



**Irish
Guide
Dogs**
for the blind

Directors' Report and Financial Statements

**Year Ended
31st December 2018**



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Aran Murphy with Guide Dog Buttons



Board Chair Patrick Burke with HRH Camilla Duchess of Cornwall

I am honoured to present the Directors' Report and financial statements for the financial year ended 31 December 2018 and to provide a summary of how Irish Guide Dogs for the Blind is delivering on its mission to help provide independence for our Clients who are visually impaired and the families of children with autism.

I would like to thank our former CEO Pdraig Mallon and our former Chair, Tom Aplin who have both recently retired from the charity. I would like to thank Pdraig for his hard work and commitment to the charity and I would like to thank Tom for his time, humour, wisdom and devotion to serving our Clients.

On behalf of Irish Guide Dogs for the Blind, I want to thank our community of Volunteer Fundraisers and Breeders, Puppy Raisers, supporters generally and our staff for all their focus and energy on changing lives and producing our wonderful dogs.

This focus and energy has delivered 31 successful Guide Dog Partnerships and 20 Assistance Dogs Partnerships in 2018. While it is still early in 2019 we are on track to match 40 Guide Dog Partnerships and are working to deliver 30 Assistance Dog Partnerships.

Looking to the future we are currently investing heavily in our Assistance Dog Programme and are working to increase the number of Partnerships to at least 50 per annum in 2020 to meet the demand from the recent re-opening of our Assistance Dog waiting list.

Our Assistance Dogs are a wonderful gift and we are so enthused to be able to bring the magic of our dogs into so many families. We are forecasting 40 Guide Dogs in 2020 to provide successor dogs for existing Clients and to provide new Clients with a Guide Dog for the first time.

In 2018, we raised €5.25 million, of which €912,000 came from the State. We are extremely grateful to all our donors and supporters. I never cease to be amazed and thankful for the generosity of Irish people.

Our North Star of Clients and dogs has never been more in focus and we look forward to serving our Clients and changing as many lives as we can.

Patrick Burke

Board Chair

OUR CORE PURPOSE

To enable people who are vision impaired and families of children with autism to lead better lives and become more independent and more mobile.



Betty Threadgold with Guide Dog Hattie

OUR GOAL IS SIMPLE:

We support people who are vision impaired and families of children with autism by providing life-changing services.

With your help we create exceptional Partnerships between people and their dogs.

Our highly trained dogs empower people to move safely and confidently around their communities.



Tadhg McLoughlin with Assistance Dog Quinta

OUR VALUES



Our Current Services

- Guide Dog Programme
- Assistance Dog Programme
- Independent Living Skills Training
- Child Mobility Training
- Next Step Programme
- Orientation & Mobility Training
- Gardening Programme

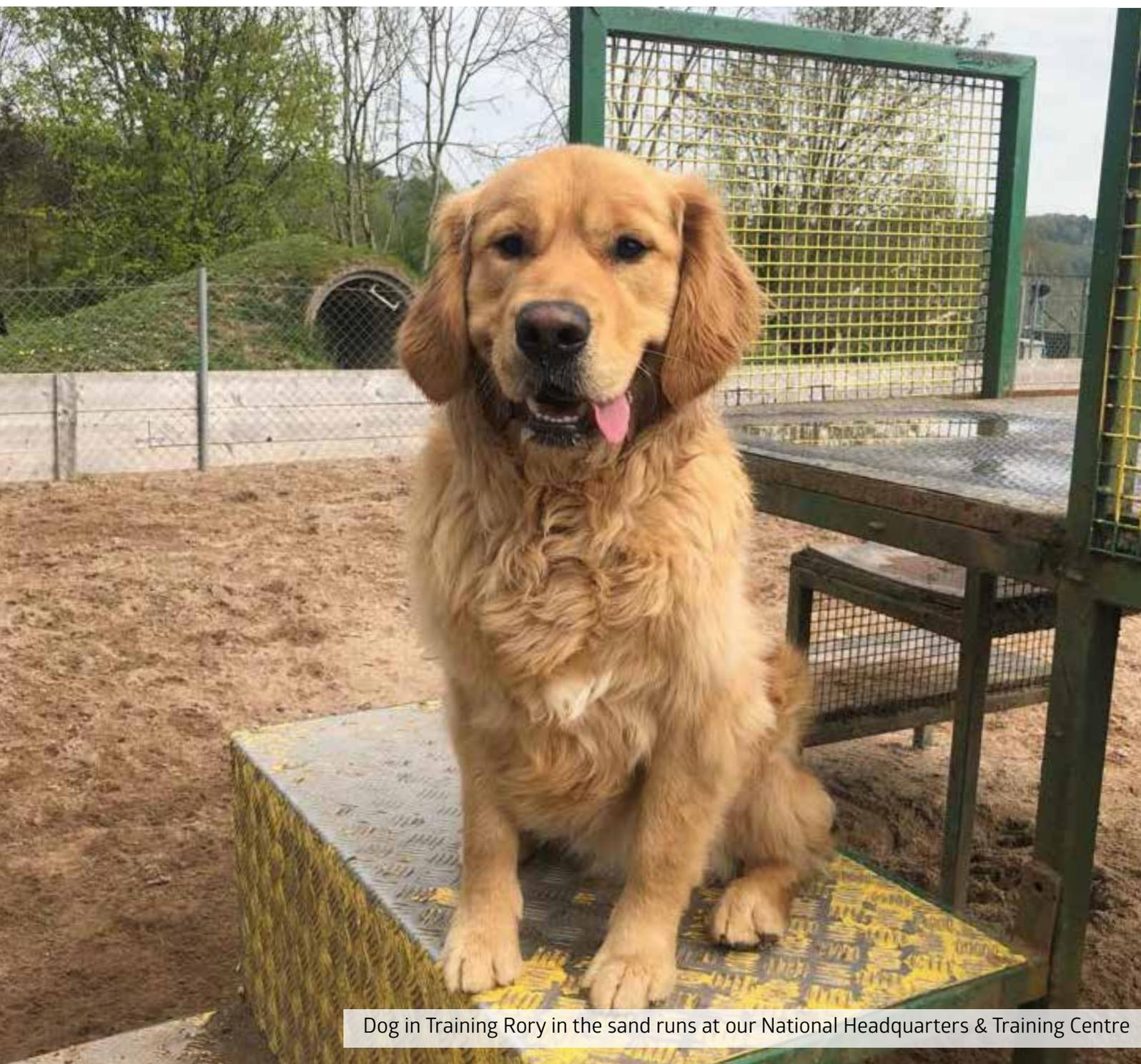
All of our programmes are offered free of charge with intensive support and aftercare available to all our Clients.

Directors' Report for the year ended 31st December 2018

The Board of Directors of Irish Guide Dogs for the Blind are pleased to present their annual Directors' Report together with the financial statements of the charity for the year ended 31 December 2018 which are prepared to meet with the requirements for a Directors' Report and accounts for Companies Act 2014 purposes.

The financial statements comply with the Charities Act 2009, the Companies Act 2014 (excluding the exceptions detailed on page 43), the Companies (Accounting) Act 2017, the Constitution, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

The Directors' Report contains the information required to be provided in the Trustees' Annual Report under the Statement of Recommended Practice Guidelines.



Dog in Training Rory in the sand runs at our National Headquarters & Training Centre

Reference and Administrative Details

Registered Name:	Irish Guide Dogs for the Blind
Also known as:	Irish Guide Dogs Association
Registered Office:	National Headquarters and Training Centre Hill Farm Model Farm Road Cork T12 WT4A
Charity Number:	CHY 6006
Charity Registration Number:	20009977
Company Registration Number:	55616
Our advisors:	
Auditors:	KPMG, Chartered Accountants, 85 South Mall, Cork
Bankers:	AIB, Douglas, Cork Bank of Ireland, Ballincollig, Co. Cork
Solicitors:	Ronan Daly Jermyn, Mahon, Cork
Chief Executive Officer:	Mr Padraig Mallon – resigned 14 January 2019
General Manager:	Mr Tim O'Mahony – appointed 1 July 2018
Joint Company Secretary:	Mr Padraig Mallon – resigned 14 January 2019 Mr Tom Aplin – resigned 23 March 2019
Company Secretary:	Mr John Mitchell – appointed 23 March 2019



One morning in January 2011, Paraic Barnes woke up with a big ink blot obscuring his vision but he walked his daughter to school as normal. “I tried to burn the image into my mind, I knew it could be the last time I saw her face.”

The Clare father of two suspected a retinal detachment in his left eye, having suffered the same condition in his right eye 12 years before.

A trip to the eye doctor confirmed his suspicion and he spent the next six months undergoing extensive eye surgery.

However, in June 2011 he was left with total sight loss.

His family dealt with the situation with humour, regularly playing pranks like swapping his potatoes with lemons for dinner or his toothpaste for fake tan.

Paraic’s family got him through the initial stages of accepting his blindness. “I concentrated on what was most important to me and that was my family”, he explains. “If they were ok, I was ok.”

“Moving from a long cane to a Guide Dog was like changing from a scooter to a motorbike”

Paraic’s positive attitude was an enormous help in dealing with his vision loss but he credits his Guide Dog Uzz with the biggest leap forward in independence.

“Moving from a long cane to a Guide Dog was like changing from a scooter to a motorbike”, he explains.

“It was Uzz more than anything else that smoothed

the transition from being sighted to non sighted. It was easier accept a dog than a long cane”

At the start of 2018, disaster struck, Uzz suffered damage to his left cruciate ligament.

This meant he had to come back to Cork for surgery and lengthy recovery.

“Without Uzz, there was a visible dip in my mood. I didn’t know why at first but after a while I realised I was no longer able to just pop down to the shops or get out and about.

Uzz’s cruciate went in April and I got him back fully recovered in September and then in November the second cruciate went so it was then we knew it was time for Uzz to retire”.

With Uzz retired, Paraic was once again without a Guide Dog so he was back waiting for us to find a dog that would match with him.

That match came along in the shape of Ugo.

Paraic and Ugo graduated together in March 2019 and Paraic feels Ugo will make a massive difference to his life.

“Getting Ugo feels like a new lease on life, a bounce back to positivity and independence”

With his busy job as a school inspector, Paraic continues to travel all around the country.

“My future is so bright I need to wear shades!” he jokes.

Our Board of Directors



Mr Patrick Burke - Chair - Co. Meath

Patrick is a Fellow of the Institute of Chartered Accountants in Ireland (ICAI).

He recently joined the Mercantile Group. He has served as the chair of the Audit, Risk, and Compliance & Investment Sub-Committee and is a member of the Fundraising Sub-Committee.

Patrick has served on the Board of Directors since 2013.



Mr Eddie Murphy - Vice Chair - Co. Cork

Eddie is married to Sheila who is a Volunteer at our National Headquarters. He graduated from University College Cork with a Degree in Commerce and successfully qualified as a Management Accountant.

He worked in a number of roles with Ford Motor Company both in the UK and in Ireland where, up until his retirement in 2014, he held the roles of Managing Director and Chairman. Eddie is a Board member of the Cork Opera House.

Eddie is a former Board Chair of Irish Guide Dogs for the Blind and is Chair of the Audit, Risk, and Compliance & Investment Sub-Committee and is a member of the Nominating & Governance Sub-Committee. His focus is the strategic development of the organisation in order to ensure that it has the resources and structures to deliver its mission.

In his time at Ford Ireland, he facilitated the sponsorship of a number of vehicles for the Irish Guide Dogs for the Blind's fleet and introduced the sponsorship of a Ford Focus for our National Car Draw which continues up to the present. Eddie has served on the Board of Directors since 2011.



Mr Nick Palmer - Co. Meath

Nick is a director overseeing Planning, Logistics & HR at Kingston Technology International Limited in Blanchardstown and is a member of the Balbriggan and North East Dublin branches of Irish Guide Dogs for the Blind.

Nick is Chair of the Fundraising Sub-Committee of Irish Guide Dogs for the Blind and has served on the Board of Directors since 2011.



Mr Derry Walsh - Co. Cork

Derry is a Guide Dog Owner and retired Partner and Financial Controller with Horgan Lynch Consulting Engineers Cork and Dublin.

Derry is a former chair of Irish Guide Dogs for the Blind and has served on the Board of Directors since 1990. Derry is also a member of the Training & Development Sub-Committee.



Mrs Alison Flack - Co. Cork

Alison lives in Cork, she is married to Roger (a former Chair of the charity), and they have three grown up children, 10 grandchildren, a dog and a cat! Alison has been a Volunteer with Irish Guide Dogs for the Blind since 1981 when she walked her first pup, and many more followed.

She has been involved in many fundraising events over the years as a Branch Volunteer. Alison is a member of the Board of Ashton Comprehensive School in Cork, and is a vice President of Garryduff Sports Club, having served as President for 4 years. Alison has served on the Board of Directors since 2018.



Ms Paula Cogan - Co. Cork

Paula is the current Cork Chamber President having been appointed in 2019, and is Head of Sales at The Doyle Collection. Paula is also a member of the Glucksman Board.

Paula is a member of the Fundraising Sub-Committee of Irish Guide Dogs for the Blind and has served on the Board of Directors since 2016.



Ms Donna Lang - Co. Dublin

Donna is a Guide Dog Owner for over 25 years, having worked with Brandy, Que, Vita and currently Bandit.

She has been involved in fundraising for over 20 years and is currently Chair of the Howth, Sutton and Clontarf Branch of Irish Guide Dogs for the Blind.

Donna has extensive professional experience in the areas of Education, Rehabilitation and Family Therapy. Donna has served on the Board of Directors since 2013.



Ms Jacqui Brown - Co. Kerry

Jacqui has over 30 years of experience as a disability equality activist and consultant. With a BA Degree in Economics & Politics from UCD and a Masters' degree in Education from Trinity College Dublin, she has many years of experience working at local, national, European and International levels. She is a former member of Commission on Status of People with Disabilities whose report *A Strategy for Equality* was a blueprint for disability rights in Ireland.

Jacqui is Chairperson of DESSA - the national Disability Equality Specialist Support Agency, a Board member of Irish Guide Dogs for the Blind (since 2014) and the Irish Thalidomide Association. She is also actively involved as a patient advocate in IPPOSI - the Irish Platform for Patient Organisations, Science and Industry and is a EUPATI Fellow - European Patient Advocacy Training Initiative.

In December 2018, Jacqui was appointed as a member of the Disability Advisory Committee to the Irish Human Rights and Equality Commission regarding the UN Convention on the Rights of People with Disabilities.



Mr Martin Gordon - Co. Dublin

Martin is a Barrister and currently works with the Financial Services Ombudsman. He studied law at University College Galway and Trinity College Dublin.

