

# Taking the lead

Annual Report 2014

Guide  
Dogs  
NSW/ACT



Guide Dogs NSW/ACT

# Taking the lead

## Our mission

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

## Our vision

Vision loss will not limit independence.



**Guide Dogs NSW/ACT**  
ABN 52 000 399 744

Guide Dogs NSW/ACT receives less than 1% of its funding from Government and is financially dependent on the generosity of the people of NSW and the ACT.

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## A message from our Patron

**In my time as Patron of Guide Dogs NSW/ACT, it has been my good fortune to have gained a deeper understanding of the remarkable contribution and achievements of this much-loved and trusted organisation.**

Dependent on the generous financial support of the community, as it has been for 57 years, Guide Dogs' staff and volunteers have dedicated themselves to ensure the safety and inclusion of our fellow citizens who are blind or vision impaired.

The words I wrote in my first message as Patron are as true today as they were in 2001,

**“Guide Dogs is an organisation which inspires and facilitates a most humane independence and quality of life for so many people with impaired vision.”**

This will be my final message as Patron, and I want to extend to all the employees, volunteers and supporters of Guide Dogs NSW/ACT my appreciation and continuing best wishes as they serve the people of New South Wales and the Australian Capital Territory.

We can never forget that they offer a myriad of vital services, without cost, to those who need them, upholding an exceptional and humanitarian service.

This charity is indeed most worthy of our ongoing support.



**Professor Dame Marie R Bashir** AD CVO  
Governor of New South Wales





## President's report

### **I am pleased to be able to report another successful year for the organisation.**

On the operational side, we provided services to 4,106 clients during 2013/14 compared to 4,076 last year whilst the number of new clients increased to 1,083 from 1,028 in 2012/13.

On the financial side, we ended the year with a surplus of approximately \$800,000. This strong result is despite a \$1.0m reduction in bequests received, a reduction in our net telemarketing income of \$200,000 and a drop in the Fair Value Adjustment to the value of reserves of \$1.8m this year from \$2.3m the previous year. On a positive note, a \$1.5m reduction in expenses was achieved and \$500,000 cash was generated from operations this year compared to consuming \$500,000 in the previous year.

The Board and management are aware that there is a limit to the amount of expense savings which we can achieve without impacting on the quality of service delivery. During the current year, we will be concentrating on developing ways to increase our income whilst not losing sight of the need for cost effective service delivery.

A highlight has been the fact that the Breeding Centre at Glossodia is now fully operational, with 147 purpose-bred puppies born, an increase from 93 the previous year. This is a significant move towards making Guide Dogs NSW/ACT self-reliant and able to control the numbers and behaviours of puppies that enter our Guide Dog training program.

The positive feedback from users of our purpose-bred dogs has validated the decision made two years ago to move to breeding our own dogs despite the additional costs involved.

### **During the year, 45 dogs graduated and were deemed ready to be placed with clients; the majority with existing users whose dogs were due to retire.**

The Centre for Eye Health (CFEH) continues to work to assess the eye health of thousands of people. During the year, the Centre has assessed 5,827 clients and conducted more than 36,000 advanced imaging tests. Over the past three and a half years we have assessed roughly 23,500 clients (over 135,000 tests conducted). Of these, approximately 3,500 needed prompt ophthalmological assistance, 3,500 were told that they had no eye problems and the balance of 16,500 were at risk of developing eye disease and require periodic testing. Most importantly we have provided a triage service which has circumvented the need for 20,000 people to queue in the public hospital system, which is in total alignment with the Centre's mission.

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

Working closely with the outback eye service of The Prince of Wales Hospital ophthalmology department, the Centre has set up a number of locations in remote NSW where diabetic retinopathy screening can be undertaken, with the results being interpreted at the Centre. This initiative was the focus of a Lions Sydney Executive Club fundraising dinner in May.

During the year we went live with the new IT system, which I referred to in my report last year. The project was effectively delivered on time and on budget, which was to the great credit of the staff involved. As always happens with changes of this magnitude, there have been some teething problems which we are working through. The reduction in our telemarketing income, referred to above, can be attributed, at least in part, to problems associated with data access. Nevertheless we believe that the new system will provide us with the tools to effectively manage the business for the next 10 plus years. The introduction of the new system has resulted in us recording several key performance indicators differently from previous years, but we will endeavour to provide reasonable historical comparisons.

The Board continues to meet occasionally away from Head Office and this year met at Blacktown, Coffs Harbour and Glossodia. The Board welcomes the opportunity which such visits provide to learn, first-hand, challenges faced by our Client Services' staff in their day-to-day work with people who are blind or vision impaired, and the innovative solutions which they develop to resolve complex client issues.

Turning now to external matters, we continue to be heavily involved with our interstate sister organisations through Royal Guide Dogs Australia (RGDA). The company, previously known as Royal Guide Dogs Associations of Australia, changed its name during the year to reflect the fact that most of the members are no longer Associations.

An important outcome of the collaboration through RGDA has been the development and adoption of a standard logo and branding by all Royal Guide Dogs Australia organisations. However the major activity of RGDA during the year focussed on ensuring that Federal Parliamentarians understood the need to properly include those with vision loss in the National Disability Insurance Scheme (NDIS) and Aged Care Reform agendas.

The NDIS has been mentioned in the media from time to time over the past year. A number of trial sites have been selected and we have been involved with the Hunter Region trial since July 2013. More recently, in July 2014, a trial commenced in the ACT. By the end of June 2014, there were eight clients who had received NDIS packages and were receiving services from us in the Hunter trial region, and we expect that the number of clients receiving support through the NDIS will be slowly scaled up through 2015 and state-wide from July 2016.

Whilst the NDIS will provide support for some of our clients, we do not expect it to ever cover more than 20% of the people we assist. In fact we expect an increased demand for our services as a result of the publicity provided by the NDIS.

The end result is that we will continue to be heavily dependent on support from the community if we are to continue the provision of services to the 80% of our clients not covered by the NDIS.

As I prepare this report each year I am forced to review our activities over the previous 12 months. Each year I am pleasantly surprised by what we have achieved and the progress made, yet I am also aware of the amount of work still to be done.

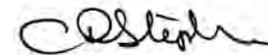
None of what we have achieved would have been possible without the hard work of our staff, ably led by Graeme White; and they would not be here without the financial support we receive from our donors, bequestors and supporters.

**A sincere vote of thanks to our staff,  
donors, bequestors and supporters  
– for without you, there would be no  
Guide Dogs NSW/ACT.**

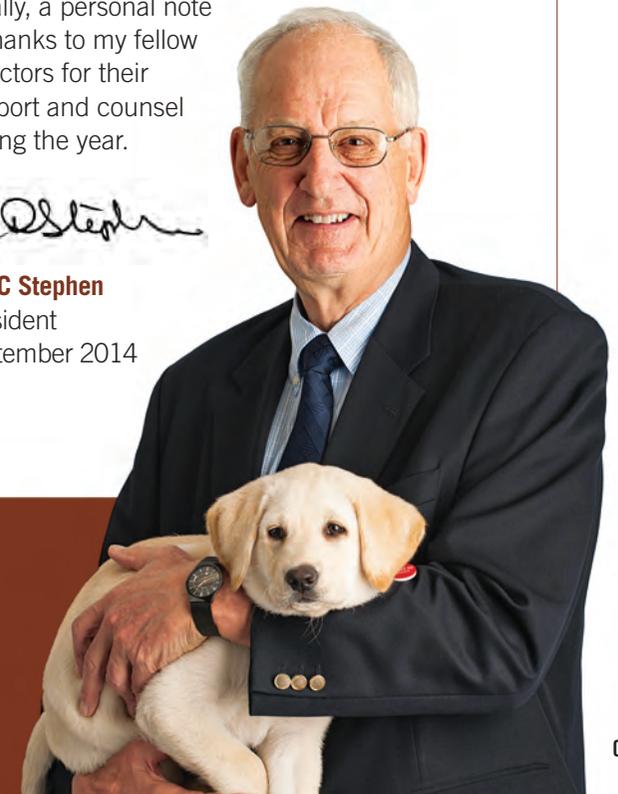
I would like to congratulate Graeme White on his election to the Board of the International Guide Dog Federation. This appointment provides an indication of the regard with which our CEO is held by his peers and certainly reflects positively on our organisation.

During the year and before the last AGM, Richard Newberry resigned following 15 years of service as a Director. Richard was able to make an invaluable contribution to Board deliberations as a user of our services for 25 years. Following Richard's retirement, Hongbin Liu was appointed to fill the casual vacancy and was elected to the Board at the last AGM.

Finally, a personal note of thanks to my fellow Directors for their support and counsel during the year.



**A B C Stephen**  
President  
September 2014



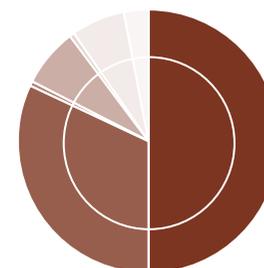
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## Five year trading comparison

Where the funds came from	2014 \$'000	2013 \$'000	2012 \$'000	2011 \$'000	2010 \$'000
Bequests	11,427	12,588	10,541	13,533	12,759
Donations (incl. Appeals)	7,271	7,068	7,012	6,572	5,751
Direct marketing/ merchandising (net)	13	222	158	162	62
Income from investments	1,529	2,259	2,187	2,404	1,765
NDIS and other government revenue	30	–	–	–	–
Revaluation of investments to market	1,789	2,252	(2,800)	1,724	1,925
Other income	680	327	62	8	365
Deficit funded from reserves	–	–	7,483	–	–
<b>Total</b>	<b>22,739</b>	<b>24,716</b>	<b>24,643</b>	<b>24,403</b>	<b>22,627</b>

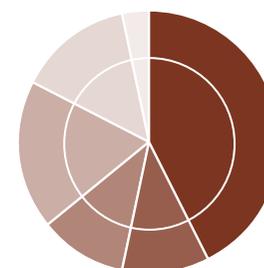
How the funds were used	2014 \$'000	2013 \$'000	2012 \$'000	2011 \$'000	2010 \$'000
Client O&M instruction	9,196	9,643	9,922	9,196	8,738
Guide Dog Training Centre	2,512	2,295	2,243	2,204	2,539
Centre for Eye Health services	2,567	3,398	3,473	3,000	1,970
Fundraising, community information and planned giving	4,363	4,977	5,852	5,494	5,693
Governance, finance and administration	3,317	3,123	3,153	2,817	2,963
Surplus transferred to reserves	784	1,280	–	1,692	724
<b>Total</b>	<b>22,739</b>	<b>24,716</b>	<b>24,643</b>	<b>24,403</b>	<b>22,627</b>

Income 2013/14



Bequests	50.3%
Donations	32%
Direct marketing/merchandising	0.1%
Income from investments	6.7%
NDIS and other government revenue	0.1%
Revaluation of investments to market	7.8%
Other income	3%

Expenditure 2013/14



Client O&M instruction	40.4%
Guide Dog Training Centre	11%
Centre for Eye Health services	11.3%
Fundraising, community information and planned giving	19.2%
Governance, finance and administration	14.6%
Surplus transferred to reserves	3.5%

## A message from the Chief Executive Officer

**This year was a very successful yet tough year for Guide Dogs NSW/ACT. Despite 2013/14 being a year of generational change, the team broke records with a number of programs, won an award and achieved growth with several key performance indicators.**

I would like to take this opportunity to thank the passionate and incredible team at Guide Dogs NSW/ACT. This was a very demanding year and taxed many of our staff enormously. Many had to invest substantial time in the new IT system project, prepare for the National Disability Insurance Scheme, comply with new privacy legislation and increase capacity of the Guide Dog program. The extensive volume of work invested by so many of our staff will position our organisation very strongly for the next 10-20 years. On behalf of our clients, members and stakeholders, I thank you enormously for the dedicated and extraordinary effort you all made during the year.

The number of people with vision loss that we provided services to in 2013/14 grew to a record 4,106 from 4,076 last year. This number included 1,083 people who had not received a service from us before. To the credit of the Client Services team, they achieved this growth with six fewer instructors than last year.

We provided many group programs with clients during the year and introduced a Youth Program for teenage clients. We also expanded our work with Indigenous Australians in remote areas. Our commitment to research and education on the topic of falls prevention increased and we conducted 655 workshops (mostly on this topic) during the year.

The number of people with vision loss that we provided services to in 2013/14 grew to a record 4,106 from 4,076 people last year.

