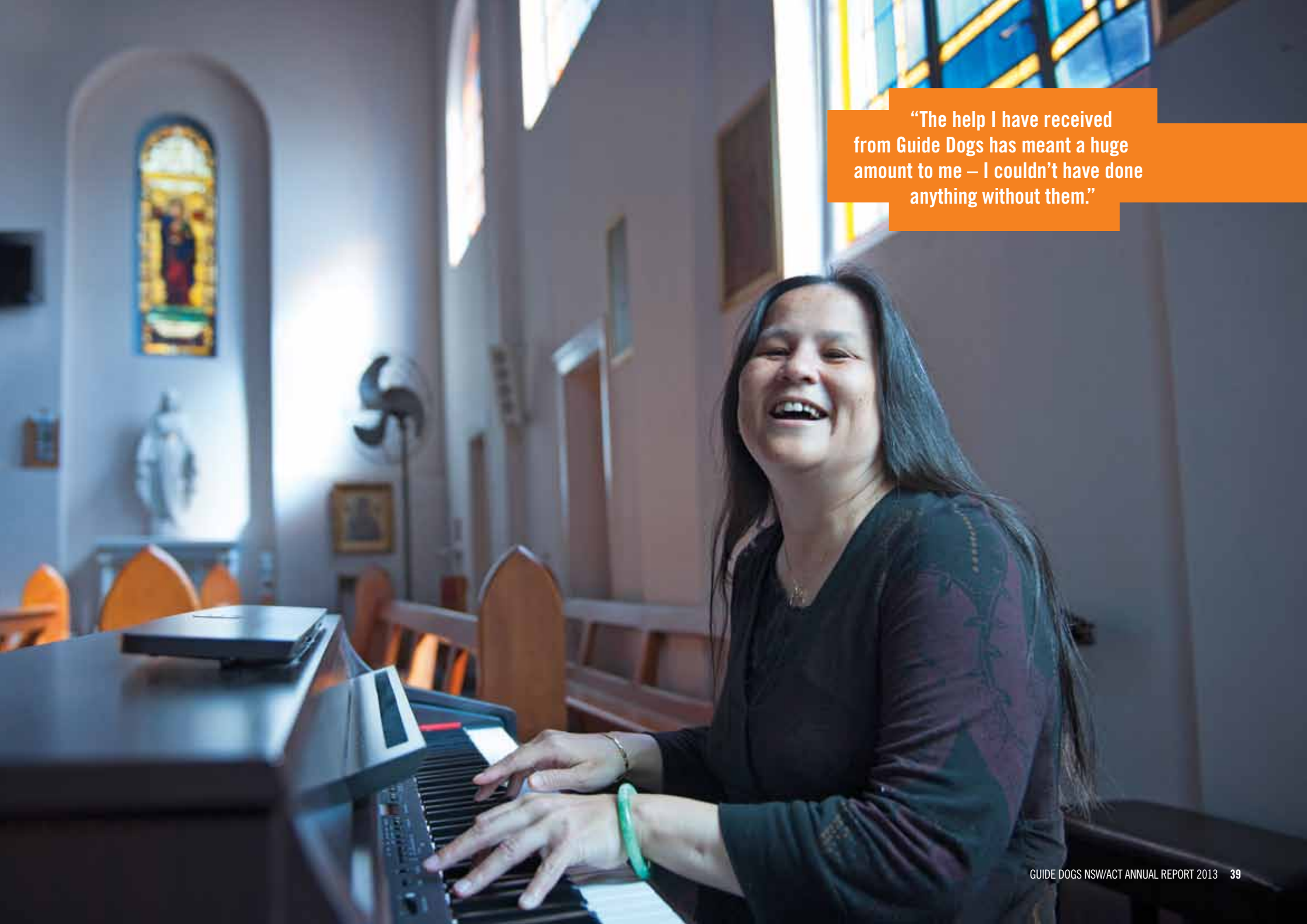
Emma is a popular member of her local church, where she plays keyboards during Mass. Now, as a result of the training and services she has been receiving from Guide Dogs NSW/ACT, Emma's confidence has grown to the point where she is now aiming to start finding her way to unfamiliar places.