He has been a Guide Dog Owner for over 14 years. He was trained with his current Guide Dog Juno in 2018. Martin is a member of the Nominating & Governance Sub-Committee and Chair of the Client Consultative Sub Committee.

As part of his role he provides insight and guidance on legal matters which are considered by the Board and the Sub-Committees of Irish Guide Dogs for the Blind. Martin has served on the Board of Directors since 2017.



Mr Conor Simpson - Co. Dublin

Conor's family was matched with Assistance Dog Poncho in 2013. Conor works with IDA Ireland where he holds the position of Regional Business Development Manager.

He has been with the IDA since 2002, and prior to that he worked with Hewlett Packard. Conor is a member of the Audit, Risk, and Compliance & Investment Sub-Committee of Irish Guide Dogs for the Blind and has served on the Board of Directors since 2015.



Ms Terri Doyle - Co. Cork

Terri is married with three children and is an Assistance Dog Owner who lives in Carrigaline, Co. Cork. Terri works as Sales and Customer Services Manager for Wisetek Solutions Limited.

Terri first got involved with Irish Guide Dogs for the Blind in 2006 and has had Assistance Dog Nifty for 10 years. She is a former member of the National Parents Council of Ireland. Terri was a member of the Nominating and Governance Sub-Committee for two years.

Terri is a Volunteer, a regular fundraiser for Irish Guide Dogs for the Blind, and a member of both the Training & Development and Fundraising Sub-Committees of Irish Guide Dogs for the Blind. She has served on the Board of Directors since 2016.

Sub Committees

Audit, Risk and Compliance & Investment Sub-Committee:

Number of meetings in 2018: 5

Mr Eddie Murphy - Chair
Mr Patrick Burke
Ms Abina Kenneally
Dr Dermot O'Mahoney
Mr Mark O'Sullivan
Mr Conor Simpson

Nominating and Governance Sub-Committee:

Number of meetings in 2018: 5

Ms. Jacqui Browne - Chair
Ms Barbara Clear
Mr Alan Dukes
Mr Martin Gordon
Mr Eddie Murphy

Training and Development Sub-Committee:

Number of meetings in 2018: 4

Mr Tony Brady - Chair
Mr Pat Costigan
Ms Terri Doyle
Ms Tara Mullally
Mr Derry Walsh

Fundraising Sub-Committee:

Number of meetings in 2018: 6

Mr Nick Palmer - Chair
Mr Patrick Burke
Ms Paula Cogan
Ms Terri Doyle

Client Consultative Sub-Committee:

Number of meetings in 2018: 1

Mr Martin Gordon - Chair
Mr Patrick Burke
Ms Terri Doyle
Mrs Donna Lang
Mr Conor Simpson

Training Programmes - Some Key Numbers

In 2018, we directly trained 130 people (2017: 154). As at the year end, there were 409 working Guide and Assistance Dog Partnerships (2017: 454). We retire our dogs when they reach the age of 10. In 2018, we retired 62 Assistance Dog Partnerships and 24 Guide Dog Partnerships.

In addition to training new people, we carry out assessments for prospective Clients, ensure ongoing aftercare is given to our existing Clients through aftercare visits and further training both at home and at our HQ.

	2018	2017
Guide Dog Partnerships*	31	18
Assistance Dog Partnerships**	20	41
Orientation and Mobility – Long Cane Training	0	13
Independent Living Skills – Home Skills	0	4
The Next Step Programme	8	8
Gardening Programme	0	5
Child Mobility Training	66	60
Companion Dog Partnerships	5	5
Total	130	154

*Although 32 new Partnerships were trained in the year, 31 dogs were used (1 dog qualified and was returned within 3 months and was happily rematched with another Client in the same year).

** 1 Assistance Dog was matched in 2017 and was returned. He was retrained and matched in 2018 and excluded from the 2018 numbers.



Guide Dog Class Graduation Photo - Maire Lordan & Quinby, Derry Walsh & Lion, Martina Morley & Quinley and Craig Marsh & Quinten. Also pictured are Instructor Clíodhna Ní Laoghaire and Trainer Susan Turtle

Training Numbers at a glance



Guide Dog Partnerships trained in a year

2018: 31*

2017: 18



Assistance Dog Partnerships trained in a year

2018: 20

2017: 41**



Next Step & Young ILS Programme attendees

2018: 8

2017: 8



Child Mobility Programme

2018: 66 with 253 outreach sessions

2017: 60



Guide Dog Aftercare sessions

Routine - 2018: 343 - 2017: 263

Priority - 2018: 113 - 2017: 62



Assistance Dog Aftercare sessions

Routine - 2018: 203 - 2017: 247

Priority - 2018: 10 - 2017: 21

Phone Checks - 2018: 251 (new)



Further Assessment - Guide Dog Training

2018: 8



Companion Dogs matched

2018: 5

2017: 5



Guide & Assistance Dogs in the community

2018: 409

2017: 454

Incremental cost of training

The incremental cost of breeding, training and supporting our dogs each year is €53,000.

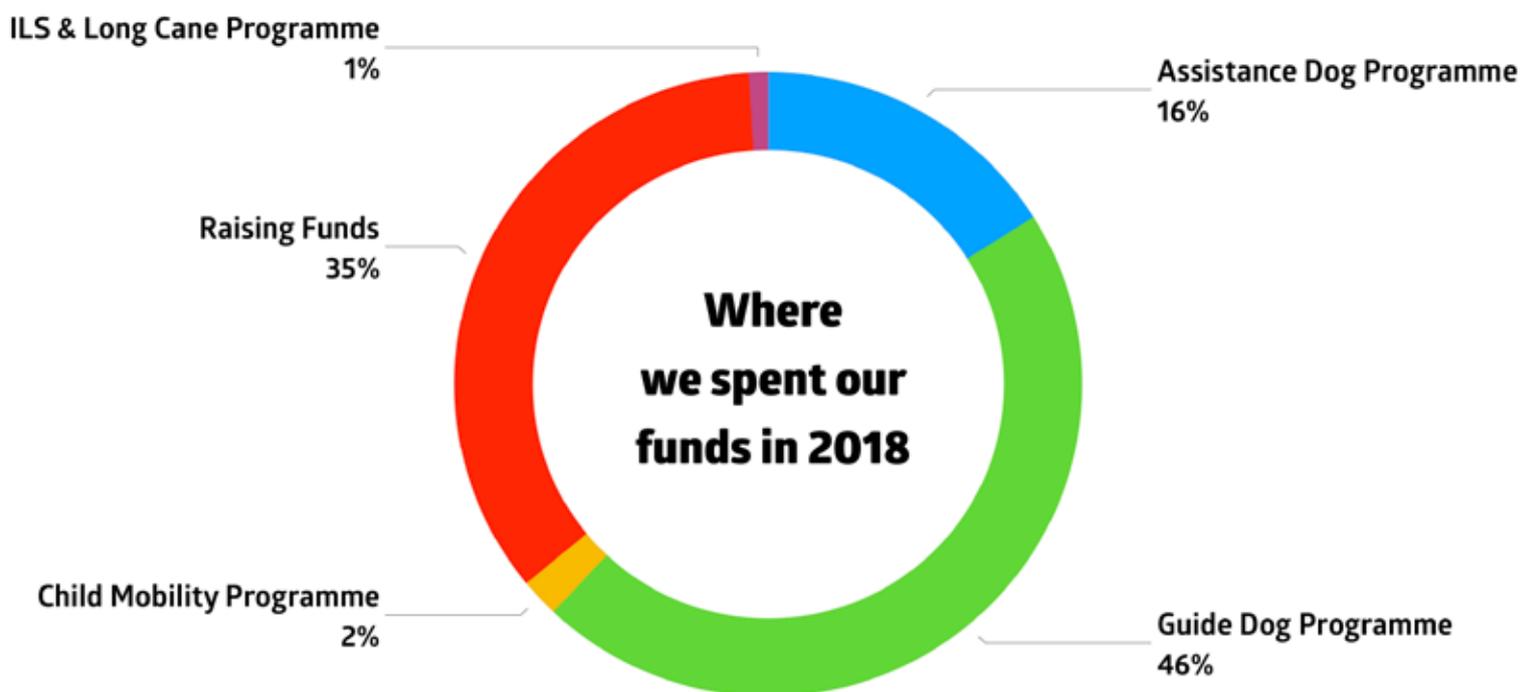
This is made up of €7,000 for direct costs such as feed, equipment and vet fees; €32,000 for staff costs associated with training and operations, with overhead allocation for transport, facilities and other costs of €14,000.

On average, it takes 18 to 20 months of specialist training, involving members of staff and Volunteers, with different skill sets, to turn a new born puppy into a confident working Guide or Assistance Dog.

Additional staff resources have been allocated this year which will directly improve how our dogs are trained.

This investment will improve the quality of the dogs trained and therefore better outcomes for our Clients.

Overall, the Guide Dog and Assistance Dog services account for 66% of our annual income (54% in 2017), which is why we are always striving to find ways to better use our resources and to improve our breeding and training performances.



Guide Dog Programme

The Guide Dog Programme remains the cornerstone of our services for vision impaired people. The unique opportunities for independent mobility and the companionship which a Guide Dog brings to its owner is why this is one of the most enduring and special bonds between humans and animals.

It is a relationship, which is borne out of trust in each other and the confidence which comes from being trained and supported by a really skilful team of trainers.

We trained 31 people with a Guide Dog in 2018 (2017: 18 people) and provided 456 aftercare sessions, made up of 343 routine sessions and 113 priority sessions. This is an increase from 2017 where we made 263

routine sessions and 62 priority sessions to support our 168 Guide Dog Owners. This increased emphasis on aftercare was an example of our efforts to refocus activities on Client care and the continued success of the Partnerships created.

Where dogs are returned after the training period, Irish Guide Dogs for the Blind will re-match the dog with a new Client as soon as possible. From time to time, a Guide Dog is returned, and is never seen as failure as it better to have tried and explored the possibility of independence through a Guide Dog than not to have tried at all. In 2018, one Guide Dog was returned and was successfully re-matched in 2018. The total above excludes this re-match.

Waiting Lists

There are a number of factors which determine the length of time which Clients will wait to receive one of our services.

For our dog related services, the primary factor relates to the supply of dogs. Throughout 2018, we have continued rebuilding our dog supply pipeline to ensure that we have the quantity and quality of dogs available at all times to meet the requirements of our Clients.

In the last quarter of 2018, we graduated 15 Guide Dog Partnerships which resulted in us making significant progress into the waiting list for our Guide Dog programme.

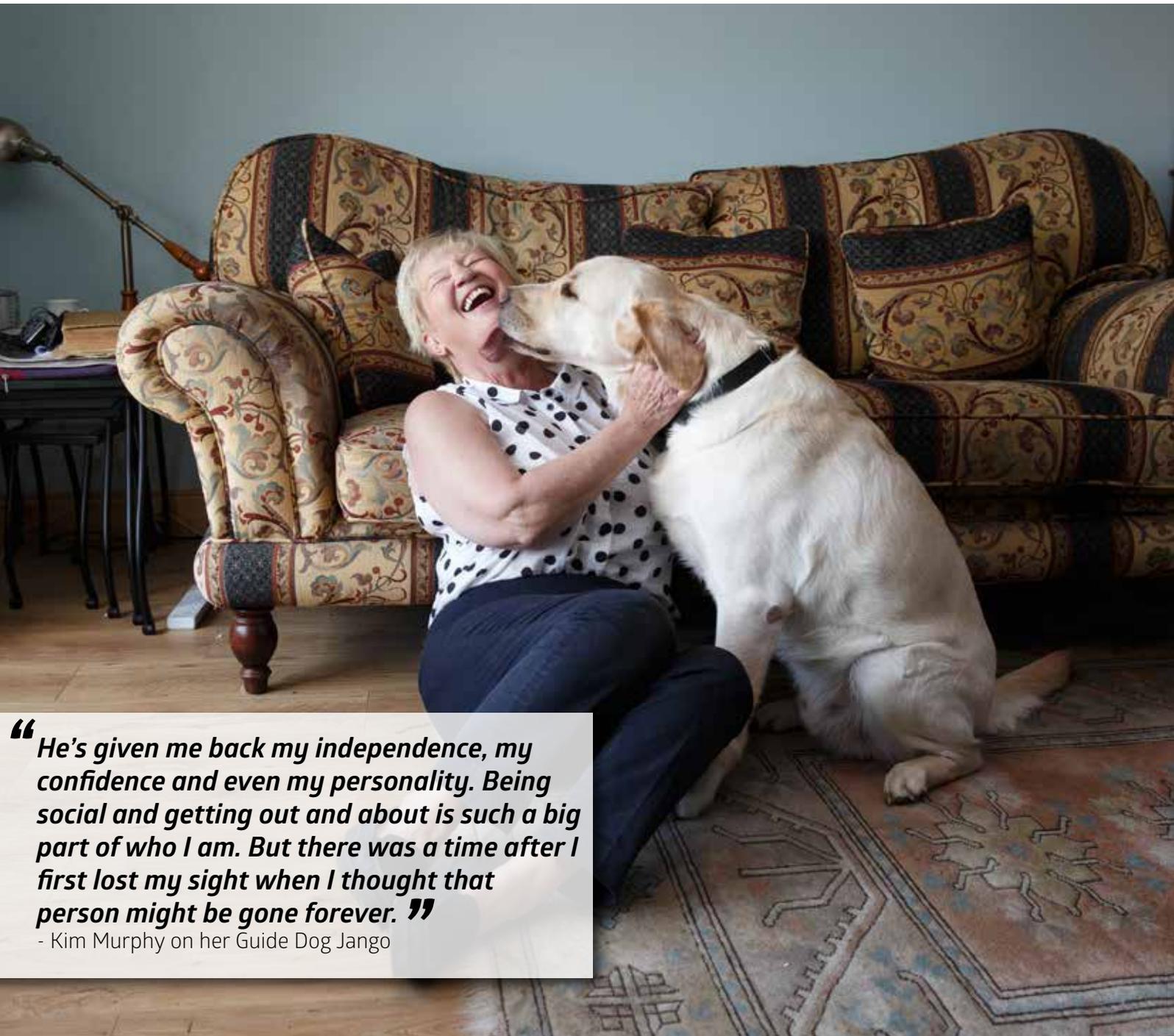
We made good progress in 2018, however the lead-time between birth and training, of between 18 & 20 months, means that it can take a while for the positive progress (made on the Breeding Programme) to

have an impact on waiting lists. Because of this, and our focus in 2018 on building a sustainable supply chain of pups, we will have cleared the waiting list of Priority 1 Clients at 31 December 2018 by Mid-Year 2019.