At the beginning of 2014, we welcomed six new Orientation and Mobility Instructor students into the Master's degree program at Renwick College, University of Newcastle. We are looking forward to these students bolstering our instructor numbers upon graduation.

The Guide Dog program continued to grow and focus on continuous improvement in the quality of our beautiful dogs. In July 2013, a dedicated Guide Dog Trainer was appointed, our first in twenty years. We also commenced the training of two additional Guide Dog Mobility Instructors. The number of Guide Dogs which graduated grew from 43 last year to 45 this year.



**Most impressively, our relatively new Guide Dog Breeding Program produced 147 puppies, which was nearly 60% more than the 93 puppies delivered last year.**

An exciting development with our breeding program has been the gift of genetic material from Guide Dogs for the Blind in the United States. This genetic material will be used for artificial insemination to give our breeding colony versatility and will help us enhance the quality of our dogs even further. We will continue to work with Guide Dog organisations in Australia and overseas to exchange genetic material and enrich our colony.

The National Disability Insurance Scheme (NDIS) was launched in several trial locations around Australia in July 2013, including the Hunter/Newcastle area in NSW. Considerable work has been done with the NDIS designers and implementers to advocate for the inclusion in the scheme of people with vision loss and for the NDIS to include funding for Guide Dogs.

## A message from the Chief Executive Officer (continued)

The number of clients funded by the NDIS will grow over time, but it is expected that the NDIS will account for less than 2% of the funding Guide Dogs NSW/ACT needs to operate, for at least the next five years.

**Our organisation and all the services we provide will therefore remain almost completely reliant on the generosity of community donations and bequests for many years.**

Financially, Guide Dogs NSW/ACT had a solid year. With considerable restraint applied throughout the business, and staff focussed on seeking even greater efficiencies, expenses were \$1.5 million lower than last year. Revaluation of our modest reserves resulted in a gain of \$1.8 million and both donations and bequests were strong, thanks to our supporters, resulting in a net surplus of \$0.8 million.



The largest change for the organisation during the year was the conversion from the old legacy IT system to the new enterprise resource planning Microsoft Dynamics system. This was necessary due to substantial limitations and declining support for the old system. The conversion took place in November 2013 and was accompanied by some expected teething problems. The new system will be bedded down during 2014/15 and will provide Guide Dogs NSW/ACT with a powerful, robust and virtually paperless management information system that will enable excellent recording, processing and reporting and will help us to drive further efficiencies.

Staff at Guide Dogs NSW/ACT continue to work closely with national industry peak bodies: the Australian Blindness Forum, Vision 2020 and National Disability Services. We have also retained accreditation with the International Guide Dog Federation (IGDF). At this point I would like to congratulate our Guide Dog Mobility Instructor, Doug Ritchie, on his prestigious appointment as an International Assessor for the IGDF.

We continue to work closely with our Guide Dogs Australia colleagues, sharing knowledge, ideas and materials. During the year, we consolidated the launch of the new Guide Dogs Australia logo and ran an extremely successful White Cane Day national campaign to launch the *Watch Out, Cane About!* awareness program, which broke media coverage records for Guide Dogs NSW/ACT. We also ran a very successful campaign in April, *Take the Lead*, to increase awareness of the dangers to clients and to Guide Dogs posed by off-lead pets. Guide Dogs NSW/ACT attracted record media exposure during the year, covering a wide array of community awareness topics.



**The pinnacle of brand success was when Readers Digest presented Guide Dogs with the *Most Trusted Charity Brand* award for 2014, which Guide Dogs also won in 2013.**

This year we said farewell to Guide Dog Mobility Instructor Per Lundgren, who retired after 20 years of service to Guide Dogs NSW/ACT, Chatswood Receptionist Jennifer Murphy, who was with us for 15 years before retiring this year, and Lucy Smink, Manager of Planned Giving, who spent 6 years with us.

During the year, we welcomed Sally Biles in the role of Manager of Planned Giving and Leila Davis as Manager of Fundraising and Business Development.

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

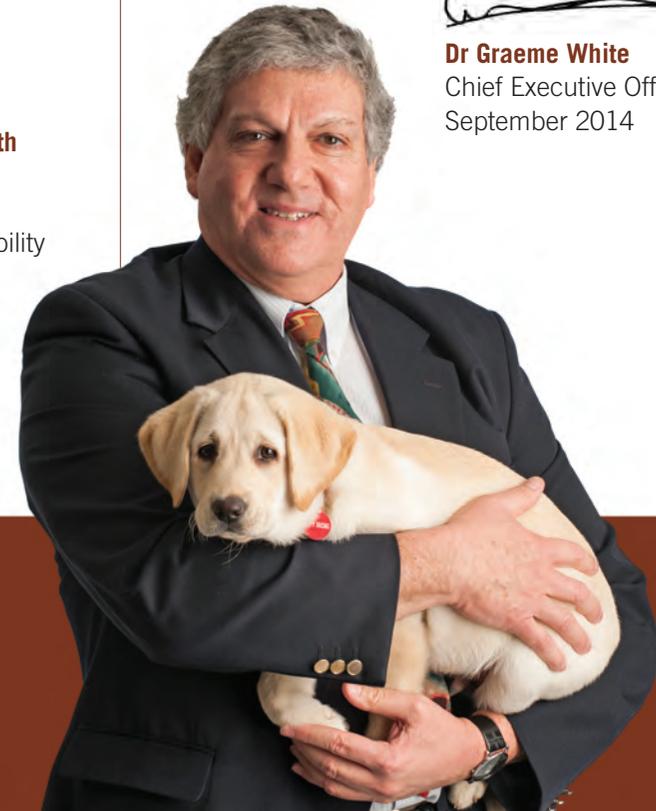
- 1. Reliance on an out-dated Enterprise Resource Planning (ERP) system.** The new ERP system was implemented in November 2013 and will be bedded down with appropriate refinement, upgrades and training during 2014/15.
- 2. Insufficient Guide Dogs to meet the demand.** The breeding program increased the number of puppies born from 93 puppies to 147 this year, with 45 dogs graduating. The plan is to continue to increase the number of dogs graduating each year for at least four years.
- 3. Insufficient instructors to meet growth in demand.** Six Orientation and Mobility Instructor students commenced studies in 2014.
- 4. Ongoing funding of the Centre for Eye Health.** We continue to seek funding partners and consulted international fundraising expert Alan Clayton to assist with this initiative.

- 5. Potential for client injury while utilising mobility skills taught by Instructors.** We are currently conducting a review of risk by client service program type. Actions to mitigate risks are being taken. Management and the Board will monitor this closely.
- 6. Staff motor vehicle accidents.** Driver training and increased vehicle choice with benchmark safety inclusions will continue.
- 7. Staff changes in the Fundraising and Planned Giving departments potentially resulting in reduced income streams.** Careful and thorough recruitment of appropriate and proven performers. Consultation with international fundraising expert Alan Clayton in August 2014 will assist with preparation of a plan to substantially increase fundraising results.
- 8. Lack of preparedness to industry reform with the introduction of the NDIS.** Relevant staff members have been successfully involved with the NDIS trials and the National Disability Insurance Agency, which is responsible for implementing the NDIS. An advocacy specialist has been employed by Guide Dogs Australia to assist with positioning the organisation appropriately.

In finishing this report and on behalf of the staff, Members, stakeholders and especially the people who are blind and vision impaired whom we serve, I pass on an enormous thank you to all the bequestors, donors, volunteers and supporters who gave so generously during the year. As you may know, Guide Dogs NSW/ACT currently receives less than 1% of its funding needs from the Government, so we are totally reliant on support from the community to operate. Without your contribution, we cannot do our life-changing work for so many people with vision loss.



**Dr Graeme White**  
Chief Executive Officer  
September 2014



As you may know, Guide Dogs NSW/ACT currently receives less than 1% of its funding needs from the Government, so we are totally reliant on support from the community to operate.

# Strategic goals and achievements

## Strategic goal 1

To deliver and be known for high quality Guide Dogs



### Kennel opening hours extended

The extension of our Kennel opening hours has delivered a more positive environment for our dogs, increased training opportunities, and resulted in a healthier experience for dogs-in-training.

### A stronger base for breeding

Securing DNA material from the USA for our breeding program to expand our genetic diversity. This project will enable Guide Dogs NSW/ACT to build a stronger base of breeding dogs for future demands.

### Training for new instructors

Two new Guide Dog Mobility Instructors commenced their specialised training, and we introduced our first Guide Dog Trainer position since 1994.



### Continued investment

Continued investment in our Veterinary Clinic has enabled our vet to undertake more complex surgery and support the in-house breeding program.

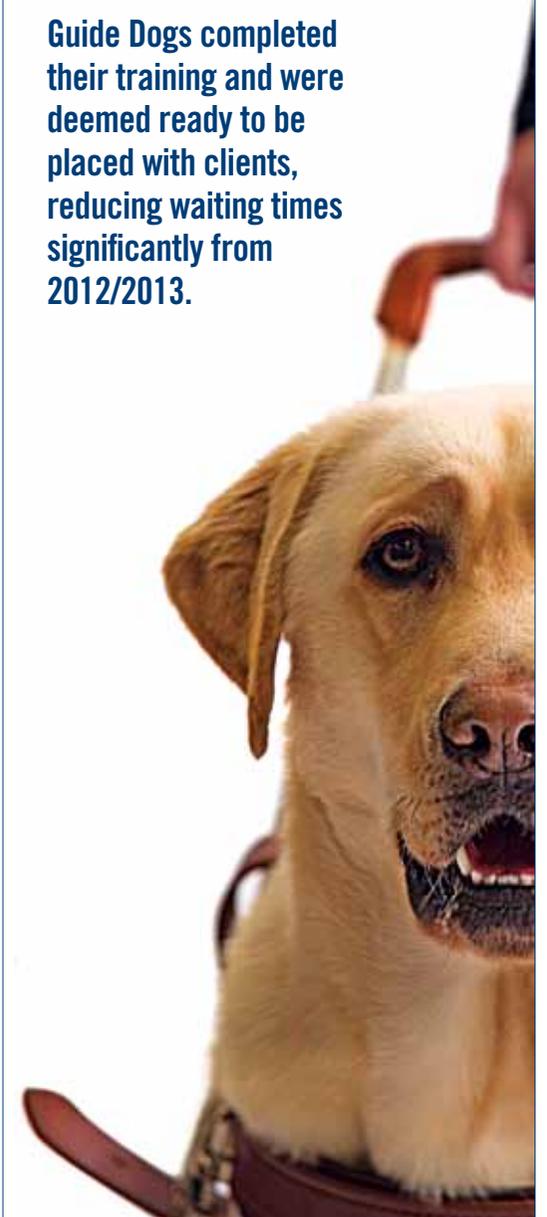
### Welcome to our new arrivals!

The safe arrival of 147 purpose-bred puppies, together with a record number of dogs entering our Puppy Raising program, means that more dogs will commence Guide Dog training.



# 45

Guide Dogs completed their training and were deemed ready to be placed with clients, reducing waiting times significantly from 2012/2013.



## Strategic goal 2

To grow and provide the highest quality Orientation and Mobility services



### 2014 Youth Program

Sydney instructors Ryan Jones, Kelly Prentice and Amy McKibbins developed the 2014 Youth Program, which changed the way we engaged teenagers to participate in mobility programs. To date, this has received much positive feedback from attendees and their families.

### Client services re-accredited

In 2014 Client Services were re-accredited under the ISO 9001:2008 quality standards.



# 6

### new recruits

Six new Client Services staff were recruited in 2014 from therapy and teaching backgrounds to become Orientation and Mobility (O&M) Instructors.

They are currently completing their Master in Special Education (Sensory Disability) qualification whilst undertaking O&M training with Guide Dogs NSW/ACT.

### Client Evaluation Tool implemented

A new outcome measure known as the Client Evaluation Tool (CET) was developed and has been implemented to measure the effectiveness of our services for adult clients.



### NDIS registration

Guide Dogs NSW/ACT is now a registered service provider under the National Disability Insurance Scheme (NDIS) for the NDIS trials operating in the Hunter and ACT regions. Several clients have registered for the scheme to receive services from us.



### IJOM articles published

Four Guide Dogs NSW/ACT staff – Desiree Gallimore, Jessica Taylor, Lyndel Bosman and Jeremy Hill – had articles published in the International Journal of Orientation & Mobility, further raising the professional profile of the organisation internationally.



### Technological developments

The Client Services department has been developing a lightweight modern device to replace the heavier scanning machines that have been used since the 1980s to assist clients improve their visual scanning skills following neurological vision loss.

