

**Guide
Dogs**
NSW/ACT
Sight lost, freedom found



Annual Report **2017**



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Our

Mission

To empower people with vision loss to actively participate in their communities.

Vision

Vision loss will not limit independence.

Values

Commitment
Empathy
Integrity
Respect.

Message from our Patron



This year, Guide Dogs NSW/ACT celebrated the important milestone of 60 years and it is an immense tribute to the ongoing commitment and care of its staff, Board, volunteers and supporters that it has become such a dynamic and innovative organisation. Since its establishment in 1957, Guide Dogs NSW/ACT has grown to provide a full range of orientation and mobility services to people of all ages with vision impairment.

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, the organisation makes an enormous contribution to the freedom, dignity and well-being of those living with sight loss.

It is estimated that there are 122,000 people in NSW and the ACT who have a vision impairment serious enough to affect their daily living. As the

population ages, an increasing number of people in our community will also require the services, provided at no charge, of Guide Dogs NSW/ACT and the Centre for Eye Health.

Recently, I had the privilege of visiting the Guide Dogs Centre and now more fully appreciate the impact that improved training methods, specialist breeding programs and donor-funded renovations will have on the Centre's goal to provide the highest quality Guide Dog program in Australia. On a personal note, the progress of one young pup, 'Hurley', will be keenly followed as he starts his training in the coming months!

I encourage all Australians to join the journey throughout the next 60 years, to ensure that Guide Dogs NSW/ACT is able to continue to provide quality services to people with sight loss throughout our State and Territory. Congratulations and best wishes to the staff, donors, volunteers and public for their generous support.

General The Honourable David Hurley AC DSC (Ret'd)
Governor of New South Wales
October 2017

President's report



2016/17 was a year of significant achievement for Guide Dogs NSW/ACT, with the organisation moving from strength to strength as the first stages of the five-year strategic plan are implemented.

60th Anniversary

In 2017, we reached the milestone of 60 years of providing services to the people of NSW and ACT. While there is still so much more to be done, it was important that we paused and took time to acknowledge and thank the many people who have helped us deliver our life-changing services. Over the past 60 years, the organisation has expanded from training Guide Dogs to include a broad range of services that give freedom and independence to people with vision impairment. Of particular note, we are continuing to direct more resources to projects aimed at diagnosing people with early stage eye disease to minimise further sight loss.

Incredibly since 1957, Guide Dogs NSW/ACT has trained almost 2,000 Guide Dogs with our Instructors and Puppy Raisers walking about 5 million kilometres, which is the equivalent of travelling six times to the moon and back, plus 10 laps around the earth. At the same time, our Orientation & Mobility (O&M) Instructors have worked with an additional 22,000 people with sight loss who use canes and they in turn, have walked a further 5 million kilometres during training. Over the years, our staff have proven themselves very dedicated to our clients and committed to reaching our organisation's vision.

This year, the organisation produced a book, *'60 Tails'*, which is a collection of 60 short stories about some of the remarkable achievements and invaluable contributions made by clients, volunteers, supporters and staff. There are so many people who have supported the mission of Guide Dogs NSW/ACT over the past 60 years and have helped make a difference to people with sight loss. On behalf of the Board, I say thank you!

Most Trusted Brand Charity

Also this year, the Board and staff at Guide Dogs were humbled and very proud to receive the Reader's Digest award for 'Most Trusted Brand Charity' for the 5th consecutive year. This was a great honour and we are grateful for the ongoing support we receive from the community. It is vital for an organisation such as ours to be highly regarded and for the community to have confidence in our operations.

Guide Dogs Centre

In line with our goal of delivering the highest quality Guide Dog program in Australia, we initiated an exciting new pilot project, in partnership with Hawkesbury High School. The Positive Paws Project provides early enrichment and training to our pups between five and eight

weeks of age, while offering high school students the opportunity to develop leadership and curriculum-related skills. Given the success of this program to date, we are already reviewing plans to expand it in the coming year.

Our volunteer Puppy Raisers provide critical support for our Guide Dog training program and this year, we developed and trialled an important new web portal called 'Puppy Central'. This modern communication centre offers our volunteers an educational resource that is second to none, with continuous access to the latest information and training materials. A roll-out of the portal to all Puppy Raisers is planned during the next financial year.

The benefits from last year's renovations at the Guide Dogs Centre, which were funded by donations, are apparent, with the Centre leading the way in health and welfare standards for all our dogs. Our breeding program continued to develop and we saw a record number of puppies born, significantly exceeding expectations.

Our Guide Dog graduation ceremonies remain popular and we have started broadcasting these events live on Facebook as one way to meet the high level of interest across the NSW/ACT community.

Client Services Review

The O&M specialists deliver high quality support, training and beneficial outcomes for our clients with sight loss. In line with the strategic plan, the Client Services team has begun its expansion process and is already hiring Orthoptists, Occupational Therapists and Social Workers to facilitate our low vision program, independent living skills training and case management.