Our priority is on assessing, retraining and matching, as quickly as possible, those Clients whose Guide Dog had retired, and who were without a dog.

For a vision impaired person, who is waiting for a Guide Dog, which will enable them to get to work, school or wherever they need to be, any time spent waiting is too long.

We recognise this and continue to focus our efforts on reducing the waiting time further.



“He’s given me back my independence, my confidence and even my personality. Being social and getting out and about is such a big part of who I am. But there was a time after I first lost my sight when I thought that person might be gone forever.”

- Kim Murphy on her Guide Dog Jango

Assistance Dog Programme for Families of Children with Autism

In 2018, the organisation changed the role of our trainers.

Previously, future Guide Dogs and Assistance Dogs were trained in the same pack – even after it was decided what stream the dog would follow (either Guide Dog or Assistance Dog).

Following the change, trainers focused on either Guide Dogs or Assistance Dogs which meant that all Assistance Dogs were placed in the same pack as soon as their stream was determined. This resulted in more focused, effective and efficient training of Assistance Dogs.

This change, along with a strong focus by our team, resulted in the organisation having assessed all existing Assistance Dog applications by December 2018 and the list being re-opened in February 2019 and 60 new Client applications being accepted.

In addition, in December 2018 the organisation completed the audit process and was reaccredited by the Assistance Dog International (ADI) who uphold the highest standards in the industry.

We trained 20 people with an Assistance Dog in 2018 (2017: 41 people) and provided 464 aftercare sessions (2017: 268). This increased emphasis on all aftercare was an example of our efforts to refocus activities on Client care and the continued success of the Partnerships created.

We are also delighted to announce the retirement of 62 Assistance Dogs this year. These Assistance Dogs have completed their objective and have earned retirement.

At the year end, we have 241 working Assistance Dog Partnerships. The objective for 2019 is to train 30 Assistance Dog Partnerships.



“Before we got our Assistance Dog my son would not leave the house. Within 3 months of getting Marco, we ended up in our local playground every day and after we would walk around our housing estate.”
- Gemma Kane on her son Oliver and Assistance Dog Marco

Breeding Regeneration Programme

The Breeding Regeneration Programme continued into 2018.

In 2018, 89 dogs were home bred with an additional 15 sourced, giving a total of 104 additions to our stock.

In November 2018, work commenced on the Puppy Development Centre Redevelopment Project. This project will significantly enhance the experience and results of the Breeding Regeneration Programme. Work was completed at the end of March 2019 and

the pups moved in in April.

Part of the Breeding Regeneration Programme in 2017 was to move to Transcervical Insemination (TCI) for all matings in 2017. A relationship was developed with Reproduction Veterinary Surgeon Sarah Mitchell, Southview Veterinary Hospital, Clonmel, Co. Tipperary.

With this partnership, in 2018, there were no misconceptions and no reabsorptions using the TCI procedure for breeding. This improved the success rate from 75% in 2017 to 100% in 2018.

In 2018, our work with other Guide Dog schools continued. We purchased pups from Guide Dogs UK (GDUK) and Dogs for Good, along with a Stud Dog from Guide Dog Breeding Kennels in France (CESECAH). We are delighted to have received a second breeding line from Guiding Eyes for the Blind (GEB), along with three additions to our brood stock.

With the continuation of the programme, we commenced new initiatives in 2018 such as home socialisation, new standard operating procedures for the Breeding Programme, training staff to work with pups when housed on site to improve socialization and the introduction of Dog Supply Team (DST) whiteboards to give an improved oversight across the teams on the pups. Since implementing early socialisation Irish Guide Dogs for the Blind has seen a huge benefit to our pups in their confidence, adapt-

ability and ability to transition from being in the nest to living with their Puppy Raiser.

In 2019, we will continue to develop and invest in the Breeding Programme with additions to our brood stock from France and additional pups from the UK and CESECAH. To enable a greater utilisation of TCI, additional frozen semen will be purchased from GDUK and GEB. We will develop the Volunteer Workshops for our Breeding Dog Volunteers which should result in 55 new socialisation Volunteers recruited and trained, and a target of 130 new pups.

In 2019, there will be challenges to reaching these targets, and reduce our veterinary bills. Key to achieving the targets will be to ensure that we have sufficient and sustainable recruitment of Volunteers to ensure socialisation and Breeding Dog homes available for pups in nest and the growth of the programme.



Puppy in Training Oonagh

Puppy Raising

A key stage in the dog life cycle is Puppy Raising. We are highly indebted to the 104 Volunteers who act as Puppy Raisers (2017: 87) and who through their commitment, skills and knowledge, guide our pups through the first 12 to 14 months on their journey towards becoming a Guide Dog or Assistance Dog.

The focus for 2018 was on strengthening this work as well as a major recruitment drive to ensure that we have sufficient numbers of Volunteers to help train an increased number of dogs which we anticipate will be coming through from our expanded breeding programme. We added a Volunteer Co-ordinator to better support the Puppy Raising Volunteers as they look after our most valuable resource and a fourth Puppy Raising Supervisor in the Munster region.

In 2018, work has continued on developing the Puppy Raising Programme. Investment in supports has ensured that 104 dogs were placed in the year. The e-learning platform, trialled in 2017 was rolled out in 2018 which helps to bring the training to life for

Volunteers.

In 2018, other positive outcomes included sponsorship of the improved and recognisable Puppy Raising Jackets from Royal Canin which continues to be rolled out and the publication of an Indiepics Pup video. Feedback from our Puppy Raisers was also received through a PR questionnaire which is feeding into our 2018 initiatives which include improved Volunteer training for the team, the setup of an education programme for new and existing Puppy Raisers, the establishment of an 'Intake ready walk' and further development of the database to ensure that we capture relevant data for new intakes.

As with all programmes, we have faced challenges such as insufficient number of available and suitable homes and applications from outside our resourced areas which can lead to disappointment.

2019 will see 129 pups at walk by December 2019 and an additional 64 new Puppy Raising Volunteers recruited.

Orientation & Mobility/Independent Living Skills Training

Our Orientation & Mobility (O&M) and Independent Living Skills (ILS) Programmes are highly valuable opportunities for vision impaired people of all ages to take the first steps to independent mobility or independent living.

Long Cane skills and the capacity to orientate oneself in a number of environments are important skills for vision impaired people who wish to travel independently or move around independently in their home or work. Our highly skilled team provide the reassurance and the mix of teaching and practical support enabling so many vision impaired people to become independent and to maintain that independence as their lives change.

No on site O&M or ILS classes were held in 2018 due to a change in staff.

This has been corrected and 2019 will see a return to on site classes. Instead, we increased the Orientation & Mobility aftercare sessions from 44 in 2017 to 79 in 2018, and continued with the mobility assessments in advance of Guide Dog training which remained at 32 visits.

As part of the overall programme, most summers we bring visually impaired students from all backgrounds to a Next Step Programme which prepares them for

the transition from second to third level education.

This programme is designed to address the real issues facing young visually impaired teenagers in Ireland who are about to transition into third level education. Over the course of a week, four students receive practical insights into college life, better equipping them to embark on this major life change.

In our programme, we are addressing the resource gap between children and adult services at a vital milestone stage in their lives.

We aim to address this need through a residential training programme based at our National Headquarters and Training Centre in Cork. Some modules included are Independent Living Skills, Orientation and Mobility as well as covering topics such as personal safety, work place readiness and adaptive technology for students. We are indebted to the many experts in the relevant fields to inform and empower our students in areas of college life who all give up their time to assist us in this programme.

In 2018, the Next Step Programme was updated and adapted to further develop the young adult's practical independent living skills.

In 2018, two such training weeks were completed and eight students were trained.



Liam Quirke crosses the road during an Orientation & Mobility class in HQ

Child Mobility Programme

2018 was our 20th year providing this critical service to children and young adults in the Munster region.

In that time, we have trained and supported hundreds of vision impaired children and young adults enabling them to more fully participate in primary and secondary education.

We have partnered with the Department of Education and Skills, and a great team of visiting teachers to provide highly personalised Orientation &

Mobility and Independent Living Skills Training for children from age 3 to 18. In 2018, 253 outreach visits were completed looking after 66 Clients (2017:60).

In many cases, this has enabled them to not just participate but to thrive in school, by overcoming the inherent challenges which come with being vision impaired in really busy school and built environments.

Parents describe the service as invaluable.



Child Mobility Client Jack O'Mahony reads the braille text of the card he was to present to HRH Camilla Duchess of Cornwall

Client Aftercare and Support

Effective aftercare and support is crucial to maintaining a working Guide or Assistance Dog Partnership.

Our team of mobility instructors travel the country each week to provide practical support for our Clients in their home or work. This support can focus on making sure that the skills learned on class are reinforced at home or helping the Client and the dog to work with a change of route to work, college, or leisure activities.

This is a significant commitment of resources, however it is a core and much valued part of our service offering. While waiting for the inputs of our Breeding Programme to flow through our supply chain to provide a ready supply of dogs for training, our instructors had the capacity to take on additional aftercare in the year.

We increased the number of aftercare contacts/visits

from 593 in 2017 to 920 in 2018. In addition, Guide Dog assessment sessions were increased from 20 in 2017 to 30 in 2018.

In 2018, there was also additional further assessment classes held for eight Clients who received additional post class training. These visits helped ensure that a number of working Guide and Assistance Dog Partnerships were strengthened and supported to continue working.

As we move forward, we will look at new and innovative ways to delivery aftercare to our Clients.

Regular aftercare contact is critical as it greatly adds to the confidence of our Clients and provides opportunities for oversight of the health and welfare of our dogs, as well as feedback on the Partnerships which will allow further improvement in our services.

As well as supporting our Clients through mobility and independent living skills, we respond to Client concerns over matters affecting their daily lives in wide ranging areas from local government and equality rights.

In 2018, Guide Dog Owners and Assistance Dog Owners called for better understanding of their needs and rights regarding road safety, taxi services, booking accommodation and travelling by air.

In response to this and other queries, we authored and published a series of articles to enhance awareness of:

1. What cyclists should do when meeting a Guide or Assistance Dog Owner
2. What motorists should do when meeting a blind or vision impaired pedestrian at road crossings
3. What B&B owners and Airbnb owners need to know when accommodating someone with a Guide Dog or an Assistance Dog

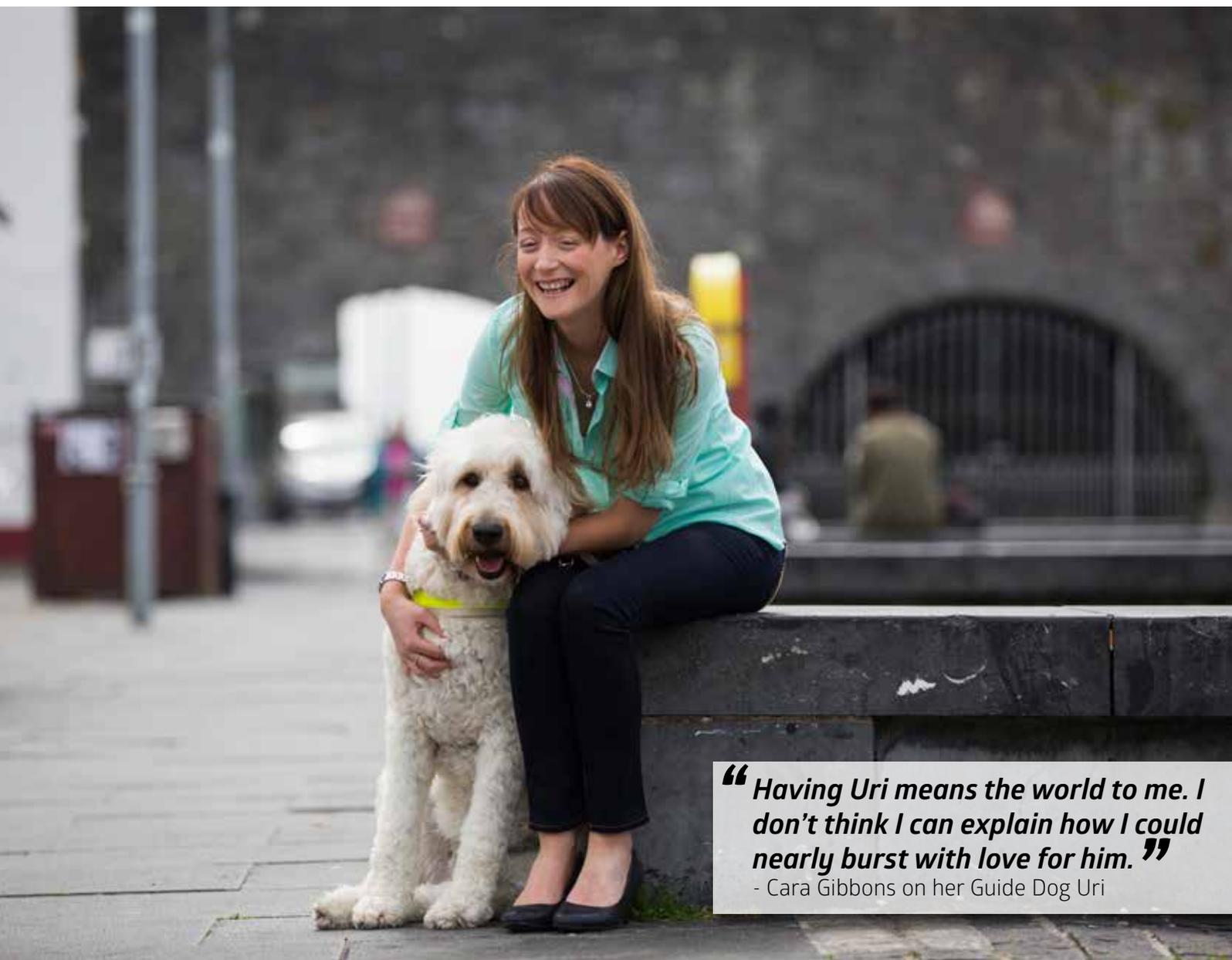
4. What taxi and hackney drivers should know about helping Guide Dog Owners and Assistance Dog Owners

5. What airports, airlines and tour agents should know when a Guide Dog Owner or Assistance Dog Owner travels by air

6. What people should know when meeting a Guide Dog

We are working in 2019 to grow our Smart Streets – clear footways campaign, promoting better public awareness of keeping footways clear of obstacles by not pavement parking, of cutting back overhanging branches, keeping household bins in and picking up litter, so that people with impaired vision and families of children with autism can move through pedestrian pathways without being forced out on the road in front of traffic.

