

Journeys

Annual Report 2012



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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 no State or Federal Government funding and is financially dependent on the generosity of the people of NSW and the ACT.

A message from our Patron



A handwritten signature in cursive script that reads "Marie Bashir".

Professor Marie R Bashir AC CVO
Governor of New South Wales

01

In the past year, Guide Dogs NSW/ACT has provided vital services for more people affected by vision loss than ever before. Interestingly, the area of greatest growth of training programs, which are delivered at no charge to clients, has been in rural and regional communities.

Guide Dogs NSW/ACT continues to make an extremely important contribution towards the independence and safe mobility of so many of our fellow citizens who are blind or who have impaired vision. This is a credit to the dedicated staff and the generous financial assistance from the wider community.

It is pleasing to see that the Centre for Eye Health has also made great strides in its quest to reduce the incidence of preventable vision loss. In a little over two years, the Centre has, with its partners and exemplary clinicians, helped more than 10,000 people at risk of losing their sight.

More than ever, in these uncertain economic times, we need to support and acknowledge the worthwhile endeavours of Guide Dogs NSW/ACT.

Thank you all for your enthusiastic commitment to this wonderful organisation.



President's report



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

A B C Stephen

President

24 September 2012

02

The financial year under review proved to be a challenging one for the organisation as income fell substantially compared with the previous year.

The overall outcome was an operational deficit of \$7.5 million. This included a fall in the market value of reserves of \$2.7 million. Nevertheless the Board determined to maintain service levels to clients and to meet the shortfall from reserves.

It is worthy of comment that in the few years prior to the Global Financial Crisis, the Board agonised over whether we should expand our services more rapidly, or put any spare cash away for a rainy day.

Fortunately the Board of the time took a middle course and decided that, whilst it was important to expand our services in a controlled manner, it was also important to ensure the organisation would be able to survive an extended period where our income was insufficient to support the company's activities.

We are prepared for the possibility that the income shortfall will continue into the current year.

The Board continued the program of holding some meetings in regional centres. This has been particularly beneficial as it provides Directors with a deeper understanding of the issues faced by our regional teams, and also an appreciation of the many and varied solutions developed by Client Services staff to meet the specific needs of individual clients.

I know I speak for all Directors when I say that we are immensely proud of the quality of service and commitment demonstrated by our Client Services staff.

The Centre for Eye Health (CFEH) is another important part of our organisation. The Centre provides free eye imaging and diagnostic services for people at risk of developing eye disease. During the year we achieved the milestone of having provided this service for 10,000 clients. Interestingly, 70% of the clients were referred back to their referring optometrist or ophthalmologist for continuing review and 15% were referred for treatment. In addition, the majority of referrals appear to come from disadvantaged sections of the community. These two statistics reaffirm the reason for establishing the Centre in the first place.

The quality of the work performed at CFEH received public recognition when it was awarded a National Health and Medical Research Council grant during the year.

Over the past few years, our IT systems have started to become a hindrance to our ability to manage the organisation. The Board recently approved a substantial investment in new IT infrastructure which we believe will provide a solid base upon which to build our future.

In 2011/12 income from Fundraising grew to:

\$7,012,000

Five year trading comparison

03

Where the funds came from

	2011/12 \$'000	2010/11 \$'000	2009/10 \$'000	2008/09 \$'000	2007/08 \$'000
Bequests	10,541	13,533	12,759	12,386	18,711
Donations (incl. Appeals)	7,012	6,572	5,751	5,295	4,561
Direct marketing/ merchandising (net)	158	162	62	107	213
Income from investments	2,187	2,404	1,765	1,932	3,338
Government subsidies	–	–	–	–	–
Other income (including revaluation of investments)	(2,738)	1,732	2,290	(4,255)	(5,107)
Deficit funded from reserves	7,483	–	–	927	–
Total	24,643	24,403	22,627	16,392	21,716

How the funds were used

	2011/12 \$'000	2010/11 \$'000	2009/10 \$'000	2008/09 \$'000	2007/08 \$'000
Client services	9,922	9,196	8,738	7,878	7,022
Guide Dogs Centre	2,243	2,204	2,539	1,744	1,982
Centre for Eye Health services	3,473	3,000	1,970	–	–
Fundraising, community information and planned giving	5,852	5,494	5,693	4,508	3,969
Governance, Finance and Administration	3,153	2,817	2,963	2,262	2,001
Surplus transferred to reserves	–	1,692	724	–	6,742
Total	24,643	24,403	22,627	16,392	21,716

President's report

continued

In summary, whilst we continue to face challenges on the income side, I believe we have had another successful year in providing much needed services to people with vision impairment in our community.

04

Although our collaboration with Guide Dogs Victoria ended over a year ago, we continue to benefit from initiatives undertaken. In particular, we have started the slow process of establishing a breeding colony to ensure we have a sufficient supply of high quality dogs entering our training programs.

At a broader level, we are increasing our level of collaboration with the other Guide Dog bodies across Australia. We are working together on establishing national service standards, re-establishing a national brand, seeking national sponsorships, benchmarking and sharing methodologies and experiences.

This move to a more cohesive approach at a federal level will become increasingly important as the Australian Charities and Not-for-Profits Commission (ACNC) and the National Disability Insurance Scheme (NDIS) get under way.

Guide Dogs NSW/ACT welcomes the introduction of the ACNC at a conceptual level but is concerned that the responsibilities driven home to Directors are at a higher level than applies to publicly listed companies. The Government has indicated that this was not their intention and that it is a drafting error in the legislation. However at the time of writing, this remains a legitimate concern for Directors of not-for-profit organisations.

It is my expectation that the legislation and regulations will establish a series of benchmarks in terms of governance, accountability and reporting. I believe that Guide Dogs NSW/ACT already observes appropriate standards and do not anticipate that we will find it difficult to meet the requirements. Regardless, we will comply.

The other legislative innovation is the introduction of a National Disability Insurance Scheme. Guide Dogs welcomes the introduction of this scheme which will increase access to services and provide a fairer distribution of support to those with a disability, and of particular interest to us, those with vision loss.

However it is worthwhile emphasising that we anticipate that the NDIS may provide support for less than 20% of our existing clients. As a result we will continue to need support from the community to provide services to more than 80% of our clients who we expect will not be covered by the NDIS.

In summary, whilst we continue to face challenges on the income side, I believe we have had another successful year in providing much needed services to those who are vision impaired or blind.

None of this would have been achieved without the hard work of our staff, ably led by Graeme White, and our supporters. A warm thank you to all our staff and supporters.

This has been another challenging year for the Board in terms of grappling with a broad variety of challenges. As always, I owe a debt of gratitude to my fellow Directors for their commitment, hard work and support during a particularly demanding year.



To our supporters we say

thank you



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

Jean Margaret Abrahams
Merle Varena Almond
Joan Margaret Anderson
Leonard Manuel Armfield
Margaret Mary Arthur
Una Winifred Atwell

B

Toni Elizabeth Baber
Marjorie Alma Symonds Barnard
Myra Lillian Barnes
Bill & Joy Barrie
Helen Jean Bate
Glen Bates
Aileen Clare Begnell
Beryl Aileen Bell
Johanna Maria Adriana Bogaard
David John Borwick
Margaret Mary Bourke
Mary Phoebe Frances Bowden
Ella Kate Boyd
Dulcie May Bradley
Jocelyn Brian
Paul Brosan
Arthur Richard Brown
Helen Anne Brown
Henry Lloyd Brown
Joyce Eugene Browne
Ian Francis Bruce
Patricia Joan Burgess
Derek Purvis Butler
Arthur William Byrne

C

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Eileen Joyce Clifford
Beryl Pauline Coleman
Edyth Margaret Conyers
Josephine Cooper
Patricia Edith Cooper
Lorna Alicia Cossar
Ellen Wilga Craig
Beryl Jean Crowson
Margaret Mina Cunningham

D

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Valerie Rosamond Hatfield
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Valerie Laurel Holbery
Dorothy May Holmes
Jean Holton
Winifred Kearsley Hungerford
Allan Bertram Hunt
Nellie Miller Hunter