Emma plays the keyboard during Mass for her local church. A GPS and Miniguide help her to confidently navigate her trips.



Emma regularly meets with an instructor from Guide Dogs NSW/ACT's East Sydney office to further enhance her mobility.





“The help I have received from Guide Dogs has meant a huge amount to me – I couldn’t have done anything without them.”

Emma's story

(continued)



Electronic aids and GPS

A voice-enabled GPS device can increase the mobility and independence of a person with impaired vision by assisting them to travel on their own with confidence – whether their destination is the corner store, meeting a friend at a café, or taking a holiday on the other side of the world.

These days, clients can choose from a diverse range of ‘talking’ hand-held GPS products that can pinpoint exactly where they are, and tell them about landmarks in the area.

The assessment process for finding the best GPS solution for clients of Guide Dogs NSW/ACT involves looking at each person’s individual needs and circumstances. A GPS device or GPS-enabled smartphone does not replace a cane or a Guide Dog. While the GPS provides information about a person’s current position and environmental surroundings, it is up to the user to interpret the information effectively to travel safely from one point to the next.

GPS enables people with impaired vision to travel more extensively than ever before, making their trips safer and less tiring.

The training and mobility aids provided to Emma by Guide Dogs NSW/ACT have greatly enhanced her independence.

The number of electronic aid and GPS programs completed in 2012/13:

1,359

Completed programs	2012/13	2011/12	2010/11	2009/10	2008/09
Miniguide	749	621	650	568	561
GPS	579	405	274	329	200
Other sensors*	31	21	31	22	38

* Includes ‘K’ Sonar, Mowat Sensor, Sonic Guide and Sonic Pathfinder.



Emma with O&M Instructor Kelly.

A trusted partnership **Having a baby comes with its own unique challenges, but what if you discover your 12-week-old child has a vision impairment?**

That was the situation facing Amanda, who lives in regional NSW. Her son Riley, now aged two, was born with glaucoma, a condition that causes increased pressure in the eyes. Unsure of what her baby son could and couldn't see, Amanda sought assistance from Guide Dogs NSW/ACT. Kristen, an Orientation and Mobility Instructor from our Central West region started working with Riley, developing his motor skills by encouraging him to reach for objects and crawl around.

To help Riley safely negotiate steps and other hazards Kristen introduced the outdoors-loving toddler to a 'pre-cane' that he could push along the ground to identify and avoid obstacles.

Happily for Amanda, further tests revealed that Riley's vision impairment was not as severe as originally thought. While he doesn't need a cane now, Amanda knows that if Riley's vision changes, Guide Dogs NSW/ACT will be there to build on the services he has already received.

O&M Instructor Kristen develops Riley's mobility skills.



Kristen will continue to work with Riley to prepare him for the challenges that lie ahead.





“Guide Dogs has made a great difference to the life of my toddler son Riley.”

(Riley’s mum, Amanda)

Riley and Kristen
(continued)



Children's services

The total number of clients who received services in 2012/13:

4,076

For children with impaired vision, confident, purposeful movement is essential to ensure that they reach their full potential. Guide Dogs NSW/ACT's children's programs focus on equipping kids with the same skills as their sighted peers.

Our Orientation & Mobility Instructors 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 sets a platform for higher learning and knowledge, both now and into the future.

