



Guide Dogs

NSW/ACT



Annual Report 2016

Movingasone

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**Guide
Dogs**

NSW/ACT



Guide Dogs NSW/ACT

ABN 52 000 399 744

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



A message from our Patron



As Patron of Guide Dogs NSW/ACT, I thank you for your support and I commend you for your enthusiasm and dedication to the goals of preventing vision loss and enabling people with impaired vision to live a life of independence.

In our busy, demanding and, sometimes, challenging world what does not receive enough attention is the outstanding work of thousands of our fellow citizens who donate an enormous amount of time and money to helping and supporting those in need.

Guide Dogs NSW/ACT was founded by volunteers and, after nearly 60 years assisting people who are blind or vision impaired to move around their communities safely and independently, is almost totally reliant on community support for its work.

Reading through the stories and achievements in this report is a timely reminder of what can be achieved when people from all backgrounds and walks of life come together to make a difference.

In recognition of another successful year for this much-loved charity, I would like to acknowledge all the volunteers, Puppy Raisers, individual donors and company sponsors, without whom Guide Dogs NSW/ACT could not carry out its important work.

General The Honourable David Hurley AC DSC (Ret'd)
Governor of New South Wales
September 2016

Our Mission

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

Our Vision

Vision loss will not limit independence.



Our Values



Commitment
Integrity

Empathy
Respect



President's report



In the year under review
Guide Dogs NSW/ACT spent

\$17m

delivering client service programs and community education, training Guide Dogs, and providing free eye tests through our wholly-owned Centre for Eye Health.

The past year has seen Guide Dogs NSW/ACT make significant strides to expand its services to clients and fundraising, with a view to assisting more people with vision loss in the community.

During the year, the Board worked with senior management to produce a new five-year strategic plan for Guide Dogs NSW/ACT that came into effect on 1 July 2016, and which is described in detail on page 9 of this Annual Report. The latest plan addresses the key strategic challenges that the organisation will face.

In the next five-year period, we will conduct research to better understand the needs of both clients and supporters, so that the organisation continues to be totally client- and donor-centric. We want to ensure everyone at Guide Dogs NSW/ACT continues to focus on the benefit provided to clients and donors.

Last year, your Board approved a proposal from management to ramp-up our investment in fundraising in order to secure the organisation's financial future. The experts we have engaged to provide advice on this program have advised that it is normal for substantive results to be seen several years after the initial investment has been made, due to the significant upfront costs associated with the new programs and additional staffing requirements.

The next stage of the National Disability Insurance Scheme (NDIS) roll-out in NSW commenced on 1 July 2016, allowing more people with a disability to apply for individualised support packages. The NDIS is expected to be operating state-wide by July 2018.

Notwithstanding the opportunity for Guide Dogs NSW/ACT to be reimbursed by the NDIS for services provided to a relatively small number of clients, we will continue to be heavily dependent on support from the community if we are to continue to provide services to those clients not covered fully by the scheme.

In 2015/16, Guide Dogs NSW/ACT spent \$17m delivering client service programs and community education, training Guide Dogs, and providing free eye tests through our wholly-owned Centre for Eye Health.

Over the last year, Client Services continued to assist the training and development of staff in the specialty areas of 'neurological vision impairment' and 'early childhood intervention' to be able to expand these services for clients and their families as part of the new strategic plan. Three Orientation & Mobility (O&M) Specialists also completed training to become fully qualified Guide Dog Mobility Instructors.

Low Vision Services were expanded in the Sydney, ACT, Coffs Harbour and Newcastle regions and a plan for more expansion is underway following best practice guidelines to improve outcomes for clients with low vision.

During the year we responded to a request from the Guide Dogs Association of the Blind in Singapore to be involved in the training and support of an O&M Specialist in Singapore, a new initiative for this region.

Our Client Evaluation Tool (CET) was successfully rolled-out across all adult programs and was proven to be a valid and reliable outcome measure. The tool evaluates the progress of clients participating in O&M programs, in particular, levels of skill and confidence which are linked to performance.

In another first for the organisation, access specialists from Guide Dogs NSW/ACT were invited by the Reserve Bank of Australia to be part of the team developing a new \$5 note, which now includes a tactile element for people who are blind.

Turning now to the Centre for Eye Health (CFEH), our joint initiative with UNSW Australia aimed at preventing vision loss.

Now in its 7th year of operations, the Centre continues to have a positive impact on the eye health of thousands of people each year. CFEH recently negotiated an extension to its agreement with South East Sydney Area Health, to provide a new clinic at The Sutherland Hospital. This clinic will work with the ophthalmology service at Sutherland to triage patients to the appropriate service for medical care, as well as be a useful resource for local eye practitioners.

The high quality of clinical and research activities at CFEH resulted in special recognition by its peers: Centre Director, Prof. Michael Kalloniatis, received the UNSW 2015 Excellence in Senior Leadership award, Dr Lisa Nivison-Smith obtained a Leadership summit scholarship and Jack Phu won the William C Ezell Fellowship from the American Academy of Optometry.

To accommodate future staff growth, our head office at Chatswood was renovated during 2015/16. This project was delivered on time and within budget (\$0.5m), and the additional work spaces will cover expected office needs over the next four to five years.

The Board continues to play an active role overseeing risk mitigation and corporate governance. In the area of compliance, an organisation-wide privacy audit that commenced in early 2015 was completed, with actions now in train to allow effective management of this critical issue.

Financially, we had a very successful year, thanks to a strong contribution from Bequest income, which totalled \$28.6m, an increase of 54% over 2014/15. The contribution from our other fundraising activities (regular giving, donation appeals, corporate partnerships, grants, sales of merchandise) generated an additional \$2.4m, while expenses grew by 15%. Overall, the organisation produced an operational surplus of \$9.2m as against \$4.8m the previous year, allowing us to transfer \$2m to our Future Fund.

During the year Barry Stephen OAM stepped down after seven years as President of Guide Dogs NSW/ACT. Barry has been a steady, guiding hand during a period of enormous change, and I warmly acknowledge and thank Barry for his outstanding record of voluntary service to this organisation. Barry continues to make a valuable contribution as a Director of Guide Dogs NSW/ACT, and as Chair of the Centre for Eye Health.

I thank my fellow Directors for their encouragement and support during this transition.

Congratulations to Graeme, the management team, and all the staff and volunteers of Guide Dogs NSW/ACT on an outstanding year of achievement. As we begin to implement the new strategic plan, our organisation is in good hands.

Finally, to everyone who has supported Guide Dogs financially during the year, a personal “thank you”. Without your generous support, we would not be able to continue our life-changing work.