Historically, we have been the main provider of high quality O&M services to people across NSW and ACT, who have vision impairment. To further reinforce our operation, we completed a full review of our services in order to help us grow services in the more competitive environment

that exists today, as well as delivering a more diverse service mix in a client-focused manner.

In addition to providing existing O&M services, we are incrementally expanding our range to meet changing client needs by:

- increasing O&M specialisations to better meet the needs of children, clients with neurological vision impairment and technology support services;
- expanding Independent Living and Low Vision services by employing more Occupational Therapists and Orthoptists;
- developing Client Advocacy and Support Services through the employment of social workers / NDIS coordinators; and
- providing additional services to enable rural and remote communities to better work with Indigenous clients.

To better position us to meet future growth and the changing needs of our clients, we have restructured our regions from seven to four with a greater mix of geographical and specialist teams having clear local and remote outreach models.

Another key achievement was the successful ISO re-certification for both our Client Services and Guide Dogs Centre teams. Well done and thank you to all staff who contributed to this outcome.

NDIS

During the past financial year, we were able to assist more individuals and families with access to funding support through the National Disability Insurance Scheme (NDIS). Currently, Guide Dogs NSW/ACT receives less than 3% of our funding from the NDIS. However, it is hoped this will change in the coming years given the government's ongoing work to develop a scheme that is simpler, accessible and offers high quality outcomes for participants and providers.

Centre for Eye Health

The Centre for Eye Health (CFEH) continues to work to assess the eye health of thousands of at-risk people. During the 2016/17 financial year, the Centre assisted 7,440 clients at a net cost of \$3,063,637 compared with 6,824 clients for the 2015/16 year.

CFEH remains at the forefront of leading-edge eye health service not just in NSW, but across Australia. CFEH recently won the Excellence in Social Enterprise category at the Regional Business Awards and was a state finalist in the 2017 NSW Business Chamber State Business Awards.

Fundraising & Growth

In line with our strategic plan to expand our services to meet increasing community need and deliver the highest quality Guide Dog and O&M programs in Australia, we were able to significantly grow our fundraising income in 2016/17. The \$29 million raised this financial year through donations and bequests will enable us to provide valuable services for people with sight loss in NSW and ACT. We are extremely grateful and humbled by our wonderful donors, whose ongoing support and assistance is essential to the work we do. Thank you so very much.

Community and Government

Community education and advocacy are another important part of our work. During the year, we successfully worked with the NSW Government to ensure the replacement of the dangerous wooden escalators at both Wynyard and Town Hall Stations in Sydney. This work commenced in early 2017 and is scheduled to be completed in the next financial year.

Our People

Thank you to my fellow Board Directors for their enthusiastic support, counsel and assistance throughout the past year. I would also like to congratulate Mr James Bennett who was awarded a Medal of the Order of Australia (OAM) for his services to the blind and low vision community. It is a well-deserved honour.

After eight years as CEO, Dr Graeme White left Guide Dogs NSW/ACT in August 2017. The Board would like to thank Graeme for his years of dedicated service and the energy he brought to the role. During his tenure, Graeme strived to make Guide Dogs NSW/ACT a more successful charity and importantly, always displayed commitment to the fundamental reason our organisation exists, namely to assist those who have vision impairment in our community. We wish him well in his future endeavours.

In June, the Board was delighted to announce the appointment of Mr Dale Cleaver as the new CEO for Guide Dogs NSW/ACT. Dale has a broad range of experiences, most recently as CEO of Campbell Page.

A sincere note of thanks to all staff and volunteers on delivering another outstanding year of achievement towards reaching the goals of the organisation's strategic plan. Your ongoing dedication and effort in delivering a high standard of service is very much appreciated.

Lastly and most importantly, I thank everyone who gave so generously throughout the year. We are totally reliant on the good will of the community to continue our work of providing life-changing services to people with sight loss. On behalf of the many clients you have enabled us to help, thank you.



Kieran Lane
President
October 2017

Message from the Chief Executive Officer



I am delighted to have the opportunity to lead such a pre-eminent, not-for-profit organisation that is committed to empowering and increasing the independence of people with low vision or blindness in New South Wales and the Australian Capital Territory.

Building on the very solid foundation of Guide Dogs NSW/ACT, I am looking forward to working with the Board, Executive Team, staff and volunteers as we enter a period of growth, change and opportunity to provide even greater support and higher quality services for our current and future clients and supporters.

My professional background includes CEO of Campbell Page (National Provider of Employment Services), CEO of the Royal District Nursing Service South Australia (SA) and prior to this, 17 years with The Australian Red Cross including roles as Acting CEO and National Chief Operating Officer.

In addition I have held Board Director positions with Volunteering SA and the Spastic Centres of SA.

A Tasmanian by birth, I've had the fortunate experience of living large periods of time in Adelaide, Melbourne and more recently, Sydney, where I've now lived for six years. Originally training as a social worker, I worked as a

disability support worker for several years before completing business management qualifications and moving into senior management.