## Strategic goals and achievements (continued)

### Strategic goal 3

To reduce the incidence of preventable vision loss

#### Online information portal launched

A new online information portal – visionloss.com.au – was officially launched on 1st April 2014. Subscribers to the website receive a bi-monthly newsletter with the latest sector news and events, featuring services provided by Guide Dogs NSW/ACT.

**VISION LOSS**.com.au  
Resources for vision impairment



#### Aunty Mary Program

We developed and launched culturally appropriate resources targeting at-risk Indigenous people, featuring Aboriginal elder Aunty Mary. The aim is to raise awareness of the risk of blindness caused by diabetes.

#### Focus on early stage glaucoma

The National Health and Medical Research Council (NHMRC) grant continues to investigate the most accurate diagnostic procedure for early stage glaucoma. CFEH publications focusing on this topic are now beginning to appear in professional literature.

#### Low vision clinics expanded

Low vision clinics have been expanded in the Northern and Hunter regions to offer specialist assessments, advice and equipment for people with vision loss. This program will be further extended into the ACT and western NSW regions in 2014/2015.



Centre for Eye Health

In 2013/14 the Centre for Eye Health (CFEH) received 6,077 referrals from its optometrist and ophthalmologist registered practitioners.

The Centre assessed

**5,827** clients

and conducted more than

**36,000**  
advanced imaging tests

in the year.



#### Event raises \$39,000

In collaboration with Sydney Executive Business Lions Club and NSW Parliamentary Lions Club, a fundraising dinner was held in May to raise awareness of CFEH and Guide Dogs NSW/ACT services. The event raised \$39,000 to go towards the expansion of the Outback Eye Service partnership.

## Strategic goal 4

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

### *Take the lead* campaign raises awareness

Our *Take the lead* campaign in April was a significant achievement, generating over 170 media mentions and raising awareness of the dangers posed to Guide Dogs and their handlers by off-lead dogs. During the campaign, 1,000 free dog leads were handed out.



### Vision loss awareness training

Vision loss awareness training was delivered to 550 first-year nurses, 250 rail staff, 960 taxi drivers and more than 300 bus drivers.



### *Watch out, cane about!* safety campaign

To coincide with International White Cane Day 2013, we launched a road safety campaign called *Watch out, cane about!* to educate drivers about how best to recognise and respond to pedestrians with vision loss.



### Gulliver's travels

Gulliver, our giant Guide Dog mascot, travelled over 8,000 kilometres through Sydney, Canberra and regional NSW to raise awareness of our services and the rights of people who are blind or vision impaired.



### Increased focus on culturally and linguistically diverse communities

We had an increased focus in 2013/14 on engaging with culturally and linguistically diverse groups, presenting to Migrant Resource Centres and producing our service information in a number of community languages.

## Strategic goals and achievements (continued)

### Strategic goal 5

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



The number of notified bequest pledges increased by

# 36%

during the 2013/14 financial year.

### Most Trusted Charity Brand 2014

Guide Dogs was named by Reader's Digest as Australia's most trusted charity brand in 2013 and again in 2014.



### New logo is launched

A new Guide Dogs logo was introduced across Australia in 2013. Guide Dogs NSW/ACT is well advanced in updating its branding and collateral with the new look.



### Guide Dogs 'goes green'

During the year we commenced the transition of our motor vehicle fleet to 4 cylinder models, not only reducing costs but improving our 'green' footprint as well.

### Improved health and safety outcomes

Employee health and safety outcomes were improved in line with new legislative requirements. The number of reported safety related incidents fell from 40 in 2012 to 19 last year. A concerted effort around manual handling saw a reduction in these incidents from 10 to 5 in 2013/14.

To our supporters  
we say “thank you”



## In grateful memory of our very special friends

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

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

### A

Merriss Grace Adler  
Joan Allen  
Una Winifred Atwell  
Marilyn Gai Axford

### B

Jeanne Elsie Emily Baker  
H M (Bill) & C J (Joy)  
Barrie Foundation  
Ross Bartle  
Phillip Barty  
Thelma Eileen Baxter  
Marion Patricia Beaver  
Betty Best  
Jack Taylor Blunt  
Gloria Blyton  
Johanna Maria Adriana Bogaard  
Valerie Bonner  
James Charles Botham  
Margaret Mary Bourke

Ella Kate Boyd

June Margaret Bradford  
Henry Lloyd Brown  
Mary Elizabeth Brown  
Tatiana Buks  
Patricia Elizabeth Bunter  
Belle Butt

### C

Lorna Calder  
Irene Candlish  
Linda Joy Carson  
Veronica C Casey  
Zilla Cassidy  
Dorothy Virginia Chisman  
Joanna Helena Clark  
Evelyn Ruth Clarke  
Mollie Jean Clout  
Peter Coen  
Leon Ralph Cohen  
Zelie Maude Hetherington Cole

Norman Cook

Patricia Edith Cooper  
Lorna Alicia Cossar  
Kelvin Cullen

### D

Frederick Sidney Daniels  
Jean Priscilla Deck  
Margaret Ruth Dillon  
Eva Dundas  
Suzanne Deacon Dunne

### E

Mary Elizabeth Eichner  
Patricia Ellen Enderby

### F

Barbara Anne Faulkner  
Sheila Fielding  
Eva Beryl Finch  
Helene Ann Finlay  
Patricia Ethel Fletcher  
Jack Frankham

### G

Gordon George  
Raymond Gibbons  
Ena Gilchrist  
Leah Golding  
Godfrey Goodere  
Dorothy Grace Greening  
Ailsa Guthrie

### H

Irene May Hall  
Robert Hart  
Donald Alexander Harvie  
Cornelis Hess  
Kathleen Hewitt  
Jeanette Hill  
Marie Hitchen  
Marion Jean Holme  
Agnes Campbell Holroyd  
Phyllis Holt  
Sylvia Hopton  
Maxine Narelle Hosking  
Fred Howe  
Pamela Hughes  
Florence Hurley  
Olive Hutson

### I

Beryl Innes

### J

Eva Jessop  
Zona Jessup  
Carmen Johnston  
Ellen Mary Elizabeth Jones  
Coral Jones

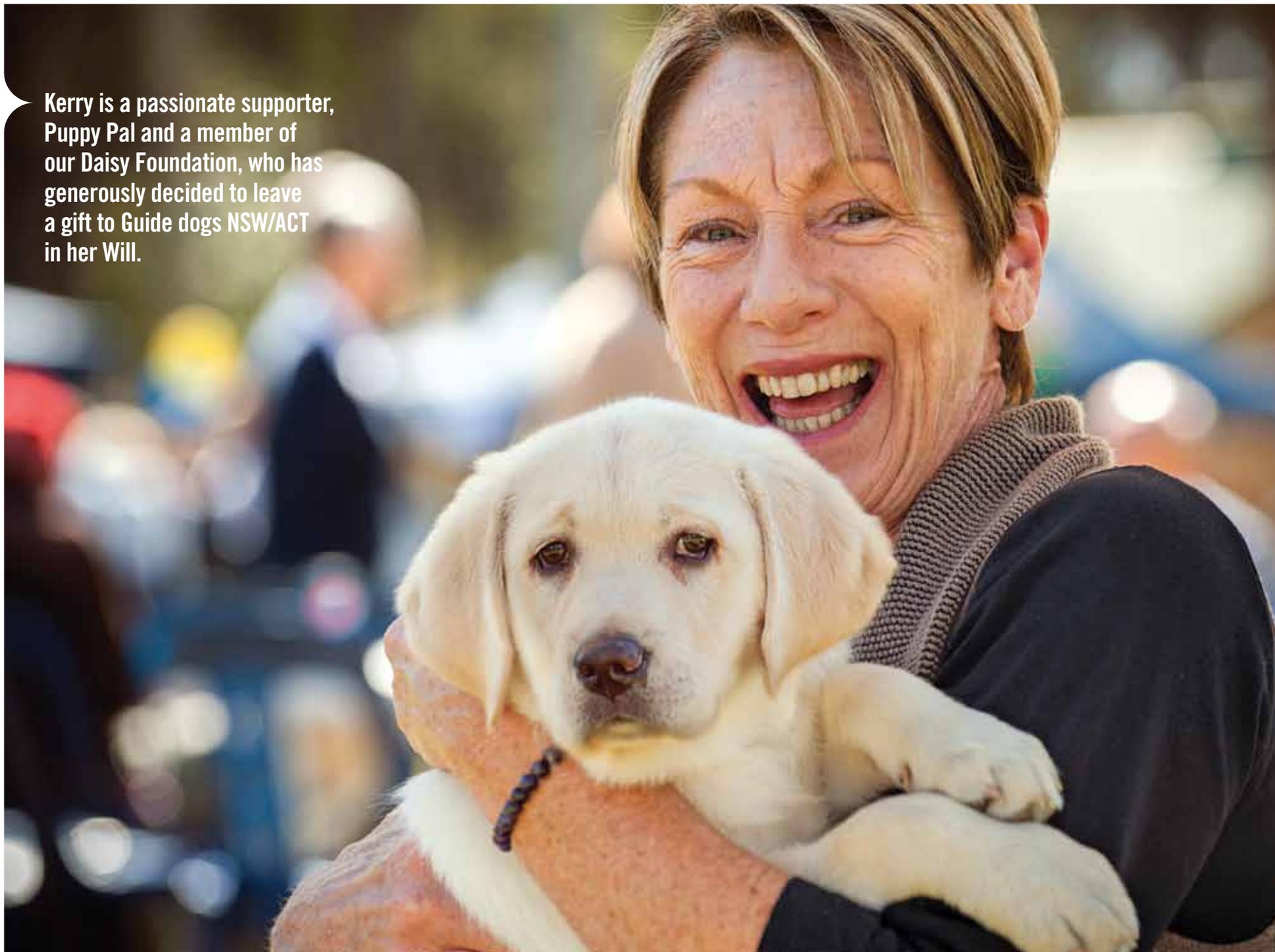
### K

Joan Shirley Kelloway  
The Kemvan Trust  
John & Connie Kennedy Trust  
Joan Helen Kennerley  
Frank Cyrus Keston  
The Keston Foundation

### L

Marjorie Joyce Lamotte  
Marjorie Grace Lawn  
Yvonne Fay Leabeater  
Joyce Leary  
Mavis Nicholas Lee  
Irene Alice Lenton  
Barbara Leonard  
Keith Lindsay  
Jean Linklater  
Joy Love

**Kerry is a passionate supporter, Puppy Pal and a member of our Daisy Foundation, who has generously decided to leave a gift to Guide dogs NSW/ACT in her Will.**



## In grateful memory of our very special friends (continued)

### M

Louis Joseph Macdessi  
Margaret Macgregor  
Catherine Campbell Mackenzie  
Walter McFadden  
Pauline Naomi McKenzie  
Sylvia McLennan  
Frances May McLeod  
Owen Leslie Meers  
Norma Edith Merrett  
Kenneth Meyer  
Heather Molloy  
Dorothy Morton  
Kevin Gregory Moston  
Brian John Murphy

### N

Cythia Margaret Nancarrow  
John Russell Neave  
Maurice Awad Neirous  
Charles Thomas Nightingale

### O

Ruth Osbourne Oag  
Patricia Mary O'Donnell  
Betty Stewart Osborne  
Phillip John Osborne

### P

Pritam Kaur Panesar  
Sylvia Patterson  
Robert Victor Pearce  
Elaine Charlotte Peigne  
Joan Margaret Petersen  
Barbara Anne Pollack  
Sylvia Aurora Potter  
Prance Family Trust  
Karin Agneta Proctor

### R

Cynthia Richter  
Wendy Jean Rinaldi  
Joan Ritchie  
Joyce Rixon  
Valerie Alexia Rowe

### S

Zena Sachs  
James Karlis Salna  
Geoff Scharer  
Elizabeth Scully  
Mary Seatree  
Kurt Frederick Shatzman  
Cecil Sheehan  
Peter Shepherd  
Noel Shipp  
Leonard Sills  
Marion Alice Simpson  
Dorothy May Skinner  
Eleanor Smith  
Hilary Smith  
Beverly Florence Snow  
Carmel Spedding  
Noel Stokes  
Thomas James Storey

### T

William George Tiley  
Nicolle Geraldine Torda

### V

Christina Varna

### W

Betty Wade Trust  
Dennis Wallington  
George Walters  
Jean Isabelle Wenman  
Helen Matilda Whatman  
Dorothea Hazel Whittome Trust  
Winnifred Claire Wildman  
Dorothy Williams  
Michael Thornton Williams  
Joan Wilson  
Alan Witts Windridge  
Jean Valerie Wolgast  
Johanna Wyld Memorial Fund

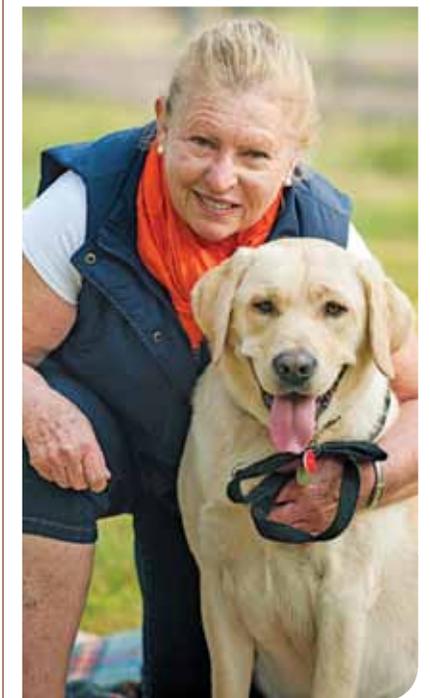
### Y

Gordon Young



## Thank you to our volunteers

Thank you to all the volunteers who have helped throughout the year, especially our puppy raisers, event volunteers and office volunteers.