Kieran Lane
President
September 2016

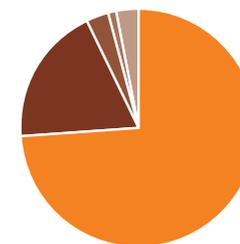
Five year financial comparison

Where the funds came from	FY2016 \$'000	FY2015 \$'000	FY2014 \$'000	FY2013 \$'000	FY2012 \$'000
Bequests	28,557	18,566	11,427	12,588	10,541
Donations (incl. Appeals)	7,312	7,739	7,271	7,068	7,012
Telemarketing revenue	776	1,032	1,195	1,720	2,092
Fundraising – public/corporate	36,645	27,337	19,893	21,376	19,645
Income from investments	2,623	1,979	1,528	2,259	2,187
Revaluation of investments to market	(1,437)	(1,171)	1,789	2,252	(2,800)
Investment income total	1,186	808	3,317	4,511	(613)
NDIS, Medicare & other government revenue	572	374	220	–	–
Other income (net)	289	430	490	327	62
Deficit funded from reserves	–	–	–	–	7,483
Total	38,692	28,949	23,920	26,214	26,577

How the funds were used

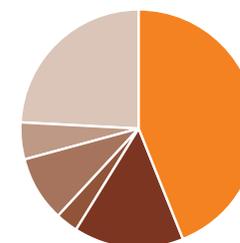
Client O&M services	10,178	9,671	9,196	9,643	9,922
Guide Dogs Training Centre	3,072	2,421	2,512	2,295	2,243
Centre for Eye Health services	2,672	2,378	2,567	3,398	3,473
Community education and advocacy	1,064	815	846	794	841
Client & Community Services delivered	16,986	15,285	15,121	16,130	16,479
Fundraising, Telemarketing and Planned Giving costs	5,673	4,129	3,516	4,227	5,457
Marketing	1,206	1,217	1,182	1,454	1,488
Governance, Finance & Administration	3,601	3,339	3,317	3,123	3,153
Guide Dogs Future Fund	2,000	144	–	–	–
Surplus transferred to reserves	9,226	4,835	784	1,280	–
Total	38,692	28,949	23,920	26,214	26,577

Source of funds 2015/16



Bequests	74%
Donations	19%
Income from investments	3%
NDIS, Medicare & other government revenue	1%
Other income	3%

Use of funds 2015/16



Client and community services	44%
Fundraising, Telemarketing and Planned Giving costs	15%
Marketing	3%
Governance, Finance & Administration	9%
Guide Dogs Future Fund	5%
Surplus transferred to reserves	24%

A message from the Chief Executive Officer



In the past year, less than 2% of Guide Dogs NSW/ACT's funding came from the government.

Guide Dogs NSW/ACT had a strong year in 2015/16.

This was a year of continuing major change to our industry, with the National Disability Insurance Scheme adding another trial site in NSW and with the scale-up of the Scheme to commence in July 2016 and be completed by 2019. Concurrently, transformation of the Aged Care sector has meant we now find ourselves operating in a reform rich environment.

This reform has resulted in disruption to many organisations in the disability services industry and the space is becoming more competitive. We expect this to substantially increase in the future.

In order to position Guide Dogs NSW/ACT for generational change, in July 2015, we commenced work to broaden the array of services we will be providing to people with vision loss and we started building our fundraising program to shore-up our financial sustainability for the future. Both initiatives are building momentum and will ensure Guide Dogs NSW/ACT remains competitive, relevant and a successful player in our sector for many years.

These initiatives have required an up-front investment of resources. During the year, a number of Client Services Specialists were involved in activities related to the expansion of services. While this temporarily reduced the number of Specialists available to work with clients, it will broaden our service offering and the number of clients Guide Dogs NSW/ACT can assist in the future.

To broaden our supporter base, we tested a range of different communication styles and channels, and expanded our donor engagement team. It is usual for such an investment to have a net negative impact on contribution in the first two years of the program, and we expect financial support to grow significantly from next year, as more and more members of the community choose to support our cause.

During the year, our team broke records, won an award and achieved in several key areas.

Six Orientation and Mobility (O&M) Master's students commenced the University of Newcastle program in February and we hired another three experienced Specialists during the year. Despite these additions, the loss of Specialists to retirement, parental leave and other duties placed service delivery under significant stress. However, our Client Services team still had a very productive year, providing services to 3,635 clients, which was slightly higher than the 3,602 provided services last year. This included 7,219 completed programs, up 2% on the 7,083 programs the prior year.

The initiative launched last year with community leader Aunty Mary to provide outreach services to indigenous communities continued very successfully during the year.

In 2015/16, Guide Dogs NSW/ACT collaborated with the George Institute at Sydney University on two important research programs. A PhD student commenced work on a major research project being conducted by the University on falls prevention for people with vision loss. This research project received an NHMRC grant of \$773,000 over four years and Guide Dogs NSW/ACT is a key collaborative partner in the project.

We also achieved re-accreditation against the ISO 2001:2008 Standards and accreditation for the first time under the NSW Disability Services Standards.

The Guide Dog program has had a busy year, with Paul Adrian taking over management of the Guide Dogs Centre and substantial refurbishment works being undertaken at the Centre to upgrade the facilities for the dogs and puppies, thanks to a number of very generous donors. The number of Guide Dogs graduating increased to a record 60 (compared with 51 in 2014/15). Waiting times for a Guide Dog have also dramatically improved from seven months in 2014/15 to five months in 2015/16. This compares favourably to the international average waiting time of six months. The breeding program has achieved an important milestone with our first pups bred from genetic material imported from advanced US Guide Dog organisations being trained and graduating. The overseas genetic material importantly increases the genetic diversity and the continuing quality improvement of our program.

While the National Disability Insurance Scheme (NDIS) is now in its third year of trials, we have been able to provide services to 73 clients who were covered by the scheme. During 2015/16, Government funding, predominantly NDIS reimbursement, represented less than 2% of our income.

We acknowledge that the NDIS is a wonderful scheme and will help many people in Australia with disability, but we foresee that Government funding will never exceed 10-20% of the funds we need to provide services to people with vision loss. Guide Dogs NSW/ACT will continue to be reliant on the community's generous support to be able to provide Guide Dogs and services to the thousands of people who are not eligible to receive NDIS support.

It was a great honour for Guide Dogs to be awarded the Reader's Digest *Most Trusted Charity Brand* in 2016, for the fourth year in a row. It is comforting to be reminded that the awareness of the

Guide Dogs brand continues to be very strong. It is heartening to know that Guide Dogs is so loved and trusted throughout the community. We are hopeful that this is a signal that the community is keen to continue supporting our cause and the life-changing work we deliver for those whose vision is impaired.

In terms of our financial results for 2015/16, we were the very fortunate recipient of strong bequest support during the year. It was reassuring and encouraging to have so many supporters express their confidence in our cause by remembering Guide Dogs NSW/ACT in their Will.

During 2015/16, we continued to work with our Guide Dogs Australia (GDA) colleagues, sharing knowledge, ideas and materials. The working relationship between GDA entities continued to yield gains for Guide Dogs NSW/ACT and included the addition of Sacha Koltun (National Manager, Commercial Partnerships – GDA).



Jaci Armstrong (Principal Policy Adviser – GDA) continued to provide excellent guidance in our work with Government and the Federal and State Departments.

I must thank and praise the incredible team at Guide Dogs NSW/ACT for their extraordinary effort during this year. It was a year of change and growth, and this was achieved with limited additional resources. Everyone has been accepting of the exciting expansion plans for the organisation over the next five years and contributed well in excess of what is asked of them to enable our organisation to be positioned very strongly for the future, and most importantly, to be able to respond to markedly increasing demand for our services.

During the year, we welcomed new senior managers Michael Morgan (Telemarketing and Development Manager) and Natalie Moses (Acting General Manager Fundraising). They, in addition to Paul Adrian, have substantially strengthened our senior team.

On behalf of the staff, Members, stakeholders and especially the people with vision loss 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. Moving as one, we will ensure that every person with vision loss receives the training and support they require.

Your contribution enables so many people to live more independent, fulfilling and higher quality lives.

Dr Graeme White
Chief Executive Officer
September 2016

Strategic Plan 2016-21

INPUTS

1 Financial sustainability

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

2 The right people

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

3 Client-focused

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

OUTPUTS

4 Reduce vision loss

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

5 Service excellence

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

In 2015/16 your generous support has allowed us to

train

60

more Guide Dogs.

Breeding program

Our breeding program achieved an important milestone in 2015/16, with the first pups bred from imported genetic material being trained and graduating.