I

Joan Ingram
Olwen Mary Harrison Irwin

In grateful memory of our very special friends

continued

J

Alan Ashley James
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Margaret Ann Jones
Marjorie Florence Jones
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Valda Beverly Jones
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K

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Nancy Kleinig
Mabel Kohler
Clara Kraus
Theresa Resel Kulley

L

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Lorna Allan Liddell
Alan Lewis Lumb

M

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Patricia Joan Martin
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Vera McConochie
Morva McDonald
Ruby Jean McLennan
Owen Leslie Meers
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Vida Lorna Muir

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Albert Henry Nickless
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Robert Victor Pearce
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Barbara Anne Pollack
Prance Family Trust
Ruby Dorothy Rose Press

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Enid June Seery
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Sheila Margaret Simmons
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Eleanor Smith
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Olive McQuillan Turnbull

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Dulcie Irene White
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Dorothea Hazel Whittome
Ivy Williams
Janice Eileen Wilson
Joan Wilson
Patricia Wilson
Johanna Wyld

Z

Klara Zsolt

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

Ms Robeyne Beaumont
Mrs Joanna Brown
Ms Carolyn Byers
Mr Scott Driver
Ms Marilyn Forbes
Mr Greg Gershan
Mr David Gray
Mrs Pauline Gray
Mrs Jeanette Lowensohn
Mrs Gail McAlpine
Mrs Ann Murray
Mrs Tomoyo Phillips
Mrs Elise Roffe
Mrs Lorraine Stern
Mr Ron Van Leer
Mrs Ann Willy
Mr Ken Willy
Volunteers from Suncorp

Support Groups

Central Coast Support Group
Dubbo Support Group
Moree Support Group
Mudgee Support Group
Tamworth Auxiliary

Model Dog Volunteers

Ms Pauline Andrews
Mrs Sandra Brabon
Mr Scott Driver
Mr David Gibbs
Mr David Gray
Mrs Pauline Gray
Mr Clifford Jahnsen
Mrs Suzanne Jahnsen
Mrs Joan Kable
Mr Graham Langcaster
Mr David Lucas
Mr Bill Young
Mrs Dianne Young
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APEX *Belrose/Davidson*
APEX *NSW/ACT*
APEX *Berrowra*
APEX *Gosford*
APEX *Hunter Valley District*
APEX *Inverell*

Model Dog Hosts

1001 Optical
Alstonville Mahjong Club
Bankstown Sports Club
Beef Bullion *North Rocks*
Belmore RSL Club
Big W Variety *Jesmond*
Bi-Lo *Belmont*
Bi-Lo *Broadway*
Bi-Lo *Cardiff*
Bi-Lo *Castle Hill*
Bi-Lo *Eden*
Bi-Lo *Killarney Vale*
Blacktown RSL Club
Blacktown Workers Club
Bondi Junction Veterinary Hospital
BWS Liquor *Campbelltown*
Cabra-Vale Ex-Services Club
Campbelltown RSL Club
Cardiff Panthers
City Convenience Store *Newtown*
Club Menai
Coles *Bateau Bay*
Coles *Baulkham Hills*
Coles *Belmont*
Coles *Birkenhead Point*
Coles *Bowral*
Coles *Broadway*
Coles *Bondi*
Coles *Bondi Westfield*
Coles *Burwood*
Coles *Caringbah*
Coles *Castle Hill*
Coles *Chatswood*
Coles *Chatswood Chase*
Coles *Epping*



Thank you to our supporters

continued

Model Dog Hosts

continued

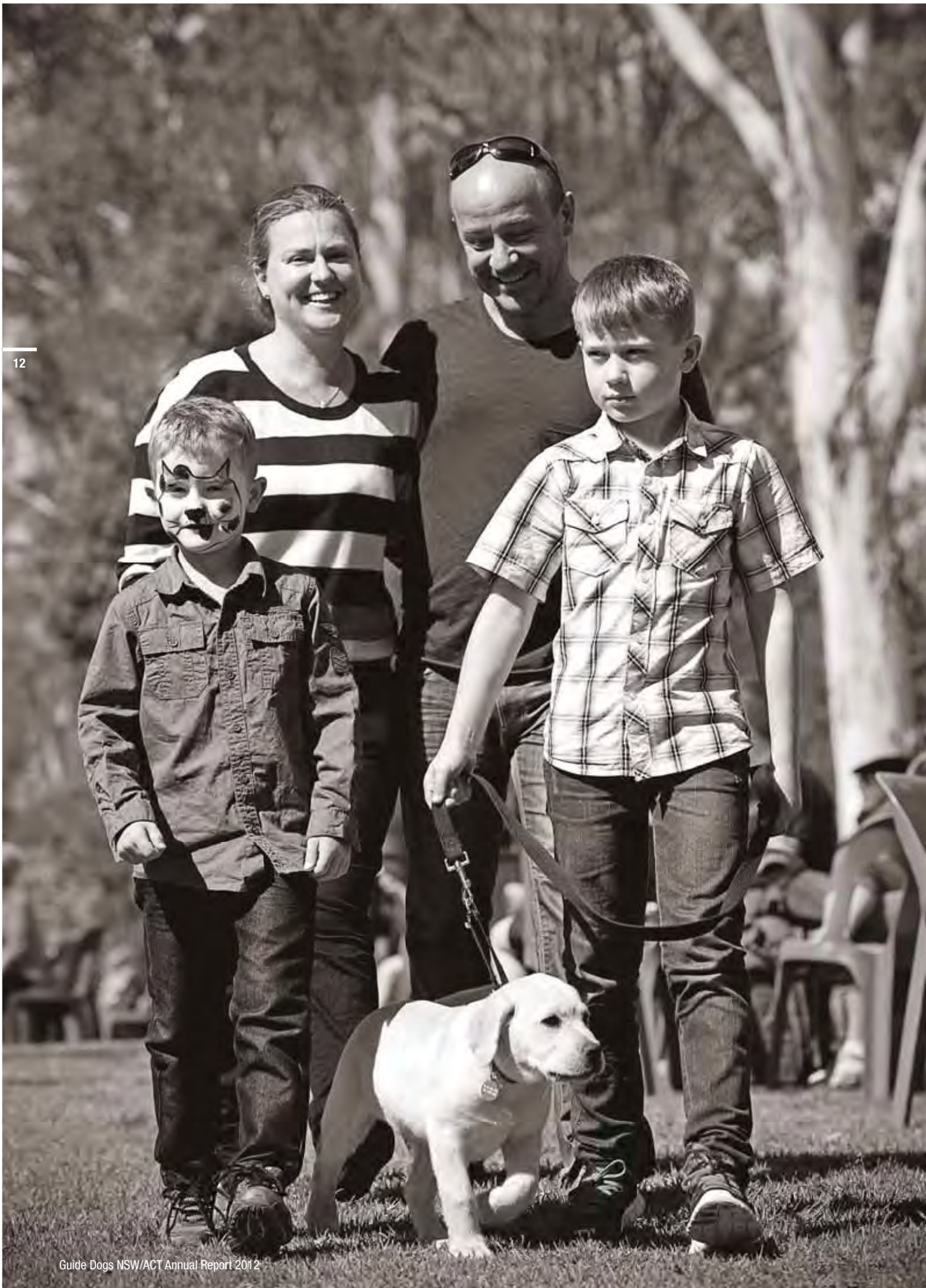
Coles *Muswellbrook*
Coles *Neutral Bay*
Coles *Newcastle Junction*
Coles *Norwest*
Coles *Pagewood*
Coles *Penrith*
Coles *Randwick*
Coles *Rhodes*
Coles *Rose Bay*
Coles *Score*
Coles *The Entrance*
Coles *Toronto*
Coles *Turrumurra*
Coles *Wallsend*
Coles *Waratah*
Coles *Warners Bay*
Coles *Warringah Mall*
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Franklins *Turrumurra*
Goulburn Soldiers Club
Goulburn Workers Club
IGA Supermarket *Kingstown*
Ingleburn RSL Club
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KMart *Campbelltown*
KMart *Garden City*
KMart *Lakehaven*
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KMart *Nowra*
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Maitland Veterinary Centre
Maroubra RSL
Mingara Leisure Centre
Muffin Break *Leichhardt*
Nanni's Randwick Liquor Supply
National Australia Bank *Chatswood*
National Australia Bank *North Sydney*
Olde Fashioned Fish N Chips
Naremburn
Padstow Pet Centre
Panania Easthills RSL Club
Parker Shoes *Panania*
Penrith RSL Club
Peters Meats *Merrylands*
Phoenix Sports Club
Puzzle Craft *Lennox Head*
Queanbeyan RSL Memorial Bowling Club
Rose Bay Drive-In Liquor Store
Roy Young Chemist
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South Sydney Jnr Rugby League Club
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Woolworths *Inverell*
Woolworths *Liquor East Maitland*

