

Irish Guide Dogs for the Blind

Directors' report and financial statements

Year ended 31 December 2020

Company registration number: 55616

Charity number: CHY 6006

Charity registration number: 20009977

Irish Guide Dogs for the Blind

<i>Contents</i>	<i>Page</i>
Chairman's Statement	1
Directors and other information	2
Directors' report	3
Statement of directors' responsibilities in respect of the directors' report and the financial statements	22
Independent auditor's report to the members of Irish Guide Dogs for the Blind	23
Statement of financial activities	26
Balance sheet	27
Statement of cash flows	28
Notes forming part of the financial statements	29

Irish Guide Dogs for the Blind

CHAIRMAN'S STATEMENT

I am honoured to present the Directors' Report and financial statements for the financial year ended 31 December 2020 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.

On behalf of Irish Guide Dogs for the Blind, I want to thank our community of Volunteer fundraisers, breeders and boarders, Puppy Raisers, supporters generally and our staff for all their focus and energy on changing lives and producing our wonderful dogs. I also would like to thank the directors who have retired over the last twelve months, including our former Chairman Mr Eddie Murphy, for their commitment, time, insights and support.

In 2020, in the face of the many and continuing difficulties presented by Covid-19 and the ensuing restrictions we delivered 28 successful Guide Dog Partnerships (2019 35) and 34 Assistance Dog Partnerships (2019 26) and 2 Community Dog Partnerships. This represents a total of 64 successful partnerships as compared to 61 partnerships in 2019 and is an amazing achievement which is down to the efforts of so many hardworking staff and volunteers. It is a truly humbling experience to witness such strength of effort and commitment by so many in the face of such extreme adversity and challenges. In 2020, we managed to record a surplus of €855,000 due in the main to an increase in income from the State of €290,000 (for which we are very grateful) and also due to the prudent management of our resources. We are extremely grateful to all our donors and supporters, the State and are thankful for the generosity of Irish people.

As we continue to navigate the difficult terrain ahead our North Star of clients and dogs and commitment to quality continues to fortify our endeavours as we look forward to serving our clients and changing as many lives as we can.

Patrick Burke,

Board Chair

Irish Guide Dogs for the Blind

Directors and other information

Directors	Mr. Patrick Burke - Chair Mr. Martyn Byrne (<i>Appointed September 2020</i>) Ms. Jacqui Browne Ms. Paula Cogan (<i>Resigned 9 July 2021</i>) Ms. Terri Doyle (<i>Resigned 5 August 2021</i>) Mrs. Alison Flack Mr. Martin Gordon Mr. Nicky Kealy (<i>Appointed October 2020</i>) Mrs. Donna Lang (<i>Resigned July 2020</i>) Mr. Nick Palmer (<i>Resigned September 2020</i>) Ms. Poppy Masterson (<i>Appointed October 2020</i>) Mr. Conor Simpson Mr. Derry Walsh (<i>Resigned February 2020</i>) Mr. Eddie Murphy (<i>Resigned October 2020</i>)
Company Secretary	Mr. John Mitchell
General Manager	Mr. Tim O'Mahony
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
Auditor	KPMG Chartered Accountants 85 South Mall Cork
Bankers	AIB Douglas Cork Bank of Ireland Ballincollig Co. Cork
Solicitors	Ronan Daly Jermyn Mahon Cork
Company registration number:	55616
Charity number	CHY 6006
Charity registration number	20009977

Irish Guide Dogs for the Blind

Directors' Report

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 2020 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, the Companies (Accounting) Act 2017, the Constitution, and Accounting and Reporting by Charities: Statement of Recommended Practice ("Charities SORP") 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 Directors' Annual Report under the Charities SORP .

Our current services are:

- Guide Dog Programme
- Assistance Dog Programme
- Community Dog Programme
- Independent Living Skills Training
- Child Mobility Training
- Next Step Programme to help young adults with the transition to life in college/work
- Orientation and Mobility Training (*Long Cane Training*)
- Companion Dog Programme for children and adults with disabilities

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

Objectives and activities

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.

Our Goal Is Simple:

- We support people who are vision impaired and families of children with autism by providing life-changing services.
- With help from the community we create exceptional partnerships between people and their dogs.
- Our highly trained dogs empower people to move safely and confidently around their communities.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Objectives and activities *(continued)*

Our values:



Achievements and performance

Training programmes – some key numbers

Since March 2020 and the arrival of the Covid-19 pandemic we have focused on keeping the people we support, our volunteers, our staff and community safe. Despite the Covid-19 pandemic and as result of the durability of the team in 2020, we directly trained 141 people (2019: 156). As at the year end, there were 431 working Guide Dog and Assistance Dog partnerships (2019: 412). As a result of Covid-19 pandemic, we have been training partnerships on a domiciliary basis (rather than residentially at our national training facility).

We retire our dogs when they reach the age of 10. In 2020, we retired 19 Assistance Dog partnerships and 15 Guide Dog Partnerships. In addition to training new partnerships, we carry out assessments for prospective clients and ensure ongoing aftercare is provided to our existing clients through aftercare visits and further training.