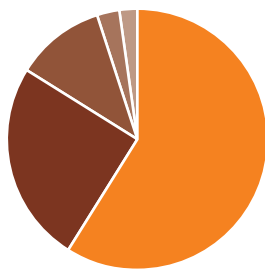
As incoming CEO, I hope to build on the great strengths of Guide Dogs NSW/ACT and combine my passion for making a difference and empowering people with disabilities, with my strategic, operational and transformational change experience to make a valuable contribution by further increasing the quality of our service and developing our people and organisation.

Dale Cleaver
Chief Executive Officer
October 2017

Five year financial comparison

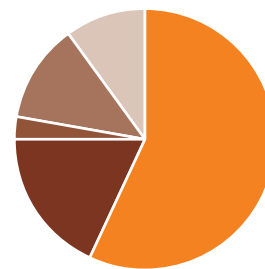
Where the funds came from	FY2017 \$'000	FY2016 \$'000	FY2015 \$'000	FY2014 \$'000	FY2013 \$'000
Bequests	20,147	28,557	18,566	11,427	12,588
Donations (including Appeals)	8,341	7,312	7,739	7,271	7,068
Telemarketing revenue	544	776	1,032	1,195	1,720
Fundraising – Public/Corporate	29,032	36,645	27,337	19,893	21,376
Income from investments	2,816	2,623	1,979	1,528	2,259
Revaluation of investments to market	806	(1,437)	(1,171)	1,789	2,252
Investment Income total	3,622	1,186	808	3,317	4,511
NDIS, Medicare & other government revenue	914	572	374	220	–
Other income (net)	730	289	430	490	327
Total	34,298	38,692	28,949	23,920	26,214
How the funds were used					
Client O&M services	11,611	10,178	9,671	9,196	9,643
Guide Dogs Training Centre	3,734	3,072	2,421	2,512	2,295
Centre for Eye Health services	3,064	2,672	2,378	2,567	3,398
Community education and advocacy	1,025	1,064	815	846	794
Client & Community Services delivered	19,434	16,986	15,285	15,121	16,130
Fundraising, Telemarketing and Planned Giving costs	6,334	5,673	4,129	3,516	4,227
Marketing	919	1,206	1,217	1,182	1,454
Governance, Finance & Administration	4,177	3,601	3,339	3,317	3,123
Guide Dogs Future Fund	–	2,000	144	–	–
Surplus transferred to reserves	3,434	9,226	4,835	784	1,280
Total	34,298	38,692	28,949	23,920	26,214

Source of funds 2016/17



Bequests 59 percent
 Donations 25 percent
 Income from investments 11 percent
 NDIS, Medicare and other government revenue 3 percent
 Other income 2 percent

Use of funds 2016/17



Client and community services 57 percent
 Fundraising, Telemarketing and Planned Giving costs 18 percent
 Marketing 3 percent
 Governance, Finance & Administration 12 percent
 Surplus transferred to reserves 10 percent

Strategic plan 2016-2021

INPUTS

1 Financial Sustainability

- 1.1 Grow current and develop new fundraising income streams
- 1.2 Conduct research to better understand donor needs and competitor activity
- 1.3 Respect the wishes of bequestors
- 1.4 Drive a culture that is donor-focused and increase stewardship of supporters
- 1.5 Advocate for client participation in the National Disability Insurance Scheme and Aged Care Reform
- 1.6 Continue to build Guide Dogs NSW/ACT brand awareness and maintain leading charity ranking

2 The Right People

- 2.1 Attract and retain excellent staff
- 2.2 Recognise, inspire and develop exceptional leaders
- 2.3 Create and implement a workforce plan to prepare for future demands
- 2.4 Review and improve processes, culture and systems to maximise staff productivity and morale, and minimise risk

3 Client-Focused

- 3.1 Research and better understand client needs
- 3.2 Maintain a culture that respects and focuses on clients
- 3.3 Develop and implement a plan to increase attraction and retention of clients
- 3.4 Review and implement the most effective method of marketing services
- 3.5 Increase community awareness of the services offered by Guide Dogs NSW/ACT
- 3.6 Maximise the benefits from Guide Dogs Australia collaboration
- 3.7 Actively advocate for the rights and needs of people with vision loss

OUTPUTS

4 Reduce Vision Loss

- 4.1 Expand the reach, reputation and capacity of the Centre for Eye Health (CFEH)
- 4.2 Increase research into the prevention of vision loss
- 4.3 Increase the reach of low vision clinics to maximise client use of residual vision

5 Service Excellence

- 5.1 Deliver and be known for the highest quality Guide Dog programs in Australia
- 5.2 Deliver and be known for the highest quality Orientation & Mobility programs in Australia
- 5.3 Expand client services, as required, and where cost effective
- 5.4 Position Guide Dogs NSW/ACT as an early adopter of client technology solutions
- 5.5 Investigate development of a complementary assistance dog program and implement findings

In grateful memory of our very special friends



Colin Martin enjoys mobility and independence

A
Gwendolyn Allis
Phyllis Alston
Edna Anderson
Joan Armstrong
Shirley Armytage
John Atkinson
Winifred Atwell