We are growing this essential public awareness campaign through community groups and increased sponsorship.



“ Having Uri means the world to me. I don't think I can explain how I could nearly burst with love for him. ”

- Cara Gibbons on her Guide Dog Uri

Fundraising & Volunteers

We remain grateful to our Volunteers for their efforts in fundraising, their commitment inspires us daily and reassures our donors who give generously to them whenever and wherever they are fundraising for Irish Guide Dogs for the Blind.

Our Fundraising team, working in partnership with our Volunteers are focused on building a nationwide community, made up of Volunteers, Clients and supporters who are working together, committing time and energy to helping us raise the resources required to deliver our mission. We currently have over seventy branches spread throughout the country, who link in with the fundraising team on a regular basis to support our fundraising drives.

In addition, we greatly appreciate the generosity and trust of the thousands of individual donors both at home and abroad, who through their generosity have led to us increasing income in the year.

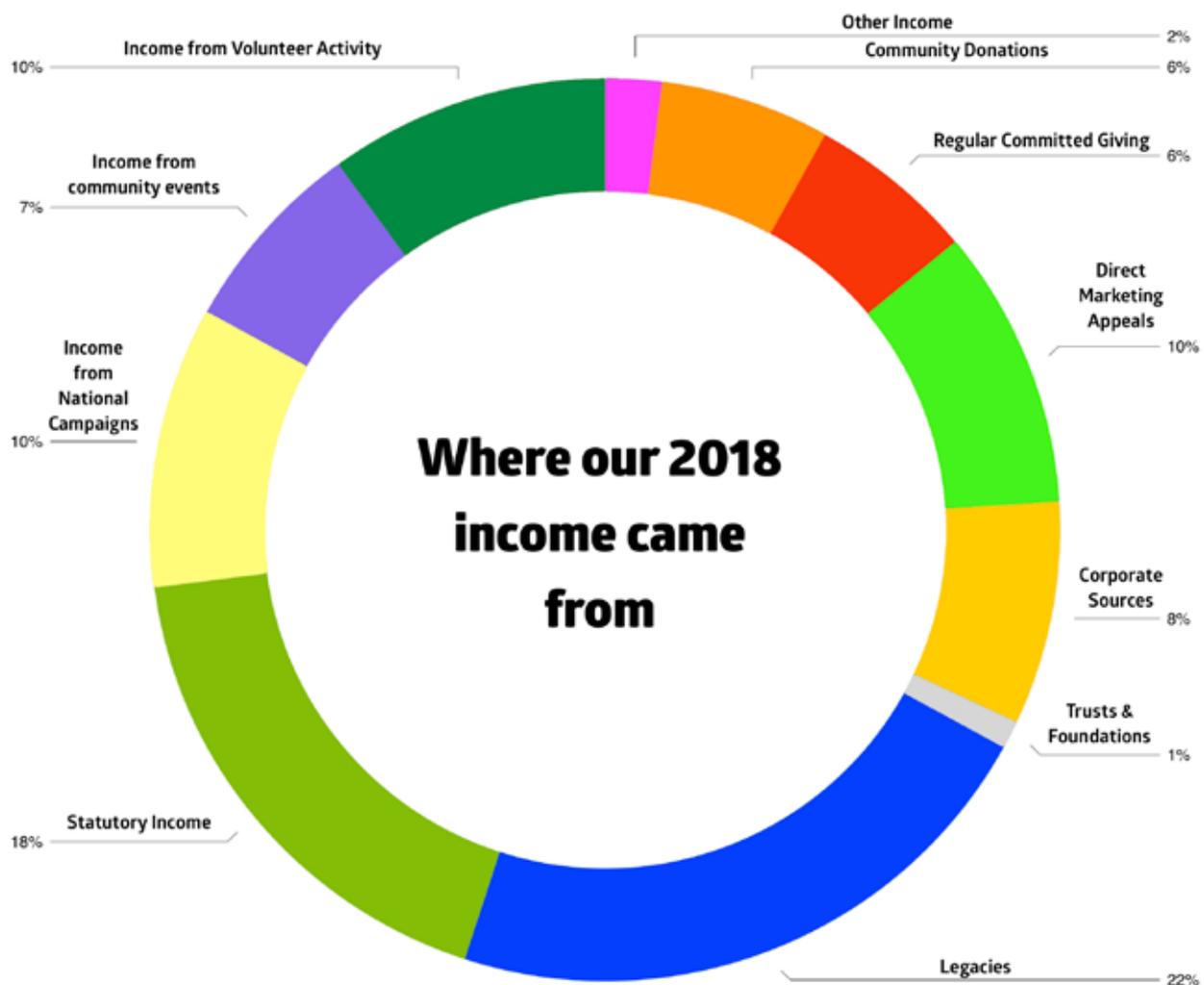
Over the course of 2018, we ran a number of highly successful events including our Heroes Appeal, our annual Christmas Campaign, our annual Open Day at HQ, our annual Camino trip, the 11th Annual Blazing Bikers motorcycle run, Sponsored Activities such as Mizen to Malin cycle (M2M), and the Galway Amphicat row on the river Corrib and our seventh annual

car raffle (which once again was kindly sponsored by Ford Ireland).

In the course of the year, there were hundreds of events which were staged to raise funds for Irish Guide Dogs for the Blind. Many events are run on an annual basis and each year brings new learnings and opportunities.

One such event, which is an example of the engagement and dedication of our Volunteers, is the event that was driven by the Running Fireman, Alex O'Shea. He, with the help of his support team, ran 32 marathons, in 32 counties in 16 days for Irish Guide Dogs for the Blind! In doing this, he and his team of supporters raised over €30,000 which will certainly help us change more lives.

Each and every fundraising event requires a significant level of preparation and project management. This takes considerable planning and execution from our fundraising team along with our Volunteers, Clients and supporters. We are grateful for each and every event, for the funds raised and the opportunity to create a footprint for Irish Guide Dogs for the Blind in the community, workplace, school or club where the event takes place.



Volunteer Support

The role played by our seventy plus branches nationwide and Volunteers is invaluable and is one of the cornerstones on which our future plans are built.

We continue to focus on recruiting Volunteers to assist with all aspects of our work and to better supporting these Volunteers so they have a rewarding and enjoyable experience with Irish Guide Dogs for the Blind.

We are indebted to the many hundreds of Volunteers who support us by fundraising week in, week out. We are grateful also to the hundreds of Volunteers who help with the Breeding, Puppy Raising, Temporary Boarding homes, training and caring for our dogs. We are also grateful to the many Volunteers who support us in a number of roles in Finance, Fundraising and other roles at our Headquarters. The level of cooperation and engagement between staff, Clients and Volunteers is a unique feature of everyday life at Irish Guide Dogs for the Blind and it is a major contributor to the continued success of the charity.

In 2018, we continued our Volunteer Embrace plan, making a concerted effort to meet our Volunteers in their communities and hear their feedback on how we can better support them in their work on our behalf.

We are pleased that Volunteers have noticed a continued improvement in 2018 in the level of responsiveness and a growing professionalism in how events were organised. What was most reassuring was the strong sense of commitment to work with us on building our Volunteer network nationwide. Working together as a Community in 2019, we will look to develop a sustainable infrastructure which will provide the resources required to further increase the services for our Clients.

In February 2018, we held a National Volunteer Con-

ference in Portlaoise. The attendance were over 150 Volunteers, who are contributing in a variety of roles. The conference showed that, when working together there is a shared enthusiasm and passion for creating success of the organisation and a sustainable future. In autumn 2019, we will hold the annual conference in Galway.

The work on recruiting and retaining Volunteers continues on a number of levels. This includes communicating our requirement to as wide an audience as possible, and building our systems, so we integrate Volunteers into the organisation in roles which reward and engage them. We have challenging targets which are linked to key business goals, not least to add Volunteers in every county and town, but also in the process, building a movement which will underpin the future success of Irish Guide Dogs for the Blind.

During 2018, we opened an East Region office in Mount Street, Dublin. We will use this base to support our East Region Activities and provide a base for Volunteers, Clients and staff, as we expand our focus on the East Region from a Fundraising and Client Support perspective.

During 2018, we sold tickets for our seventh National Car Raffle which has been running since 2011. In partnership with Ford Ireland, car raffle tickets are sold throughout Ireland through our branch network of Volunteers and Clients.

The car raffle has been a huge success for Irish Guide Dogs for the Blind and is supported by the generosity of the public each year. The car raffle to date has raised over €870,000!

We are grateful to Ford Ireland for their continued support and during the course of the 2019 raffle, we expect to exceed the €1 million mark!



Paul O'Sullivan, Sales Director of Ford Ireland pulls the winning ticket out of the draw for Car Raffle 2018

Corporate Support

2018 saw continued improvement in our ongoing relationships with our corporate supporters.

Throughout the year, the organisation benefited from new and existing relationships across a broad range of sectors. Irish Guide Dogs for the Blind would like to thank all corporate supporters, be they engaging with us through puppy sponsorship or charity of the year programmes.

We are fortunate to have a puppy sponsorship programme which is tangible and can be seen as a perfect foil to engage with our supporters.

We are grateful to the support received from our corporate supporters which include:

- Puppy Sponsorships from Regatta, Whitewater Shopping Centre, Quality First Limited, Avantcard, Qualcomm, Cognex, Avery Dennison, Ryan's Super Valu
- Corporate Volunteering Programme including Dell EMC, EY, Vodafone, MSD and VMWare
- Corporate Events to include the Corporate and Public Lawyers Association, Des Scahill Golf Day
- Ongoing partnership and support from our nutrition partner, Royal Canin, our CRM partner, Teamwork and our Lean partners, SR Technics and

Cork Institute of Technology.

- Financial support from foundations such as JP McManus, Musgrave Charitable Trust, Hospital Saturday Fund, ElectricAid, Coca Cola Thank You Fund, Community Foundation of Ireland
- Charity of the Year partnerships with Deutsche Bank, O'Callaghan Collection, O'Brien's Wines and IDA Ireland
- Corporate donations from Cantor Fitzgerald, MAPs Ltd, and EI Electronics

As part of ongoing work, Irish Guide Dogs for the Blind is always looking for new corporate partners to work with.

For us to sustain our programmes, new funding is always sought to bridge the gap of statutory funding and the amounts raised through fundraising.

This is a challenge, but showed that when working together with our supporters, we are optimistic that any shortfall will be obtained through engagement with community and additional statutory funding through new grant sources.

All new appropriate sources will be welcomed!



Regatta Ireland CEO Brian Fox with the Regatta sponsored Puppy Wanda. Wanda qualified as a Guide Dog in April 2019

Legal Status

Irish Guide Dogs for the Blind was founded in 1976. Our primary purpose is to enable persons who are vision impaired and families of children with autism achieve independence and dignity through our world-class Guide Dogs, Assistance Dogs and ancillary services.

Irish Guide Dogs for the Blind is a charity registered with the Revenue Commissioners – Registration number CHY6006.

Governing Document

Irish Guide Dogs for the Blind is incorporated as a company limited by guarantee without having share capital. It is guaranteed by its paid-up members to the extent of €20 per member. Total paid-up members at 31 December 2018 were 75 (2017: 69).

Irish Guide Dogs for the Blind operates under a comprehensive Board Charter which sets out the Board's responsibilities and terms of reference as articulated within the framework of the Constitution made of the Memorandum and Articles of Association.

Appointment of Directors

The Board of Irish Guide Dogs for the Blind is made up of twelve Directors, all of whom, with the exception of the 'continuing members' as defined in the organisation's Constitution, are elected in general meeting from among the membership. Recruitment of new Directors is open and transparent and focused on creating a diverse and effective team who will effectively contribute to the strategic direction and oversee the operations. There is currently one position vacant and will be filled on completion of a review of governance procedures and policies being carried out to ensure our Governance procedures are up to date.

All Directors appointed in a given year submit their resignation prior to the AGM and under Article 43 of the Articles of Association agree to be put forward for election at the next AGM. The members of the board are listed on pages 10 & 11. In line with best practice in governance, no Director can be appointed to any salaried position.

Director's Term of Office

A Director's term of office will be limited to three consecutive terms of three years. After a gap of one year, such Director may be nominated for appointment to the Board to be ratified at AGM.

Director Induction and Training

Board members, on joining, undergo an orientation programme which was updated and approved by the

Board in December 2018, which briefs them on their legal obligations under charity and company law, the Codes of Fundraising, and inform them of the contents of the Constitution, the committee and decision making processes, the business plan and recent financial performance of the charity.

During the induction day, they meet key employees and other Directors.

Directors are also encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

This induction process aims to create awareness for what is expected and what is best practice for not for profit organisations.

In addition, a Governance Charter and manual is available for reference and back up for all Directors.

Organisation

The Board of Directors, which can have up to 12 members, administers the charity. The Board normally meets six times annually and there are sub-committees covering finance, risk, compliance, fundraising and dog supply and training which normally meet every two months. The following Sub-Committees are in place:

1. Audit, Risk, and Compliance & Investment Sub-Committee (ARC) has responsibility for the review of Capital Management and Financial Reporting, Risk Management and Audit and Compliance matters.
2. Nominating and Governance Sub-Committee (N&G) has responsibility for appointments to the Board of Directors, oversight and review of the activity of the Board and the executive in the delivery of the Vision, Mission and Strategy along with the Goals and Objectives.
3. Training and Development Sub-Committee (T&D) has responsibility for reviewing the performance of the organisation's Client training and dog training functions against targets and service delivery objectives. The Sub-Committee provides important inputs on strategy and direction on all matters relating to services.
4. Fundraising Sub-Committee (FR) has responsibility for review of the performance of the organisation's fundraising activity. The Sub-Committee provides important input into strategic planning and development of fundraising activity.
5. Client Consultative Sub-Committee was established in 2018 and has responsibility for ensuring Client needs are being met and that we increase our focus of being a Client focused charity. Membership of the Sub-Committees is made up of Irish Guide

Dogs for the Blind Directors and external specialists who Volunteer their expertise to progress the Sub-Committee agenda and is detailed on page 12.

Management attend as required to update each Sub Committee on progress.

Responsibility for the day to day management and administration of Irish Guide Dogs for the Blind is delegated to the General Manager assisted by the management team. The General Manager manages Irish Guide Dogs for the Blind in accordance with the strategy, plans and delegations as approved by the Board of Directors.

The Directors have responsibility for, and are aware of, the risks associated with the operating activities of Irish Guide Dogs for the Blind which are set out below. Oversight of risk management initiatives has been delegated to the Audit, Risk, and Compliance and Investment Sub-Committee (ARC). The Board retains overall responsibility which has been codified within the Board Charter. The Directors are satisfied that appropriate procedures and systems of internal control are in place and that these controls provide assurance against such risks.