## Thank you to our volunteer support groups

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.”

### Volunteer Support Groups

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



## Thank you to our Model Dog Hosts

### Guide Dogs NSW/ACT would like to thank all businesses and clubs that host Model Dog collection units.

Bankstown District Sports Club Ltd, *Bankstown*  
Bankstown RSL, *Bankstown*  
Big W Variety, *Jesmond*  
Big W, *Auburn*  
Blacktown RSL Club, *Blacktown*  
Blacktown Workers Club, *Blacktown*  
Cabra Vale Ex Services Club, *Canley Vale*  
Campbelltown RSL Club, *Campbelltown*  
Cardiff Panthers, *Cardiff*  
Central Hotel, *Tamworth*  
Club Menai, *Menai*  
Coffs Harbour Ex-Servicemens Club, *Coffs Harbour*  
Cremorne Orpheum Theatre, *Cremorne*  
Croydon Park Ex-Servicemen's Club Ltd, *Croydon Park*  
Donges IGA, *Young*  
Earlwood-Bardwell Park Sports Bowling Club, *Earlwood*

Edgeworth Tavern, *Edgeworth*  
GC & MA Parker Pty Ltd, *Panania*  
Glen Innes District Services Club, *Glen Innes*  
Green Cross Vets Maitland, *Maitland*  
Guildford Rugby League Football & Recreation Club Ltd, *Guildford*  
Highway Superette, *Tamworth South*  
Imperial Shopping Centre, *Gosford*  
Ingleburn RSL Club, *Ingleburn*  
Joseph G Salim Optometrist, *Sylvania*  
K Mart Lakehaven, *Lake Haven*  
K Mart Nowra, *Nowra*  
K Mart Wagga Wagga, *Wagga Wagga*  
Kincumber Village Pharmacy, *Kincumber*  
Kurri Workers Club, *Kurri Kurri*  
Lions Club of The City of Liverpool Inc, *Liverpool*  
Lismore Auxiliary, *Goonellabah*

Macksville District Ex-Servicemen's Club, *Macksville*  
Merimbula RSL Club Ltd, *Merimbula*  
Mingara Leisure Centre, *Tumbi Umbi*  
Muswellbrook RSL Club, *Muswellbrook*  
Nelson Bay Diggers Club, *Shoal Bay*  
Northgate BYO, *North Tamworth*  
Panania Diggers, *Panania*  
Panania Vet Clinic, *Panania*  
Penrith RSL Club, *Penrith*  
Petersham RSL Club, *Petersham*  
Rose Bay Veterinary Hospital, *Rose Bay*  
Shoal Bay Country Club, *Shoal Bay*  
Soldiers Point Bowling Club, *Soldiers Point*  
South Sydney Junior Rugby League Club, *Kingsford*

St George Motor Boat Club, *Sans Souci*  
St Johns Park Bowling Club Ltd, *St Johns Park*  
Strachans Day Night Pharmacy, *New Lambton*  
Sutherland United Services Club, *Sutherland*  
Tamworth Services Club, *Tamworth*  
Tamworth Shoppingworld, *Tamworth*  
The Balgowlah Bowling Club Ltd, *Balgowlah Heights*  
The Pet Centre, *Chatswood*  
The Scottish Arms, *Bowral*  
Toronto Workers Club, *Toronto*  
United Cinemas Avalon, *Avalon*  
United Cinemas *Warriewood*  
Victor Churchill Butchery, *Woollahra*  
West Tamworth League Club, *Tamworth*  
Wests Mayfield, *Mayfield*  
Young Vet Clinic, *Young*

### Special thanks to:

All Coles supermarkets in NSW & ACT  
All Liquorland stores in NSW & ACT  
Selected Bi Lo stores in NSW & ACT  
Selected Woolworths supermarkets in NSW & ACT  
Selected IGA supermarkets in NSW & ACT





# Thank you to our valued partners

## Corporate partners

Coles  
Idexx  
Joseph Lyddy  
Mars Petcare  
Merial  
Woolworths

## Corporate donors

**Companies that have donated \$5,000 or more in the financial year ending 30 June 2014, or have provided pro-bono services.**

Australian Tax Office  
Coffey  
HWL Ebsworth Lawyers  
Jireh International  
Marathon Pty Ltd  
McDonalds Australia Ltd  
NSW Taxi Council  
Onesteel  
Petra Capital Pty Ltd  
Regeneus  
Ritchies  
The Monkeys  
TVSN Channel Pty Ltd  
Val Morgan  
Veolia Environmental Services  
Westpac

## Trusts and Foundations

**Trusts and Foundations that have donated \$5,000 or more in the financial year ending 30 June 2014.**

AMP Foundation  
Attaway Foundation Pty Ltd  
Bimonu Pty Ltd  
Bruce & Joy Reid Trust  
Duchen Family Foundations Pty Ltd  
Grahame Mapp Foundation Pty Ltd  
John & Lois Turk Charitable Trust No 2  
Maple-Brown Family Charitable Foundation  
Perpetual Philanthropic Services  
Protrust Pty Ltd  
QBE Foundation  
S&J Cook Family Foundation  
Skipper-Jacobs Charitable Trust  
The Bagnall Foundation  
The Children's Help Foundation  
The Corella Fund  
The G P & M D Farrell Foundation

The Hargrove Foundation  
The Lin Huddleston Charitable Foundation  
The Perini Family Foundation  
The Rali Foundation  
The Trust Company  
Veolia Mulwaree Trust  
William Rubensohn Foundation

## Clubs, Schools and Community Groups

**Clubs, Schools and Community Groups that have donated \$5,000 or more in the financial year ending 30 June 2014.**

Auburn RSL Club  
Bankstown District Sports Club  
Chatswood RSL Club  
Earlwood Bardwell Park RSL Club Ltd  
Grandview Women's Bowling Club  
Killara Golf Club  
PLC Sydney  
Riverwood Legion & Community Club Ltd  
Smithfield RSL Club  
Sydney Executive Business Lions Club  
The Doll Collectors Club of NSW



# Thank you to our staff

## Our people

**There would be no Guide Dogs and no Orientation and Mobility programs for people with impaired vision without Guide Dogs NSW/ACT's dedicated staff and volunteers.**

The organisation is committed to ensuring that recruitment and selection decisions are based on the principle of merit. This means that candidates will be selected on the basis of whether they have the right skills, qualifications and other talents required for the job.

Guide Dogs NSW/ACT has a performance management system to promote the skills and motivation of employees. The system is dynamic and can change to reflect the needs of the business and changes in structure and roles respectively.

Its objectives are:

- to ensure that all employees receive regular feedback on their work performance;
- to give all employees an opportunity to make known to management their feelings about their job and their aspirations about job preference or a promotion;
- to systematically review the current performance of individual members of staff;

- to identify employees with the potential and willingness to accept different types or higher levels of responsibility;
- to gather information which will assist in setting remuneration;
- to identify the training and development needs of individuals and groups of employees; and
- to ensure that individual performance and goals accord with organisational objectives.

We acknowledge the value of volunteer workers in the delivery of services for the benefit of the organisation and the clients who access our services. Volunteers engaged by Guide Dogs NSW/ACT are afforded appropriate training, supervision and support. They may also have their concerns or complaints heard in accordance with organisational policies and procedures.

Guide Dogs NSW/ACT is committed to providing a safe and healthy workplace for all employees, clients, volunteers, contractors and visitors. The safety, health and well-being of employees and other persons externally who interact with us is of prime importance to us and addressing the issues this commitment presents is an essential and integral part of our business.

Despite increased reporting levels and activity, the number of reported safety related incidents fell from 40 in 2012 to 19 last year. A concerted effort around manual handling saw a reduction in these incidents from 10 to 5 in 2013/14.

The use of the internet and intranet for communications and learning, especially via our eLearning platform, has provided a library of training courses accessible anywhere. This has been of great value in delivering essential learning for both individual development and compliance with new legislation.

## Staff taking the lead

### Ryan Jones, Client Services

With the help of colleagues, Ryan Jones, O&M Instructor, initiated and implemented the 2014 Youth Program. This successful program has enabled teenagers to plan their own group mobility and recreation activities.



### Jill Nelson, Planned Giving

Bequest Officer Jill is not a cyclist, and until recently, she did not own a bicycle. Despite this, she has taken on the challenge of cycling through Vietnam and Cambodia to raise money for Guide Dogs NSW/ACT, setting herself the target of raising enough funds to sponsor the training of three Guide Dogs.



### Lan Feng, Finance

In her position as Accounts Payable Officer, Lan ensures that all vendor invoices and employee claims are paid on time. Lan has worked to keep the Guide Dogs ship on a steady keel through staff changes and the introduction of a new IT system.



**Barbara Bonfield, Public Speaker**

Born with an unidentified degenerative disorder of her retinas, Barbara has been legally blind since she was 12 years old. Now a Public Speaker with Guide Dogs NSW/ACT, Barbara and her Guide Dog (she has had four of them) visit schools, clubs, seniors and other community groups to talk about her experience with vision loss, and the many different ways the organisation assists people with vision impairment.

**Daniel Cutlack,  
Marketing and Communications**

Since joining Guide Dogs NSW/ACT as Marketing Co-ordinator in 2010, Daniel has taken the lead in establishing new ways of communicating with clients and supporters. Daniel introduced the first Client e-Newsletter in June 2014. He also has responsibility for sharing our stories with the organisation's growing number of Facebook friends.



**Karen Hayter, Guide Dog Centre**

As Puppy Raising & Breeding Manager, Karen is responsible for the selection and ongoing care of all our breeding dogs. She has overseen the safe delivery of over 270 purpose bred puppies since the commencement of our breeding program in late 2011.



**Nicole Holmes, Client Services**

Nicole's job is to keep up-to-date with the latest developments in access and technology and to advise clients on the services available from Guide Dogs NSW/ACT in these areas. Nicole also provides technical support for our GPS programs.



**Jeremy Hill, Client Services**

Regional Manager, Jeremy, is taking the lead in increasing the number and frequency of low vision clinics through northern NSW, providing specialist assessments and services for people with vision loss. Jeremy is also President of the Orientation & Mobility Association of Australasia.

**Jane Walsh, Fundraising**

As Appeals Officer, Jane is the pleasant, helpful voice on the other end of the phone or email for our loyal donors. Following our IT systems upgrade in late 2013, Jane took the lead to ensure that our wonderful supporters were looked after throughout the busy Christmas period.



**Sonya Leotta, Human Resources**

Sonya plays an essential role servicing all Guide Dogs NSW/ACT offices and staff as well as the Centre for Eye Health. She is highly regarded for her commitment and tireless work, and often works extra hours just to make sure things are done to the highest standard.

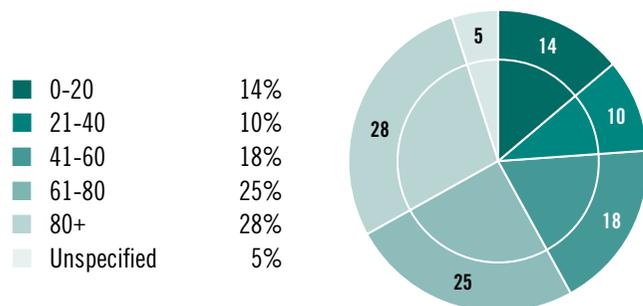


## Children's services

It is estimated that 4 out of every 10,000 children born in Australia will be diagnosed with severe vision impairment or blindness by their first birthday. Children often do not complain of eye problems, as they assume everyone sees as they do, so it is important to get their eyes tested early.