Educational Institutions

Arndell Anglican College
ARS Happy Kids
Ascham Girls School
Asquith Public School
Bardo Road Kindergarten
Bede Polding College
Beverly Hills Girls High
Beverly Hills Public School
Bidwill Primary School
Canberra Grammar School
Emu Heights Public School
Freemans Reach Public School
Frensham School
Gilgandra Public School
Glossodia Public School
Gordon After School Care
Goulburn High School
Greystanes Public School
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John Colet School
Kegworth Public School
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Marist College
Matthew Pearce After School Care
NSW Department of Education and Training
Panania Public School
PLC Sydney
Putney Playground Kindergarten
Pymble Ladies' College
Queenwood School For Girls
Ravenswood School For Girls
Retaval Preparatory School
Richmond North Primary School
School of Public Health and Community Medicine – University of NSW
School Of Behavioral Sciences (Psych.) – University of Newcastle
Sefton High School
St Marys Primary School
Sule College
Tempe Public School
Terrigal Public School
The Lan-Grove Office Training Centre Pty Ltd
Wahroonga Public School

Five-month-old Reba sits with her dedicated raiser, Amleth.



Thank you to our supporters

continued

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The Corella Fund
The Ella Kate Boyd Trust
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The G P & M D Farrell Foundation
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The Hargrove Foundation
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The John and Enid Lane-Brown
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The Len Ardley Charitable Trust
The Liv-Better Foundation
The Perini Family Foundation
Pty Ltd
The R A Gale Foundation
The Trust Company Limited
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Companies that have donated \$1,000 or more in the financial year ending 30 June 2012, or have provided pro bono services.

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Albury Eye Clinic
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AMP Foundation/Citec
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Peter Weiss Pty Ltd
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Premier Improvements
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Quest Worldwide

The Williams family are volunteer puppy raisers. Wilson will spend a year with his carers.

Thank you to our supporters

continued

Corporate Donors

continued

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Richmond Club Ltd
Ritchies
Riverwood Legion & Community Club Ltd
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ShareGift Australia
Sims Metal Management
Smithfield RSL Sub-Branch Club Ltd
The Liv-Better Foundation
The Star Pty Limited
The Travel Authority Pty Ltd
Tilligerry RSL Sports Club Ltd
United Way
Veolia Environmental Services
Vodafone Foundation Australia
Vodafone Hutchison Australia
Wagland Salter & Associates Pty Ltd
West Pennant Hills Sports Club Limited
West Tamworth League Club
Western Suburbs Newcastle Leagues Club Ltd
Westpac – Matching Gifts Program
Wests Ashfield Leagues

Individual Donors

Individuals and couples who have donated \$1,000 or more in the financial year ending 30 June 2012, or have provided pro bono services.

Mr & Mrs W F & K H Adams
Miss G G Adamson
Mrs M G Adler
Mr R O Albert
Mr Wayne Andrews
Mr G Andrews
Mr P J Andrews
Ms Franca Arena AM
Mr William Arudsothy
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Mr D Dowd
Mr Scott Driver
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Miss J Drummond
Mr R Dyer
Dr Ian Edmunds



Corporate partner FDC will help us to create a new puppy caring facility at the Guide Dogs Centre.



Thank you to our supporters

continued

Individual Donors

continued

Mrs R M Elliott
Mr Victor Esber
M P Samms & F D Smith
Mrs B Fairlie
Mr Gary Fallon
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Mr K Finley
Ms Rachel C Fitzhardinge
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Ms Gae Fowler
Mr P H Francis
Ms Angela M Frost
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Mr John Stanley
Dr J Stephen
Mr S Stevenson
Mrs Simona Strettles
Ms E Sulinski
Dr Lloyd Svenson

Ms E Sydney-Jones
Mr W Taylor
Ms Anne-Maree Thomas
Mr D Thompson
Mrs O M Thompson
Mrs Kerry Thorn
Mr G L Thurling
Mrs F A Thyer
Ms Wendy Tonkin
Ms Bridget Toon
Mr Charles Tran
Lady F E Treatt
Mr Richard Treweweke
Miss J Turvey
Mr & Mrs U Ure
Mr J Van Der Vegt
Mrs Annabelle Wadsworth
Mrs Marie Ward
Ms Patricia Ward
Ms Lyn Wearing
Mr R F Webb
Ms R Welsh
Ms M I Wheeler
Miss C Whiddon
Ms M M White
Mr J I Wilkinson
Mr Matt Wood
Miss S W Woodcock
Mrs B M Woodgate
Mrs N Woodhead
Ms Amy Yoon



A message from the Chief Executive Officer



A handwritten signature in black ink, appearing to read 'Graeme White'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Dr Graeme White
Chief Executive Officer
24 September 2012

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In July 2011, I was appointed full-time CEO of Guide Dogs NSW/ACT, after dividing my attention between being CEO of Guide Dogs NSW/ACT and Guide Dogs Victoria for nearly two years. This gave me the opportunity to devote all my time to the issues in NSW and the ACT, and I have enjoyed having the opportunity to focus on this organisation.

It has been a busy twelve months of both challenges and achievements.

Foremost, the year has been financially difficult. The extended Global Financial Crisis placed income streams under significant pressure. As this became evident early in the year, measures were taken to reduce spending and \$3.2 million was cut from our expense budget. This belt tightening included a recruitment freeze of non-essential roles, a delay in car replacements and numerous other cost cuts. The Board made a decision to supplement the income shortfall from reserves to ensure that client services could be maintained at the same level as the previous year, and that clients did not have to suffer as a result of the financial climate.

Guide Dogs NSW/ACT finished the year \$7.5 million in deficit. This was mainly due to fundraising income streams yielding \$4.5 million less than expected and the unrealised loss from revaluation of investments of \$2.7 million. In particular, bequest distributions were lower than in recent years, but donations received from the community were solid and we are enormously grateful for this strong support.

I must thank and praise the team at Guide Dogs NSW/ACT for their extraordinary effort during this tough year. Everyone has not only endured considerable change throughout the organisation, they have also been asked to do more with less as the financial pressure built during the year. The loyalty, the willingness to try different ways, the acceptance of change and the deep commitment to our cause and our clients has been exceptional.

It has been a demanding and productive year for Client Services, despite being a year of consolidation and restraint due to the pressure on expenses.

We provided services to 3,800 clients during the year, which was 4% higher than last year. This included 9,378 completed and ongoing programs, versus 9,229 programs last year and total client referrals of 6,620, slightly down on last year's 6,766 referrals.

Our Guide Dog program had a busy year. Along with the establishment of our breeding program, we have focused on both quality improvement and working to satisfy the ever-growing demand for Guide Dogs. During the year, we were grateful to source pups from Guide Dogs Victoria and Guide Dogs Queensland to supplement the supply from our breeding partners. Even with these measures, we have been unable to satisfy the demand and are working to more than double Guide Dog graduations within the next three years.

Client satisfaction with Guide Dogs NSW/ACT's service was very high, with an average score of 9.1/10 and 54% of clients rating the service from our Instructors as

10/10

During the year, a new Client Services Executive Manager was appointed. Frances Tinsley joined the organisation in October 2011 and has settled well into the role and the challenges of her responsibilities.

There were a number of highlights during the year.

The extension of services into Broken Hill and the far West, including people from Aboriginal communities, proved to be successful and more than 100 new clients have already received training.

In July 2011, we welcomed five new Orientation & Mobility Instructors to the Client Services team. Unfortunately, this was followed by the loss of five Instructors within six months, mostly as a result of relocation or family commitments.