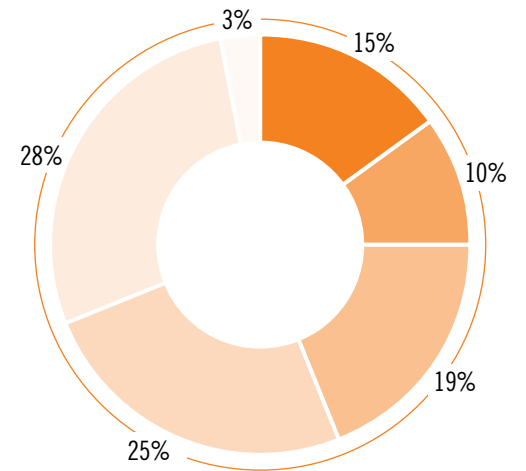
Children can be taught to travel independently using clues and landmarks within their environment. Programs grow with the child, and activities could include learning how to catch public transport or how to use a mobility aid such as a long cane.

'Fitting in' and feeling at ease are very important factors for children. Along with structured lessons, mobility day group programs and active play are used to facilitate incidental learning, and are a great way for children to meet and socialise with their peers.

Riley and his O&M Instructor Kristen.

Age distribution of clients (%)

Under 20	15
21-40	10
41-60	19
61-80	25
Over 80	28
Unspecified	3



A trusted partnership Having served in World War Two on a navy mine-layer, followed by a long career in the fashion industry, Sydneysider John knows just how important good vision is.

So when he began losing his sight to Macular Degeneration John was faced with some unexpected challenges, including simple things like reading the newspaper. However, since taking his doctor's advice and contacting Guide Dogs NSW/ACT about a year ago, John literally hasn't looked back. His principal contact has been with our Low Vision Clinic at Chatswood, and he says the service has been remarkable.

After assessing John's level of vision, the Clinic's expert staff identified practical ways to enhance his eyesight so that he could make better use of it in everyday situations. And thanks to a Ruby hand-held magnifier recommended by the Clinic, and a new pair of glasses, John can continue to enjoy reading the newspaper.

If his vision continues to deteriorate, John is comforted to know that he can rely on Guide Dogs NSW/ACT for further assistance.

Reading is made easier with John's hand-held magnifier.



John's vision was assessed by our expert staff at the Chatswood Low Vision Clinic.





“My wife and I are extremely happy with the support we’ve received from Guide Dogs. It means that I know I’ll be able to keep living a full life despite having a vision impairment.”

John's story
(continued)



Low vision services

Low vision is a consequence of the eye's inability to function normally. 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.

Although people with low vision get sound, smell, and tactile information about their physical environment, the visual cues they receive are often incomplete or blurred. Low vision can also impact a person's mobility.

Guide Dogs NSW/ACT provides practical advice to assist people with low vision adjust to their condition and maintain their quality of life. After assessing a person's level of vision, we identify practical ways to enhance their remaining vision to make better use of it in everyday situations.

Programs may include: training in how to effectively use residual vision or a low vision aid; developing specific visual skills, such as scanning or identifying bus numbers; and how to cross roads safely.

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

Guide Dogs staff assist John to find practical solutions for his reading challenges.

The number of low vision programs delivered by Guide Dogs in 2012/13:

496



John tests a handheld magnifier at our Low Vision Clinic in Chatswood.

A trusted partnership

Liam is almost four years old, and is completely blind due to a rare genetic condition called Norrie disease. He had little confidence in exploring his environment until his family received Yoda, a black Labrador from Guide Dogs NSW/ACT's Pets As Therapy program, in late 2012.

Julie, Liam's mother, describes Yoda as her 'third toddler', and says Liam and Yoda have forged a special bond, even inventing their own game, similar to hide and seek. Yoda will lick Liam and run off, and Liam will find him.

As a result of his friendship with Yoda, Liam's confidence in his surroundings has increased dramatically. In just over six months, Liam has begun exploring many more places and experiencing different textures. He is expanding his knowledge of the world and growing in directions that might not have been possible without the help of his wonderful new canine companion.

Liam loves to play on the swings in his local park.



After getting to know each other, Liam and Yoda are now inseparable.





“Our son Liam has overcome many barriers with the help of a very special dog called Yoda.”