Related parties and co-operation with other organisations

No member of the Board of Directors has received remuneration or other benefit from their work with Irish Guide Dogs for the Blind.

Any connection between a Director or a senior manager and a supplier, or other organisation must be disclosed to the full board of Directors in the same way as any other contractual relationship with a related party. This is codified in the Board Charter.

In the current year, no such related party transactions were reported.

Pay Policy for Senior Staff

The Board of Directors have delegated authority to the Executive team for the day to day operations of the organisation.

All Directors give their time freely and no Director received remuneration in the year. Details of Director's expenses and related party transactions are disclosed in note 8 to the accounts.

The Nominating and Governance Sub Committee (on behalf of the Board) have responsibility for review of senior management terms and conditions, ensuring that they remain appropriate given the roles and responsibilities and the operating environment.

Political Donations

No political donations were made by Irish Guide Dogs for the Blind in the year (2017: €nil).

Commitment to Fundraising Codes

The Board of Irish Guide Dogs for the Blind is committed to the Codes of Fundraising and the Charities Institute Ireland's triple lock standards, which is designed to:

- Improve fundraising practice,
- Promote high levels of accountability and transparency by organisations fundraising from the public, and
- Provides clarity and assurances to donors and prospective donors about the organisations they support.

We welcome your feedback on our performance.

Details of our Public Compliance & Disclosure Statements, Donor Charter, along with our Feedback and Complaints procedures are available within the Governance section of our website: www.guidedogs.ie.



Donor Charter

- As a charity seeking donations from the public we (Irish Guide Dogs for the Blind) aim to comply with the Codes of Fundraising.
- Our pledge is to treat all our donors with respect, honesty and openness.
- We commit to being accountable and transparent so that donors and prospective donors can have full confidence in Irish Guide Dogs for the Blind.
- We will ensure that where possible, family members of those who bequeathed funds to Irish Guide Dogs for the Blind are thanked appropriately.
- We guarantee that we will effectively apply your gifts to us for their intended purposes.

We commit that donors and prospective donors:

- Will be informed of the organisation's mission, and of the way the organisation intends to use donated resources.
- Will be informed of the identity of those serving on the organisation's governing board, and that the board will exercise prudent judgement in its stewardship responsibilities.
- Will have access to the organisation's most recent financial statements.
- Be assured your gifts will be used for the purposes for which they were given.
- Receive appropriate acknowledgement and recognition.
- Be assured that information about your donation is handled with respect and with confidentiality to the extent provided by law.
- Can expect that all relationships with individuals representing Irish Guide Dogs for the Blind will be dealt with professionally.
- Will be informed whether those seeking donations are Volunteers, employees of the organisation or hired third party agents.
- Have ready access to Irish Guide Dogs for the Blind's Complaints Policy and procedures.
- Have the opportunity of having their name deleted from Irish Guide Dogs for the Blind's mailing lists and to be informed if the organisation intends to

share the mailing lists with third parties.

- Receive prompt, truthful and forthright answers to questions relating to fundraising and use of funds.

Disclosure Statement

Irish Guide Dogs for the Blind is open about whether those seeking donations on their behalf are Volunteers, employees of the organisation or are third party agents.

If or when a member of the public enquires about the employment standing of a fundraiser, they must receive an honest and open answer. The standing in this case relates to whether or not a fundraiser is a Volunteer, a paid employee of the charitable organisation or a third party agent working on behalf of the charity.

General Data Protection Regulation (GDPR)

GDPR came into effect from 25 May 2018. It sets out a series of new EU laws concerning how data is processed and used. The objective of the regulation is to strengthen and standardise data protection laws for all EU citizens. These regulations will apply to any organisation that controls and/or processes data on behalf of an individual or group of individuals.

Irish Guide Dogs for the Blind has been working through the legislation, training all staff and ensuring policies are compliant with GDPR regulations.

We can confirm compliance with legislation.



Ambassador Dog Ozzy



Some of our staff with Ambassador Dogs Ozzy & Jodie & Guide Dog Higgins

Staff, Volunteers and Clients

The Board of Directors express their appreciation to staff, Volunteers and Clients, for their ongoing contribution to Irish Guide Dogs for the Blind.

We are grateful to all for their positive engagement with the ongoing change programme which is focused on improving the efficiency and effectiveness of the organisation. There are a great number of examples in 2018 of where staff, Volunteers and Clients have gone the extra mile and contributed above and beyond their role to support and enable a Client, a Volunteer or a colleague and create a better outcome.

Irish Guide Dogs for the Blind is an equal opportunities employer. The aim of its equal opportunities policy is to ensure that all people receive equality of opportunity with Irish Guide Dogs for the Blind regardless of gender, race, religion, disability, nationality, marital/family status, ethnic origin or sexual orientation.

A Volunteer policy is in place to ensure that Volunteers receive appropriate support and recognition for their invaluable commitment.

Governance

We continue to develop our governance structures and processes in order to reassure the public, our supporters and donors that their commitment, either in time or money, is used appropriately to support an increased number of people who require our services.

The organisation is compliant with the Governance Code for Community and Voluntary Organisations in Ireland with one exception as detailed below.

Compliance is monitored and reviewed by the Nomi-

nating and Governance Sub-Committee.

Our fundraising activities are planned and delivered in line with Codes of Fundraising.

On the 28 April 2018, the Board committed to adopt the Codes of Fundraising and has put in place an internal audit system to review compliance and ensure that all staff, Volunteers and third parties acting on our behalf are aware of the codes and acting in compliance.

This process is being headed by our Internal Auditor working with the Management Team, Board and the Audit, Risk, and Compliance & Investment Sub-Committee.

Exception to the Governance Code

At a Board meeting on June 10, 2017, the Board of Irish Guide Dogs for the Blind passed a resolution stating compliance with the Governance Code with the following exception:

2.1(b) The CEO also acts as Company Secretary. The Board consider it resource efficient for the CEO to carry out the responsibilities of Company Secretary in addition to his responsibilities as CEO.

With effect from 14 January 2019, this exception no longer applies. On 23 March, John Mitchell was appointed as Company Secretary who brings experience and professionalism to the role.

Irish Guide Dogs for the Blind can confirm full adoption of the Governance and Fundraising Codes, along with the presentation of the Financial Statements according to FRS SORP 102 (where applicable), and as such, we are compliant with the Triple Lock for best practice within the charity sector.

The Directors and officers serving during the year and since were as follows:

Director's	Meeting Attendance:					
	Board	ARC	T&D	N&G	Client	FR
Mr Patrick Burke - Chair	5/5	3/5		4/4	1/1	6/6
Mr Eddie Murphy – Vice-Chair	4/5	5/5		3/4		
Mr Tom Aplin - resigned 23 March 2019	4/5		4/4			
Ms Jacqui Browne	4/5			3/4		
Mrs Barbara Clear - resigned 16 April 2018	1/1			2/4		
Ms Paula Cogan	3/5				1/1	3/6
Ms Terri Doyle	4/5		2/4		1/1	3/6
Mrs Alison Flack - appointed 16 June 2018	3/3					
Mrs Donna Lang	4/5				1/1	
Mr Nick Palmer	5/5					6/6
Mr Conor Simpson	3/5	2/5			1/1	
Mr Derry Walsh	4/5		2/4			
Mr Martin Gordon	4/5			2/4	1/1	

In accordance with the Articles of Association (Article 42) the following Directors retire by rotation and, being eligible, offer themselves for re-election: Ms Paula Cogan and Ms Terri Doyle, Mr. Martin Gordon and Mrs Donna Lang.

2018 was a transformative year for the charity in terms of our focus on fundraising. In addition to the six formal meetings referred to in the above table, numerous meetings and calls occurred during the year resulting in much progress in Fundraising and a reinvigorated Guide Dog Day in 2019.

Results for the year

The financial results for the year ended 31 December 2018 are shown in the Statement of Financial Activities on page 40.

Total incoming resources amounted to €5,313,000 (2017: €5,760,000). Total expenditure was €5,695,000 (2017: €4,913,000).

The overall outcome was a decrease in Funds of €721,000 once the movement in the revaluation of the portfolio of €339,000 was accounted for.

Income

Income from donations and legacies decreased in the year from €3,324,000 to €2,809,000. In 2018, the amounts received from people who made a decision in life to support Irish Guide Dogs for the Blind with a gift in their will decreased €1,890,000 to €1,173,000. Other donations, on the other hand, increased from €1,433,000 to €1,592,000. A breakdown of this income is disclosed in note 1 to the financial statements.

Income from charitable activities, which is made up mainly of statutory funding and includes income arising as a result of our services rose from €945,000 to €997,000. A breakdown of this income is disclosed in note 2 to the financial statements. We are grateful

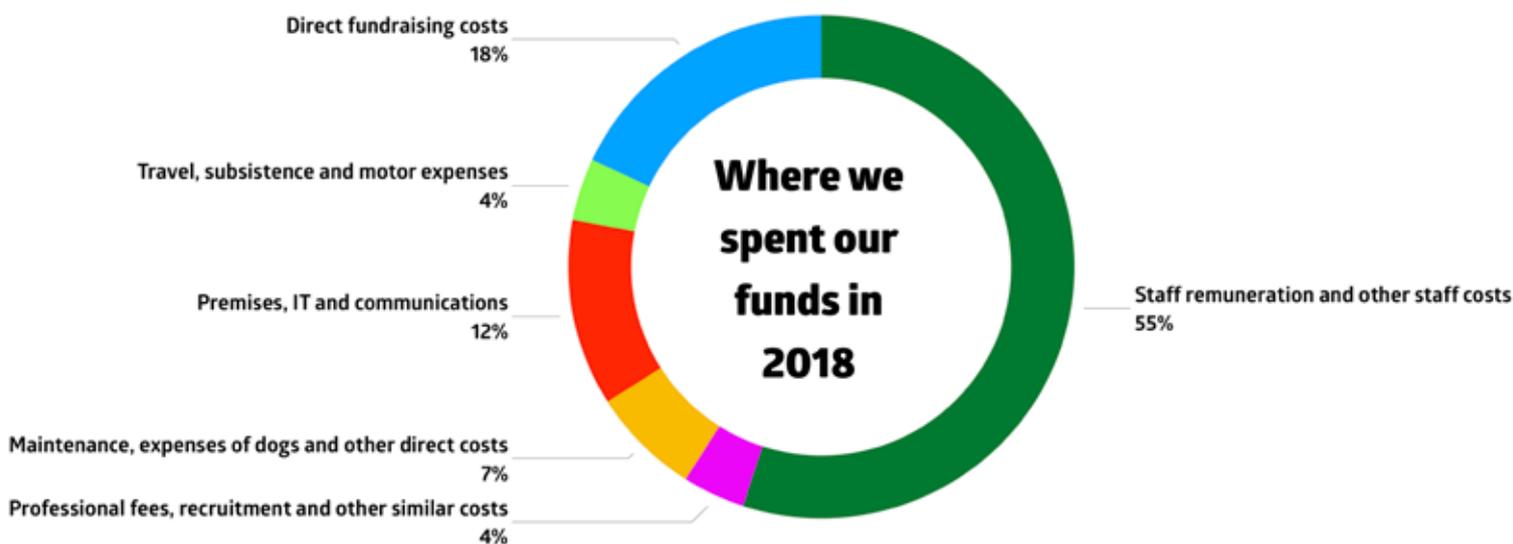
to the Health Service Executive, The Department of Health and The Department of Education and Skills for their financial support.

We remain committed to securing additional financial support from statutory agencies and government, our services change lives and on that basis our funding levels are inappropriately low given the impact of our work and comparable funding provided to peer organisations.

Multi-annual funding received from The Health Service Executive (HSE) through a Section 39 grant increased €10,000 to €778,000. The HSE funding contributes to the charitable expenditure for vision impaired services. In 2018, this represented 29% of the total cost of the combined vision impaired services of €2,696,000 as represented in note 6 (2017: €1,590,000 - 49%). Annual Service Level Agreements (SLA's) are in place with three HSE regions: HSE Cork/Kerry, North Dublin and Sligo/Leitrim.

These SLA's have been renewed for 2019.

Income from other trading activities also increased in the year from €1,432,000 to €1,441,000. A breakdown of this income is disclosed in note 3 to the financial statements.



Expenditure

In line with best practice, expenditure is disclosed in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the FRS102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland (effective 1 January 2015).

Total expenditure (€5,695,000) increased €782,000 (16%) against 2017 as explained below.

The cost of raising funds was €2,011,000 (2017: €1,664,000) which amounts to 35% of total expenditure. In 2017, this was 34%.

The cost of raising funds represents 38% of total income raised. In 2017, this was 29%.

A breakdown of the direct costs of Raising Funds is detailed in note 6, where the direct costs are split out and allocated to the respective main income category.

Included in the cost of raising funds is the cost of the direct marketing campaign. This campaign focuses

on communicating the impact of our services to mass audiences using traditional and social media channels and is proving effective in building a community of donors who are happy to support our work with a regular monthly or once off donation. The campaign enables us to reach donors who may not necessarily have an opportunity to otherwise give through our branch fundraising events. The overall campaign exceeded its net financial targets for 2018 of €194,000 by €8,000. This included a year on year increase in regular committed giving receipts of €26,000. In 2018, there was an additional investment of €132,000 in this which contributed to the rise in the cost of fundraising in 2018.

Expenditure on charitable activities was €3,684,000 (2017: €3,249,000) which amounted to 65% (2017: 66%) of total expenditure. A breakdown of expenditure is included in note 7 to the financial statements. This represents 70% of income raised (2017: 56%).

With the aim of improving the quality and standard of our trained dogs, the incremental cost of training a dog stands at €53,000. We are committed to using Lean methodology to reduce the training costs. This combined with increasing the number of successful Partnerships will decrease unit cost in the future.

The increase in expenditure on charitable activities relates to increased investment in key elements of the training process.

As we continue to focus on maintaining our working dogs, breeding stock and pups and dogs in training in the best of health with a focus on value, our veterinary costs in 2018 decreased to €190,000 from €198,000.

Like all charities, Irish Guide Dogs for the Blind is a VAT end user and therefore, unlike commercial companies, cannot reclaim VAT on any of its costs.

During 2018, total irrecoverable VAT was €400,000 (2017: €303,000).

Irish Guide Dogs for the Blind is a member of Charities Institute Ireland which represents charities on a number of issues including lobbying in regard to a VAT recovery scheme for charities. We welcome the introduction of a VAT Compensation scheme which will be commencing in 2019 in relation to an element of irrecoverable VAT in 2018.