B
Bill & Joy Barrie
Phyllis Barton
Merie Baxter
Jack Beale
Cora Beehag
Robert Beehag
Margaret Benham
Deidre Bensley
Marjorie Bernat
Joyce Betz
Joyce Black
Joan Booth
Ella Boyd
Anna Boydell
Olive Branz
Melinda Brewer
Jocelyn Brian
Henry Brown
Kenneth Brown
Margaret Bush
Valerie Butcher

C
Mayble Chan
Harold Chandler
Margorie Clark
Nancye Clubb
Sheila Cole (nee Featonby)
Margaret Cook
Beryl Cooke
Gwen Coopman
Beatrice Cordingley
Lorna Cossar
Shirley Custance

D
Arnold Davies
John Davies
Mary Davies
Audrey Davis
Edward Davis
Jeanette De Montemas
Peggy Druce
Lynette Dunston

E
Margaret Emerton
Thelma Eslick

F
Samuel Fenning
Dorothy Foott
Louise Freeman

G
Elizabeth Gainey
Cecily Gallagher
Gwendoline Gaudry
Maureen Gersbach
Irene Gibson
Ralph Giles
Honor Goff
Beth Grainger
Joyce Graves
Roger Greaves
Pat Gregory
Elsie Greig
Joseph Griffiths
Eugenia Grincelis
Doris Gubbay

H
Joan Hagers
John Hagger
Marie Harding
Margaret Haynes
Clifton Haynes
Cornelis Hess
Wendy Hine
Colleen Hodge
Albert Holt
Hendrik Hoogstad
Olive Hutson

I
Jessie Inglis

J
Rosemary Jackson
Jean Jones
Patricia Jones
Ruth Jurd

K

The Kemvan Trust
 John And Connie
 Kennedy Trust
 Bruce Kenny-Royal
 Patricia Kermode
 Frank Keston
 Marion Kingston
 Elizabeth Kirby
 Mary Kuhl

L

Marjorie Lawn
 Kaye Lawson
 Robin Lawson
 Barbara Leonard
 Katharina Liebig
 Russell Locke
 Ruth Logan
 Joy Love

M

John Mackellar
 Peggie Mahony
 Grace Martin
 Marjorie May
 Ronald McCallum
 Marcia McCallum
 Christine McCartney
 Diane McDonald
 Doreen McIntosh
 Pauline McKenzie
 Vivienne McKinnon
 Lorna McKinven
 Mabs Melville
 Marie Menchin
 Margaret Minks
 Dennis Moore
 Barbara Morgadinho
 Roger Mountain

N

Michael Nadjarian
 Penelope Nash
 Mary Neal
 Dorothy Nethercote
 Dorothy Nettle
 Valerie Neville
 Robert New
 Elizabeth Newton
 Kenneth Nicholas
 Claude Nolan
 Eric Nowak

O

Janice Oliver
 Althea Ollett
 Elizabeth Osborne

P

Robert Victor Pearce
 Joan Petersen
 (Endowment Fund)
 John Pike
 Catherine Pocknall
 The Prance Family Trust
 June Preston
 Beryl Price
 Phyllis Pymm

R

George Ramsay
 David Ratner
 Joanna Rawlin
 Rhonda Redding
 Jean Reid
 Margaret Reid
 Alberta Richardson
 Edith Robb
 Edith Roberts
 Shirley Rodwell
 Kevin Ross
 Gloria Royle
 Elizabeth Rudduck
 Victor Rudling
 Keith Rutter

S

Clive Salkeld
 Kevin Scott
 Christine Sessa
 Wayne Sherrett
 Mervyn Silversides
 The Simon Rinaldi
 Endowment
 Alan Simpson
 James Sinapius
 Dorothy Skinner
 Harvey Slater
 Marguerite Sloan
 Emily Smith
 June Smith
 Shireen Smith
 Betty Smythe
 Joyce Sproat
 Rita Stapleton
 Angela Stevens
 Patrick Stewart
 Kay Stubbs
 Madeleine Sweeny
 Dorothy Symblett

T

Senta Taft-Hendry
 Edith Taylor
 John Thirsk
 Barbara Thirtle
 Beryl Thompson
 Marie Thompson
 Vera Thompson
 Helen Thorburn
 William Tiley
 Kenneth Todd

V

Amanda Vachalec
 Josephine Virgona

W

Margaret Waddell
 Betty Wade
 Audrey Walcott
 Joan Wallace
 Rhoda Walter
 Lorna Watson
 Douglas Webb
 Gregory Webster
 Elsie Westrup
 Jean White
 Dorothea Whittome
 Adrian Wilden
 Barbara Willoughby
 Johanna Wyld

Z

Waclaw Zaremba

Thank you to our valued partners



Beverley Davies is one of our most dedicated volunteers, fundraising for more than 35 years.