(Liam’s mum, Julie)

Liam and Yoda

(continued)



Pets As Therapy

The number of completed placements of Pets As Therapy dogs in 2012/13:

45

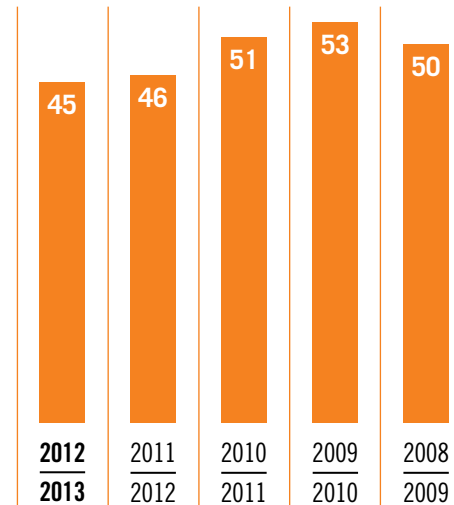
Dogs are loveable and loyal companions. Studies have shown that there are many benefits to be gained by regular interaction with animals, including: decreased feelings of isolation, loneliness and depression, as well as improved physical health.

Guide Dogs NSW/ACT's Pets As Therapy (PAT) program places carefully selected dogs with people who may be disadvantaged due to age, illness, disability or isolation. Each dog is trained to ensure it is temperamentally sound, and has good obedience and social skills.

Ownership of a PAT dog is a very rewarding experience, but it is also an ongoing responsibility. The dogs require exercise, grooming and constant care, and their ongoing health needs require a financial commitment from the user. PAT clients also need to maintain the animal's level of obedience.

Due to overwhelming demand for our Pets As Therapy program, the application list has been temporarily closed to ensure we can meet current needs. Guide Dogs NSW/ACT is hoping to re-open the list in 2014 once this backlog has been cleared.

Completed placement of PAT dogs



Liam with his Pets As Therapy dog, Yoda.

Clients assessed by the Centre in 2012/13:

5,540



The Centre for Eye Health (CFEH) continues to work in partnership with 1,022 optometrists and 74 ophthalmologists to help assess the eye health of thousands of people.

During the year, the Centre has assessed 5,540 clients and conducted more than 37,000 advanced imaging tests. This brings the total since CFEH

opened, of approaching 17,000 clients assessed and over 100,000 tests conducted.

Over the past year CFEH has focused on reaching out to more remote and regional communities, improving professional education and finding cost efficiencies where possible. The Centre has succeeded in achieving these goals, and is now strongly positioned to help more people who are at-risk of losing sight.

Our statistics reflect that from the last financial year:

- Referrals increased by 10%;
- Occasions of service (individual tests) increased by 9%;
- 13% of appointments were for regional and rural clients;
- Average client waiting time was three weeks;
- Total cost to assess each client decreased by a further 6% on top of last year's 20% reduction.

Peter's story

“
I can say without a doubt that CFEH saved my eyesight.

”

Prior to visiting CFEH, Peter had no idea that his eyesight was seriously at risk. Aside from the occasional floaters, which he had experienced all his life, he had no symptoms, no warning signs, and no concerns about the longevity of his vision.

It wasn't until he was referred to CFEH by his optometrist for a series of precautionary scans that Peter began to worry, “About 20 minutes into my appointment a senior optometrist was called in; it was obvious something was wrong”.

The clinical staff at CFEH detected early retinal detachment in both of Peter's eyes. The condition was such that it would have seen Peter lose sight in both eyes in just two months, making him completely blind, if left untreated.

Peter was referred immediately to an ophthalmic surgeon and operated on within 48 hours after visiting CFEH.

“
Within a month or two of visiting CFEH my floaters completely disappeared. Most importantly I still had my eyesight. All I could think was, thank you CFEH.

”

Peter is able to continue his normal life activity and work in IT and is no longer at risk of losing his eyesight to a retinal detachment.

CFEH Senior Staff Optometrist
Agnes Choi attending to a patient
at the Centre for Eye Health.