### Age distribution of clients



Guide Dogs NSW/ACT's programs enable a child who is blind or has impaired vision to engage with the world around them. This includes encouraging them to move around independently, develop concepts about their position in space, and use other senses to learn about their surroundings. Important skills like road awareness, negotiating busy areas and requesting assistance are taught at a young age in preparation for independence later in childhood.

As advocates for people who have impaired vision, Guide Dogs NSW/ACT will advise on modifications to school grounds and other venues if required. We also educate and support families, child-care centres, schools and other agencies to best encourage the child's individual development.

Children learn the most from the people who care for them and with whom they spend most of their time. By working together, we can help children who have impaired vision to achieve their potential in every aspect of their lives.

447

The total number of young people who received services in 2013/14



## Zara's story

While having impaired vision presents many challenges, eight year-old Zara Perry's independent spirit and sporting, artistic and singing talents show that it doesn't have to be a limitation. The youngster from Sydney's Northern Beaches hopes to one day represent Australia at the Paralympics.



Born with Albinism, Zara's eyes, like her skin and hair, lack pigmentation. They are sensitive to light and move involuntarily, or as she says they 'jiggle', making it especially hard to see things on the ground.

Since she was three years old, Zara has been receiving specialist training from a Guide Dogs NSW/ACT Orientation and Mobility Instructor. Integral to this has been learning how to use a long cane, with her instructor adjusting the training to suit Zara's changing needs as she's grown from being a toddler to attending primary school. "My cane helps me see things, like logs, sticks or cracks on the ground. It also indicates to people that I have a disability," says Zara.

Zara has learnt how to safely get around school, catch the bus and cross the road. Her instructor has also helped her classmates understand her vision loss by conducting a blindfold exercise. "That's when people got it! After that, my friends would let me know what was happening around me. It made me feel better and more relaxed."

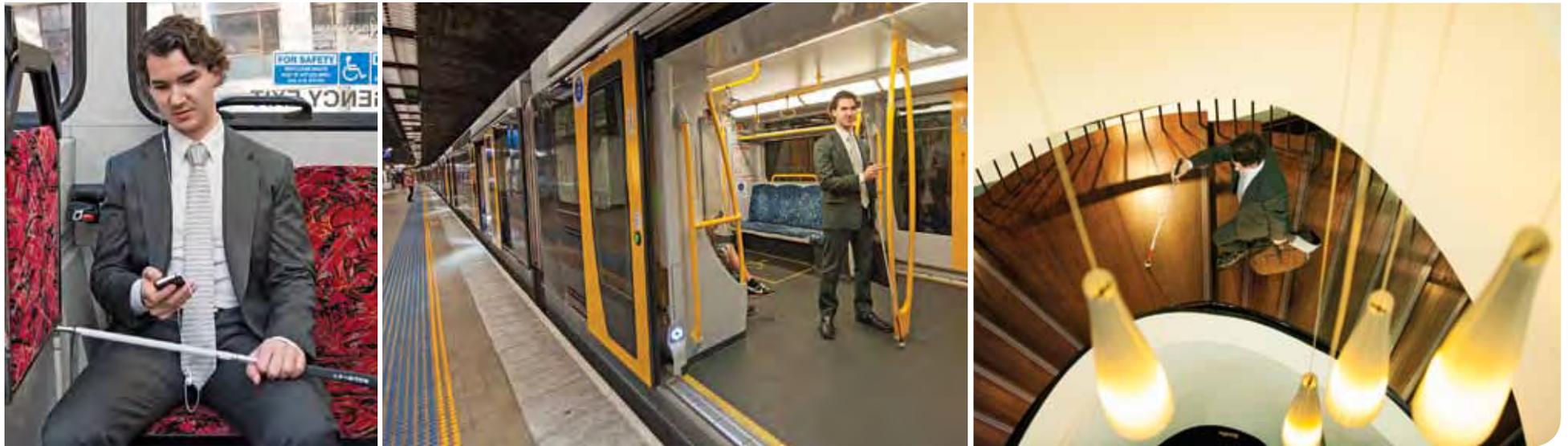
Zara enjoys attending Guide Dogs' school holiday activities where she meets other children with impaired vision and shares how she feels about her disability.



“Without Guide Dogs’ support, I would feel really stressed out and nervous about school and everything.”

## Electronic aids and GPS

Guide Dogs NSW/ACT offers a number of different Global Positioning System (GPS) solutions for people with impaired vision, to enable them to gain information about their locations as they move around using their long cane or Guide Dog.



An Orientation and Mobility Instructor assesses each person with regard to their needs and suitability for a GPS solution, taking into account travel routines, information needs, current equipment, and training requirements.

Once the Instructor has identified the best GPS solution for a client, training in the features and functions of the device is provided free of charge, and continues until the person is confident in using the features of the GPS device to gain the information they need.

New generation touch screen phones – often called smart phones – have a broad range of features, including functions to support people with low vision; for example, magnification and speech accessibility for voice navigation commands. In addition to the usual phone, email and web accessibility tools, they can also provide GPS navigation, as well as applications such as a talking book player.



**563**

The number of electronic  
aid and GPS programs  
completed in 2013/14

## Nic's story

Missing your bus stop on the way to work can be very annoying. But imagine what it must be like for a passenger who can't see? It could happen all the time, especially in Sydney's busy peak hour.



Happily for paralegal Nic Parsons who is blind, a specialised talking GPS iPhone app called BlindSquare tells him when he is approaching the nearest cross street to his stop so he knows when to press the button.

Nic, who has Lebers Amaurosis, a degenerative genetic condition that affects the retina, has received training in how to use BlindSquare from a Guide Dogs NSW/ACT Orientation and Mobility Instructor.

"My route to work is quite challenging, so it's important I know when to get off the bus," says Nic, whose daily commute involves a ferry, bus and train to cross Sydney from his home in Manly to the law firm in Bondi Junction where he works.

"I can't always rely on bus drivers for assistance, which is where BlindSquare comes into its own. It's also useful for explaining my surroundings when I'm travelling in unfamiliar places."

The BlindSquare app enhances the independence Nic enjoys with his long cane, which he was first trained to use by a Guide Dogs Instructor in 1995 when he was at primary school in Canberra.

Nic, who is fluent in Indonesian and is pursuing a legal career specialising in that country's law, also uses a shorter, red and white identification cane around work to let others know he has a vision impairment.

**“My route to work is quite challenging ... which is where BlindSquare comes into its own.”**



## Guide Dog services

A Guide Dog offers a dynamic form of independent mobility for someone who is blind or vision impaired, safely guiding the person wherever they need to go. A Guide Dog allows its handler to walk freely and confidently knowing the dog will not only recognise obstacles in their path, but safely guide around them.



A person does not have to be completely blind to be eligible for a Guide Dog. In fact, only a small percentage of Guide Dog handlers are totally blind, with the majority having varying amounts of residual vision.

### How you can take the lead

If you see a working Guide Dog, give the Guide Dog and its handler space so they can safely reach their destination.

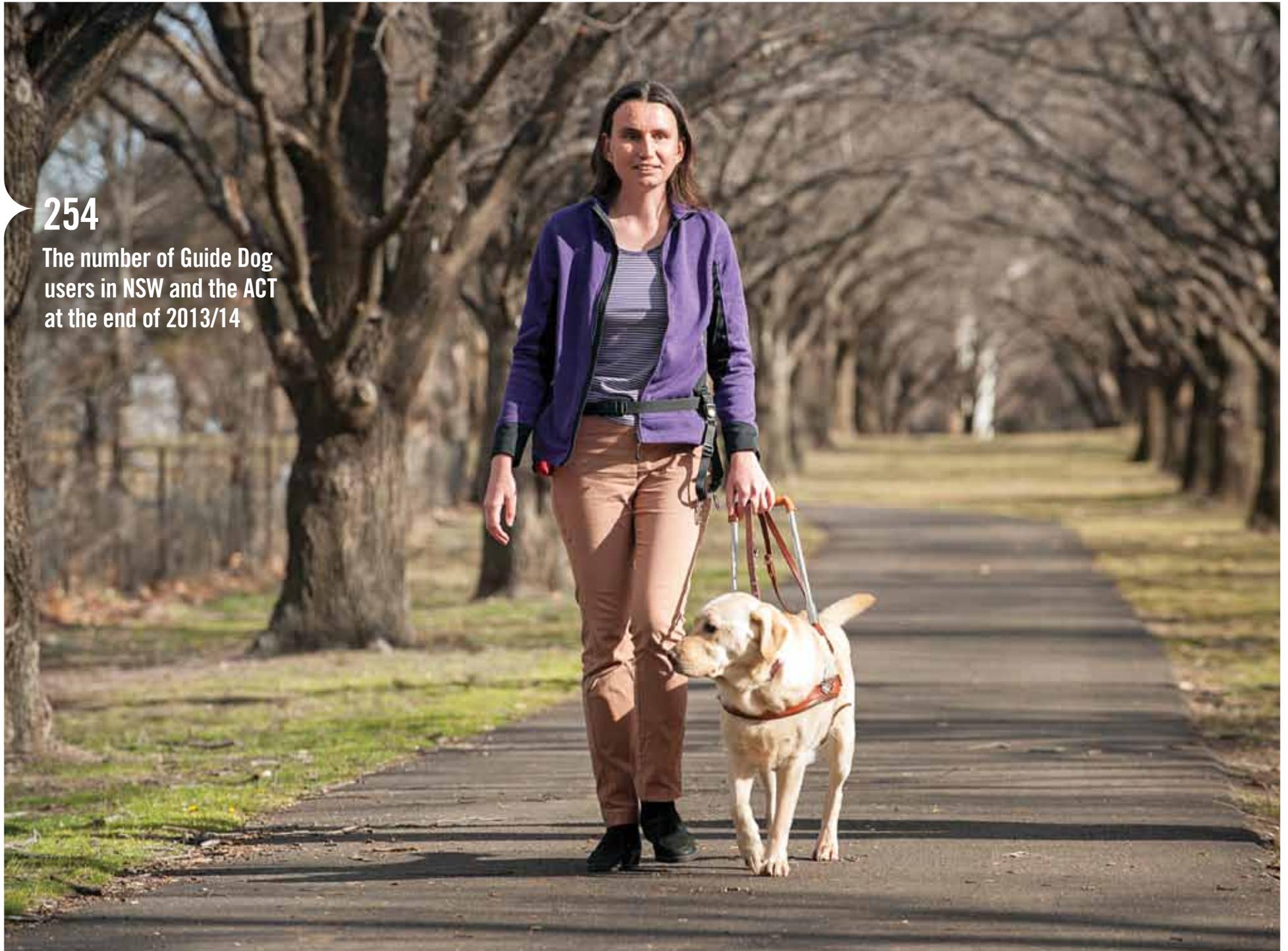
- Please don't pat, feed or otherwise distract a working Guide Dog. A well-intentioned pat can distract the dog from its guiding duties.
- When approaching a Guide Dog team with your dog, please ensure you have your dog on a leash and under control. Clearly introduce yourself to the person and say you have a dog with you.
- If you see a loose dog, alert your local council.

Guide Dogs in service	2013/14	2012/13	2011/12	2010/11	2009/10
Guide Dog users at start of year	252	261	263	262	263
Dogs issued within year*	38	43	24	36	44
Dogs retired, died, moved within year	(36)	(52)	(27)	(37)	(49)
Dogs from interstate	0	0	1	2	4
Users as at end of year	254	252	261	263	262
Net increase in users, from previous year	2	(9)	(2)	1	(1)

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

**254**

The number of Guide Dog users in NSW and the ACT at the end of 2013/14



## Deb's story

Like most of us, Armidale resident Deb Warren leads a busy life, juggling work, study, social and sporting interests. But unlike most of us, Deb cannot see. Her eyes were removed and replaced with prosthetics when she was a baby to save her from cancer.



Now 37 and running her own massage therapy business while completing a Master of Psychology degree, Deb has achieved more than most. Her career goal is to become a counsellor.

Deb credits the services she's received from Guide Dogs NSW/ACT since she was 15, such as cane training and orientation support, as being key to her functionality. She adds that having to keep up with eight siblings during her childhood in outback NSW taught her resilience, as 'being blind was never an excuse not to be part of it'.