Volunteer Support Groups

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

National Guide Dogs Australia Corporate Partners

ADVANCE™
Battery World
Coles
Idexx Laboratories
Joseph Lyddy
Boehringer Ingelheim - NEXGARD®,
HEARTGARD30® PLUS and PARAGARD®

Guide Dogs NSW/ACT Corporate Supporters

13CABS
AMP Foundation
Australian Tax Office
Department of Human Services
HealthShare NSW
Macquarie Group Foundation
Supatreats Australia Pty Ltd

Trusts and Foundations

The Adobe Foundation
The Bagnall Foundation
The Graf Family
The JLDJS Foundation
The John & Lois Turk Charitable
Gift No 2
The Owen Miller Memorial Foundation
The RALI Foundation
The Veolia Mulwaree Trust

Clubs, Schools and Community Groups

Asquith Girls High School
Canada Bay Club
Chatswood RSL Club Ltd
Cheltenham Girls High School
City of Sydney Council
Country Women's Association Terrigal
Galston District Garden Club
Hornsby Girls High School
Huon Park Canasta Group
Killara Public School
Lioness Club of Coffs Harbour
Macquarie Bank
Maitland Classic Motor Association
Manly Golf Club Limited



Nareen Gardens Independent Living Units
 Oakhill Drive Public School
 Orchard Hills Veterinary Hospital
 Platinum Pre School
 Presbyterian Ladies' College Croyden
 Raymond Terrace Bowling Club
 Sefton High School
 Soldiers Point Bowling Club
 South Sydney Junior Rugby
 League Club
 St Columba Anglican School
 The Rotary Club of Orange North
 The Westport Club
 Tuggerah Tuffs
 Victor Churchill Butcher

Cabra Vale Diggers Club, Canley Vale
 Ettalong Bowling Club, Ettalong
 Hayden Theatres Pty Ltd, Cremorne
 Lismore Auxiliary, Lismore
 Macquarie Centre, Macquarie Park
 Merimbula RSL Club Ltd, Merimbula
 Mingara Leisure Centre, Tumby Umbi
 Penrith RSL Club, Penrith
 Randwick Cellars, Randwick
 St George Motor Boat Club, Sans Souci
 Tamworth Shoppingworld, Tamworth
 Wests Cardiff, Cardiff

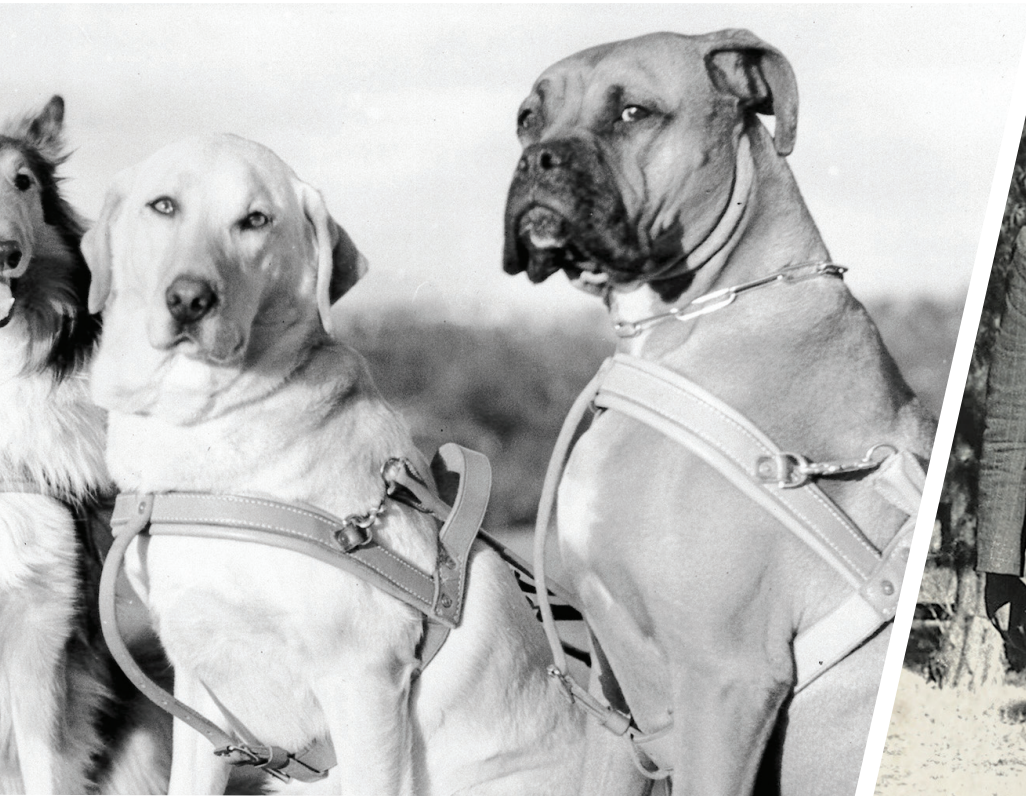
...and hundreds of other wonderful
 Guide Dog Collection Box Hosts
 across NSW and ACT.