Considerable work has gone into developing relationships with international partner Guide Dog schools. Importantly, overseas genetic material increases the genetic diversity and the continuing quality improvement of our breeding program.

Puppy Raising

We wouldn't have any Guide Dogs without the wonderful efforts of our volunteer Puppy Raisers, who are responsible for feeding, grooming and exercising their pups daily, along with basic obedience, house-training, and visits to the vet when required.

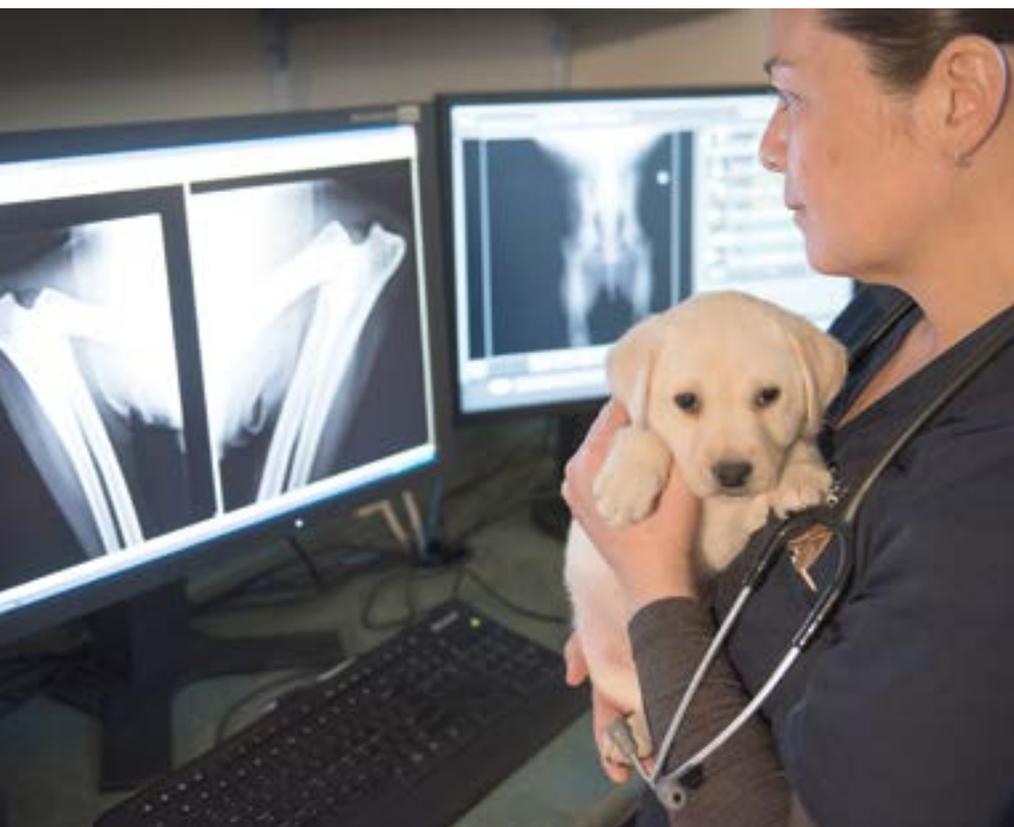
Pups are visited regularly by our Puppy Raising Officers, who monitor their development and take them on training walks in their local area.



Guide Dog Training

At about 14 months of age, it's time for these fully grown dogs to say goodbye to their Puppy Raising families and commence 20 weeks of Guide Dog training. The trainer's job is to build confidence and consistency, teaching the dog a range of skills and how to manage distractions.

Some tasks – for instance, stopping at kerbs and staircases – are taught through repetition. Other tasks, such as crossing the road, require intensive training.



Graduation

It's now time for the dogs to undertake their final challenge. They will be tested on their ability to: ignore distractions such as food and noise, navigate obstacles, travel on public transport, find landmarks such as bus stops, and cross the road safely.

A Guide Dog team must be a perfect fit. That's why every dog and handler is assessed on personality, lifestyle and physical traits. Despite the hard work involved, Guide Dogs have a rewarding job indeed!



In 2015/16 your generous support has allowed us to

provide services to

3,635

people with vision loss.

Programs delivered by specialist staff from Guide Dogs NSW/ACT provide people with valuable skills, designed to help them get around safely in a variety of environments, regardless of their vision impairment. Training often incorporates orientation and mobility aids such as canes, electronic devices and GPS systems, as well as Guide Dogs.

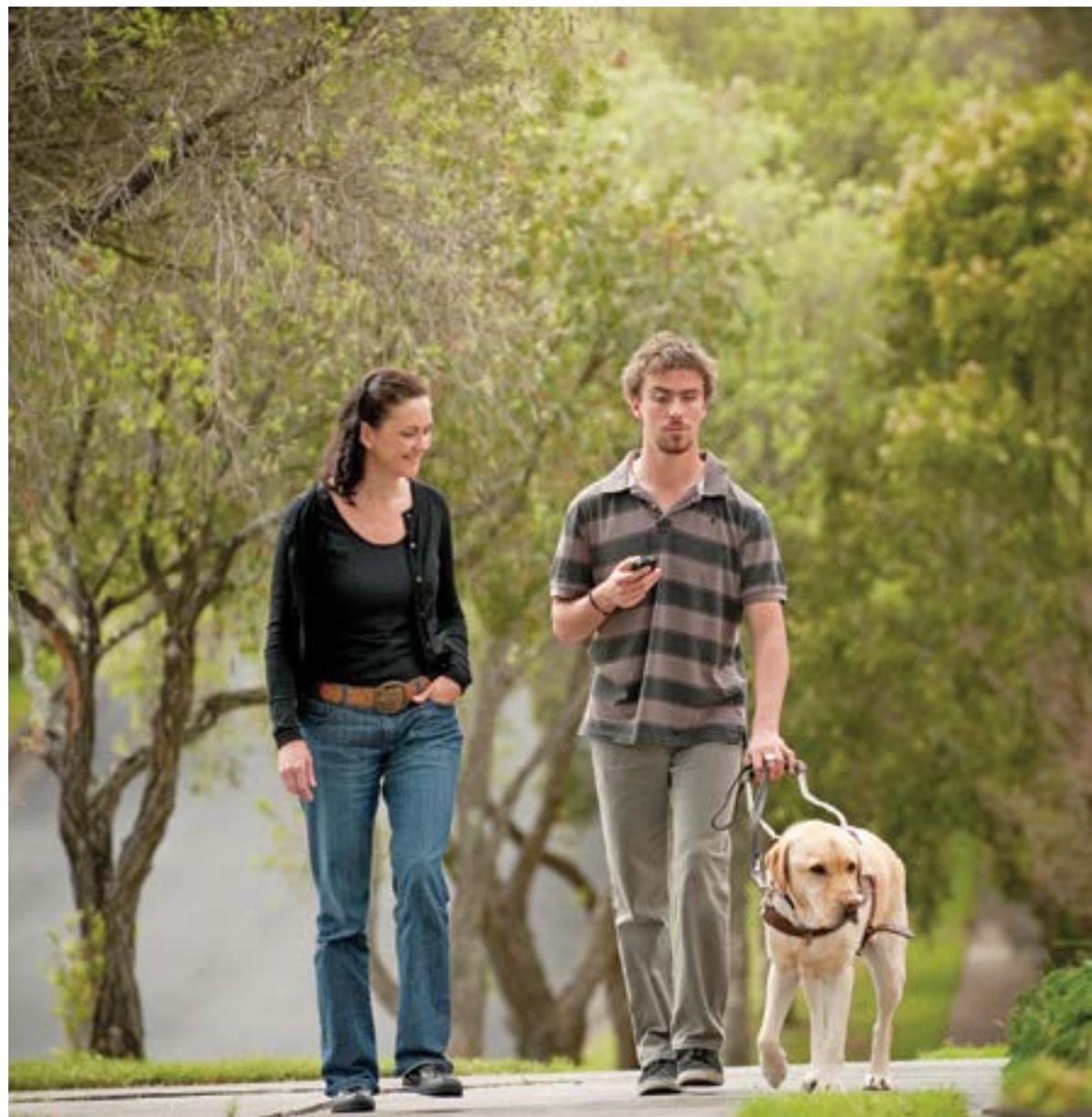
We work with individuals and their families to identify needs and set training goals.