We continue to hear about people with Guide Dogs being refused entry to premises and public transport, despite Guide Dogs NSW/ACT providing continuing education. We mounted several public relations campaigns during the year to draw attention to this injustice. One such campaign was launched at NSW Parliament House in April and the event was attended by the Hon Andrew Constance, Minister for Ageing and Disability Services, who was very supportive of our objectives.

During the year, Guide Dogs NSW/ACT commissioned an independent research company to conduct a survey of a sample of our clients. Impressively, client satisfaction with Guide Dogs NSW/ACT's service was very high, with an average score of 9.1/10 and 54% of clients rating the service from our Instructors as 10/10.

The research consultant commented that:

“This satisfaction level is unusually high. Respondents do not usually give ratings of 10. Ratings higher than 8-9 are only expected amongst highly satisfied clients.”

This was very encouraging feedback and our congratulations go to the Client Services team who have worked passionately and tirelessly to earn these accolades.

As the year progressed, we heard more and more about the introduction of the Government's initiative to more equitably and fairly look after people with disability, called the National Disability Insurance Scheme (NDIS). This scheme has the potential to have a profound effect on the way that we operate. We have been preparing for the introduction of the NDIS and the launch of the trial, foreshadowed to be in the Hunter Region of NSW, and the ACT. It is important that Guide Dogs NSW/ACT is involved in any trials of the NDIS and that our clients receive a fair share of support from this scheme.

Another interesting achievement is the strengthening of the awareness of the Guide Dogs brand during the year. From a Millward Brown survey conducted in November 2011, Guide Dogs Australia was found to be the seventh best remembered charity or not-for-profit organisation by respondents in Australia. This high level of awareness was accompanied by the respondents' perception that Guide Dogs Australia is one of the most trustworthy, appealing and transparent charities and is highly trusted to use donations appropriately. Again, this is excellent feedback and demonstrates the public's awareness of and faith in Guide Dogs.

A message from the Chief Executive Officer

continued

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Our risk management plan was reviewed and updated during the year. The current major risk exposures of the organisation and the existing controls were evaluated, and management action plans were introduced to further mitigate these risks. The major residual risks for Guide Dogs NSW/ACT and actions to mitigate these risks are outlined below:

1. Reliance on an out-dated Enterprise Resource Planning (ERP) system – a new ERP system will be commissioned by July 2013.
2. Insufficient Guide Dogs to meet the demand – a breeding program was launched and the Guide Dog program expanded.
3. Insufficient Instructors to meet growth in demand – continued training of Instructors and focus on increasing efficiency.
4. Ongoing funding of the Centre for Eye Health – we are currently seeking funding partners.
5. Potential for client injury while utilising mobility skills taught by Instructors – increased Instructor training and refining client training procedures.
6. Staff motor vehicle accidents – increased vehicle safety inclusions and driver training.

The six Guide Dogs Australia partner organisations, that evolved from Royal Guide Dogs Associations of Australia, are collaborating closely and generating improvements in efficiency and substantial gains for clients. Sharing resources and working collaboratively to identify national sponsors, establish national standards, consolidate purchases, communicate with Government and the community, is leveraging the strength of a single national organisation. However, the advantage of strong state-based organisations, means that the closeness and relevance to clients and donors can be maintained.

Lastly and most importantly, I thank all who gave so generously throughout the year. Without any government funding, we are totally reliant on the support of the community to be able to continue our work.

Your support is our life blood and enables us to provide life-changing services to people with vision loss. On behalf of the awesome people we serve, thank you.

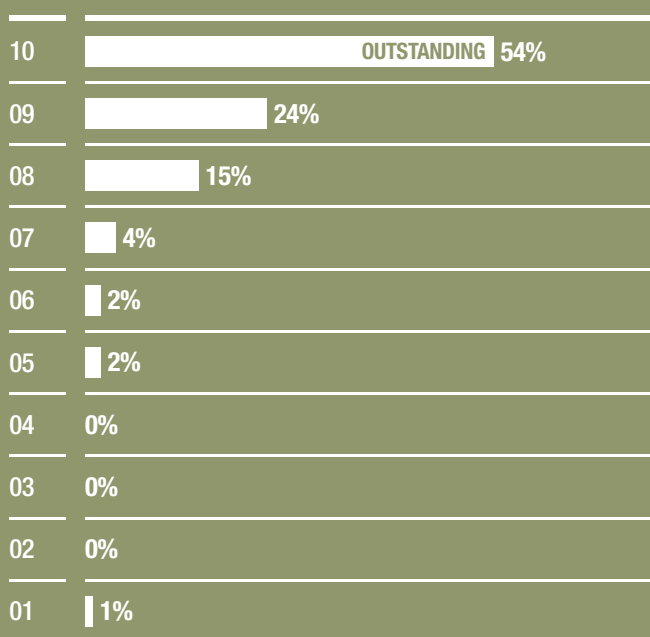


Client satisfaction

In November 2011, Guide Dogs NSW/ACT commissioned an independent survey of clients in order to gauge their level of satisfaction with our services and interactions with staff.

Over half the clients surveyed gave Guide Dogs NSW/ACT a rating of 10 out of 10.

Client satisfaction levels



Clients who participated in the survey were very satisfied with the services they had received from Guide Dogs NSW/ACT.

- They viewed staff as being friendly, helpful, caring, and said that nothing is too much trouble for them.
- At a deeper level, staff were considered thoughtful and non-judgemental, and paid attention to the person.
- Clients believe that we clearly deliver on the promise of 'independence through mobility'.

56%

of respondents said that Guide Dogs NSW/ACT has excellent training, that brings confidence and independence

“I can’t speak highly enough of my instructor. She made me feel comfortable and safe.”

“Without them my life would be very poor. They have improved my quality of life.”

“They are considerate and thoughtful people. They understand, and their patience is marvellous.”

Strategic goals and achievements

Strategic goal 1

To deliver and be known for high quality Guide Dogs

22

24

trained Guide Dogs were placed with clients.



New puppy breeding program established

A new puppy breeding program was established to enhance control of Guide Dog quality and graduate numbers, and the first purpose-bred litter of Guide Dog pups was born.

Staff appointments

A Guide Dog Training Manager was appointed and two Guide Dog Instructors were assigned to the training centre to focus on dog training.

Improved allocation process

An improved method of prioritising clients waiting for a Guide Dog was introduced, to ensure equity when allocating dogs to new and current Guide Dog users.



Upgrades to assessment and training

Assessment and training procedures were upgraded to significantly improve the behavioural quality of our Guide Dog graduates.



Strategic goal 2

To provide the highest quality
Orientation & Mobility services

8,187

programs, including
follow-ups, were provided
for 3,800 clients.

New Executive Manager

Frances Tinsley was employed
in November 2011, as Client
Services Executive Manager.



More regional services

More than 100 new clients from the
Broken Hill area were seen by our
Orientation & Mobility Instructors.



Client workshops

Orientation & Mobility expert Mr Daniel Kish, from the USA, toured
NSW and the ACT presenting workshops for staff and clients
on the technique of echolocation.

Expansion of low vision services

Planning commenced for
the expansion of our low vision
partnerships with optometrists
in northern NSW and the
Hunter Valley.

National Disability Insurance Scheme

We commenced communications
with Government on including
services for people with impaired
vision in the National Disability
Insurance Scheme.

International recognition

In February 2012 eight of our Orientation & Mobility Instructors presented
papers at the 14th International Mobility Conference held in New Zealand,
with excellent feedback from international attendees.

Strategic goals and achievements

continued

Strategic goal 3

To reduce the incidence of preventable vision loss

24

Over 2010/11, client appointments increased by

42%

and average client waiting times decreased by

43%



National research grant

The Centre for Eye Health was awarded a National Health and Medical Research Council grant to investigate the effectiveness of glaucoma management models, in partnership with other institutions.

Clinical guidelines released

The Centre for Eye Health clinical team developed and released a series of clinical guidelines as a practical reference for optometrists.

Promoting a partnership model

During 2012, the Centre for Eye Health entered into a partnership agreement with the South Eastern Sydney Local Health District to have consultant ophthalmologists provide specialist ophthalmic advice at the Centre.