13%
of appointments were for regional
and rural clients.

Outback Eye Service

In an effort to extend community reach through collaborative partnerships, CFEH has commenced working with the Outback Eye Service. Utilising health workers to take images, patient details, including patient history and eye imaging, are sent instantly and securely to CFEH via a secure online website. In this way, our clinical staff can identify people who require treatment provided by Outback Eye Service ophthalmologists when they visit these remote areas.

The program is initially located at four locations: Bourke, Broken Hill, Cobar and Brewarrina, and will predominantly target people from the indigenous community with diabetes. Ultimately CFEH hopes to be able to provide this service to many more remote and regional areas.

Learning for Vision

In early March, 2013 Centre for Eye Health launched a new online Continuing Professional Development (CPD) program for optometrists. The program is especially useful to remote and regional optometrists who would otherwise have limited access to these services.

CFEH Principal Staff Optometrist
Paula Katalinic explaining
imaging to a patient whilst
students observe.

Learning for Vision features a range of online CPD activities and modules to help optometrists undertake their continuing education requirements. The program focuses on eye disease diagnosis through the accurate interpretation of advanced imaging. Those who sign up have been offered exclusive access to 'virtual consults' which allow optometrists to send their patient images to CFEH for assistance in interpretation via a secure online website. This service was developed as part of the Outback Eye Service and has been extended to *Learning for Vision* members.

Research

The NHMRC (National Health & Medical Research Council) glaucoma grant, enabling research at CFEH, continues to gather momentum. Initial findings have already contributed to useful clinical guidelines and have had an impact through the development of professional education that has begun to earn an income for CFEH.

This research, coupled with published papers for the profession, continues to help CFEH build credibility. Momentum will continue in this area, and CFEH will expand its recognition as a provider of excellence in evidence-based clinical education even further afield.



Michael Kalloniatis
Centre Director
Centre for Eye Health

The names and particulars of the Directors of Guide Dogs NSW/ACT during or since the end of the financial year are:



Mr Allan Barry Calvert Stephen

FFA, FIAA, FAICD

President

Formerly, General Manager Zurich Australia Limited responsible for all aspects of the business including strategy development and execution, ensuring staff alignment, and that corporate governance processes remained relevant in a rapidly changing regulatory environment. Over 30 years' experience as a Director of unlisted public companies. Aged 70. 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 54. Joined the Board in 2004. Lindy has more than 25 years' experience in public practice offering business advice, self-managed superannuation and taxation services to small and medium business. Lindy is Chairman of the Finance, Audit & Risk Management Sub-committee and is a member of the Nomination & Remuneration Sub-committee.



Mr James Bennett

B Eng

Mechanical Engineer and self-employed business consultant (Disability Services Auditor). Aged 65. Joined the Board in 2011. James is an experienced Guide Dog user and an advocate for those who are blind or vision impaired. He consults as a Consumer Technical Expert (RAB/QSA), Audit Trained Service User (Queensland), Service User Technical Expert (Victoria) and Consumer Technical Expert National Disability Advocacy Program (FaHCSIA). He also sits on several Advisory Committees with National Disability Services. 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 46. Joined the Board in 2010. Zorana has 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. Currently a member of the Finance, Audit & Risk Management Sub-committee. Zorana is a Non-Executive Director with Moorebank Intermodal Company Limited.



Mr Ian Andrew Jamieson

BCom (Mktg), CPM (AMI), MAICD

Managing Director of Marketing Initiatives Pty Limited (Strategic Marketing Consultants). Aged 60. 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 a member of the Corporate Governance Sub-committee and Chairman of the Nomination & Remuneration Committee.



Mr Steven Kouris

BEc/LLB, LLM

Lawyer and commercial advisor. Aged 44. Joined the Board in 2010. Steven’s background is in private, corporate and government practice. He was formerly a partner and has worked for major national law firms such as King & Wood Mallesons and Allens, and has substantial expertise in major projects, infrastructure & development, building and construction, and property. He also has extensive experience as a non-executive director, especially in the health and housing space. He also teaches law at the University of Technology, Sydney. He is currently Chairman of the Corporate Governance Sub-committee.