In addition to providing 7,219 tailored programs in 2015/16, our Client Services staff delivered a range of innovative group programs, including: family camps; vision impaired bowls; bushwalking programs; night-travel events; self-defence courses; and test drive a Guide Dog days.



Client Services staff also delivered 150 'Stepping On' falls prevention workshops across NSW and the ACT, which not only assisted older people to remain on their feet, but also generated further referrals for our services.

Our technology group achieved a number of major outcomes, including the development and roll-out of the new Guide Dogs GPS App, and the iBeacon wayfinding project that will improve the lives of people with vision impairment in using technology to travel and find locations.



In 2015/16 your generous support has allowed us to

provide assistance to

521

young people with
vision loss.

Children are never too young to receive advice and training from Guide Dogs NSW/ACT. Our early childhood services focus on supporting a child's development of skills which can allow them to reach their goals.

We provide a wide range of free services to assist children with vision impairment to participate freely in everyday activities at school, at home and in the local community.

As a child gets older we offer additional specialised training to assist them to travel independently while learning how to stay safe.



Newcastle Mobility Day

Mobility days run by Guide Dogs NSW/ACT aim to provide children with opportunities to take part in activities that improve their physical skills in a fun, friendly and encouraging environment. During one such program, a group of primary school aged children with vision loss had the chance to fly like their favourite superheroes and go trampolining.

“Before the children got to try trampolining, they were given a variety of ‘superhero missions’ to complete. This required them to catch trains and buses, and work on their teamwork and problem-solving skills,” said Guide Dogs NSW/ACT Orientation and Mobility Specialist, Katrina Lim.



“

By having a superhero theme, we can make these important lessons more engaging for the children. Just like superheroes, they'll get the chance to fly.

”

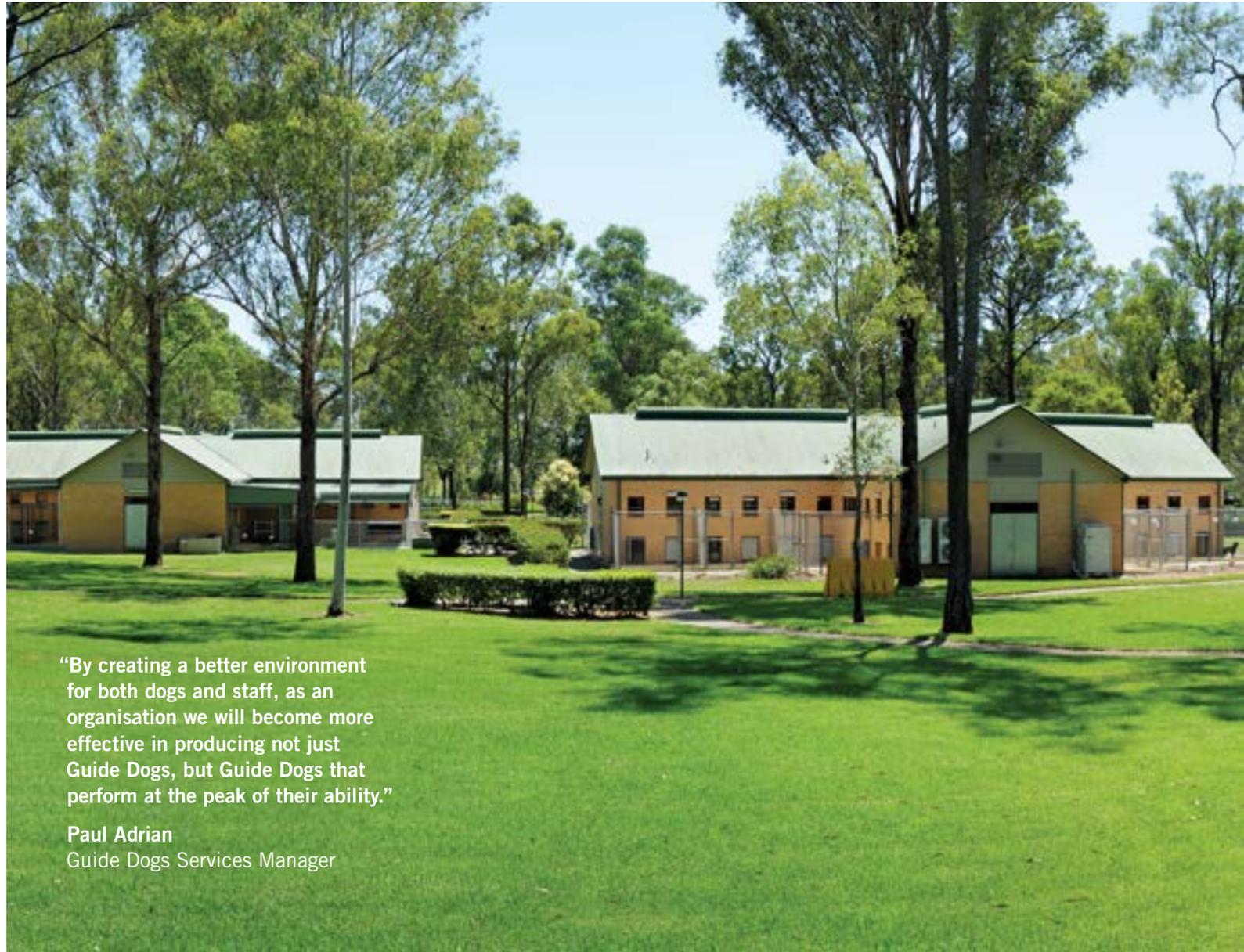


In 2015/16 your generous support has allowed us to

invest in our staff and facilities so we can assist more people in the future.

An extensive upgrade was completed at the Guide Dogs Centre in Glossodia to provide an enriched environment for our dogs. Made possible through generous donations from supporters, air conditioning units were replaced for the first time since the centre opened in May 2000, kennel interiors were remodelled, and the kennel floors were given an antibacterial coating.

Six new Orientation and Mobility (O&M) Specialists were recruited and commenced their Master of Special Education courses, following which they will undertake supervised practicums in the field. In addition, three O&M Specialists completed their training to become fully qualified Guide Dog Mobility Instructors.