10,000th client seen

The 10,000th person to attend the Centre for Eye Health received advanced imaging and assessment. Of the people tested at the Centre, 75% have required follow up referrals and 15% required ophthalmological intervention, demonstrating the value of the service in detecting degenerative disease.



Strategic goal 4

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



Guide Dog Speakers delivered

521

talks and presentations to schools, community groups and service businesses.

Access advocacy

An event was held at Parliament House, Canberra to raise awareness of the legal right of people with vision impairment to access restaurants and other hospitality venues.

Anti-discrimination campaign

A campaign was launched at NSW Parliament House, attended by the Disability Services Minister and Australian Human Rights Commissioner, to draw attention to the ongoing issue of discrimination against Guide Dog users.



Awareness training

RailCorp invited Guide Dogs NSW/ACT to provide vision impairment awareness training for its front-line customer service staff.

Strategic goal 5

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

Systems upgrades

During the year we migrated our business IT systems to Windows 7 and Office 2010, and commenced an Enterprise Resource Planning replacement project.

Risk management

Our risk management plan and perpetual risk register were revised and updated.

New products launched

Guide Dogs Pet Insurance and chocolate Puppy Pals were launched as new commercial products.



Staff training

A range of professional development programs were implemented, including making online Workplace Health & Safety training mandatory for all staff.



Kate's journey

**“I couldn't do what I do without Otis.
He makes me feel like it is OK to be blind.”**

Leaving the family home as a young adult is a major milestone for anyone. For Kate, the emotions of nervousness and independence were magnified. At age 18, Kate moved into her first apartment and received her Guide Dog, Otis; all in the same week.

Declared legally blind at the age of 16, Kate is extremely short-sighted and has no peripheral vision. However, Kate hasn't let her vision loss dictate her lifestyle. She and Otis travel daily to Cumberland Hospital, where Kate is employed as a Disability Employment Consultant.

After seven years together, Kate and Otis's teamwork is seamless.

In her spare time, Kate enjoys rowing. Although she has only been participating in the sport for a few years, Kate is one of Australia's premier adaptive rowers. She recently competed in the National Championships, and hopes to make it to the World Championships next year.

Good luck Kate!



Kate has been receiving assistance
from Guide Dogs NSW/ACT for

16 years

Age	25
Mobility aids	Guide Dog, accessible GPS
Location	Western Sydney, NSW



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Kate's journey

continued

“Otis has brought me a whole lot of confidence. I don’t have to be dependent on people all the time. I can just grab Otis and walk out the door.”

Number of Guide Dog users in NSW and the ACT at end of 2011/12:

261

Top: Kate and her Guide Dog Otis have been a formidable team for the last seven years.

Below: Kate with Guide Dogs Instructor Peter McKenzie at Nepean Rowing Club.



Guide Dogs NSW/ACT Annual Report 2012



Guide Dog services

All Guide Dogs start life as fluffy balls of joy, but soon the hard work begins – and not every pup will make the grade. A good Guide Dog must have a confident, relaxed temperament, excellent concentration and a willingness to work.

Guide Dogs that successfully complete our rigorous training program are carefully matched with clients to ensure they are well-suited to that person's specific lifestyle and travel needs. Once matched, training as a working team begins, which involves developing the skills necessary to handle the wide range of situations that may be encountered.

Together, the pair's bond and trust builds, and the working team learns how best to employ their training to avoid obstacles; cross roads; navigate routes; find destinations and use public transport, safely and independently. Training also includes learning how to best care for the Guide Dog, such as grooming, diet, and providing plenty of playtime and exercise.

Despite the hard work involved, Guide Dogs have a rewarding job indeed. These intelligent dogs lead an interesting life and enjoy its many challenges.

Guide Dogs in service

Program type	2011/12	2010/11	2009/10	2008/09	2007/08
Guide Dog users at start of year	263	262	263	253	247
Dogs issued within year	24	36	44	48	52
Dogs retired, died, moved within year	(27)	(37)	(49)	(42)	(47)
Dogs from interstate	1	2	4	4	1
Users as at end of year	261	263	262	263	253
Net increase in users, from previous year	(2)	1	(1)	10	6



Graham's journey

“Guide Dogs has been absolutely magnificent. I consider my Instructor to be a friend; without their assistance I would be travelling badly.”

Coffs Harbour resident Graham has led an action-packed life. Born in Northern Ireland, he has served in the Royal Navy, the British Army and the Australian Army. After migrating to Australia at the age of 20, he became an original member of the SAS and later worked for the Department of Corrective Services NSW.

So, when he suffered a stroke in 2002 and lost half of his vision, it's no surprise that Graham tackled the challenge with determination. He contacted Guide Dogs NSW/ACT's Coffs Harbour office and began training with an Orientation & Mobility Instructor. His Instructor showed Graham how to scan, a technique that involves using his remaining vision to avoid obstacles.

He also learnt how to cross roads safely and move around his local area. An exercise enthusiast, Graham now walks up to ten kilometres a day, with purpose and confidence.



Graham has been receiving assistance from Guide Dogs NSW/ACT for

9 years

Age	74
Service	Neurological vision impairment program
Location	Northern NSW



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**The number of Orientation
& Mobility programs completed
in 2011/12:**

3,827

Top: Graham and Orientation & Mobility
Instructor Lyndel Bosman in Coffs Harbour.

Below: Graham's increased mobility means
he can walk for miles!



Guide Dogs NSW/ACT Annual Report 2012

Graham's journey

continued

**“The training I have received has made a massive
impact on my life. My military background made
me self-reliant, but now I can just get on with it.”**

Learning how to use his
remaining vision allows
Graham to get around
more confidently.



Orientation & Mobility services

‘Orientation’ refers to our understanding of where we are in the environment. We use our senses to gather information from around us and combine this information with our knowledge of where we have come from and where we plan to go. ‘Mobility’ relates to our ability to move safely and confidently through the environment.

Orientation & Mobility training teaches people with impaired vision the skills to accomplish mobility tasks on their own such as:

- **negotiating stairs;**
- **travelling on public transport, and**
- **learning how to safely find the way from one destination to another, whether it’s a regular route or in unfamiliar territory.**

Training might also include learning how to use aids such as canes, Guide Dogs, electronic travel devices, low vision aids like a magnifier, or making environmental modifications.

Guide Dogs NSW/ACT is the leading provider of Orientation & Mobility services for people with a vision impairment. Our free services are provided to anyone who requires information, assessment, training, aids and/or equipment in order to improve their safety, mobility, and independence at home and in the community.

Completed programs

Program type	2011/12	2010/11	2009/10	2008/09	2007/08
Orientation	702	738	745	758	762
Mobility/long cane	2,842	2,765	2,492	2,492	2,871
O&M Access	283	291	321	361	446



Rebecca's journey

“The main thing I have gained is independence. I can get around by myself confidently, and that's vital.”

Rebecca is your typical teenager. She likes to go out with her friends and is working hard, studying for an Arts/Law degree. But Rebecca has one point of difference.

Rebecca has had a long relationship with Guide Dogs NSW/ACT. Born with Leber's Amaurosis, her vision is poor; but she is still able to see some light. Rebecca started cane training with an Orientation & Mobility Instructor when she was six-years-old. Learning how to travel to and from school safely, and to navigate around the school grounds, gave Rebecca a great foundation for the years to come.

A gifted student, in 2010 Rebecca represented Australia at the Model United Nations Conference in The Netherlands. Prior to the conference, she put her public transport training to good use travelling around Europe.

Now in her first year at Sydney University, Rebecca continues to work with a Guide Dogs Instructor to feel safe and comfortable in her new surroundings.



Rebecca has been receiving assistance from Guide Dogs NSW/ACT for

13 years

Age	19
Mobility aid	Long cane
Location	Inner Sydney



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Rebecca's journey

continued

“Anytime Rebecca needed assistance, she knew she could go to the Guide Dogs. I have always been confident that she is in good hands.”

Elaine, Rebecca's mother.

Rebecca's orientation and mobility training has given her the confidence to travel the world.