Comparison to Budget 2018

Against budget, total income of €5,313,000 exceeded total budgeted income of €5,160,000.

This was mainly due to the legacies from the individuals who have left a gift to Irish Guide Dogs for the Blind in their will. However, the challenging target to increase general fundraising income proved itself to be a huge challenge.

General fundraising income made up of donations and charitable fundraising, although increasing year on year by 5% was 14% behind budget. This was mitigated by positive legacy receipts and higher statutory funding. It illustrates the continuing challenge to fundraise to fund the charitable expenditure which is required to enable Irish Guide Dogs for the Blind operate and grow so that it can change lives.

On expenditure, total expenditure exceeded budget by €100,000. This was, in part, down to the Board decision to invest in the processes behind Guide Dog



Future Developments and Outlook for 2019 - What are our 2019 targets?

and Assistance Dog training, so that we can improve the likelihood of successful outcomes. Through the deployment of Lean methodology, we will aim to achieve reduced costs, better outcomes and a faster service for our Clients.

In December 2018, the Board of Directors approved the 2019 Business Plan which forms year two of our three year 2018-2020 Strategic Plan.

The overriding principle for the period is:

“Through our leadership, people and standards, we will generate 119 Guide Dogs, 111 Assistance Dogs, service 300 vision impaired Clients and increase our income annually (particularly in the greater Dublin area) to enable our Clients to live enriched lives, become more mobile and independent.”

The 2019 Business Plan sets out the second year of the three year strategic plan. This sets us on the growth path to meeting the demands of our Clients and increasing the number of Clients who are trained and supported. The plan will support our staff, who are experienced and committed, with an increased number of Volunteers to help ensure we have the funds to deliver our vision.

The targets in all functions are ambitious and represent a significant challenge for management, staff and Volunteers.

The scale of the effort required is substantial in order to meet the challenges which the organisation faces in rebuilding our Volunteer network and systems, our income generating capacity (with additional attention to be paid to the greater Dublin area), our people and critically our ability to train a sufficient number of

dogs for use with Clients.

These ambitious targets and goals are subject to the normal risks which come with medium to long range planning. We require a favourable mix of our skills and those we draw from other sources with some luck.

We will need to retain the support of Volunteers and the public in the coming years. Our focus is on making sure that our actions and decisions contribute to the success of this plan.

Key to monitoring progress of the plan is embedding an integrated performance management system and a set of measures which highlight progress on Key Performance Indicators.

A programme of Continuous Improvement/Lean Projects is ongoing for 2019. The investment in staff and management training in Lean Sigma management and project tools continues. Our objective is to be a Lean organisation.

The economic environment continues to create a difficult environment for our fundraising activities. The Directors and management have considered the current environment in preparing the 2019 Business Plan and 2019 Financial Budget.

It is anticipated that the outcome for 2019 will be a trading deficit which will need to be funded from working capital funds.

We have Volunteers who are worldwide experts in Lean methodology helping us with this work. We very much appreciate their continued support on this journey.



Dogs in Training Oisín & Otto

Reasons to hold onto targeted level of reserves

It takes over 18 months of specialist training, involving members of staff and Volunteers, all with different skills sets, to turn a new born puppy into a confident working Guide or Assistance Dog.

The reserves policy seeks to ensure that reserves are maintained at a level that Irish Guide Dogs for the Blind can manage financial risk and any short term income volatility.

We aim to manage this, so that we are in a good position to ensure our longer term commitments can be met and that our most costly activity, that of training our Dogs can be financed.

This requires us to commit funding in advance so that our Dogs are funded in the medium to long term.

Our budgeted net cash flow (excluding investment in fixed assets) in 2019 is €5.26m.

The working capital fund is managed to ensure that this covers the next twelve months and help ensure our dogs are funded for the next generation of Clients and we have the funding to fulfil our service delivery plans for the medium term.

	Note	2018	2017
		€'000	€'000
Net unrestricted (expenditure)/income in the financial year		(721)	962
Net movement in restricted funds in the year		-	15
Total funds carried forward at start of year		12,489	11,512
Total funds brought forward at year end	18	11,768	12,489

Reserves at year end comprise:

Restricted Funds		15	15
Unrestricted Funds			
Designated Funds			
- working capital funds		5,278	5,383
- tangible fixed assets fund		4,520	4,576
- project fund		1,955	2,515
Total funds at year end	18	11,768	12,489

Restricted Funds

Restricted funds represent grant income and donations received which are subject to specific conditions imposed by the donors or grant making institutions. They are not available for the general purposes of Irish Guide Dogs for the Blind. Expenditure which meets these conditions is shown as charged to the fund.

Unrestricted Funds

General Funds

These represent amounts which can be used at the discretion of Irish Guide Dogs for the Blind, in furtherance of our charitable objectives. Such funds may be held in order to finance working capital or capital investment or to fund new programmes. Our aim is to

have twelve months' working capital available in the fund at any time.

Designated Funds

Irish Guide Dogs for the Blind may at its discretion, and/or with the agreement of the original donor(s), set aside funds for specific purposes in the furtherance of our charitable objects which would otherwise form part of the general reserves of the organisation.

Designated funds are categorised into:

- Working Capital Fund
- Tangible Fixed Asset Fund
- Long Term Financial Asset Fund
- Project Fund

Financial Review continued...

At the end of 2018 funds were designated to cover the following:

- a) to cover potential deficits in 2019 and 2020
- b) to recognise that a portion of reserves is invested in the charity's fixed assets and therefore not available for other purposes
- c) to ensure the continuity of operations in the event of a significant temporary drop in income
- d) to ensure that new projects such as the Breeding Regeneration Programme and Direct Mailing have sufficient capital to allow them to be completed without impacting on general working capital.

The level of reserves is reviewed by the Directors on an on-going basis.

It is assumed that restricted reserves will be used as soon as reasonably possible.

We recognise the importance of a robust reserve policy as a means of dealing with fluctuating income arising from a challenging economic environment.

Investment Policy

It is the policy of Irish Guide Dogs for the Blind that funds not immediately required for operational purposes are invested in interest bearing deposits, and appropriate investment products.

From time to time, Irish Guide Dogs for the Blind has received donations in the form of shares through bequests etc.

Shares held by Irish Guide Dogs for the Blind are managed by specialist investment advisors.

The performance of the investment portfolio is actively monitored by the Audit, Risk, and Compliance & Investment Sub Committee (ARC) which reviews the investment portfolio against the Investments Guidelines and Benchmarks agreed by the ARC.

In 2018, the unrealised loss recognised in respect of the valuation of these investments was €339,000 (2017: €130,000 gain) mainly due to increased market turbulence in the final quarter of the year.

Going Concern

The Directors have a reasonable expectation that the company has adequate resources to continue operating for the foreseeable future.

For this reason, the going concern basis continues to be adopted in preparing the financial statements.

Events Since The Year End

There have been no significant events affecting the company since the year-end.

Organisational Risk Management & Internal Control

The Audit, Risk, and Compliance & Investment Sub-Committee (working with senior management) monitor and review the level of operational and financial risks.

The Directors retain overall responsibility for risk management.

A full risk review is carried out annually and updates on risk are standing items for each of the main sub committees.

The risk statement forms the basis to establish policies, systems and procedures to mitigate those risks identified in the annual review and monitors the implementation of procedures to minimise or manage any potential impact on the charity should those risks materialise.

The review has identified four key risks that have been incorporated into the 2019 business plan. These include:

- The availability and sustainability of income
- Supply of dogs to meet the service needs
- Data protection
- Management Information Systems - reporting capacity for timely/appropriate decision making

The Board of Directors, Management and staff are actively engaged, at a strategic and operational level, to minimise the risk in key areas. Where applicable, appropriate policies and procedures are in place to assist in these control measures.

Statement of Board of Directors' responsibilities in respect of the Directors' Report and the financial statements

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law, they have elected to prepare the financial statements in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. In applying that framework, the Directors have elected to have regard to the Statement of Recommended Practice (revised 2015).

Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Company and of its deficit for that year.

In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- Use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial position and surplus of the Company and enable them to ensure that the financial statements comply with the Companies Act 2014.

They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

The Directors are also responsible for preparing a Directors' report that complies with the requirements of the Companies Act 2014.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the Directors are aware, at the time of approving our Directors' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- The Directors, having made enquiries of fellow Directors and the auditor that they ought to have taken, have each taken all steps that he/she is obliged to take as Director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Exemptions from disclosures

Disclosure of individual remuneration of senior staff

The remuneration for each staff member in the senior management team is not disclosed individually due to the over-riding requirements of the Data Protection Act. Total remuneration for the team is disclosed in note 8.

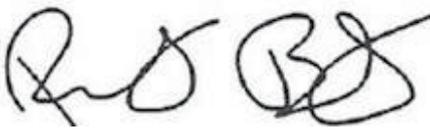
Companies Act, 2014

The full reporting requirements of the Companies Act, 2014, relating to financial statements do not apply to the company, as it is a company limited by guarantee not having a share capital.

Independent auditor

Pursuant to Section 383 (2) of the Companies Act 2014, the independent auditor, KPMG, Chartered Accountants will continue in office.

By order of and on behalf of the Board of Directors –



Mr Patrick Burke

Chairperson



Mr Eddie Murphy

Vice-Chairperson

27 May 2019



KPMG
Audit
85 South Mall
Cork
T12 A3XN
Ireland

Independent auditor's report to the members of Irish Guide Dogs for the Blind

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Irish Guide Dogs for the Blind ('the Company') for the year ended 31 December 2018 set out on pages 40-62, which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and related notes, including the summary of significant accounting policies set out in pages 43-46. The financial reporting framework that has been applied in their preparation is Irish Law and *FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland*. In applying that framework, the Directors have elected to have regard to the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (issued November 2014) ("the Charities SORP").

In our opinion, the accompanying financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2018 and of its deficit for the year then ended;
- have been properly prepared in accordance with *FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland* as applied in accordance with the provisions of the Companies Act 2014 and having regards to the Charities SORP; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with ethical requirements that are relevant to our audit of financial statements in the Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory authority (IAASA) and we have fulfilled our other ethical responsibilities in accordance with the requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We have nothing to report on going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.



KPMG
Audit
85 South Mall
Cork
T12 A3XN
Ireland

Independent auditor's report to the members of Irish Guide Dogs for the Blind (continued)

Other information

The directors are responsible for the other information presented in the Annual Report together with the financial statements. The other information comprises the information included in the directors' report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

Based solely on our work on the other information;

- we have not identified material misstatements in the directors report;
- in our opinion, the information given in the directors' report is consistent with the financial statements;
- in our opinion, the directors' report has been prepared in accordance with the Companies Act 2014.

Opinions on other matters prescribed by the Companies Act 2014

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to readily and properly audited and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities and restrictions on use

Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 35, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.



KPMG
Audit
85 South Mall
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Ireland

Independent auditor's report to the members of Irish Guide Dogs for the Blind (continued)

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A fuller description of our responsibilities is provided on IAASA's website at https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Barrie O'Connell
for and on behalf of
KPMG
Chartered Accountants, Statutory Audit Firm
90 South Mall
Cork

29 May 2019

Statement of Financial Activities

For the Financial Year Ended 31 December 2018

		Unrestricted Funds 2018	Restricted Funds 2018	Total Funds 2018	Unrestricted Funds 2017	Restricted Funds 2017	Total Funds 2017
	Notes	€'000	€'000	€'000	€'000	€'000	€'000
Income and endowments from:							
Donations and legacies	1	2,175	634	2,809	2,738	586	3,324
Charitable activities	2	22	975	997	21	924	945
Other trading activities	3	1,423	18	1,441	1,404	28	1,432
Investments	4	66	-	66	59	-	59
Total income		3,686	1,627	5,313	4,222	1,538	5,760
Expenditure on:							
Raising funds	5/6	(1,958)	(53)	(2,011)	(1,651)	(13)	(1,664)
Charitable activities	5/7	(2,110)	(1,574)	(3,684)	(1,739)	(1,510)	(3,249)
Total expenditure		(4,068)	(1,627)	(5,695)	(3,390)	(1,523)	(4,913)
Net (loss)/gain on investments	15	(339)	-	(339)	130	-	130
Net (expenditure)/income	8	(721)	-	(721)	962	15	977
Reconciliation of funds							
Net movement of funds	18	(721)	-	(721)	962	15	977
Total funds brought forward	18	12,474	15	12,489	11,512	-	11,512
Total funds carried forward		11, 573	15	11,768	12,474	15	12,489

There are no other recognised gains or losses other than those listed above and the net expenditure for the financial year. Incoming resources and the net (expenditure)/income arose solely from continuing activities.

The notes on pages 47 to 62 form part of the financial statements.

On behalf of the Board



Mr Patrick Burke

Chairperson



Mr Eddie Murphy

Vice-Chairperson

27 May 2019

As at 31 December 2018

	Notes	2018 €'000	2017 €'000
Fixed assets:			
Tangible assets:	12	6,313	6,433
Total fixed assets		6,313	6,433
Current assets:			
Stocks	13	115	106
Debtors	14	76	99
Investments	15	5,558	5,132
Cash at bank and in hand		1,922	2,885
Total current assets		7,671	8,222
Current liabilities:			
Creditors - Amounts due within one year	16	(476)	(373)
Net current assets		7,195	7,849
Total assets less current liabilities		13,508	14,282
Creditors - Amounts due after more than one year	17	(1,740)	(1,793)
Total net assets		11,768	12,489
Funds of the Charity:			
Restricted Funds	18	15	15
Unrestricted Funds	18	5,278	5,383
Designated Funds	18	6,475	7,091
Total Charity Funds		11,768	12,489

The notes on pages 47 to 62 form part of the financial statements.

On behalf of the Board



Mr Patrick Burke

Chairperson



Mr Eddie Murphy

Vice-Chairperson

27 May 2019

Cash Flow Statement

For the financial year ended 31 December 2018

	2018 €'000	2017 €'000
Net (expenditure) / income (for the reporting period)	(721)	977
Cash flows from operating activities:		
Depreciation charge	318	303
Release of capital grants from deferred income	(63)	(64)
Losses / (gains) on investments	339	(130)
Dividends and interest from investments	(66)	(60)
(Increase) / decrease in stocks	(9)	(8)
Decrease / (increase) in debtors	23	(50)
Increase / (decrease) in creditors	113	16
Net cash flows (used) in / from operating activities	(66)	984
Cash flows from investing activities:		
Dividends and interest from dividends	66	59
Purchase of plant and equipment	(198)	(188)
Proceeds from sale of investments	1,769	-
Purchase of investments	(2,534)	(535)
Net cash used in investing activities	(897)	(664)
Change in cash and cash equivalents in the reporting period	(963)	320
Increase / (decrease) in cash and cash equivalents		
Cash and cash equivalents at the beginning of period	2,885	2,565
Change in cash and cash equivalents in the reporting period	(963)	320
Cash and cash equivalents at the end of period	1,922	2,885

The notes on pages 47 to 62 form part of the financial statements.