Model Dog Collection Box Hosts

All Coles Supermarkets across NSW and ACT
 All Liquorland Stores across NSW and ACT
 Select Big W Stores across NSW and ACT
 Select IGA Stores across NSW and ACT
 Select Kmart Stores across NSW and ACT
 Select Paris Miki Optical Clinics across
 NSW and ACT
 Select Woolworths Supermarkets across
 NSW and ACT
 Blacktown RSL Club, Blacktown

60 years of life-changing experiences





Board of Directors

James Bennett

Ian Jamieson

Lindy Druitt



James Simeon Bennett, OAM

B Eng

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

Ian Andrew Jamieson

BCom (Mktg), CPM (AMI), MAICD

Strategic marketing consultant and co-founder of business strategy consultancy Marketing Initiatives. Joined the Board in 2008. Ian has over 30 years of experience in marketing and business strategy development, including corporate positions and managing his own consultancy business. He is a Fellow of the Australian Marketing Institute. Ian is Chairman of the Nomination & Remuneration Committee and a member of the Corporate Governance Sub-committee.

Linda Vivienne Druitt

Vice President, BBus (Acc), CPA

Director, Nortons Business Advisors. Joined the Board in 2004. Lindy has more than 30 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 a member of the Nomination & Remuneration Sub-committee.



Hongbin Liu
Tony Mosman
Steven Kouris

Hongbin Liu
MAppFin, MA

General Manager of the Industrial and Commercial Bank of China (ICBC) Sydney Branch. Elected to the Board as a Director in 2013. Hongbin has over 20 years' experience at ICBC, including serving as the Chief Representative in Australia and General Manager in Italy.

Anthony Broughton Mosman
BVSc

Veterinarian and partner of the Bondi Junction Veterinary Hospital since 1976, the home of the present TV series "Bondi Vet". 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 a Director for the Centre for Eye Health.

Steven Kouris
BEc/LLB, LLM

Non-executive director, lawyer and commercial advisor. Joined the Board in 2010. Steven has extensive corporate governance and leadership, strategic planning and risk management expertise as a non-executive director and board committee member across the health, housing and not-for-profit sector, and augments this with commercial and legal expertise in private, corporate and government practice. He has worked for major national law firms such as King & Wood Mallesons and Allens, advised government departments, and has substantial expertise in major projects, infrastructure and development, building and construction, and property. He is Chairman of the Corporate Governance Sub-committee. He is also an Alternate Director of the Centre for Eye Health, and non-executive director of EIS Health Ltd (the primary health care network for Central & Eastern Sydney), where he chairs the Finance and Audit & Risk Committees.

Board of Directors

Zorana Bull
Barry Stephen
Kieran Lane



Zorana Bull
MA (Eng, Econ & Mgmt), FAICD

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

Allan Barry Calvert Stephen, OAM
FFA, FIAA, FAICD

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

Kieran Maurice Lane
LLB Hons, LLM
President

Practising solicitor and a former tax partner at KPMG. 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. Kieran is a member of the Finance, Audit & Risk Management and the Nomination & Remuneration Sub-committees.

Senior Management Team*

*Mr Dale Cleaver has led the Senior Management Team from 4 October 2017



Paul Adrian
Guide Dogs Services Manager

Paul commenced work as a Guide Dog and O&M Instructor in 1984. Throughout his 30-year-career, he has completed assignments in Israel, USA, Hungary, Croatia, Bosnia, Norway, Slovakia and Germany. Prior to joining Guide Dogs NSW/ACT Paul served as the Guide Dogs Manager at Guide Dogs Victoria. He currently serves as an Assessor for the International Guide Dog Federation.



Sally Biles LLB
General Manager, Planned Giving

Sally joined Guide Dogs NSW/ACT in 2013. She was admitted as a Barrister and Solicitor in Tasmania in 1985 and requalified as a solicitor in the UK in 1991, before working for the largest third party mortgage administrator in Europe. In 1993 Sally joined the London law firm Lewis Silkin where she was invited to become a partner in 1995.



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

Fiona commenced in 2006 (appointed Company Secretary, Guide Dogs NSW/ACT and Centre for Eye Health in 2009). Fiona holds a Governance Certificate (GIA), a Journalism Diploma (Macleay College), a Marketing & Management Certificate (MGSM) and an ASX Certificate. Previously, she was EA to CEOs of Ord Minnett, Volante and Compaq.

Senior Management Team



Leila Davis MFIA

Executive General Manager, Growth

Leila has more than 10 years' experience working in and leading high performing fundraising teams for a variety of not-for-profit organisations. She has delivered exceptional results in all specialities of fundraising; but her passion is donor cultivation and major gift campaigns. A member of the Fundraising Institute of Australia, Leila joined Guide Dogs NSW/ACT in 2014.



Sonia Mar BCom, CPA

Financial Controller

Sonia joined Guide Dogs NSW/ACT in 2016 as Financial Controller. She has more than 20 years' not-for-profit and commercial international experience in finance, accounting and staff management. Prior to joining Guide Dogs, Sonia held a number of senior executive and management roles including Director of Resources for the Asia Pacific Region at World Animal Protection (formerly WSPA).