The total number of clients who received services in 2011/12:

3,800

Below: Rebecca and Orientation & Mobility Instructor Christiana Savas at Sydney University. Rebecca meets regularly with Christiana to learn new navigation skills.



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Children's services

Growing up can be challenging for a younger person, as each new stage of life brings its own experiences, problems and expectations. For someone living with a disability, such as vision impairment, these transitions arrive with complex issues and barriers to consider.

Transition planning allows families of children with impaired vision to have a better understanding of the development factors affecting their child and how they can support them through change. With the assistance of their parents or carers, Guide Dogs NSW/ACT can develop a transition plan for a child to identify the key issues he or she may come across leading up to, and going through, an important transition.

Guide Dogs NSW/ACT provides Orientation & Mobility training for children as early as possible, completely free of charge. Our family-based services are available in the home, at pre-schools and schools, and within the community. We also work with teachers and other professionals involved in the child's development to ensure their transitions are as smooth as possible.

A child is never too young to receive assistance from Guide Dogs NSW/ACT.

Age distribution of clients

Under 20		16%
21-40		11%
41-60		18%
61-80		24%
Over 80		28%
Unspecified		3%



Colin's journey

“Guide Dogs have given so much to me over the past five years. If it wasn't for Guide Dogs I would have wasted my life away, just sitting at home.”

After witnessing a new Guide Dog graduate complete its training, Colin decided it was time for him to begin a new journey too. That was almost six years ago, and the sprightly 81-year-old hasn't looked back.

At the age of 25, Colin contracted Lyme disease from a tick bite. In the last 10 years his vision has deteriorated to about 10%. As his sight got worse, Colin realised it was affecting his quality of life and contacted Guide Dogs NSW/ACT.

Getting out and about is important to Colin, so he started training with an Orientation & Mobility Instructor to get around his local area using a long cane. As his confidence increased, he chose to supplement his travel with a free GPS program.

One of the remarkable things about Colin is that he had never used a computer or mobile phone prior to his GPS training. But he has taken it all in his stride.

Colin now travels regularly on Sydney's ferries and finds GPS useful for calculating routes, locating the ferry terminal and identifying his bus stop. It has also given him the freedom and confidence to travel to unfamiliar places.



Colin has been receiving assistance from Guide Dogs NSW/ACT for

5 years

Age	81
Mobility aids	Cane, accessible GPS, Miniguide
Location	Northern Sydney, NSW



40

The number of electronic aid and GPS programs completed in 2011/12:

1,047

Top: Colin with Orientation & Mobility Instructor Alli Fagan at Circular Quay.

Below: Colin is so impressed with GPS, he can't be without it now!



Colin's journey

continued

“Guide Dogs have been wonderful with training. They have made it so easy, so pleasant to learn it.”

Colin's mobility aids give him the confidence to get out and about.



Electronic aids and GPS

To make effective use of the range of electronic aids and GPS devices available from Guide Dogs NSW/ACT, clients first need to have competent Orientation & Mobility skills.

The assessment process for finding the best GPS solution involves looking at a particular client's needs and circumstances. While GPS can provide information about a person's position in space, landmarks, and environmental surroundings, it is up to the user to interpret the information effectively to travel safely from one point to the next.

Miniguides are about the size of a matchbox, and send out an ultrasonic beam which bounces off objects and vibrates, telling the person holding it how near or far an obstacle may be. Some Miniguides also produce an audible sound, just like a reversing car.

Many people with impaired vision use a Miniguide in conjunction with their Guide Dog, or long cane. Some clients use their Guide Dog to get to work and their Miniguide to move around the office once they get there.

Completed programs

Program type	2011/12	2010/11	2009/10	2008/09	2007/08
Miniguide	621	650	568	561	472
GPS	405	274	329	200	24
Other sensors*	21	31	22	38	30

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



Allan's journey

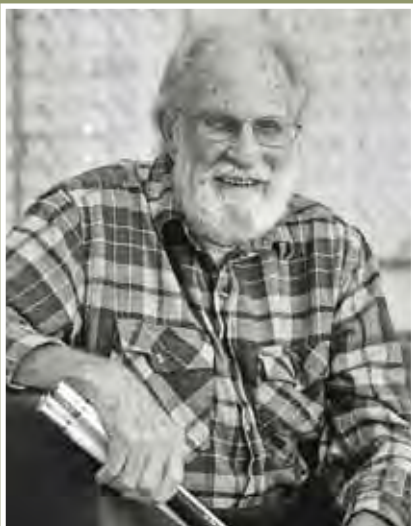
“I take my magnifier wherever I go. It's useful as I can read things on my own now.”

A few months ago, Allan did what many people do in their twilight years – he moved from his inner city home to a more serene location. Adjusting to a change of environment can sometimes be difficult. Fortunately, Allan had Guide Dogs NSW/ACT on hand.

In 2004 Allan had a stroke which left him with only half of his vision, and he was referred to Guide Dogs NSW/ACT for assessment. Since then, he has been using a long cane to travel around and an ID cane indoors. When Allan heard that Guide Dogs had started offering low vision services in the Nambucca Shire, he made an appointment for a check-up.

After a thorough examination, Allan was given a magnifier to help him read things like menus and make out numbers on keypads. The magnifier also contains a light that will come in handy at night time.

Allan received training from his Orientation & Mobility Instructor, to learn how to get the most out of his new piece of equipment.



Allan has been receiving assistance from Guide Dogs NSW/ACT for

8 years

Age

81

Low vision aids

Magnifier, glasses

Location

Mid North Coast, NSW



44

Allan's journey

continued

“The help I have received has made a huge difference. I feel like life is worth living again.”

The number of free low vision programs delivered by Guide Dogs NSW/ACT in 2011/12:

336

Top: Allan and Orientation & Mobility Instructor Matthew Wood at Nambucca Heads.

Below: Allan uses a variety of mobility aids to explore his new surroundings.



Low vision services

Low vision can affect people of all ages and impact on many aspects of a person's life. It may result in difficulty reading the newspaper, recognising faces, watching television or seeing street signs.

Guide Dogs NSW/ACT's Low Vision Services teach people with impaired vision how to use their residual vision or a low-vision aid in everyday situations. Advice about using magnification, lighting and contrast is given to assist people with activities like reading, writing and recreation.

Our Orientation & Mobility Instructors develop training programs that are tailored to the specific needs of each person. This can include:

- provision of on-site advice about how to cross roads safely and move through crowded areas;
- training to learn the effective use of your residual vision or a low-vision aid, such as a magnifier or monocular;
- training in specific visual skills, such as scanning, and
- advice on your home environment, such as effective lighting.

Training can occur anywhere – at home, in the office, or any other environment that suits the client. As with all Guide Dogs NSW/ACT services, low vision training is provided free of charge.

In the coming year, Guide Dogs NSW/ACT plans to expand its low vision program to include partnerships with optometrists in Northern NSW and the Hunter region.



Nicholas and Matthew's journey

“Kelby has made such a huge difference to the family. He has brought so much excitement, fun and happiness.”

Sarah, Nicholas and Matthew's mum.

Twins Nicholas and Matthew have infectious smiles – and now they have something extra to smile about. In February 2012, the boys celebrated their sixth birthday, and in March Pets As Therapy dog, Kelby, bounded into their lives. The boys consider Kelby to be a belated birthday present.

Nicholas and Matthew have cerebral palsy and their mobility is limited. Although Kelby has been around the family for only a matter of months he has already made a big impact. When Matthew arrives home from school, he signs a 'K' for Kelby, and that's when it is time for a wrestle in the backyard. Meanwhile, sensitive Nicholas loves to snuggle on the couch with his warm and loyal companion.

The trio have bonded beautifully, and the boys are looking forward to growing up and facing the world with their new best friend.



Kelby was placed with Nicholas and Matthew's family in March 2012:

6 months

Twins ages	6
Service	Pets As Therapy dog
Location	Eastern Sydney, NSW



48

The number of completed placements of Pets As Therapy dogs in 2011/12:

46

Top: Matthew adores playing tug-of-war with energetic Kelby.

Below: The twins are overjoyed to have Kelby as a new family member.



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Nicholas and Matthew's journey

continued

“The first night he was here, Kelby walked up and down the corridor checking that the boys were alright. We call him ‘The Sergeant’.”