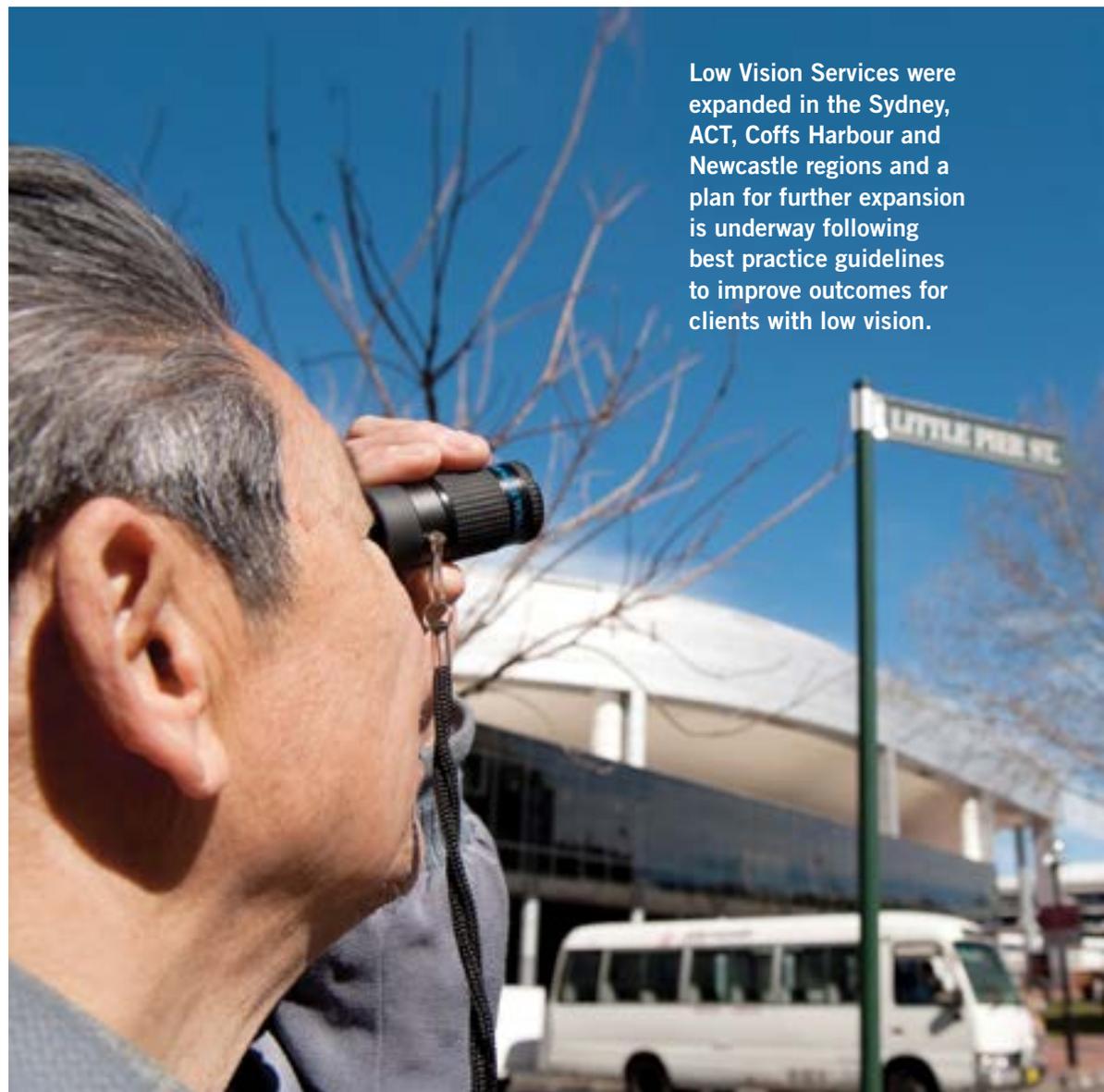


“By creating a better environment for both dogs and staff, as an organisation we will become more effective in producing not just Guide Dogs, but Guide Dogs that perform at the peak of their ability.”

Paul Adrian
Guide Dogs Services Manager

Training and development of O&M Specialists in the specialty areas of 'neurological vision impairment' and 'early childhood intervention' was undertaken to allow us to expand these services for clients and their families as part of our new strategic plan.

In June 2016 we opened a new satellite office in Wollongong to better service clients in this densely populated region.



Low Vision Services were expanded in the Sydney, ACT, Coffs Harbour and Newcastle regions and a plan for further expansion is underway following best practice guidelines to improve outcomes for clients with low vision.

In 2015/16 your generous support has allowed us to

train and place

40

Pets As Therapy dogs.

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

Having a PAT dog is a very rewarding experience, but is also an ongoing responsibility. The dogs require exercise, grooming and constant care, and their health needs requires a financial commitment from the owner.

Studies have shown that there are many benefits to be gained from regular interaction with animals, including decreased feelings of loneliness and depression, as well as improved physical health.



Ian's story

Ian from Sydney's north shore says he hadn't realised how lonely he was until he received his Pets As Therapy Dog, Billy. "He has made such a big difference in my life and has brought meaning to it," said Ian, who has undergone surgery for melanoma and also has severe nerve pain down his left side.

Before Billy arrived, Ian found it difficult to leave the house. "Now, with Billy walking on my left side, I have a buffer between myself and pedestrians, doorways and other obstacles. I no longer need to worry about someone bumping my arm or misjudging a door frame."



“
Billy gives me
a reason to get
up every day.”

In 2015/16 your generous support has enabled us to

conduct

38,544

free eye tests.

Vision loss caused by eye diseases such as glaucoma and age-related macular degeneration can be prevented, or at least minimised, if diagnosed and treated early.

The Centre for Eye Health (CFEH), an initiative of Guide Dogs NSW/ACT and The University of NSW, provides state-of-the-art eye imaging and visual system diagnostic services to anyone in the community at risk of developing eye disease, at no cost.

A client-focused facility, the Centre provides a very high quality of service in a supportive and friendly environment.





Centre for Eye Health report

During 2015/16, the Centre continued its contribution to the education of our future referrers, facilitating six-week placements of optometry students. CFEH staff also delivered teaching in undergraduate courses and supervised PhD students undertaking clinically-based research projects.

Continuing professional development (CPD) was a major focus this year, with CFEH entering into agreements with Optometry NSW/ACT, the New Zealand Association of Optometrists, and the Association of Optometrists Ireland. These arrangements provide online CPD through our *Learning for Vision* online portal and other educational material.

During the year, CFEH clinicians continued to shape the profession nationally through ongoing consultations, training, and CPD events, and represented CFEH at a number of international conferences. Our reputation was further acknowledged through awards and presentation opportunities offered to a number of our researchers.

CFEH has maintained an exceptional output in scholarly articles with a total of 15 articles published, two of which were invited reviews.

Since our opening in 2009, the Centre has received 37,521 referrals and handled 36,163 appointments.

Professor Michael Kalloniatis
Centre Director



In grateful memory of our very special friends

We honour and acknowledge the generosity of supporters who included a gift to Guide Dogs NSW/ACT in their Will. Their final gesture will ensure that more people with vision loss will receive help and support in the future.