Alex Pantazis

IT & Technology Manager

Alex joined Guide Dogs NSW/ACT in 2017 as the IT&T Manager. With over 30 years' experience in the IT Industry, Alex was the CIO for Fuji Xerox Australia for 10 years, before heading the IT Dept. for Cerebral Palsy Alliance 2011-2017. IT strategy development and implementation are Alex's core strengths.



Louise Rassack BA CAHRI
Human Resources Manager

Louise holds a Bachelor's degree in Psychology and is a certified member of the Australian HR Institute. Her career experience includes 9 years with Telstra as an Occupational Rehabilitation Counsellor and as an HR Generalist, and a further 10 years at Abbotsleigh (School) where she was responsible for leading the full range of HR services.



Karen Templeton Adv Dip Bus Acct, Adv Dip PM, Adv Dip Program Mgmt, Grad Cert Prof Acct, MAIPM
Business Process Manager

Karen holds an Advanced Diploma of Business (Accounting), Graduate Certificate in Professional Accounting, Advanced Diploma of Project Management, Advanced Diploma of Program Management and is currently studying for her Master of Arts – Leading Innovation and Change. She is registered as a Certified Practising Project Director with the Australian Institute of Project Management.



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

Frances joined Guide Dogs in November 2011. Prior to this she held various senior executive roles within the aged and community care sector, including managing hospital and community health teams. Frances also worked for 12 years as an Occupational Therapist in London before coming to Australia in 2001. She currently sits on the Board of the Australian Blindness Forum.

Abridged financial statements

Statement of Comprehensive Income for the Financial Year ended 30 June 2017	2017 \$'000	2016 \$'000
Bequests	20,147	28,557
Donations	8,341	7,312
Telephone marketing sales	544	776
Investment income	2,816	2,623
NDIS, Medicare & other government funding	914	572
Other income	812	708
Revenue from ordinary activities	33,574	40,548
Other Gains (Losses)		
Unrealised gain (loss) from revaluation of investments	806	(1,437)
Net loss on disposal of investments	(10)	(305)
Net loss on disposal of non current assets	(72)	(114)
Total Income	34,298	38,692
Client service costs (Guide Dogs & CFEH)	(18,409)	(15,922)
Community education and advocacy	(1,025)	(1,064)
Telephone marketing costs	(897)	(1,255)
Fundraising overheads including:		
– Fundraising donor management	(1,712)	(1,068)
– Planned giving expenditure	(1,212)	(1,073)
– Appeal costs	(2,513)	(2,277)
Marketing	(919)	(1,206)
Governance and administrative services	(4,177)	(3,601)
Contribution to Guide Dogs Future Fund	-	(2,000)
Total Expenses	(30,864)	(29,466)
Net surplus from ordinary activities	3,434	9,226
Total Comprehensive Income	3,434	9,226

These figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2017. The full Financial Statements and Auditor's Opinion are available on request or via our website: www.guidedogs.com.au

Statement of Financial Position	2017	2016
As at 30 June 2017	\$'000	\$'000
Current Assets		
Cash and cash equivalents	3,014	3,735
Trade and other receivables	935	837
Inventories	50	77
Held-to-maturity investments	18,488	13,400
Other assets	321	199
Total Current Assets	22,808	18,248
Non-Current Assets		
Investments	31,897	29,369
Held-to-maturity investments	1,000	5,040
Property, plant and equipment	14,632	13,824
Intangibles (Computer software system)	972	952
Total Non-Current Assets	48,501	49,185
Total Assets	71,309	67,433
Current Liabilities		
Trade and other payables	1,714	1,448
Employee leave entitlements	1,473	1,231
Total Current Liabilities	3,187	2,679
Non-Current Liabilities		
Employee leave entitlements	490	556
Total Non-Current Liabilities	490	556
Total Liabilities	3,677	3,235
Net Assets	67,632	64,198
Accumulated Funds		
Accumulated surplus	67,632	64,198
Total Accumulated Funds	67,632	64,198

Corporate governance

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 and in Guide Dogs NSW/ACT's 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 met;
- sets and reviews strategic direction;
- monitors the operating and financial performance of the company;
- evaluates the performance of the Chief Executive Officer, and senior management;
- sets risk policy and monitors risk management; and
- ensures that relevant stakeholders are appropriately informed of material developments.

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

In preparing this statement, the Board has focused 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, and then recommends appropriate preventative measures.

- The Chairman of the Finance, Audit & Risk Management Committee has appropriate financial experience.
- The Nomination & Remuneration Committee nominates new Directors, recommends remuneration for the Chief Executive Officer and senior management and monitors succession planning.
- The Corporate Governance Committee reviews Guide Dogs' Corporate Governance framework across the organisation with a view to ensuring that it remains relevant and consistent with best practice.