	2020	2019
Guide Dog partnerships*	28	35
Assistance Dog partnerships**	34	26
Community Dog Partnerships	2	-
Orientation and Mobility – Long Cane Training	30	14
The Next Step Programme/Young ILS Programme	-	8
Child Mobility Training	41	59
Companion Dog partnerships	6	14
	141	156

* In 2020, 28 new partnerships were trained in the year. One dog had originally been partnered with a client in 2018 but was successfully partnered with another client in 2020. In 2021, there were 2 Guide Dogs returned who had been originally matched in 2020.

** In 2020, there were 34 Assistance Dog partnerships trained. 3 Assistance Dogs were returned in the same year and happily these dogs were matched successfully in 2021. 2 Assistance Dogs were returned in 2021 year to date.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Our services – it starts with one incredible dog

It is hard to believe that in less than two years our amazing puppies become some of the most responsible dogs in the country. Here is a guide through the life of a Guide Dog or Assistance Dog from puppy to retirement.

First steps

Our puppies begin life with their mother (called a Brood Bitch) in the home of one of our volunteer boarding families. By breeding our own dogs, we can ensure that they have the best temperament and characteristics.

Each puppy is introduced to various environmental stimuli in a controlled and secure way to allow the puppy to develop coping skills and encourage the pups' confidence to grow.

All our litters are organised alphabetically. The puppies in each litter are then given a name that starts with the litter's letter.

Home socialisation

At seven weeks old, our puppies are put into Volunteer homes as pairs for one week. Early socialisation is continued and overcoming obstacles like stairs, sleeping away from mum and siblings and car travel are all developed further.

Early learning

At eight weeks, each puppy is placed with a Volunteer Puppy Raiser, whose role involves house-training, grooming, and basic obedience exercises. This education forms an essential foundation for the future.

It means the essential socialisation and training for each puppy to be confident and happy in a variety of settings, for example, busy town conditions and on quiet country roads, taking it into shops and railway stations, travelling on buses and trains and getting into lifts.

The puppy also needs to be able to cope with heavy traffic, road works, and loud noises, behave well in restaurants, church, and generally learning to deal with every situation.

We are highly indebted to the 97 volunteers who act as puppy raisers (2019: 114) and who through their commitment, skills, and knowledge, guide our pups through the first 12 to 14 months. There is always a need for additional puppy raisers, and in 2020, 29 volunteers were recruited to support puppy raising. It is aimed that by the end of 2021, we will have 104 active puppy raisers with our pups embedded in the community.

Off to school

When the puppy is 13 months old, it leaves family life to join other dogs at our Training Centre where they start "Technical Training". This phase lasts for five months with a specially trained instructor.

The dog is taken on several walks each day where it is taught how to cross roads, to stop at kerbs and how to avoid obstacles that would cause problems for its owner.

It is brought into the city and shopping centres, to get used to the traffic and noise, and also taken on buses, trains and lifts. It must also learn how to behave in places such as restaurants.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Our services – it starts with one incredible dog *(continued)*

Off to school *(continued)*

If the dog reaches the high standards needed to be a Guide or Assistance Dog, it will be matched with a client and begin its working life. We are grateful to our volunteers, staff and everyone who plays a part in this journey; you are changing lives.

The instructor will look at how the dog behaves, its personality, whether it walks fast or slow, whether it prefers working in the country or city. From these traits, the dog is matched with somebody on our waiting list who suits this particular type of dog.

Getting the dog/owner match right is crucial and a lot of time and effort is put in to make sure the best possible partnership is made.

Out to work

From 18 months old, our dogs are now ready to graduate as fully trained Guide or Assistance Dogs. Having been matched with their new owner, they attend residential classes together at our Training Centre in Cork. During 2020, after March all our Guide Dogs and most of our Assistance Dog classes were held on a domiciliary basis.

Normally, Guide Dog residential training programmes take place in Cork and involves the clients coming to our Training Centre where our team of expert Instructors train the clients with their new partner on everyday skills, from crossing roads to using public transport, as well as dog handling, feeding, grooming and vet care. Our dogs help people who are vision impaired achieve greater independence and mobility. As a result of the Covid-19 pandemic, the training programmes have been on a domiciliary basis (from March 2020). This has had no negative effect on the quality of training offered to the client.

We train people from the age of 16 and there is no upper limit. All our services are provided at no cost to our clients.

Once the dog and their owner go back to their own home, one of our instructors will visit to make sure they are both working well together and will help them to get to know different routes that the owner would make regularly, such as to work or shopping.

We trained 28 people with a Guide Dog in 2020 (2019: 35 people) and provided 231 aftercare sessions. 2 Guide Dogs were returned in 2021. There is a continued emphasis on client care and the continued success of the partnerships created.

During 2020 34 people graduated with an Assistance Dog (2019: 26 people). Unfortunately, in 2020 3 dogs were returned, but these dogs were successfully rematched in 2021.

Our Assistance Dog Programme includes a week-long residential training course, as well as further training in the client's home to allow the Assistance Dog to settle in, which is then followed up with aftercare visits by our team of Instructors.