A

Yvonne Alexander
Marie Allen
Phyllis Alston
Anne Anderson
Winifred Atwell
Sarah Auld
Marilyn Axford

B

Charlotte Balsay
Dennis Bamforth
Bill & Joy Barrie
Wilma Barry
Hazel Bathurst
Roger Bell
Joyce Betz
Virginia Bird
Joyce Black
Audry Blackmore
Maurice Boreham
Peter Boulken
Ella Boyd
Anna Boydell
Marie Breckenridge
Melinda Brewer
Maree Brien
Noel Brosnan
Frederick Brown
Kenneth Brown
Joanna Bryant
Mario Buiatti
Mary Burges

C

Pauline Carr
Patricia Carroll
Weng Chan
Jennifer Chaplin
Bet Cherry
Jon Clark
Margorie Clark
Mollie Clout
Nancye Clubb
Russell Cohen
Geoffrey Collinson
Shirley Corder
Carmel Costelloe
Margaret Coumbis
Enid Cousins
Lenore Coyle
Nance Crook
Myrtle Curson
Mary Curteis

D

John Davies
Rita Davis
Peter Dixon
Hilda Dreis
Jean Drew
Gwen Duckworth

E

Kondelea Elliott
Cathleen Ellis
Ralph Erickson

F

Rosemarie Falconer
Barbara Fitzgerald
Betsy Flint
Judith Forman
Margaret Fraser
Jay Freeman

G

Jane Gabriel
Elizabeth Gainey
Mavis Garland
Douglass Gilbert
Betty Gill
Sarah Gillespie
Ella Glendon
Coline Gollan
Godfrey Goodere
Marie Gray
Elsie Greig
Idaho Groves
Frances Gunn

H

Gwendoline Hambly
Bruce Hamon
Henry Harmer
Patricia Harmer
David Herring
Joy Hippiisley
Marie Hirsch
Colleen Hodge
Joyce Holland
Agnes Holroyd
Hendrik Hoogstad
James Horsley
Enid Howlett
Olive Hutson

I

Margot Illman
Lynne Ivens

J

Hilary Jackson
Rosemary Jackson
Peter Jenkins
Coral Jones
Rita Jordan

K

The Kemvan Trust
John & Connie Kennedy Trust
Frank Keston
Kaethe Kiefel
Elizabeth Kirby
Betty Kook

L

David Lancaster
Alice Lane
Dennis Lane
Gwenna Lee
Judith Leitch
William Levers
Yvonne Lexcen
Adell Littlejohn
Joseph Lonergan
Audrey Luke
Ruth Luxford

M

Garth Massy-Greene
 Dorothy Maughan
 Barbara Mawbey
 Christine McCartney
 Una McFayden
 Edna McIntosh
 Fredereca McKervey
 Neville McPherson
 Lorna Mead
 Owen Meers
 Mabs Melville
 Nadia Milczarek
 Zelma Molloy
 Audrey Morley-Jones
 Margaret Moss
 Barbara Mullaly
 Roger Murphy

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Audrie Nagler
 Phillipa Nettleship
 Svend Nissen
 Ian Norman

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Janice Oliver
 Althea Ollett
 Eric Olsen
 Elizabeth Osborne

P

Elaine Peigne
 Ella Perceval
 Nerida Perry
 Effie Petersen
 Joan Petersen Trust
 Georgina Pioro
 Mary Plambeck
 Margaret Porter
 Prance Family Trust
 Joyce Price
 William Pritchard
 Ernest Proudlock
 David Pura

R

Phyllis Rasmussen
 Joanna Rawlin
 John Rawson
 Betty Reddall
 Simon Rinaldi
 Lynette Robertson
 Edith Rogers
 Dorothy Rosenfeld
 Teressae Rowe

S

Clive Salkeld
 James Samuel
 John Samuels
 Shirley Schell
 Kenneth Scope
 Kevin Scott
 Dorothy Shackley
 Lorna Shapero
 Connie Sherry
 Marguerite Sloan
 John Smith
 Eleanor Smith
 Wilfred Smith
 Lynne Springer
 Alan Stannard
 James Stewart
 Graeme Stone
 Kay Stubbs
 Henry Swankie

T

Douglas Thompson
 John Thomson
 William Tiley
 Jennifer Timbs
 Kenneth Todd
 Nicolle Torda
 Frankie Treatt
 Carol Treneman
 Marcelle Trenoweth
 Mavis Tyler

U

Gwendoline Uphill

V

Amanda Vachalec
 Maria Van Der Jagt
 Christina Varna
 Jill Vaughan
 Marion Vincent

W

Betty Wade
 Kathleen Wade
 Robert West
 Marjorie Wheeler
 Jean White
 Dorothea Whittome
 Josephine Williams
 Barbara Wilson
 Arthur Wilson
 Kenneth Wilson
 Rene Wright
 Marjorie Wyatt
 Johanna Wyld

Y

Jean Young

Z

Waclaw Zaremba



Remembering Janis Salisbury

Mrs Janis Salisbury, who was awarded an Honorary Life Membership at last year's Annual General Meeting, passed away in August 2016.

Janis was a dedicated benefactor and volunteer for Guide Dogs NSW/ACT, supporting our Breeding Centre appeal as well as the Centre for Eye Health.

Janis proudly sponsored eight amazing puppies on their Guide Dog journey. We are grateful for her extensive involvement.

Thank you to our valued partners

Guide Dogs NSW/ACT is reliant on the support of committed people and organisations across NSW and the ACT. We are indebted to every donor, fundraiser, volunteer and supporter for their commitment and generosity.

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

Volunteer Support Groups

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

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 2016.

Australian Tax Office
Combined Communications Network
Commonwealth Bank
Hero Sushi & Teppanyaki
HWL Ebsworth Lawyers
Ikea Distribution Centre Australia Pty Ltd
The Monkeys
NSW Taxi Council Ltd
Onesteel Ltd
P D Steel Fabrication Pty Ltd

Trusts and Foundations

Trusts and Foundations that have donated \$5,000 or more in the financial year ending 30 June 2016, or have provided pro-bono services.

Attaway Foundation Pty Limited
The Bagnall Foundation
Bruce & Joy Reid Trust
The Children’s Help Foundation
The Corella Fund
The Deloitte Foundation
Grahame Mapp Foundation Pty Ltd
The Goldie Knight Foundation
Greenstone Financial Services
The Hargrove Foundation
JLDJS Foundation
The John & Enid Lane-Brown Endowment
John & Lois Turk Charitable Trust No 2
The Judith Hodge Fund
Macquarie Group Foundation
Maple-Brown Family Foundation Ltd

The Marian and E H Flack Trust

The Perini Family Foundation Pty Ltd

Perpetual Philanthropic Services

The Profield Foundation Trust

QBE Foundation

The Rali Foundation

Sibley Endowment

Skipper-Jacobs Charitable Trust

William Rubensohn Foundation

Clubs, Schools and Community Groups

Ashfield RSL Club

Belmont 16ft Sailing Club Ltd

Brighton-Le-Sands RSL Club

Burwood RSL Club

The Calico & Bi Colour Cat Club Inc

Canada Bay Club

Chatswood RSL Club Ltd

Cheltenham Girls High School

Dooleys Lidcombe Catholic Club

Earlwood Bardwell Park RSL Club Ltd

Gladesville RSL & Community Club

The Hills District Bowling Club Ltd

Hornsby RSL Club Ltd

Inner Wheel Club of the Hills

Katoomba RSL

Kingswood Sports Club

Macquarie Towns All Breeds Dog Training School Inc.