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 65. 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 of the Centre for Eye Health.



Mr Richard Denis Newberry

Owner/Manager of Tamworth Plaster Works. Aged 57. Joined the Board in 1998 in a non-executive capacity. Richard has been a client of the organisation since 1989. He is an experienced long cane and Miniguide user and has been a Guide Dog owner since 1991. Richard joined the Tamworth Guide Dog Auxiliary in 1992 and has chaired this group since 1995.



Mr Kieran Maurice Lane

LLB Hons, LLM

Practising solicitor and a former tax partner at KPMG. Aged 62. 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 as a member of the St Joseph’s College Finance Committee and a Vice President of the Australia China Business Council. Currently a member of the Finance, Audit & Risk Management Sub-committee.



Mr Andrew Robert Pierce

FCA

Self-employed Chartered Accountant. Aged 69. Andrew has been in public practice for over 40 years. Joined the Board in 1992. He is a Director of Centre for Eye Health Limited. Previously, a Director of Variety, the Children’s Charity (NSW).
Resigned from the Board in December 2012.

Board responsibilities

The Board consists of independent non-executive Directors who have extensive relevant experience to bring independence, accountability and judgment to the Board's deliberations, so the Board acts in good faith in Guide Dogs NSW/ACTs best 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: members of the organisation, clients, employees, 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 (9) and a minimum of six (6) Directors.
- There are currently nine (9) 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 company's reserve funds, and assists the Board in fulfilling its audit, 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, it reviews the corporate risks faced by the company, assessing the probability, magnitude and possible impact of the risk, 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 all 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 policies 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.

Statement of Comprehensive Income

for the Financial Year ended 31 June 2013

	2013 \$'000	2012 \$'000
Bequests	12,588	10,541
Donations	7,068	7,012
Telephone marketing sales	1,720	2,093
Investment income	2,259	2,187
Other income	108	47
Revenue from ordinary activities	23,743	21,880
Other gains/(losses)		
Unrealised gains/(losses) from revaluation of investments	2,252	(2,800)
Net gain/(loss) on disposal of investments	286	4
Net gain/(loss) on disposal of non-current assets	(69)	10
Total revenue	26,212	19,094
Client service costs (Guide Dogs & CFEH)	(15,336)	(15,638)
Community education, information & marketing	(2,248)	(2,329)
Telephone marketing costs (incl. COGS)	(1,498)	(1,934)
Indirect fundraising overheads including:		
– Data processing and management	(561)	(690)
– Planned giving costs	(840)	(932)
– Appeal direct costs	(1,220)	(1,520)
Governance and administrative services	(3,123)	(3,153)
Other expenses from ordinary activities	(106)	(381)
Total expenses	(24,932)	(26,577)
Net surplus/(deficit) from ordinary activities	1,280	(7,483)
Other comprehensive income		
Memorial fund reserve	6	–
Total comprehensive income/(loss)	1,286	(7,483)

These figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2013.

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 31 June 2013

	2013 \$'000	2012 \$'000
Current Assets		
Cash and cash equivalents	1,973	1,436
Trade and other receivables	1,459	1,087
Inventories	81	75
Held-to-maturity investments	9,900	7,400
Other assets	334	287
Total Current Assets	13,747	10,285
Non-Current Assets		
Investments	24,077	24,511
Held-to-maturity investments	40	1,000
Property, plant and equipment	14,598	16,391
Intangibles	896	12
Other assets	–	200
Total Non-Current Assets	39,611	42,114
Total Assets	53,358	52,399
Current Liabilities		
Trade and other payables	1,202	1,288
Employee leave entitlements	1,157	1,360
Total Current Liabilities	2,359	2,648
Non-Current Liabilities		
Employee leave entitlements	290	328
Total Non-Current Liabilities	290	328
Total Liabilities	2,649	2,976
Net Assets	50,709	49,423
Accumulated Funds		
Reserves	1,356	1,350
Accumulated surplus	49,353	48,073
Total Accumulated Funds	50,709	49,423

Senior management team



Left to right:
Fiona Crawford, Graeme White, Nicholas Shaw.