Kelby has provided love and companionship to the youngsters.



Pets As Therapy






Pets As Therapy (PAT) is a free community service that has been provided by Guide Dogs NSW/ACT for 29 years. The program places companion dogs with people who are disadvantaged due to age, isolation, disability or ill-health.

PAT dogs are assessed and trained at the same facility as their Guide Dog brothers and sisters, where they are taught how to walk next to a mobility aid such as a wheelchair or walking stick. To be suitable for our Pets As Therapy program, dogs must be obedient, have a good temperament, and not be too boisterous.

Pets As Therapy provides a lot more than a much-loved pet. These special dogs can also help their owners feel more at ease socially, and integrate better into their local communities.

Ownership of a PAT dog is a very rewarding experience, but it is also an ongoing responsibility. The dogs must get regular exercise, grooming and care, and their ongoing health needs requires a financial commitment from the owner.

Completed placement of PAT dogs

2011/12		46
2010/11		51
2009/10		53
2008/09		50
2007/08		57

Centre for Eye Health



A handwritten signature in black ink that reads "Michael Kalloniatis".

Professor Michael Kalloniatis

Centre Director

24 September 2012

50

“The Centre for Eye Health positively impacts the lives of many people at-risk of losing vision.”

Since becoming fully operational two years ago, this innovative community service has spearheaded efforts to develop and deliver a new model of ocular healthcare in NSW and the ACT, with efforts focused on avoiding vision loss through early detection. Diagnosed early, up to 75% of people with an eye disease can avoid irreversible vision loss.

Established by Guide Dogs NSW/ACT and The University of New South Wales, the Centre for Eye Health provides all referred patients with equal and free access to the best ocular imaging technology and expertise available.

The Centre for Eye Health (CFEH) works in partnership with 952 optometrists and 61 ophthalmologists to help assess the eye health of thousands of people.

During the year, the Centre has assessed 5,538 clients and conducted more than 34,000 advanced imaging tests. This brings the total since CFEH opened to over 10,000 clients assessed and 62,000 tests conducted.

Michelle's journey

Sometimes it's about ease of mind

Michelle knew the threat of glaucoma was real when her mother was diagnosed with the condition at age 79. Reaching a similar age, Michelle had been continuing to see her rural optometrist regularly for the past five years to monitor her progress. She was sent to CFEH when her optometrist noticed a change in her eyes, but couldn't clearly identify using his own equipment if this was a significant health issue. The team at CFEH picked up an anomaly at the back of Michelle's eye, but nothing that needed treatment at that stage. She has been advised to return to CFEH every six months so her progress can be monitored.

A few weeks prior to visiting CFEH, Michelle had been diagnosed with diabetes and was already feeling apprehensive about her health. Michelle had seen first-hand the effects that late detection of glaucoma had on her mother and her mother's lifestyle, and knew that this was a high possibility for her. Visiting CFEH and knowing that she was being given the best possible opportunity for early detection greatly eased Michelle's mind, and provided the reassurance that there was a service and professionals who cared about her sight.

“Now that I have been diagnosed with diabetes, it feels like anything can happen. It is comforting to know that someone is monitoring the progress with my eyes so there is no uncertainty.”





Centre for Eye Health

continued

Over the past year CFEH has focused on increasing referrals from optometrists and ophthalmologists, improving clinic efficiencies, decreasing waiting times, reaching out to more remote and regional communities, 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 15%;
- Appointments increased by 42%;
- Occasions of service (individual tests) increased by 45%;
- Regional and rural clients increased by 12%;
- Average client waiting times decreased by 43%, and
- Total cost to assess each client decreased by 20%.

The Centre's free assessment is a pivotal contribution to improving early detection of eye disease, most particularly for those disadvantaged by having to choose between lengthy delays in the public system or fees charged by private practitioners. CFEH offers a safety net for people at risk of blindness, improving access to sophisticated ocular imaging for more effective triaging and timely treatment.

When it comes to saving sight, early detection and timely treatment go hand in hand.

During 2011/2012, CFEH entered into a partnership agreement with the South Eastern Sydney Local Health District (SESLHD). As part of this agreement, SESLHD appointed consultant ophthalmologists to work alongside staff optometrists at CFEH in providing specialist ophthalmic advice. The Centre for Eye Health's relationship with South Eastern Sydney Local Health District and Prince of Wales Hospital was further strengthened when, with support from Guide Dogs NSW/ACT, a suite of sophisticated ophthalmic instruments was presented to the Prince of Wales Hospital in Randwick.

This equipment is helping to facilitate the timely treatment and management of patients diagnosed with eye disorders such as diabetic retinopathy, glaucoma and macular degeneration.

Centre for Eye Health the site for a \$1.1M NHMRC Partnership Grant

The University of New South Wales (UNSW) and Guide Dogs NSW/ACT are two partners in a successful National Health and Medical Research Council (NHMRC) partnership project. The award of \$1.1 million will fund research over five years at the Centre for Eye Health.

Various Australian models for managing glaucoma have been proposed, but their effectiveness has been largely unexplored. Using CFEH referral information and clinical data, this research project will determine current glaucoma practices, effectiveness in clinical diagnosis, referral quality, appropriate utilisation of new technologies and integration with complementary facilities and services.

The project involves a multi-disciplinary team of experts from optometry, ophthalmology, visual science and public health, and will ultimately lead to more cohesive patient management, with an improvement in the quality of life for patients and a reduction of the economic burden of eye disease nationally.

According to CFEH and Guide Dogs NSW/ACT chairperson Barry Stephen:

“This grant will enable the broader health community to benefit from the knowledge generated through the Centre’s clinic. Most importantly, it will mean a better outcome for more people in NSW and the ACT.”





Left to right

- 1 Mrs L V Druitt, Mr A B C Stephen,
Dr A B Mosman
- 2 Mrs Z Bull, Mr A R Pierce,
Mr J S Bennet
- 3 Mr R D Newberry, Mr S Kouris
Mr I A Jamieson

Board of Directors

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

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Mr A B C 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. Aged 69. Joined the Board in 1999. Barry has over 30 years' experience as a Director of unlisted public companies. Director of Centre for Eye Health Limited and Australian Centre for Eye Health Limited. Currently a member of the Finance, Audit & Risk Management Sub-committee and the Nomination & Remuneration Sub-committee.

Mrs L V Druitt CPA

Vice President

Partner, Nortons Business Advisors (Chartered Accountants). Aged 53. Joined the Board in 2004. Lindy has 25 years experience in public practice offering business advice, self managed superannuation and taxation services to small to medium business. Currently Chair of the Finance, Audit & Risk Management Sub-committee and a member of the Nomination & Remuneration Sub-committee.

Mr J S Bennett BEng

Mechanical Engineer and self-employed business consultant (Disability Services Auditor). Aged 64. Joined the Board in 2011. James is a client, an experienced Guide Dog user and an advocate for the blind and low vision community. He consults as a Consumer Technical Expert (RAB/QSA), Audit Trained Service User (Queensland Government Disability Services), Service User Technical Expert (Victorian Government Disability Services) and Consumer Technical Expert National Disability Advocacy Program (FaHCSIA) participating in Disability Services Audits throughout Australia. Currently a member of the Corporate Governance Sub-committee.

Mrs Z Bull MA (Eng, Econ & Mgmt), GAICD

Founding Director of Altura Partners (Strategic Management Consultants – Sydney/Melbourne). Aged 45. 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 and Director of Australian Centre for Eye Health Limited.

Board of Directors

continued

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Mr I A Jamieson BCom (Mktg), CPM (AMI), MAICD

Managing Director of Marketing Initiatives Pty Limited (Strategic Marketing Consultants). Aged 59. 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. Currently a member of the Corporate Governance Sub-committee and Nomination & Remuneration Committee.

Mr S Kouris BEc/LLB, LLM

Self-employed lawyer and consultant. Aged 43. Joined the Board in 2010. Steven's background is in private, corporate and government practice. He was formerly a Partner and worked at major national law firms including Mallesons Stephen Jaques and Allens Arthur Robinson. Steven is a specialist commercial/corporate adviser, a corporate counsel and advisor to government. He teaches law at the University of Technology, Sydney. Currently Chairman of the Corporate Governance Sub-committee.