"Without a Guide Dog, navigating around obstacles is almost impossible and being in an unfamiliar area would be very frightening," says Deb who was matched with Mickey, her third Guide Dog, in July last year. "I'd probably be limited to scraping my feet along the ground and moving very slowly with my arms extended."

To express her gratitude, in late 2012, Deb and local Orientation and Mobility Instructor Jenny Croaker scaled Africa's highest peak, Mt Kilimanjaro, raising over \$30,000 to fund the training cost of one more Guide Dog.



“My most precious gifts have been my Guide Dogs. They help me to move more confidently, freely and easily through my environment. But much more than that, their companionship, love, happiness and zest for life is infectious.”

## Low vision services

A person is said to have low vision when their eyesight is limited or impaired and cannot be adequately corrected with surgery, conventional glasses or contact lenses.



It has been estimated that 90% of people with vision impairment have useful residual vision and will benefit greatly from low vision services. However, only 20% of people actually use the available services.

Guide Dogs NSW/ACT offers a range of low vision programs focused on: utilising a person's remaining vision; staying fit; safe travel techniques; and teaching the use of low vision aids such as a monocular. Additional specialised programs are available for people with neurological vision impairment and those at risk of falls.

We work in close cooperation with local healthcare professionals and the Optometry profession, as well as the Department of Optometry and Vision Science at UNSW Australia, to promote early rehabilitation services for people with low vision.

A loss of vision can prevent healthy ageing and is associated with an increased risk of depression, falls and fractures. Guide Dogs NSW/ACT believes that vision loss should not be a barrier to leading a fulfilling and independent life.



**346**

The number of low vision programs delivered by Guide Dogs NSW/ACT in 2013/14

## Marie's story

An avid lawn bowler for more than 20 years, Lewisham resident Marie McWilliams was determined to not let failing eyesight due to Macular Degeneration keep her from the green.



After hearing a radio interview about Guide Dogs NSW/ACT's specialist low vision services, Marie, who recently celebrated her 80th birthday, decided to seek our help. An orthoptist and specialist optometrist at our Low Vision Clinic in Chatswood assessed Marie and recommended a monocular could enable her to continue playing her beloved lawn bowls.

While her team mates provide support with verbal directions, the monocular's telescopic lens allows Marie to see the jack on the green, so she knows where to aim her bowl. For more practical tasks like making phone calls, reading recipes and deciphering the bus timetable, Marie has been equipped with a hand-held magnifier.

One of our Orientation and Mobility Instructors has also taught Marie how to use a red and white identification cane which indicates Marie has a vision impairment. This can be helpful in the community when crossing roads and hailing buses.

"Without these aids I would not be able to live my life and do what I want to do because my eyesight is not what it was 20 years ago," says Marie, who travels independently to her local bowling club, supermarket and her local seniors exercise class and does all her own cooking.

**“The staff at Guide Dogs have been so helpful in assisting me to choose the right aids, so I can continue enjoying my life.”**



## Orientation and Mobility services

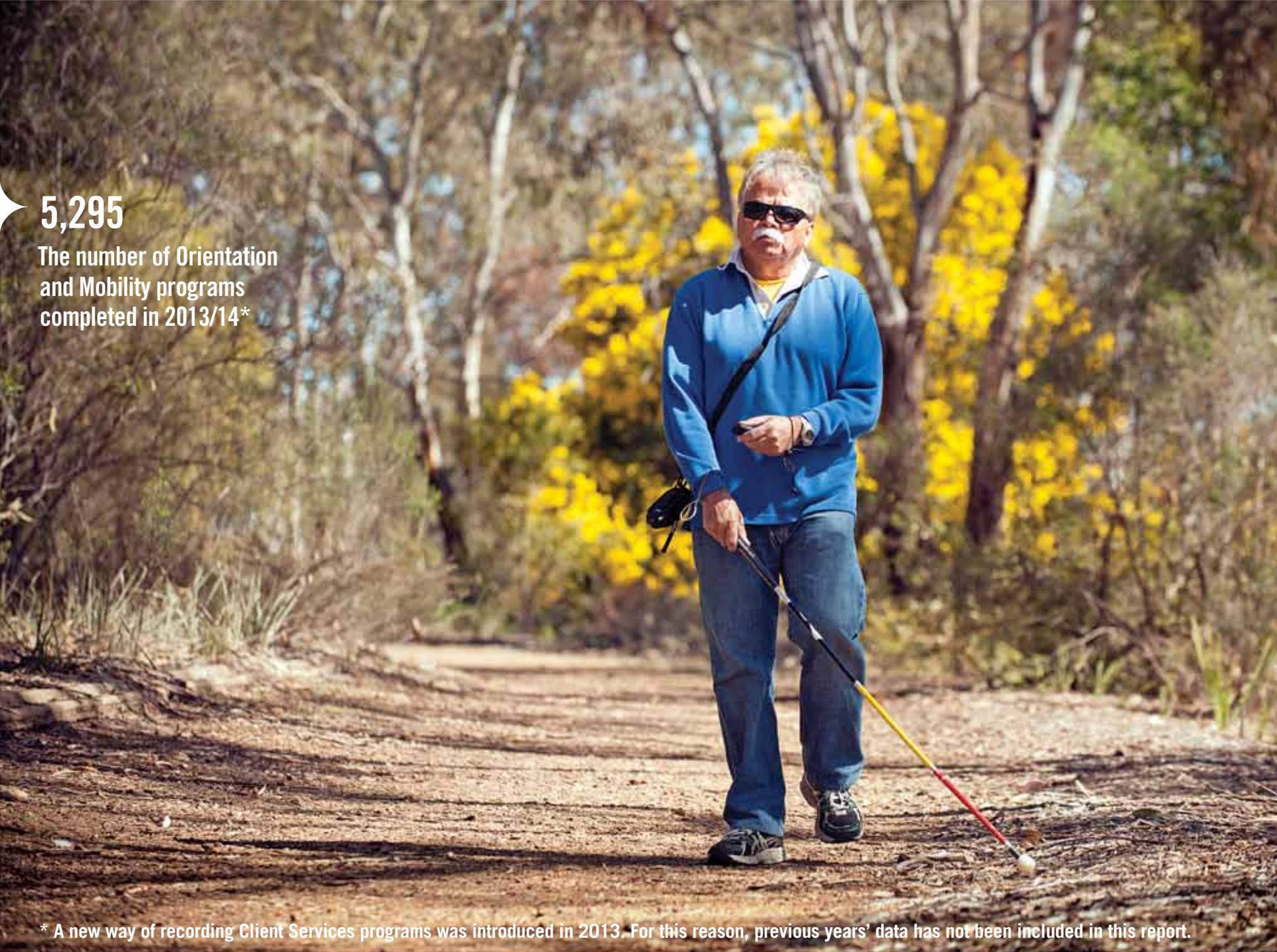
Orientation and Mobility (O&M) is about knowing where you are and being able to safely travel to where you want to go. O&M Instructors from Guide Dogs NSW/ACT work with people of all ages who are blind or have low vision, providing training in the use of mobility aids, orientation to the environment, and development of sensory awareness.



A long white cane is the mobility aid that most people who are blind or vision impaired use to get around independently. It also acts as an international symbol that indicates that the person carrying it has vision impairment.

Some clients may have lost a part of their vision as the result of a stroke, tumour or brain injury. In these cases, their eyes may still function effectively, but visual messages may be misinterpreted or processed ineffectively due to damage to the parts of the brain that control vision. Guide Dogs NSW/ACT's O&M Instructors teach people with neurological vision loss how to compensate for their vision loss and improve their confidence.

The ability to move safely around their community, when and how they want to, is an essential element of a person's confidence and social inclusion. O&M skills provide the building blocks, delivering the functional independence and well-being that is necessary for employment, recreation, and the participation in everyday life that people with sight take for granted.



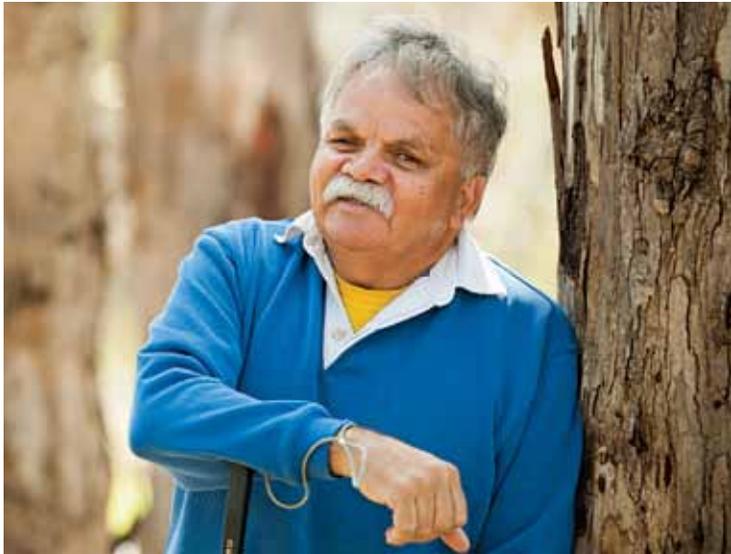
**5,295**

The number of Orientation  
and Mobility programs  
completed in 2013/14\*

\* A new way of recording Client Services programs was introduced in 2013. For this reason, previous years' data has not been included in this report.

## Steve's story

When the famous Fred Hollows diagnosed Steve Widders with cone dystrophy 24 years ago, likening his failing eyesight to 'bad film in a good camera', the Armidale resident's life was turned upside down.

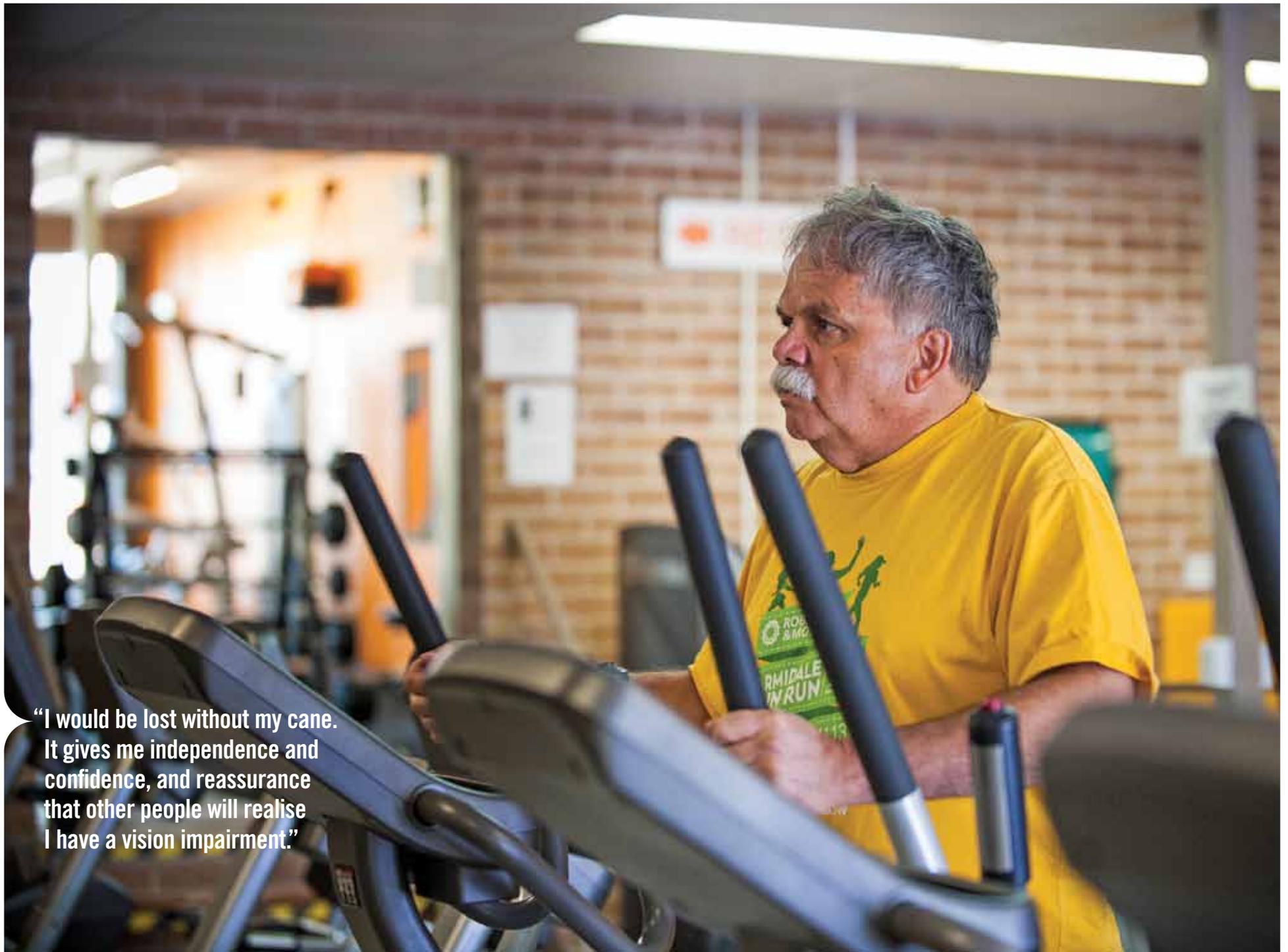


Then aged just 34, with a growing family and working in the public sector, Steve said losing his sight made him increasingly anxious as he 'didn't want to be dependent on others'. The anxiety grew when he could no longer drive.