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

CEO, Guide Dogs NSW/ACT since October 2009. CEO, Guide Dogs Victoria from 2005-2011. Currently: Director of Vision 2020 Australia; Director of the Centre for Eye Health; 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 CSA
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.

Fiona holds a Certificate in Governance Practice from Chartered Secretaries Australia, a Diploma of Journalism (Macleay College), a Certificate of Marketing & Management (MGSM) and an SIA Certificate (ASX). Her previous roles include working for the CEOs of Ord Minnett, Volante, and Compaq Computer Asia Pacific.

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. Nick gained his professional qualification as a Chartered Accountant while working at PriceWaterhouseCoopers.

Julia Edwards MMktg
Fundraising and Business Development Manager

Having represented some high profile not-for-profits in her 15 years of marketing and fundraising, Julia has extensive experience implementing major fundraising campaigns

and understanding donor engagement models. As an accomplished marketing and brand management exponent, representing some of the world's most-loved brands, Julia applies common sense business principles to not-for-profit causes to achieve effective community outcomes. Julia joined Guide Dogs NSW/ACT in 2012.



Left to right:
Julia Edwards, Frances Tinsley.



Left to right:
Lucy Smink, Charles Ulm.

Lucy Smink LLB

Planned Giving Manager

Graduated in Dutch Law at the University of Amsterdam, in 1989. After various positions at the Netherlands Consulate and Netherlands Chamber of Commerce in Sydney, Lucy entered the not-for-profit sector as research assistant for the Law Foundation of NSW. She worked for charities in Brussels and Sydney before joining Guide Dogs NSW/ACT in 2007. Member of the Fundraising Institute of Australia.

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 responsible for all company IT systems.

Eric Cooper FAHRI

Human Resources Manager

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 was a consultant to the Community Services and Health sectors, working for Sunnyfield Association, Ability Options, NSW Health and the Australian Red Cross.

Frances Tinsley DipOT, DipBusiness, MScience (Rehab Counselling)

Client Services
Executive Manager

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

Marketing and
Communications Manager

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. Charles is also a Director of community radio station 2RPH, which provides a reading service for people who cannot see, handle or understand printed material.



Left to right:
Peter Garnham, Eric Cooper.

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 to reflect current thinking and style.

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.

We derive financial support through the generosity of the people of NSW and the ACT. We receive minimal funding from Government.

We are a member of both Royal Guide Dogs Associations of Australia and the International Guide Dog Federation.

Head Office

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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

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

Centre For Eye Health

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

Coffs Harbour

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

Guide Dogs Centre

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

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 provide

- Assessment and training in orientation and mobility to people who are blind or have impaired vision.
- Aids; including Guide Dogs, 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 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, The University of New South Wales, Kensington.
- Where appropriate, to meet with clients' requirements.

Our policy

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

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

Warrakirri Asset Management Pty Ltd
Melbourne, VIC

Multimedia resources

A Trusted Partner

A collection of videos from 2012/13 showcasing our services and successes is available for you to review.

These can also be viewed online:

<http://youtu.be/-cxepTNxYLO>

http://youtu.be/Vj_WljASr_4

<http://youtu.be/HI4ckq8OX8E>

<http://youtu.be/7329ZRdM7WY>

Printing

This annual report is printed on paper stock manufactured elemental chlorine free (ECF) from FSC Mix certified fibre by an ISO 14001 certified mill.

Credits

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Sue-Ellen Lovett participating in dressage competition, image courtesy of:

Jenine Konovas

JK Photographics Dubbo