Panthers Penrith

Penshurst RSL Club

Petersham RSL Club

Ravenswood School for Girls

Ryde-Eastwood Leagues Club Ltd

Smithfield RSL Sub-Branch Club Ltd

South Sydney Junior Rugby League Club

Town Tavern Blacktown

Tuggerah Tufts

The Westport Club

Wyong Rugby League Club

Thank you to all our
generous Puppy Pals for
your monthly donations



Thank you to our Model Dog hosts

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

All Coles Supermarkets in NSW/ACT	After Hours Pharmacy <i>Killarney Vale</i>	Club Menai <i>Menai</i>	The Hardware Store <i>Balmain</i>	Miller's Pharmacy <i>Yass</i>
All Liquorland Stores in NSW/ACT	The Balgowlah Bowling Club Ltd <i>Balgowlah Heights</i>	Cockington Green Gardens Pty Ltd <i>Nicholls</i>	Hayden Theatres Pty Ltd <i>Cremorne</i>	Mingara Leisure Centre <i>Tumbi Umbi</i>
Selected Woolworths Supermarkets in NSW/ACT	Bangor Gourmet Meats <i>Bangor</i>	Coffs Ex-Services Club <i>Coffs Harbour</i>	Highway Superette <i>Tamworth South</i>	Muswellbrook RSL Club <i>Muswellbrook</i>
Selected Big W Stores in NSW/ACT	Bankstown District Sports Club Ltd <i>Bankstown</i>	Earlwood-Bardwell Park Sports Bowling Club <i>Earlwood</i>	H R King & Son Timber & Hardware Ebenezer <i>Ebenezer</i>	The Naked Hound <i>Grafton</i>
Selected IGA Stores in NSW/ACT	Bankstown RSL <i>Bankstown</i>	Eastern Suburbs Leagues Club <i>Bondi Junction</i>	Joseph G Salim Optometrist <i>Sylvania</i>	Nelson Bay Wests Diggers Club <i>Shoal Bay</i>
Selected K Mart Stores in NSW	Bateau Bay Cellars <i>Bateau Bay</i>	Ettalong Bowling Club <i>Ettalong</i>	Kincumber Village Pharmacy <i>Kincumber</i>	Northgate B.Y.O <i>North Tamworth</i>
Selected Bi Lo Supermarkets in NSW	Blacktown RSL Club <i>Blacktown</i>	Ettalong Diggers Club <i>Ettalong</i>	Lions Club of Hillston <i>Hillston</i>	North Tamworth Bowling Club <i>Tamworth</i>
Selected Westpac Bank Branches in NSW	Blacktown Workers Club <i>Blacktown</i>	Ettalong Hotel <i>Ettalong</i>	Liquor Stax <i>Tamworth</i>	Padstow Pet Centre <i>Padstow</i>
Selected Greencross Veterinary Clinics in NSW	Bondi Junction Waverley RSL <i>Bondi Junction</i>	Everyday Low Price Supermarket <i>Hornsby Heights</i>	Macro Mowers <i>Newport Beach</i>	Panania Diggers <i>Panania</i>
Selected Spec Savers Optometrists in NSW	BP Tamworth <i>Tamworth</i>	Fraternity Club Fairy Meadow <i>Fairy Meadow</i>	Macksville District Ex-Servicemen's Club <i>Macksville</i>	Penrith RSL Club <i>Penrith</i>
Selected Paris Miki Optical Clinics in NSW	BYO Cellars <i>Hawks Nest</i>	Gerakaris Pharmacy <i>Kingsgrove</i>	Maroubra RSL Maroubra <i>Junction</i>	Port Macquarie Panthers <i>Port Macquarie</i>
	Cabra Vale Diggers Club <i>Canley Vale</i>	Goulburn Soldiers Club <i>Goulburn</i>	Mays Malaysian Treats <i>Chatswood</i>	Port Stephens Busy B'S Inc <i>Nelson Bay</i>
	The Cellar <i>Ballina</i>	Goulburn Workers Club <i>Goulburn</i>	Merimbula RSL Club Ltd <i>Merimbula</i>	Queanbeyan Leagues Club <i>Queanbeyan</i>
	Chisholm Capital Chemist <i>Chisholm</i>			

Quick Serve Fruit & Veg
Woy Woy

Richard's Quality Meats
Revesby

Ritz Cafe
Fairfield

Rose Bay Drive-In Liquor Store
Rose Bay

Rose Bay Newsagency
Rose Bay

Roseville Cinema
Roseville

The Scottish Arms
Bowral

Services Club
Tamworth

Shoal Bay Country Club
Shoal Bay

Soldiers Point Bowling Club
Soldiers Point

South Sydney Junior
Rugby League Club
Kingsford

Stetsons Steak House
Tamworth

St George Bank Campsie
Campsie

St George Motor Boat Club
Sans Souci

St Johns Park Bowling
Club Ltd
St Johns Park

Strachans Day Night
Pharmacy
New Lambton

Talbingo Supermarket
Talbingo

Tamworth Shoppingworld
Tamworth

Tintenbar General Store
Tintenbar

Toronto Workers Club
Toronto

Turrumurra Bowling Club Ltd
Turrumurra

Unipart Logistics
Wetherill Park

United Cinemas Avalon
Avalon

United Cinemas Collaroy
Collaroy

United Cinemas Warriewood
Warriewood

Victor Churchill Butchery
Woollahra

Wangi District Workers
Club Ltd
Toronto

Wests Cardiff
Cardiff

West Diggers Club
Tamworth

Wests Mayfield
Mayfield

West Tamworth League Club
Tamworth



Our people

Guide Dogs NSW/ACT strives to maintain a workplace that is inclusive of different personal backgrounds, cultures and perspectives, and fosters equal opportunity, openness, honesty, trust, respect and safety.

It is the responsibility of every employee to ensure that our organisation is free of discrimination and harassment and to avoid practices, attitudes and behaviour which may be considered discriminatory.

Guide Dogs NSW/ACT is committed to promoting and fostering a professional and supportive work environment through policies, management processes, procedures, consultation, training, and awareness programs.

We will act promptly and reasonably in accordance with relevant policies, procedures and legislation, to address inappropriate conduct and any issue that compromises our values.

Recognising the important work performed by staff at the Guide Dogs Centre





Board of Directors



Kieran Lane | Lindy Druitt | Zorana Bull

Steven Kouris | James Bennett | Hongbin Liu

Tony Mosman | Ian Jamieson | Barry Stephen

Mr Kieran Maurice Lane

LLB Hons, LLM

President

Practising solicitor and a former tax partner at KPMG. Aged 65. Joined the Board in 2012 in a non-executive capacity. Kieran has 20 years' experience at KPMG in several senior management positions including serving as an elected member of the KPMG Board for 5 years. Past activities include acting as a member of the St Joseph's College Finance Committee and a Vice President of the Australia China Business Council. Kieran is a member of the Finance, Audit & Risk Management and the Nomination & Remuneration subcommittees.

Mrs Linda Vivienne Druitt

BBus (Acc), CPA

Vice President

Director, Nortons Business Advisors (Chartered Accountants). Aged 57. Joined the Board in 2004. Lindy has more than 30 years' experience in public practice offering business advice, self-managed superannuation and taxation services to small and medium business.

Lindy is Chairman of the Finance, Audit & Risk Management subcommittee and a member of the Nomination & Remuneration subcommittee.

Mr James Bennett

B Eng

Mechanical Engineer and self-employed business consultant (Disability Services Auditor). Aged 68. 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 subcommittee.

Ms Zorana Bull

MA (Eng, Econ & Mgmt), GAICD

Founding Director of Altura Partners (Strategic Management Consultants – Sydney/Melbourne). Aged 49. 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 Port Authority of NSW, AirRoad Pty Ltd and Fancy Engineering Ltd. Zorana is a member of the Finance, Audit & Risk Management subcommittee.

Mr Ian Andrew Jamieson

BCom (Mktg), CPM (AMI), MAICD

Strategic marketing consultant and co-founder of business strategy consultancy, Marketing Initiatives. Aged 63. Joined the Board in 2008. Ian has over 30 years of experience in marketing and business strategy development, including corporate positions and managing his own consultancy business. He is a Fellow of the Australian Marketing Institute. Ian is Chairman of the Nomination & Remuneration Committee and a member of the Corporate Governance subcommittee.

Mr Steven Kouris

BEc/LLB, LLM

Lawyer and commercial advisor. Aged 47. Joined the Board in 2010. Steven has extensive corporate governance and leadership, strategic planning and risk management expertise as a non-executive director and board committee member across the health, housing and not-for-profit sector, and augments this with commercial & legal expertise in private, corporate and government practice. He has worked for major national law firms such as King & Wood Mallesons and Allens, and advised government departments, and has substantial expertise in major projects, infrastructure & development, building and construction, and property. He is Chairman of the Corporate Governance subcommittee and an Alternate Director for the Centre for Eye Health.