Thankfully, a friend who is blind explained the benefits of a long cane to Steve, who quickly made an appointment with Guide Dogs NSW/ACT. With training from an Orientation and Mobility Instructor at home, around town and at his workplace, Steve soon mastered the long cane and as his fears fell away, his confidence returned.

"I would be lost without my cane. It gives me independence and confidence, and reassurance that other people will realise I have a vision impairment," says Steve who has developed a passion for walking – whether it be into town, to the gym or a long distance fundraiser. In 2011, Steve and Jason Bake, another man with impaired vision, walked the gruelling Kokoda Track with the 'Blind Courage' team, raising over \$30,000 to train a Guide Dog puppy named in honour of their efforts.

While Steve has just retired from full-time work, he's not sitting still. When he's not out walking, 'Uncle Steve' mentors Aboriginal students at the Armidale High School about the importance of health and fitness, and he regularly travels to Sydney for meetings within the disability sector.



**“I would be lost without my cane. It gives me independence and confidence, and reassurance that other people will realise I have a vision impairment.”**

## Pets As Therapy

Dogs can play an important role in the emotional and physical development of children. They provide a source of love and companionship, and an opportunity to learn about responsibility first-hand.



The unconditional devotion of a dog can also encourage social activity in people who may be disadvantaged due to age, illness, disability or isolation.

Pets As Therapy (PAT) is a free community service which has been offered by Guide Dogs NSW/ACT for over 30 years.

All PAT dogs are trained at the Guide Dogs Centre. As well as basic obedience, the dogs learn to walk quietly on the lead and, if required, next to a mobility aid such as a wheelchair, or walking stick or frame. A PAT dog must be friendly, stable in temperament, and well behaved.

Following a positive assessment, placement of a suitably trained PAT dog will occur at the earliest possible time, though there is currently a long waiting list.

Fifteen Pets As Therapy dogs were placed in 2013/14, which was less than in previous years due to the unavailability of key training staff.



15

Pets As Therapy dogs  
were placed in 2013/14

## Tess' story

A beautiful Labrador called Tess who was deemed 'too friendly' to become a Guide Dog, has found a new outlet for her love of people. She is now a Pets As Therapy dog for around 60 students with severe disabilities at the Fisher Road School on Sydney's Northern Beaches.



From the moment Tess met the children, she has made (and continues to make) a huge difference.

"Tess brings lots of love, joy and calm to the children's lives," says Ruth Rogers, who is the school's Assistant Principal and primary carer for Tess when she's not on school duty.

"For one student, the bond he is establishing with Tess is helping him to develop his speech and to stay settled in situations when he'd normally find it hard to sit still."

The simple act of grooming Tess has provided an unexpected benefit. With each stroke of the brush, the children are learning how to count and know an animal's body parts, as well as developing co-ordination skills and body control. The school has found that Tess' presence on school bus excursions helps to calm nerves. She is also helping the older students learn to follow directions and take responsibility by taking Tess for walks.

Her lovable nature is proving to be a real ice-breaker when new parents visit the school. "Always joyful, Tess is there to greet them and is a pleasant surprise," says Ruth. "Explaining Tess' role helps to ease any anxieties and introduce them to how the school might benefit their child."

“Tess brings lots of love, joy and calm to the children’s lives.”



# Centre for Eye Health

**Since its opening in November 2009 the Centre for Eye Health (CFEH) has performed over 20,000 client assessments and conducted over 135,000 individual tests.**

In 2013/14 CFEH received 6,077 referrals from its 1,092 optometrist and 82 ophthalmologist registered practitioners. During the year the Centre assessed 5,827 clients and conducted more than 36,000 advanced imaging tests.

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

The Centre maintains its contribution to education at UNSW Australia, and the continuing professional development of Optometry. CFEH is also proud that three of its own staff optometrists will undertake PhD studies utilising data collected in the clinic.

Over the past four years, the Centre has made a significant impact in helping people who are at-risk of losing sight, and looks forward to making further progress in the future.

Our statistics reflect that in the last financial year:

- appointments increased by 10%;
- 10% of appointments were for regional and rural clients;
- average client waiting time was three weeks; and
- total cost to assess each client decreased by a further 5% on top of last year's 6% reduction.

## Outreach Services – Outback Eye Service

In an effort to extend community reach through collaborative partnerships, CFEH has continued working with the Outback Eye Service of The Prince of Wales Hospital – Ophthalmology Department. This year two additional sites, Maari Ma and Taree, were added, with three more in the planning stages. The program initially was launched at four locations: Bourke, Broken Hill, Cobar and Brewarrina.

## Continuing Professional Development

The Centre for Eye Health has always maintained the importance of educating current referrers as well as future referrers in order to ensure standards of clinical care increase throughout the profession. This year CFEH provided 2,100 Continuing Professional Development (CPD) points or the equivalent of approximately 900 hours of training.

*LearningforVision*, which features a range of online CPD activities and modules, delivered 836 of these points. Through the delivery of CPD, the Centre is indirectly ensuring better healthcare outcomes by improving practitioner diagnostic skills.

## Research

The National Health and Medical Research Council (NHMRC) grant is funding an investigation into the most accurate diagnostic procedure for early stage glaucoma. This CFEH/Guide Dogs NSW/ACT research partnership aims to produce a more efficient diagnostic testing paradigm and will contribute to enhancing the Centre's reputation and provide possible opportunities for future funding. CFEH publications focusing on this topic area are now beginning to appear in recognised literature.

This exciting research, coupled with published papers for the profession, helps CFEH improve its standard. Momentum will continue in this area, and CFEH will expand its recognition as a provider of excellence in service delivery and evidence-based clinical education even further afield.

## Lions Club

The Centre for Eye Health was also honoured and thankful to receive funding this year from the Sydney Executive Business Lions Club, which hosted the Charitable Heart of Sydney Annual Fundraising Gala Dinner in conjunction with the NSW Parliamentary Lions Club. The event raised \$39,000 to go towards the expansion of the Outback Eye Service partnership. The dinner also helped raise awareness of the important work of the Centre for Eye Health and Guide Dogs NSW/ACT, with many notable attendees including former Prime Minister, the Hon. John Howard, Speaker of the House, the Hon. Bronwyn Bishop and the Charitable Heart of Sydney honourees Dick and Pip Smith.

The Sydney Executive Business Lions Club has also pledged future support to CFEH.

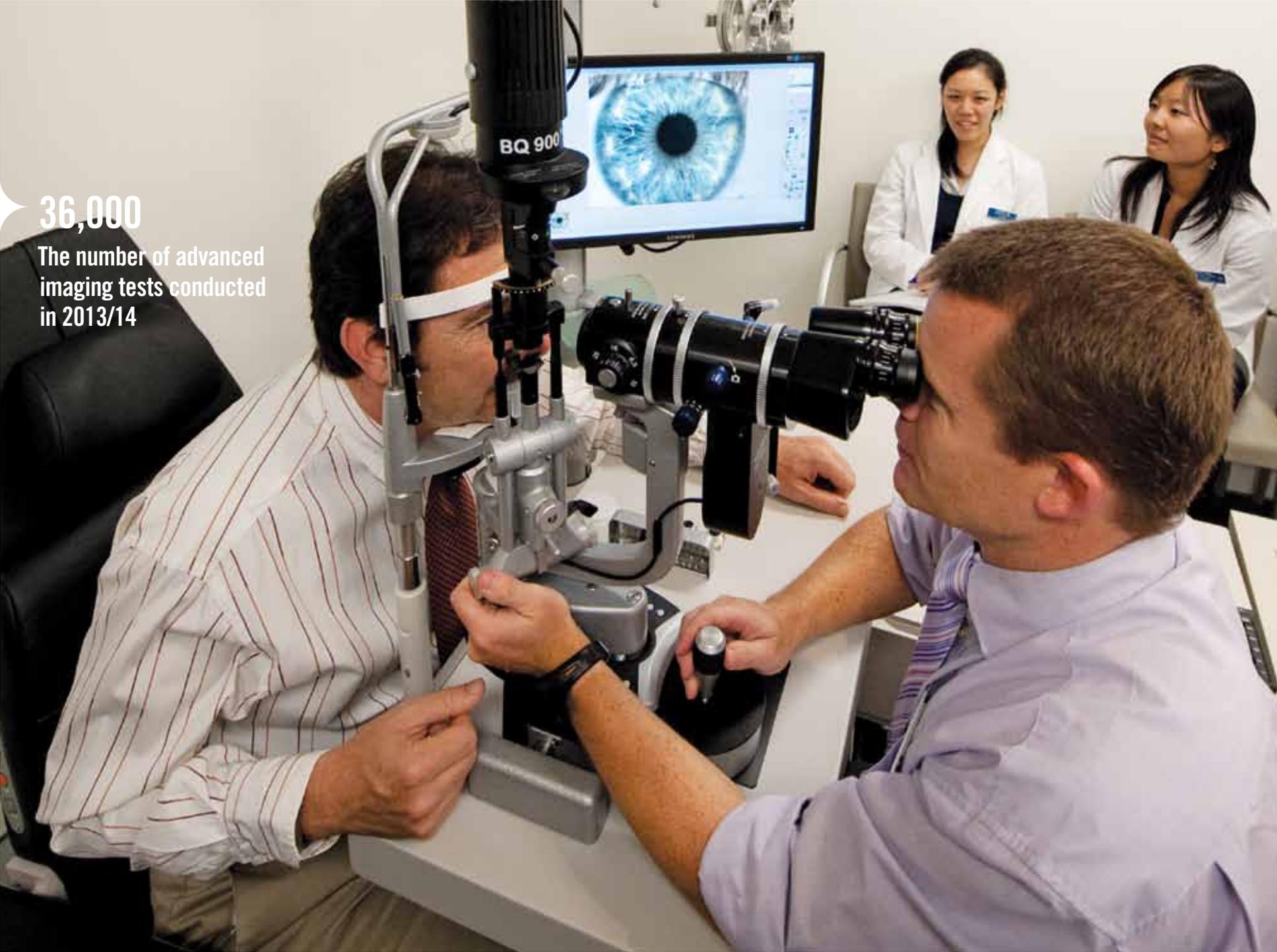


**Michael Kalloniatis**

Director

Centre For Eye Health





**36,000**

The number of advanced imaging tests conducted in 2013/14

## Lilly's story

The stories the Centre for Eye Health is most proud of are stories just like Lilly's. After reporting a family history of glaucoma and macular degeneration to her optometrist, who detected slightly elevated eye pressure, Lilly was advised to have precautionary scans and was referred to CFEH.



Having seen first-hand the distress that eye disease can cause within her family, and knowing that early detection would give her the best chance of avoiding the disease, Lilly was eager to take her optometrist's advice. Hearing that CFEH was a free service with state-of-the-art imaging, made Lilly's decision to have the scans done easy.

After visiting the Centre and undertaking advanced testing and imaging, Lilly was told that she had glaucoma in one of her eyes and was referred for treatment to The Prince of Wales Hospital Ophthalmology department.

Lilly is now under the care of a specialist and still has her eyesight.

"I've never had such a thorough check in all my life! It was wonderful. I was very glad to go to CFEH and now I'm under the care of specialists. Thank you very much."



**5,827**

The number of clients  
assessed by CFEH  
in 2013/14

# 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:



**1. Mr Allan Barry Calvert Stephen OAM, FFA, FIAA, FAICD**  
President

Formerly, General Manager Zurich Australia Limited responsible for all aspects of the business including strategy development and execution, ensuring staff alignment, and that corporate governance processes remained relevant in a rapidly changing regulatory environment. Over 30 years' experience as a Director of unlisted public companies. Aged 71. Joined the Board in 1999. Chairman of the Centre for Eye Health Limited. Currently a member of the Finance, Audit & Risk Management Committee and the Nomination & Remuneration Committee.