On behalf of the Board



Mr Patrick Burke

Chairperson



Mr Eddie Murphy

Vice-Chairperson

27 May 2019

Accounting Policies

The significant accounting policies adopted by the company are as follows:

Basis of preparation

The financial statements have been prepared in accordance with accounting standards generally accepted in Ireland and Irish statute comprising the Companies Act 2014 where applicable. Accounting standards generally accepted in Ireland, in preparing financial statements giving a true and fair view, are those issued by the Accounting Standards Board and published by the Institute of Chartered Accountants in Ireland.

Irish Guide Dogs for the Blind is a Company Limited by Guarantee (registered number 55616) and is a registered charity (Charity number CHY 6006). The Company meets the definition of a Public Benefit Entity under the FRS 102. As a registered charity, the Company is exempt from the reporting and disclosure requirements to prepare a Directors' Report under section 325 (1) (c), Companies Act 2014 but does so in compliance with the Charities SORP. There is nothing to disclose in respect of Directors' interests in shares or debentures of the Company under section 329, Companies Act 2014.

Irish Guide Dogs for the Blind has applied the recommendations contained in the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) which is effective from 1 January 2015 in preparing the financial statements.

The format of the analysis and disclosure of expenditure complies fully with the Statement of Recommended Practice in the statement of financial activities on page 40 and in notes 5 to 7.

Accounting convention

The financial statements are prepared under the historical cost convention.

The presentation currency of these financial statements is Euro (€). All amounts in the financial statements have been rounded to the nearest €'000.

Going Concern

Irish Guide Dogs for the Blind's business activities, along with a summary of risk which may affect its development, performance and financial management are set out in the Directors' Report. The Directors Report reviews the financial position of the organisation, its use of reserves, investments and the risk management.

Irish Guide Dogs for the Blind meets its day to day working capital through fundraising, donations and

statutory grants with shortfalls in income over expenditure being met from managed reserves. The Directors have a reasonable expectation that the organisation has adequate resources to continue in operation and meet the Client expectations for the foreseeable future. Therefore, the Directors continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Income

Income is included in the statement of financial activities only when realised in the form of cash or other assets, the ultimate realisation of which can be assessed as probable. Irish Guide Dogs for the Blind, in common with many similar charitable organisations, derives a proportion of its income from voluntary donations and fundraising activities held by individuals/parties outside the control of the company.

Donations comprise gifts that will not provide any economic return to the donor other than the knowledge that someone will benefit from the donation.

Monetary donations (including donations from the public, corporations, and major donors) are recognised when the donations are received.

Income from tax refunds are recognised upon filing necessary forms, when relevant legislative requirements have been met and when receipt of the funds is probable.

Donations in kind relate to donations of services or assets that can be valued with sufficient reliability. Irish Guide Dogs for the Blind, in common with many similar charitable organisations, receives assistance from many sources which are not recognised due to the difficulty in establishing a value that can be assessed with sufficient reliability. Assets donated under bequests or otherwise are included in the statement of financial activities at their value to the association on the date of receipt where they can be valued with sufficient certainty.

Legacy income is recognised in the accounting period that it is received or when it is probable that the legacy will be received and the value of the legacy can be measured with sufficient accuracy.

Investment income is recognised in the statement of financial activities in the financial year that it is receivable.

Resources expended

Resources expended are accounted for when they are incurred and include amounts due at the end of the year but not paid. Resources expended include attributable value added tax which cannot be recovered.

Termination benefits

Termination benefits are recognised as an expense when the company is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy.

Termination benefits for voluntary redundancies are recognised as an expense if the company has made an offer of voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably. If benefits are payable more than twelve months after the reporting date, then they are discounted to their present value.

Charitable activities

Costs of charitable activities comprise all expenditure incurred in pursuit of the organisation's objectives to enable people who are vision impaired and families of children with autism to lead better lives and become more independent and more mobile. Included here are direct costs of training our dogs (purchase, payroll, equipment, maintenance of dogs along with direct travel and subsistence incurred in their training), and running ancillary programmes, associated governance costs together with related support costs. All costs of charitable activities are recognised on an accruals basis.

Support costs

Support costs are costs incurred to facilitate an activity. Support costs do not change directly as a result of the activity taken. Support costs include the central office functions, such as governance, general management, payroll administration, budgeting and accounting, information technology, human resources and finance. Support costs are allocated to expenditure on charitable activities and raising funds costs based on staff numbers.

Governance costs

Governance costs are the costs associated with the stewardship arrangements of the charity. They comprise costs arising from the constitutional and obligatory arrangements, as well as the costs associated with the strategic management of the company's activities. Typical costs would be audit and legal fees, direct salary and overhead costs incurred in the strategic as opposed to the day to day management of the organisation.

Raising funds costs

Raising funds costs include expenditure directly associated with generating fundraising income. Costs

included here are direct fundraising salaries, donor acquisition and maintenance costs, marketing, support materials and event costs.

Tangible assets

Freehold land is stated at cost. Tangible assets other than freehold land are stated at cost less accumulated depreciation. Depreciation is calculated in order to write off the cost of tangible assets, other than land, over their estimated useful lives.

The estimated useful lives of tangible assets by reference to which depreciation is calculated are as follows:

Buildings	50 years
Motor vehicles	5 years
Furniture and fittings	10 years
Office equipment	5 years
Freehold Land	not depreciated

Financial assets

Financial assets - investments are stated at market value as at the date of their last valuation.

Quoted securities have been valued at the bid price at close of business at the year-end date.

Unrealised movements on revaluation are included in the statement of financial activities.

The investments held are level 1 based on the fair value hierarchy.

Stocks

Stocks, which consist solely of consumable stores, are stated at the lower of cost and net realisable value. Cost comprises invoice price. Net realisable value comprises the actual or estimated worth through use in the association's activities. An allowance is made for obsolete, slow-moving or defective items where appropriate.

Debtors

Debtors are recognised at the settlement amount due after any discounts offered. Income recognised by the charity from government or other donors, but not yet received at year end, is included in debtors.

Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured or estimated.

Pensions

Irish Guide Dogs for the Blind operates a defined contribution pension scheme and makes contributions to these plans and administers contributions made by (and on behalf) of employees. The amounts charged to the statement of financial activities are the contributions payable in the year. Differences between the contributions payable in the year and contributions actually paid into the scheme are shown either as accruals or prepayments in the balance sheet.

Capital grants

Grants received in respect of capital expenditure are treated as a deferred credit and are released to the statement of financial activities in line with the associated costs. The amount released is recognised as income from charitable activities.

Revenue grants

Grants and assistance to fund non-capital expenditure are credited to the statement of financial activities in the period in which the related expenditure is incurred.

Taxation

No charge to taxation arises due to the tax exempt status of Irish Guide Dogs for the Blind. This is in accordance with the provisions of Section 207 (as applied to companies by Section 76), Section 609 (Capital Gains Tax) and Section 266 (deposit Interest Retention Tax) of the Taxes Consolidation Act, 1997 under charity number CHY6006.

The company is eligible for the scheme of tax relief for donations to eligible charities and approved bodies in relation to income tax refunds on donations in excess of €250 (Section 848A Taxes Consolidation Act, 1997).

As a charity, the company cannot recover VAT paid. As such, all VAT is expensed in the statement of financial activities.

Restricted and unrestricted reserves

Irish Guide Dogs for the Blind operates the following Funds:

Restricted Funds:

Restricted Funds represent income, which has been received and recognised in the financial statements, which is subject to specific conditions imposed by the donors or grant making institutions. Donations or grants may become repayable in the event that the conditions of the related agreements are not adhered to. These Funds are not available for the general purposes of Irish Guide Dogs for the Blind.

Expenditure which meets these conditions is shown

as charged to the Fund.

Unrestricted Funds:

General Funds: these represent amounts which can be used at the discretion of Irish Guide Dogs for the Blind, in furtherance of the objects of the charity. Such Funds may be held in order to finance working capital, capital investment or new programmes. The use of unrestricted Funds is therefore not restricted to any particular charitable purpose of the charity

Designated Funds: these represent amounts that Irish Guide Dogs for the Blind may at its discretion set aside for specific purposes which would otherwise form part of the general reserves of the charity. Specifically, Irish Guide Dogs for the Blind has set aside Funds to protect ongoing work from unexpected variations of income, finance tangible assets for ongoing use by the charity and fund any future budgeted deficits.

Capital Funds: these reflect the net value of fixed assets purchased Irish Guide Dogs for the Blind less capital grants outstanding on those assets.

Contingent liability

A contingent liability arises where a possible obligation from past events arises where its existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the charity's control or a present obligation that arise from past events but is not recognised in the accounts – either because it is not probable that a transfer of economic benefits will be required to settle the obligation, or because the amount of the obligation cannot be measured with sufficient reliability.

Critical accounting judgement and key sources of estimation uncertainty

In the application of the organisation's accounting policies, the Board are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily available from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The following are critical judgements that the Board have made in the process of applying the organisation's accounting policies and that have the most sig-

nificant effect on the amounts carried in the financial statements:

Tangible fixed assets

In note 12 to the financial statements, tangible fixed assets are stated at cost less depreciation. The Board has noted that there is a difference between the market value and the value based on historical cost less depreciation. The Board considers, that due to the specialised nature of the property and its value-in-use (based on the continued demand for the services that the charity delivers, continued statutory support and the available reserves to sustain this delivery), that this policy is appropriate.

For the year ended 31 December 2018

1 Income from donations and legacies

	2018	2018	2018
	Unrestricted	Restricted	Total donations and legacies
	€'000	€'000	€'000
Donations arising from:			
Community	259	35	294
Regular committed giving	293	-	293
Direct marketing appeals	196	336	532
Corporate sources	305	94	399
Trusts and Foundations	36	38	74
Total donations	1,089	503	1,592
Legacies	1,084	89	1,173
Corporate donations in kind	-	42	42
Association membership subscriptions	2	-	2
Total donations and legacies	2,175	634	2,809

	2017	2017	2017
	Unrestricted	Restricted	Total donations and legacies
	€'000	€'000	€'000
Donations arising from:			
Community	152	11	163
Regular committed giving	267	-	267
Direct marketing appeals	334	214	548
Corporate sources	224	169	393
Trusts and Foundations	24	38	62
Total donations	1,001	432	1,433
Legacies	1,736	154	1,890
Corporate donations in kind	-	-	-
Association membership subscriptions	1	-	1
Total donations and legacies	2,738	586	3,324

2 Income from charitable activities

	2018	2018	2018
	Unrestricted	Restricted	Total
	€'000	€'000	€'000
Health Services Executive grants – visually impaired support services			
HSE Cork Kerry	-	748	748
HSE Northern	-	15	15
HSE North West	-	15	15
	-	778	778
Child Mobility Programme			
Department of Education and Skills	-	69	69
Health Services Executive Grants – National Lottery – Mobility Assessments			
HSE West	-	12	12
HSE East Coast	-	4	4
HSE Dublin South West	-	16	16
HSE Midlands	-	28	28
HSE Dublin North	-	5	5
	-	65	65
Deferred income recognised - (note 17)	-	63	63
Total statutory income	-	975	975
Other income from charitable activities			
Sale of dogs and equipment	17	-	17
Client accommodation contribution	5	-	5
	22	-	22
Total income from charitable purposes	22	975	997

2 Income from charitable activities (continued)

	2017	2017	2017
	Unrestricted	Restricted	Total
	€'000	€'000	€'000
Health Services Executive grants – visually impaired support services			
HSE Cork Kerry	-	738	738
HSE Northern	-	15	15
HSE North West	-	15	15
	-	768	768
Child Mobility Programme			
Department of Education and Skills	-	69	69
Health Services Executive Grants – National Lottery – Mobility Assessments			
HSE South East	-	5	5
HSE North East	-	6	6
HSE Midlands	-	6	6
HSE Donegal	-	6	6
	-	23	23
Deferred income recognised - (note 17)	-	64	64
Total statutory income	-	924	924
Other income from charitable activities			
Sale of dogs and equipment	14	-	14
Client accommodation contribution	7	-	7
	21	-	21
Total income from charitable purposes	21	924	945

3 Income from other trading activities

	2018	2018	2018
	Unrestricted	Restricted	Total
	€'000	€'000	€'000
Income from fundraising activities			
National campaigns	528	2	530
Community events and campaigns	383	1	384
Volunteer activity	493	15	508
	<u>1,404</u>	<u>18</u>	<u>1,422</u>
Income from other trading activities			
Rental from facilities*	19	-	19
	<u>1,423</u>	<u>18</u>	<u>1,441</u>

	2017	2017	2017
	Unrestricted	Restricted	Total
	€'000	€'000	€'000
Income from fundraising activities			
National campaigns	504	2	506
Community events and campaigns	378	6	384
Volunteer activity	504	20	524
	<u>1,386</u>	<u>28</u>	<u>1,414</u>
Income from other trading activities			
Rental from facilities*	18	-	18
	<u>1,404</u>	<u>28</u>	<u>1,432</u>

*Rental income recognised in the period relates to use of surplus office space based at the National Headquarters in Cork rented out to the Health Services Executive and Muscular Dystrophy Ireland.