Mr Hongbin Liu

MAppFin, MA

General Manager of the Industrial and Commercial Bank of China (ICBC) Sydney Branch. Aged 48. Elected to the Board as a Director in November 2013. Hongbin has over twenty years' experience at ICBC, including serving as the Chief Representative in Australia and General Manager in Italy.

Dr Anthony Broughton Mosman

BVSc

Veterinarian and partner of the Bondi Junction Veterinary Hospital since 1976, the home of the present TV series *Bondi Vet*. Aged 68. Joined the Board in 1999. Past activities include President of the Australian Veterinary Association, Sydney, and serving on several municipal council animal advisory groups. Tony is a Director for the Centre for Eye Health.

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

Formerly, General Manager Zurich Australia Limited responsible for all aspects of the business. Over 30 years' experience as a Director of unlisted public companies. Aged 73. Joined the Board in 1999. Chairman of the Centre for Eye Health Limited. Currently a member of the Finance, Audit & Risk Management subcommittee and the Nomination & Remuneration subcommittee.

Corporate governance

Board responsibilities

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

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

In particular, the Board:

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

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

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

Board structure

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

Committees

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

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

Processes

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

External auditor independence

- The Board monitors the independence of the external auditors.
- The Board has 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 management and annually with the external auditors, without management.



Abridged financial statements

Statement of Comprehensive Income for the Financial Year ended 30 June 2016	2016 \$'000	2015 \$'000
Bequests	28,557	18,566
Donations	7,312	7,739
Telephone marketing sales	776	1,032
Investment income	2,623	1,979
NDIS, Medicare & other government funding	572	374
Other income	708	497
Revenue from ordinary activities	40,548	30,187
Other gains/(losses)		
Unrealised gain/(loss) from revaluation of investments	(1,437)	(1,171)
Net gain/(loss) on disposal of investments	(305)	–
Net (loss) on disposal of non current assets	(114)	(67)
Total income	38,692	28,949
Client service costs (Guide Dogs & CFEH)	(15,922)	(14,471)
Community education and advocacy	(1,064)	(815)
Telephone marketing costs	(1,255)	(1,302)
Fundraising overheads including:		
– Fundraising donor management	(1,068)	(635)
– Planned giving expenditure	(1,073)	(865)
– Appeal costs	(2,277)	(1,326)
Marketing	(1,206)	(1,217)
Governance and administrative services	(3,601)	(3,339)
Contribution to Guide Dogs Future Fund	(2,000)	(144)
Total expenses	(29,466)	(24,114)
Net surplus from ordinary activities	9,226	4,835
Other comprehensive income		
Transfer reserves to Guide Dogs Future Fund	–	(1,356)
Total comprehensive income	9,226	3,479

These figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2016.

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

Statement of Financial Position As at 30 June 2016	2016 \$'000	2015 \$'000
Current Assets		
Cash and cash equivalents	3,735	2,339
Trade and other receivables	837	1,330
Inventories	77	178
Held-to-maturity investments	13,400	14,900
Other assets	199	193
Total Current Assets	18,248	18,940
Non-Current Assets		
Investments	29,369	24,351
Held-to-maturity investments	5,040	40
Property, plant and equipment	13,824	13,288
Intangibles (Computer software system)	952	1,024
Total Non-Current Assets	49,185	38,703
Total Assets	67,433	57,643
Current Liabilities		
Trade and other payables	1,448	1,145
Employee leave entitlements	1,231	1,092
Total Current Liabilities	2,679	2,237
Non-Current Liabilities		
Employee leave entitlements	556	434
Total Non-Current Liabilities	556	434
Total Liabilities	3,235	2,671
Net Assets	64,198	54,972
Accumulated Funds		
Accumulated surplus	64,198	54,972
Total Accumulated Funds	64,198	54,972

These figures are an extract from our audited Statutory Financial Statements for the year ended 30 June 2016.

The full Financial Statements and Auditor's Opinion are available on request or via our website: 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 the Centre for Eye Health; Director and Treasurer of the International Guide Dog Federation; Director of the Australian Blindness Forum; 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.



Paul Adrian
Guide Dogs Services Manager

Paul commenced work as a Guide Dog and Orientation and Mobility Instructor in 1984. In a career spanning over 30 years he has worked or completed assignments in Israel, USA, Hungary, Croatia, Bosnia, Norway, Slovakia and Germany. Prior to joining Guide Dogs NSW/ACT Paul served as the Guide Dogs Manager at Guide Dogs Victoria. Paul has a strong interest in animal behaviour and welfare and has presented at a number of national and international conferences. He currently serves as an Assessor for the International Guide Dog Federation.



Sally Biles LLB
General Manager, Planned Giving

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



Eric Cooper FAHRI
General Manager, Human Resources

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



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

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



Leila Davis MFIA
General Manager, Fundraising
& Business Development

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



Peter Garnham
IT Project Manager

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



Michael Morgan
Telemarketing Manager

With more than 20 years' management experience across Commercial, Sales and People Development roles, working in large corporate environments, as well as the SME and NFP segments, Michael is a new addition to the Guide Dogs NSW/ACT management team.

A former Sales and Customer Service Trainer, and Telemarketing Manager, he brings the skills and experience required to further develop the Telemarketing operation at Guide Dogs. Michael's knowledge of inventory control and logistics will be a great asset to the organisation.



Nicholas Shaw BCom, CA
Chief Financial Officer

Nick joined Guide Dogs NSW/ACT in 2007 as CFO. He is also CFO for the Centre for Eye Health and Royal Guide Dogs Australia. Nick gained his professional qualification as a Chartered Accountant while working at PriceWaterhouseCoopers in Business Consulting. His commercial experience was acquired through various roles in the pharmaceutical and diagnostic industries. In addition to the traditional functions of financial reporting, budgeting/planning and overall financial management, Nick also focuses on operational efficiencies, cost control and IT strategy. He manages the 'Balanced Scorecard' and Risk Registers, and works alongside the Board in managing the large investment portfolio, including the Guide Dogs NSW/ACT Future Fund.



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

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



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

Charles joined Guide Dogs NSW/ACT in 2008 following 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 Airservices Australia, and has had senior marketing roles with DHL and NSW Rail. Charles brings to his role at Guide Dogs a deep 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.

Confidentiality and Privacy

Guide Dogs NSW/ACT is committed to protecting the personal information of clients, members, donors, supporters, customers and other individuals we deal with. We recognise that people have a right to control how their personal information is handled. Providing personal information is an act of trust that we take seriously.

Our privacy policy sets out our approach to the management of personal information. Subject to privacy law, you can have access to and seek correction of your personal information, as set out in our privacy policy. Our privacy policy also contains information about how you can make a complaint about privacy.

Guide Dogs NSW/ACT's Privacy Policy is on our website, at guidedogs.com.au/privacy-policy.

You can contact our Privacy Officer on (02) 9412 9300 or privacy@guidedogs.com.au.



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 company changed its name to Guide Dogs NSW/ACT.

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

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

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

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

We provide

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

We deliver our services

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

Our policy

All our services are provided at no cost to clients.

Auditors

HLB Mann Judd
Sydney, NSW

Bankers

Westpac Banking Corporation
Sydney, NSW

Lawyers

HWL Ebsworth Lawyers
Sydney, NSW

Fund managers

Russell Investment Group
Sydney, NSW

Vanguard Investments
Australia Limited
Southbank, VIC

Warakirri Asset
Management Pty Ltd
Melbourne, VIC

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

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