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

Partner, Nortons Business Advisors (Chartered Accountants). Aged 55. Joined the Board in 2004. Lindy has more than 25 years' experience in public practice offering business advice, self-managed superannuation and taxation services to small and medium business. Lindy is Chairman of the Finance, Audit & Risk Management Committee and is a member of the Nomination & Remuneration Committee.

### 3. Mr James Bennett B Eng

Mechanical Engineer and self-employed business consultant (Disability Services Auditor). Aged 66. 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 Committee.

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

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

### 5. Mr Ian Andrew Jamieson BCom (Mktg), CPM (AMI), MAICD

Managing Director of Marketing Initiatives (Strategic Marketing Consultants) and Principal of Future Builders. Aged 61. Joined the Board in 2008. Ian has over 30 years of experience in marketing and business strategy development, including corporate positions and managing his own consultancy business. He is a Fellow of the Australian Marketing Institute. Ian is a member of the Corporate Governance Committee and Chairman of the Nomination & Remuneration Committee.

### 6. Mr Steven Kouris BEc/LLB, LLM

Lawyer and commercial advisor. Aged 45. Joined the Board in 2010. Steven's background is in private, corporate and government practice. He was formerly as partner and worked for major national law firms such as King & Wood Mallesons and Allens, and has substantial expertise in major projects, infrastructure & development, building and construction, and property. He also has extensive experience as a non-executive director, especially in the health and housing space. He also teaches law at the University of Technology, Sydney. He is Chairman of the Corporate Governance Committee.

### 7. Mr Kieran Maurice Lane LLB Hons, LLM

Practising solicitor and a former tax partner at KPMG. Aged 63. Joined the Board in 2012 in a non-executive capacity. Kieran has 20 years' experience at KPMG in several senior management positions including serving as an elected member of the KPMG Board for 5 years. Past activities include acting a member of the St Joseph's College Finance Committee and a Vice President of the Australia China Business Council. Currently a member of the Finance, Audit & Risk Management Committee.

### 8. Mr Hongbin Liu MAppFin, MA

General Manager of the Industrial and Commercial Bank of China (ICBC) Sydney Branch. Aged 46. Elected to the Board in 2013. Hongbin has over twenty years' experience at ICBC, including serving as the Chief Representative in Australia and General Manager in Italy.

### 9. Dr Anthony Broughton Mosman BVSc

Veterinarian and partner of the Bondi Junction Veterinary Hospital since 1976, the home of the present TV series *Bondi Vet*. Aged 66. Joined the Board in 1999. Past activities include President of the Australian Veterinary Association, Sydney, and serving on several municipal council animal advisory groups. Tony is an Alternate Director for the Centre for Eye Health.

### 10. Mr Richard Denis Newberry

(resigned from the Board on 28 October 2013)

Owner/Manager of Tamworth Plaster Works. Aged 58. Joined the Board in 1998 in a non-executive capacity. Richard has been a client of the organisation since 1989. He is an experienced long cane and Miniguide user and has been a Guide Dog user since 1991. Richard joined the Tamworth Guide Dog Auxiliary in 1992 and has chaired this group since 1995.

# Corporate governance

## Board responsibilities

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

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

In particular, the Board:

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

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

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

## Board structure

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

## Committees

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

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

#### **Processes**

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

#### **External auditor independence**

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

## Abridged financial statements

<b>Statement of Comprehensive Income</b> for the Financial Year ended 30 June 2014	<b>2014</b> <b>\$'000</b>	<b>2013</b> <b>\$'000</b>
Bequests	11,427	12,588
Donations	7,271	7,068
Telephone marketing sales	1,195	1,720
Investment income	1,528	2,259
Other income	453	108
Revenue from ordinary activities	21,874	23,743
<b>Other gains/(losses)</b>		
Unrealised gains from revaluation of investments	1,789	2,252
Net gain on disposal of investments	399	286
Net gain/(loss) on disposal of non current assets	(142)	(69)
<b>Total income</b>	<b>23,920</b>	<b>26,212</b>
Client service costs (Guide Dogs & CFEH)	(14,275)	(15,336)
Community education, information & marketing	(2,028)	(2,248)
Telephone marketing costs	(1,182)	(1,498)
Indirect fundraising overheads including:		
– Data processing and management	(402)	(561)
– Planned giving costs	(855)	(840)
– Appeal direct costs	(962)	(1,220)
Governance and administrative services	(3,317)	(3,123)
Other expenses from ordinary activities	(115)	(106)
<b>Total expenses</b>	<b>(23,136)</b>	<b>(24,932)</b>
<b>Net surplus from ordinary activities</b>	<b>784</b>	<b>1,280</b>
<b>Other comprehensive income</b>		
Memorial fund reserve	–	6
<b>Total comprehensive income</b>	<b>784</b>	<b>1,286</b>

These figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2014.

The full Financial Statements and Auditor's Opinion are available on request or via our website: [www.guidedogs.com.au](http://www.guidedogs.com.au)

**Statement of Financial Position**

As at 30 June 2014

	<b>2014 \$'000</b>	<b>2013 \$'000</b>
<b>Current Assets</b>		
Cash and cash equivalents	2,331	1,973
Trade and other receivables	1,062	1,459
Inventories	111	80
Held-to-maturity investments	11,900	9,900
Other assets	298	334
<b>Total Current Assets</b>	<b>15,702</b>	<b>13,747</b>
<b>Non-Current Assets</b>		
Investments	23,754	24,077
Held-to-maturity investments	40	40
Property, plant and equipment	13,690	14,598
Intangibles (Computer software system)	1,072	896
<b>Total Non-Current Assets</b>	<b>38,556</b>	<b>39,611</b>
<b>Total Assets</b>	<b>54,258</b>	<b>53,358</b>
<b>Current Liabilities</b>		
Trade and other payables	1,254	1,202
Employee leave entitlements	1,175	1,157
<b>Total Current Liabilities</b>	<b>2,429</b>	<b>2,359</b>
<b>Non-Current Liabilities</b>		
Employee leave entitlements	336	290
<b>Total Non-Current Liabilities</b>	<b>336</b>	<b>290</b>
<b>Total Liabilities</b>	<b>2,765</b>	<b>2,649</b>
<b>Net Assets</b>	<b>51,493</b>	<b>50,709</b>
<b>Accumulated Funds</b>		
Reserves	1,356	1,356
Accumulated surplus	50,137	49,353
<b>Total Accumulated Funds</b>	<b>51,493</b>	<b>50,709</b>

These figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2014.

The full Financial Statements and Auditor's Opinion are available on request or via our website: [www.guidedogs.com.au](http://www.guidedogs.com.au)

## Senior management team



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

CEO, Guide Dogs NSW/ACT since October 2009 and CEO of Guide Dogs Victoria from 2005-2011. Currently: Director of Vision 2020 Australia; Director of The Centre for Eye Health; Director of the International Guide Dog Federation; Director and Treasurer of the Australian and New Zealand Assistance Dog Association.

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



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

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



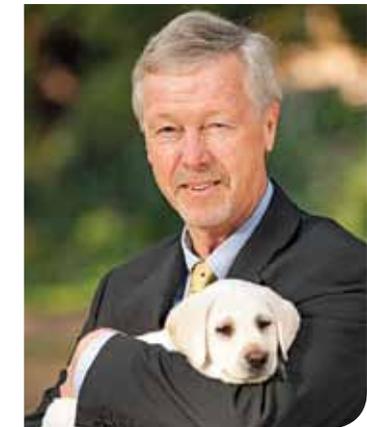
**Nicholas Shaw** BCom, CA  
Chief Financial Officer

Nick joined Guide Dogs NSW/ACT in 2007 and has substantial accounting and management experience gained in the pharmaceuticals, diagnostic and food science industries. Nick led the Integrate IT replacement project 2012 to 2014. As CFO, he continues to focus on operational efficiencies, cost control and IT strategy. Nick introduced and champions the use of 'Balanced Scorecard' reporting to ensure the company keeps its eye on both financial and operational goals. He is also the CFO of Centre for Eye Health Limited and Royal Guide Dogs Australia (RGDA), the national body. Nick gained his professional qualification as a Chartered Accountant, while working at PricewaterhouseCoopers.



**Sally Biles** LLB  
Planned Giving Manager

Sally joined Guide Dogs NSW/ACT in October 2013. In 1985, she was admitted as a Barrister and Solicitor in Tasmania and worked in private practice before requalifying as a Solicitor in England and Wales in 1991. She worked in the UK as Assistant General Manager Operations and later as Company Solicitor for Homeloan Management Ltd, 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. After returning to Australia and raising her family, Sally entered the not-for-profit sector in 2010 as Head of the Foundation at The Aboriginal Employment Strategy.



**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 and a Board member of Sydney Executive Business Lions Club.



**Leila Davis** MFIA  
Fundraising & Business  
Development Manager

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



**Peter Garnham**  
IT Project Manager

Peter started his IT career with IBM Australia and had a number of technical roles with other organisations before moving into management. Subsequent to this his roles, included: 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. Peter joined Guide Dogs NSW/ACT in 2011.



**Graeme Mitchell**  
Guide Dog Centre Manager

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



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

Frances joined Guide Dogs NSW/ACT in November 2011. Prior to that she worked in several senior executive and management roles within the aged and community care sector in Sydney, including Director of Aged Care for a large not for profit organisation. Her previous roles included managing hospital and community health teams involved in the assessment and delivery of supports to people in their own homes. Before moving to Australia in 2001, Frances worked for 12 years as an Occupational Therapist in the field of neurology and community therapy. She also established the Lambeth Falls Prevention Service in the UK and continues to take a keen interest in fall prevention initiatives for people with vision impairment.



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

Prior to joining Guide Dogs in 2008, Charles had an extensive career in transport and logistics, working both in Australia and internationally. He was formerly General Manager of Brinks Global Services, Director of Marketing for Aircservices Australia, and has had senior marketing roles with DHL and NSW Rail. Charles brings to his role at Guide Dogs an extensive knowledge of branding, stakeholder communications and social impact, together with a strong belief that success is achieved through the application of sound market analysis, planning and strategy implementation.

## 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 with impaired vision. In 1991, the association merged with ACT Guide Dog Association Limited to form Guide Dog Association of New South Wales and ACT. In 2003, the Association changed its name to Guide Dogs NSW/ACT.**

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

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

Guide Dogs NSW/ACT receives less than 1% of its funding from Government and is financially dependent on the generosity of the people of NSW and the ACT.

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

### We provide

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

### We deliver our services

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

### Our policy

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

**Head Office\***

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

**Guide Dogs Centre**

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

**Centre for Eye Health**

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

**ACT**

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

**Albury**

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

**Ballina**

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

**Blacktown**

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

**Coffs Harbour**

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

**Newcastle**

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

**Orange**

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

**Tamworth**

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

**Melbourne Branch  
(administration only)**

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

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

## Acknowledgement

### Joseph Patrick Finucane

19 February 1943 – 27 September 2014

It is with great sadness that we acknowledge the recent death of Joe Finucane, who served as CEO of Guide Dogs NSW/ACT for nearly 20 years, until his retirement in 2009.

His leadership and initiatives throughout that time were invaluable. During the organisation's 2013 Annual General Meeting, Joe was elected as an Honorary Life Member for his outstanding contribution to the welfare of people who have vision impairment – and this election was accompanied by a standing ovation by all those present.

Joe will be particularly remembered for his presence, his insight, his gentle yet determined approach, and his keen sense of humour. He will be sadly missed.



**Auditors**

HLB Mann Judd  
Sydney, NSW

**Bankers**

Westpac Banking Corporation  
Sydney, NSW

**Lawyers**

HWL Ebsworth Lawyers  
Sydney, NSW

**Fund managers**

Russell Investment Group  
Sydney, NSW

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

Warakirri Asset Management Pty Ltd  
Melbourne, VIC

**Printing**

This annual report is printed  
on Australian made, chlorine free  
(ECF) PEFC certified, paper stock,  
manufactured in an ISO 14001  
certified mill.

**Credits**

Page 36

Deb Warren climbing Mt Kilimanjaro,  
image courtesy of Inspired Adventures.

Page 44

Steve Widders walking the  
Kokoda Track, image courtesy  
of Rob Walls/42 Degrees South  
and Jobs Australia Foundation.