Processes

- Board Meetings are structured to encourage active participation by all Directors at meetings.
- Directors have open access to information, subject to maintaining its confidentiality.
- The Board receives regular management presentations from the organisation's personnel.
- The Chief Executive Officer and senior 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 also addresses conflicts of interest.
- The Board monitors organisational Work Health & Safety as well as key incident reports from management.
- 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 the discretion 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.

Company information

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 who are blind or have 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 company changed its name to Guide Dogs NSW/ACT.

Guide Dogs NSW/ACT is a public company, limited by guarantee, ABN 52 000 399 744. The Centre for Eye Health is a fully-owned subsidiary of Guide Dogs NSW/ACT.

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

Guide Dogs NSW/ACT is a member of both Royal Guide Dogs Australia and the International Guide Dog Federation.

We Provide

- Guide Dogs.
- Assessment and training in orientation and mobility and daily living skills to people who are blind or have impaired vision.
- Aids; including mobility canes and electronic mobility aids.
- Children's services.
- Low vision assessment and training.
- Compensatory training to people who have neurological vision impairment.
- Pets As Therapy dogs, to people who are socially disadvantaged due to isolation, disability, age, or ill health.
- Advocacy and community education on the needs and rights of people who are blind or have impaired vision.
- 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 at Kensington, and other locations.
- Where appropriate, to meet with clients' requirements.

Our Policy

All of our services are provided at no cost to our clients.

Confidentiality and Privacy

Guide Dogs NSW/ACT is committed to protecting the personal information of clients, members, donors, supporters, customers and other individuals with whom we have a relationship.

Providing personal information is an act of trust that we take seriously, so we make every effort to support and understand the communication and privacy needs of our community.

Our privacy policy sets out our approach to the management of personal information. Subject to privacy law, you may access and seek correction to your personal information. Our privacy policy contains information about how we endeavour to comply with the Australian Privacy Principles, how you can contact our Privacy Officer or how you can make a complaint about privacy.

Guide Dog's NSW/ACT's privacy policy is on our website at guidedogs.com.au/privacy-policy and you can also contact our Privacy Officer on (02) 9412 9300 or privacy@guidedogs.com.au

Head Office – Chatswood*

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 PO Box 1965
 North Sydney NSW 2059
 Telephone (02) 9412 9300
 Facsimile (02) 9412 9399
 Email: chatswood@guidedogs.com.au
 Website: www.guidedogs.com.au
 Areas serviced: Sydney, Wollongong, Bowral,
 Nowra, Broken Hill, Bourke, Mildura

Albury

Telephone (02) 6041 5201
 Email: albury@guidedogs.com.au
 Areas serviced: Albury, Wagga Wagga, Griffith,
 Cooma

Blacktown

Telephone (02) 9676 5802
 Email: blacktown@guidedogs.com.au
 Areas serviced: Sydney, Blue Mountains

Canberra (ACT)

Telephone (02) 6285 2988
 Email: canberra@guidedogs.com.au
 Areas serviced: Batemans Bay, Murrumburrah,
 Queanbeyan, Goulburn, Cootamundra, Griffith

Coffs Harbour

Telephone (02) 6691 8500
 Email: coffsharbour@guidedogs.com.au
 Areas serviced: Coffs Harbour, Taree, Port
 Macquarie, Kempsey, Grafton

Dubbo

Telephone (02) 5823 4010
 Email: dubbo@guidedogs.com.au
 Areas serviced: Dubbo, Orange, Mudgee,
 Lithgow, Cowra, Forbes, Parkes, Bathurst

Guide Dogs Centre (Glossodia)

Telephone (02) 4579 7555
 Email: guidedogscentre@guidedogs.com.au

Lismore

Telephone (02) 6622 2535
 Email: lismore@guidedogs.com.au
 Areas serviced: Ballina, Casino, Lismore,
 Tenterfield

Newcastle

Telephone (02) 4925 3066
 Email: newcastle@guidedogs.com.au
 Areas serviced: Central Coast, Singleton, Foster,
 Tuncurry, Muswellbrook, Scone, Maitland,
 Cessnock

Tamworth

Telephone (02) 6761 3152
 Email: tamworth@guidedogsdogs.com.au
 Areas serviced: Tamworth, Gunnedah, Armidale,
 Glen Innes, Inverell, Narrabri, Moree

Wollongong

Telephone (02) 4225 9247
 Email: wollongong@guidedogs.com.au
 Areas serviced: Southern NSW, Illawarra,
 Shoalhaven

Centre For Eye Health

Barker St, Gate 14
 The University of New South Wales
 Kensington NSW 2052
 Telephone (02) 8115 0700 or 1300 421 960
 Email: enquiries@cfeh.com.au
 Website: www.cfeh.com.au

While we have achieved so much in the last

60
1957
2017

YEARS

there is so much more to do

**Guide
Dogs**

NSW/ACT



Sight lost, freedom found.

Guide Dogs NSW/ACT

ABN 52 000 399 744

Guide Dogs NSW/ACT receives less than 3% of its funding from Government and is financially dependent on the generosity of the people of NSW and the ACT.