4 Investment income

	2018	2017
	Unrestricted	Unrestricted
	€'000	€'000
Bank interest receivable	2	3
Dividends receivable	64	56
	<u>66</u>	<u>59</u>

5 Expenditure - in accordance with the FRS 102 Charity SORP (2015) expenditure is analysed as follows:

	2018	2018	2018	2018	2018
	Raising funds (note 6)	Charitable activities (note 7)	Management and administration	Governance	Total
	€'000	€'000	€'000	€'000	€'000
Direct costs:					
Maintenance, expenses of dogs and other direct costs	2	392	-	-	394
Food allowance – dogs	-	12	-	-	12
Breeding Regeneration Programme – purchase of dogs	-	11	-	-	11
Other costs:					
Staff remuneration and other staff costs	608	1,871	507	141	3,127
Travel, subsistence and motor expenses	38	89	72	4	203
Premises, IT and communications	4	77	619	3	703
Fundraising costs including advertising	1,021	-	-	-	1,021
Professional fees, recruitment and other costs	40	47	40	97	224
Total direct costs	1,713	2,499	1,238	245	5,695
Allocation of support costs to activities					
Governance		<i>Allocated by staff headcount</i>			
	44	201	-	(245)	-
Finance		<i>Allocated by staff headcount</i>			
	64	120	(184)	-	-
Management Information Systems		<i>Allocated by staff headcount</i>			
	24	109	(133)	-	-
Human Resources		<i>Allocated directly and by staff headcount</i>			
	30	135	(165)	-	-
Overheads		<i>Allocated by staff headcount</i>			
	136	620	(756)	-	-
Total resources expended – year ended 31 December 2018	2,011	3,684	-	-	5,695
Restricted	53	1,574	-	-	1,627
Unrestricted	1,958	2,110	-	-	4,068

5 Expenditure (continued) - in accordance with the FRS 102 Charity SORP (2015) expenditure is analysed as follows:

	2017	2017	2017	2017	2017
	Raising funds (note 6)	Charitable activities (note 7)	Management and administration	Governance	Total
	€'000	€'000	€'000	€'000	€'000
Direct costs:					
Maintenance, expenses of dogs and other direct costs	-	354	-	-	354
Food allowance – dogs	-	12	-	-	12
Breeding Regeneration Programme – purchase of dogs	-	(2)	-	-	(2)
Other costs:					
Staff remuneration and other staff costs	561	1,784	448	83	2,876
Travel, subsistence and motor expenses	42	85	62	4	193
Premises, IT and communications	4	53	558	2	617
Fundraising costs including advertising	748	-	-	-	748
Professional fees, recruitment and other costs	40	26	38	11	115
Total direct costs	1395	2,312	1,106	100	4,913
Allocation of support costs to activities					
Governance		<i>Allocated by staff headcount</i>			
	20	80	-	(100)	-
Finance		<i>Allocated by staff headcount</i>			
	42	96	(138)	-	-
Management Information Systems		<i>Allocated by staff headcount</i>			
	30	108	(138)	-	-
Human Resources		<i>Allocated directly and by staff headcount</i>			
	32	115	(147)	-	-
Overheads		<i>Allocated by staff headcount</i>			
	145	538	(683)	-	-
Total resources expended – year ended 31 December 2017	1,664	3,249	-	-	4,913
Restricted	13	1,510	-	-	1,523
Unrestricted	1,651	1,739	-	-	3,390

6 Raising funds expenditure

	2018	2018	2018
	Unrestricted	Restricted	Total
	€'000	€'000	€'000
Direct costs of raising funds allocated by main income category:			
Regular committed giving	37	-	37
Corporate donations	191	-	191
Direct marketing appeals	586	-	586
Community fundraising	844	42	886
Legacies	2	-	2
Investments	11	-	11
	1,671	42	1,713

	2017	2017	2017
	Unrestricted	Restricted	Total
	€'000	€'000	€'000
Direct costs of raising funds allocated by main income category:			
Regular committed giving	33	-	33
Corporate donations	146	-	146
Direct marketing appeals	454	-	454
Community fundraising	749	-	749
Legacies	2	-	2
Investments	11	-	11
	1,395	-	1,395

7 Charitable activities expenditure

	2018	2018	2018	2018	2018
	Guide Dog Programme	Assistance Dog Programme	ILS and Long Cane Programmes	Child Mobility Programme	Total
	€'000	€'000	€'000	€'000	€'000
Direct costs:					
Maintenance, expenses of dogs and other direct costs	379	8	5	-	392
Food allowance – dogs	12	-	-	-	12
Breeding Regeneration Programme – purchase of dogs	11	-	-	-	11
Other costs:					
Staff remuneration and other staff costs	1,579	189	42	61	1,871
Travel, subsistence and motor expenses	52	18	10	9	89
Premises, IT and communications	67	10	-	-	77
Professional fees, recruitment and other costs	27	20	-	-	47
Total direct costs	2,127	245	57	70	2,499
Transfer of dogs to Assistance Dog Programme	(285)	285	-	-	-
Allocation of governance and support costs to activities*	776	360	21	28	1,185
*Allocated by staff costs (net of transfer costs of dogs)					
Total charitable activities expenditure – year ended 31 December 2018	2,618	890	78	98	3,684
<i>Restricted - 2018</i>	1,088	415	1	70	1,574
<i>Unrestricted - 2018</i>	1,530	475	77	28	2,110
Total charitable activities expenditure – year ended 31 December 2017	1,510	1,570	80	89	3,249

7 Charitable activities expenditure - continued

	2017	2017	2017	2017	2017
	Guide Dog Programme	Assistance Dog Programme	ILS and Long Cane Programmes	Child Mobility Programme	Total
	€'000	€'000	€'000	€'000	€'000
Direct costs:					
Maintenance, expenses of dogs and other direct costs	345	9	-	-	354
Food allowance – dogs	12	-	-	-	12
Breeding Regeneration Programme – purchase of dogs	(2)	-	-	-	(2)
Other costs:					
Staff remuneration and other staff costs	1,352	323	49	60	1,784
Travel, subsistence and motor expenses	45	18	12	10	85
Premises, IT and communications	43	10	-	-	53
Professional fees, recruitment and other costs	24	2	-	-	26
Total direct costs	1,819	362	61	70	2,312
Transfer of dogs to Assistance Dog Programme	(615)	615	-	-	-
Allocation of governance and support costs to activities*	306	593	19	19	937
<i>*Allocated by staff costs (net of transfer costs of dogs)</i>					
Total charitable activities expenditure – year ended 31 December 2017	1,510	1,570	80	89	3,249
<i>Restricted - 2017</i>	1,026	413	1	70	1,510
<i>Unrestricted - 2017</i>	484	1,157	79	19	1,739

8 Net movement in Funds

	2018 €'000	2017 €'000
Net movement in Funds are stated after charging / (crediting):		
Directors' remuneration	-	-
Auditors' remuneration:		
For audit	5	5
For tax advisory services	-	-
For other non-audit services	-	-
Depreciation	318	303
Loss / (Profit) on disposal of tangible assets	-	-
	<hr/>	<hr/>

9 Employees and remuneration

	2018 €'000	2017 €'000
Staff costs comprise:		
Wages and salaries	2,629	2,471
Social welfare costs	280	260
Pension costs (note 10)	85	80
Other compensation costs	63	-
	<hr/>	<hr/>
	3,057	2,811
	<hr/>	<hr/>
Average staff remuneration in the year was:	38	37
	<hr/>	<hr/>

Employee Emoluments	2018	2017
	Number	Number
€150,000 – €159,999*	1	-
€100,000 – €109,999	-	1
€70,000 – €79,999	2	-
€60,000 – €69,999	1	2
€50,000 – €59,999	4	4
	<hr/>	<hr/>
Average whole time equivalents	72	71
	<hr/>	<hr/>

*Remuneration of the Chief Executive Officer for the year was €99,931, (2017: €103,574) in gross pay and €5,279 (2017: €5,178) in company pension contributions in line with the universal company pension scheme contribution policy of 5%. In addition, as a result of the Chief Executive Officer's resignation, a provision has been made in the 2018 financial statements for the six month notice period contractually due to the Chief Executive Officer which was paid in 2019.

9 Employees and remuneration -continued

	2018 Number	2017 Number
Average headcount	80	76

Made up as follows:

	2018		2017	
	Full time	Part time	Full time	Part time
Fundraising, marketing and communications	12	1	13	-
Operations	43	15	42	12
Support Services:				
Governance	1	-	1	-
Finance	2	2	2	2
Management Information Systems	1	-	1	-
Human Resources	2	-	1	-
Administration	1	-	2	-
	62	18	62	14

Pension costs are allocated to activities in proportion to the related staffing costs incurred and are wholly charged to unrestricted Funds.

The charity's Directors were not paid in the year, nor received any benefits from engagement with the charity. No Director received payment for professional services or other services to the charity. In 2018, a total of €4,062 (2017: €3,615) was reimbursed to six Directors for vouched expenses incurred in the course of charity business.

Inclusive of the remuneration paid to the CEO, the key management compensation for the financial year was €385,000, being gross pay of €370,000 and company pension contributions of €15,000 (2017: €344,000 being gross pay of €332,000 and company pension contributions of €12,000).

10 Pension costs

The pension entitlements of certain employees arise under a defined contribution pension scheme and are secured by contributions by Irish Guide Dogs for the Blind and the employees to a separately administered pension fund. The pension charge for the year was €85,000 (2017: €80,000) and was made out of unrestricted funds.

11 Taxation

In accordance with the provisions of Section 207 (as applied to companies by Section 76), Section 609 (capital Gains Tax) and Section 266 (deposit Interest Retention Tax) of the Taxes Consolidation Act, 1997, under charity number CHY6006, Irish Guide Dogs for the Blind is exempt from taxation.

12 Tangible fixed assets

	Freehold land and buildings €'000	Motor vehicles €'000	Furniture, fittings and equipment €'000	Total €'000
Cost				
At 1 January 2018	7,873	519	1,596	9,988
Additions	-	54	144	198
Disposals	-	-	-	-
At 31 December 2018	7,873	573	1,740	10,186
Accumulated depreciation				
At 1 January 2018	1,846	457	1,252	3,555
Charge for the year	158	34	126	318
Disposals	-	-	-	-
At 31 December 2018	2,004	491	1,378	3,873
Net book amounts				
At 31 December 2018	5,869	82	362	6,313
At 31 December 2017	6,027	62	344	6,433

The Directors consider the carrying value of the tangible fixed assets as at 31 December 2018 to be appropriate.

13 Stocks

	2018 €'000	2017 €'000
Fundraising materials	62	66
Kennel and training equipment stocks	53	40
	115	106

14 Debtors

	2018 €'000	2017 €'000
Trade debtors	-	-
Prepayments and accrued income	76	99
Other debtors	-	-
	76	99

15 Financial assets – investments – at fair value

	2018	2017
	€'000	€'000
Equities	1,646	1,383
Bonds	2,620	3,725
Managed funds	992	-
Cash	300	24
	5,558	5,132

The movement in investments for the year is analysed as follows:

	2018	2017
	€'000	€'000
At beginning of year	5,132	4,498
Investment in financial assets in year	2,500	500
Investment income re-invested	34	35
Sales proceeds returned to Irish Guide Dogs for the Blind	(1,769)	(31)
Increase / (decrease) in fair value of the investments	(339)	130
At end of year	5,558	5,132

Investments made by Irish Guide Dogs for the Blind are governed by an Investment Strategy which is monitored by the Audit, Risk and Compliance & Investment Sub-Committee.

The principal objective is to secure the assets of the charity and secondly to target a return in line or slightly above inflation.

Investment funds are included in the financial statements at market value and any fluctuations are accounted for in the statement of financial activities. Fund adjustments represent withdrawals, gains and losses earned by investments within the fund, investment income and fees.

The investments held are level 1 based on the fair value hierarchy. All investments are classes as current assets as they can be liquidated at short notice and converted to cash in hand.

The investments were held with the following investment managers at the financial year end:

	2018	2017
	€'000	€'000
Barclays – Diversified portfolio	-	1,769
Cantor Fitzgerald – Diversified portfolio	2,033	929
Quilter Cheviot Investment Management – Diversified portfolio	1,177	-
BCP – Unitised funds	813	813
Zurich Life – Unitised funds	718	758
Standard Life – Unitised funds	812	861
Davy – Diversified portfolio	5	2
	5,558	5,132

16 Creditors – amounts falling due within one year

	2018	2017
	€'000	€'000
Trade creditors	124	99
Accruals	165	148
Provision for contractual obligations	63	-
Income tax deducted under payroll taxes	38	32
Pay Related Social Insurance	32	30
Deferred income – capital grants (note 17)	54	64
	476	373

17 Deferred income – capital grants

	€'000
Gross	
At 1 January 2018 and at 31 December 2018	<u>3,019</u>
Recognised in statement of financial activities	
At 1 January 2018	1,162
Recognised in year	<u>63</u>
At 31 December 2018	<u>1,225</u>
Net book amounts	
At 31 December 2018	<u>1,794</u>
At 31 December 2017	<u>1,857</u>
Shown as:	
Creditors – Amounts falling due within one year (note 16)	<u>54</u>
Creditors – Amounts falling due after more than one year	<u>1,740</u>

Irish Guide Dogs for the Blind has provided a legal charge to the Minister for Community, Equality and Gael-tacht Affairs over Irish Guide Dogs for the Blind's property for a period of 16 years (expiring in 2026).

This is in connection with the capital grant received from the Dormant Accounts Fund (administered by Pobal) in 2009.

18 Funds of the charity

	Opening balance	Income	Expenditure	Transfer	Closing balance
	€'000	€'000	€'000	€'000	€'000
Unrestricted					
Working capital Fund	5,383	3,686	(3,667)	(124)	5,278
Designated Funds:					
Tangible fixed asset Fund	4,576	-	-	(56)	4,520
Project Funds	2,515	-	(740)	180	1,955
	12,474	3,686	(4,407)	-	11,753
Restricted					
Guide Dog Programme	-	1,010	(1,010)	-	-
Assistance Dog Programme	-	335	(335)	-	-
Child Mobility Programme	-	74	(69)	-	5
TCl Programme	-	8	(8)	-	-
Puppy raising programme	15	-	(5)	-	10
Raising funds	-	42	(42)	-	-
Assessment project	-	65	(65)	-	-
Equipment and overheads	-	93	(93)	-	-
	15	1,627	(1,627)	-	15

19 Analysis of net assets between Funds

	2018	2018	2018
	Unrestricted	Restricted	Total
	€'000	€'000	€'000
Tangible fixed assets	4,521	1,794	6,315
Current assets	7,654	15	7,669
Current liabilities	(422)	(54)	(476)
Creditors due after more than one year	-	(1,740)	(1,740)
	11,753	15	11,768

19 Analysis of net assets between Funds - continued

	2017	2017	2017
	Unrestricted	Restricted	Total
	€'000	€'000	€'000
Tangible fixed assets	4,576	1,857	6,433
Current assets	8,207	15	8,222
Current liabilities	(309)	(64)	(373)
Creditors due after more than one year	-	(1,793)	(1,793)
	12,474	15	12,489

20 Commitments and contingent liabilities

As at the 31 December 2018, there are no commitments or contingent liabilities.

21 Post balance sheet events

There were no significant events affecting the organisation which have taken place since the end of the financial year.

22 Approval of financial statements

The financial statements were approved by the Directors on 27 May 2019.

Front Cover Image:
Kim Murphy with Guide Dog Jango

Back Cover Image:
Rebecca Galligan and son Charlie with Assistance Dog Iona



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