Dr A B Mosman BVSc

Veterinarian and partner of the Bondi Junction Veterinary Hospital since 1976, home of the TV series *Bondi Vet*. Aged 64. Joined the Board in 1999. Tony is also an Alternate Director of Centre for Eye Health. Past activities include President of the Australian Veterinary Association, Sydney, and serving on several municipal council animal advisory groups.

Mr R D Newberry

Owner/Manager of Tamworth Plaster Works. Aged 56. Joined the Board in 1998. 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 user since 1991. Richard joined the Tamworth Guide Dog Auxiliary in 1992 and has chaired this group since 1995.

Mr A R Pierce FCA

Self-employed chartered accountant. Aged 68. Andrew has been in public practice for over 40 years. Joined the Board in 1992. Currently Chair of the Nomination & Remuneration Sub-committee, and a member of the Finance, Audit & Risk Management Sub-committee. He is also a Director of Royal Guide Dogs Associations of Australia, Australian Centre for Eye Health Limited and Centre for Eye Health Limited. Previously, a Director of Variety, the Children's Charity (NSW).

Corporate governance

Board responsibilities

The Board ensures that management maintains the highest level of corporate ethics. The Board consists of independent non-executive Members who have extensive relevant experience to bring independence, accountability and judgement to the Board's deliberations and to ensure maximum benefit for clients, members, employees and the wider community.

In particular, the Board:

- holds at least 11 formal meetings a year;
- ensures legal and financial obligations are being met;
- sets and reviews strategic direction;
- monitors the operating and financial performance of the company, including fundraising;
- 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 Constitution provides for a maximum of nine (9) and a minimum of six (6) Board Members. There are currently nine (9) Board Members.
- No employee can be a Board Member.
- The Chairman is appointed by the Board Members from amongst their number.
- There is no maximum appointment term specified for Board Members and they may present themselves for re-election every three years at the Annual General Meeting.
- New Board Members are nominated by the Nomination and Remuneration Committee and may be appointed by the Board to fill a casual vacancy.



Committees

- The Board does not delegate major decisions to Committees.
- Committees are responsible for considering their relevant issues and making recommendations to the Board.
- 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 Nomination & Remuneration Committee nominates new Board Members, recommends remuneration for the Chief Executive Officer and senior management and monitors succession planning.
- The Corporate Governance Committee reviews the Corporate Governance framework with a view to ensuring that it remains relevant.
- All Committees operate under formal Terms of Reference, which are updated when necessary.
- The Chairman of the Finance, Audit & Risk Management Committee has appropriate financial experience.
- 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.
- 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 at least monthly with company management and annually with the external auditors, without management.



Statement of Comprehensive Income

for the Financial Year ended 30 June 2012

	CONSOLIDATED	
	2012 \$'000	2011 \$'000
Bequests	10,541	13,533
Donations	7,012	6,572
Telephone marketing sales	2,093	2,230
Investment income	2,187	2,404
Other income	47	64
Revenue from ordinary activities	21,880	24,803
Other gains/(losses)		
Unrealised gains/(losses) from revaluation of investments	(2,800)	1,723
Net gain/(loss) on disposal of investments	4	4
Net gain/(loss) on disposal of non current assets	10	32
Total revenue	19,094	26,562
Client service costs (Guide Dogs & CFEH)	(15,638)	(14,400)
Community education, information & marketing	(2,329)	(2,446)
Telephone marketing costs (incl. COGS)	(1,934)	(2,068)
Indirect fundraising overheads including:		
– Data processing and management	(690)	(648)
– Planned giving indirect expenditure	(932)	(887)
– Appeal costs	(1,520)	(1,334)
Governance and administrative services	(3,153)	(2,817)
Other expenses from ordinary activities	(381)	(270)
Total expenses	(26,577)	(24,870)
Net surplus/(deficit) from ordinary activities	(7,483)	1,692
Other comprehensive income		
Memorial fund reserve	–	75
Total comprehensive income/(loss)	(7,483)	1,767

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The above figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2012.

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

Statement of Financial Position

as at 30 June 2012

	CONSOLIDATED	
	2012 \$'000	2011 \$'000
Current assets		
Cash and cash equivalents	1,436	1,312
Trade and other receivables	1,087	914
Interest bearing receivables	–	1,675
Inventories	75	62
Held-to-maturity investments	7,400	7,000
Other assets	287	301
Total Current Assets	10,285	11,264
Non-Current Assets		
Investments	24,511	29,760
Held-to-maturity investments	1,000	1,000
Property, plant and equipment	16,391	17,634
Intangible – establishment costs	12	25
Other assets	200	300
Total Non-Current Assets	42,114	48,719
Total Assets	52,399	59,983
Current Liabilities		
Trade and other payables	1,288	1,456
Employee leave entitlements	1,360	1,410
Total Current Liabilities	2,648	2,866
Non-Current Liabilities		
Employee leave entitlements	328	211
Total Non-Current Liabilities	328	211
Total Liabilities	2,976	3,077
Net Assets	49,423	56,906
Accumulated Funds		
Reserves	1,350	1,350
Accumulated surplus	48,073	55,556
Total Accumulated Funds	49,423	56,906

The above figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2012.

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

Senior management team



Dr Graeme White BSc (Hons), PhD

Chief Executive Officer

Dr Graeme White BSc (Hons), PhD Chief Executive Officer, Guide Dogs Victoria from 2005-2011 and Chief Executive Officer, Guide Dogs NSW/ACT since October 2009. 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. Previously: Director and Deputy Chair of the International Guide Dog Federation (2006-2010).

Prior to Guide Dogs Victoria, 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

Executive Assistant to the CEO since 2006. Appointed Company Secretary in 2009. 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). Previous roles include working for the CEO of Ord Minnett; the CEO of Volante; the CEO of Compaq Computer Asia Pacific; Societe Generale; and she was a researcher and segment producer for the Nine Network.



Nicholas Shaw BCom, CA

Chief Financial Officer

Nick joined Guide Dogs NSW/ACT in 2007, having started his career with PriceWaterhouseCoopers. As CFO, he has upgraded the organisation's financial and operational reporting, internal controls and risk management, while steering IT strategy to keep pace with business needs and changing technologies. Nick has substantial accounting and management experience gained in the pharmaceuticals, diagnostic and food science industries, and is a member of the Institute of Chartered Accountants.

Senior management team

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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 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.



Alex Green BA (Hons), EMFIA

Fundraising Manager

Alex has been a professional fundraiser for 15 years in Australia and the UK. As both a Consultant and in-house Fundraising Manager, he has raised tens of millions of dollars for various good causes. Alex achieved his CFRE (Certified Fundraising Executive) status in 2004 and is now an Executive Member of the Fundraising Institute of Australia (EMFIA). Currently studying a Masters of Management in Community Management, Alex also serves as Vice President of the Motor Neurone Disease Association of NSW. Joined Guide Dogs NSW/ACT in 2009.



**Lucy Smink** LLB*Planned Giving Manager*

Graduated in Dutch Law at the University of Amsterdam, in 1989. After various positions at 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 in 2007. Member of the Fundraising Institute of Australia.

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

Frances joined Guide Dogs NSW /ACT in November 2011. Her previous roles included: Director of Aged Care (Catholic Community Services NSW/ACT); Aged Care Manager (St Vincent's Hospital); Community Services Manager (SSWAHS); ACAT Manager (CSAHS); and ACAT Team Leader (Concord Hospital). Before moving to Australia in 2001, Frances worked for 12 years as an Occupational Therapist in various community health roles in London.

**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.

Company information

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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 all our financial support through the generosity of the people of NSW and the ACT. We receive no funding from the State or Federal Governments.

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

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

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

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

Wagga Wagga

Telephone (02) 6925 3559

Westmead

Telephone (02) 9891 4914
Facsimile (02) 9891 4143

Wollongong

Telephone (02) 4225 9247

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 earlier 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 other regional centres.
- In the Low Vision Clinic at Chatswood.
- 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

Holman Webb 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



Guide Dogs™

Through Mobility Comes Independence