During the client's stay in our Training Centre, they learn how to lead their Assistance Dog through everyday situations, such as family outings, going to a shop or park. As with the Guide Dog Programme, clients are also taught the skills of dog handling, feeding, grooming and vet care.

During 2020 we piloted a Community Dog programme and placed 2 dogs in schools on the programme, the dogs placed are having a very positive impact in the environments they have been placed. Based on feedback to date and enquires we are planning to expand this service further in 2021 and beyond.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Our services – it starts with one incredible dog *(continued)*

Out to work *(continued)*

As with the Guide Dog training programme, the Assistance Dog programme has been offered on a domiciliary basis (from March 2020) due to the Covid-19 pandemic. Due to the skill of the team, this has had no negative effect on the quality of training offered.

What are the benefits of having an Assistance Dog?

Our Assistance Dogs help to control and improve the behaviour of a child with autism by promoting calmness and acting as a safety aid to the parents. With the help of our dogs, family outings can become less stressful as our dogs allow families to enjoy greater freedom and mobility.

Our dogs were first trained as a safety aid to prevent a child bolting. Since introduction of the service we have found further benefits which include:

- greater aptitude for learning;
- improved participation in social activities;
- improved communication skills; and
- a greater sense of responsibility and improved confidence.

Retirement

A Guide Dog or Assistance Dog will begin to tire before the age of 10 and at this stage we will look at retiring the dog. This is a very difficult time for both dog and owner as they have spent many years together.

Sometimes, the Guide or Assistance Dog owner will keep their dog as a pet for the remainder of their life. If they can, we always find a suitable home for these hard-working dogs. The owner is then trained with a new Guide or Assistance Dog as soon as possible.

In 2020, 15 Guide Dogs retired and 19 Assistance Dogs retired - these Dogs have completed their objective and have earned retirement!

Challenges faced

Waiting lists

Waiting lists always are a challenge to manage. We do not want clients on waiting lists longer than is fair or necessary. To help, waiting lists are prioritised so that high priority cases are given urgent attention. At the start of the year, we had 24 clients on the waiting list for a Guide Dog, with the total list at year end being 11.

Assistance dog lists – Demand for Assistance Dog services is high. In September 2020, we opened the Assistance Dog waiting list and we added 70 applications to the waiting list. This confirms that there is major demand for our services – our challenge is to meet this high demand in a timely and effective way. Throughout 2021, these potential clients will be assessed matched and provided with our services.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Challenges faced *(continued)*

Staff structure - In 2019, a Four Pillar Strategy was adopted which is helping us move to a new phase of growth and development. The idea is to lead, manage and measure our organisation within a way that we intuitively think of the Charity and align our resources accordingly – i.e. through the four pillars of Dogs, Training, Clients and Resourcing. With this aligned operating structure, we will be in a better position to organise, manage and deploy our resources in a way that best aids the production and training of our dogs and an improved service to our clients.

Future developments and outlook for 2021 Services

In 2021, we will aim to return to training our clients at the training centre in Cork, this will benefit clients and allow for more efficient delivery of our services. Through Lean we will look to review our processes and increase touch time for our trainers. This will help our trainers focus on production and training and improve service delivery. During 2021 we will also look at capturing greater details around the length or our dogs working lives with the objective of understanding in greater detail key drivers impacting the working life of our partnerships. This will help in maximising the working life of our dogs.

Aftercare challenges brought about through the lockdown impacts of the Covid-19 pandemic are being addressed. Clients will be prioritized to ensure that those who require additional assistance in aftercare receive it in a programmed and systematic way. Aftercare will be prioritised so that clients are given aftercare where individual priority plans are worked out according to clients needs.

Other services to highlight

Orientation and Mobility/Independent Living Skills Training

Our Orientation & Mobility programme supports our Guide Dog owners and Guide Dog applicants maintain the skills needed to remain independent and mobile. The delivery of Orientation and Mobility/Independent Living Skills Training was impacted by the Covid-19 pandemic in 2020. We shifted with the aid of technology to deliver support virtually during lockdowns.

Our Long Cane or Orientation & Mobility Programme is tailored to meet the needs of each individual with a strong emphasis on safety, confidence building and promoting independent travel.

The course involves daily one-on-one instruction. Learning to use a long cane is an effective way to get out and about safely and independently. We train people from the age of 16 and there is no upper limit.

During the course our Mobility Instructor show clients how to utilise a long cane in everyday practical situations, and will teach clients the orientation and mobility skills required to travel safely and efficiently at home, school, work, and in the community.

The course is followed by a visit to the client's home by the Mobility Instructor who will ensure that they have mastered the use of the long cane and are able to move independently in their environment.

In 2020, 30 clients completed our Long Cane/O&M classes *(2019: 14)*.

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 or for them to join the workforce. This programme evolves to match the client needs. In addition, it is planned to hold more one to one workshops to compliment the Next Steps Programme. Due to the Covid-19 pandemic there was no Next Step Programme in 2020. This is under review for 2021 and is dependent on restrictions.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Other services to highlight *(continued)*

Child Mobility Programme

On our Child Mobility Programme, children and young adults are taught skills such as long cane training and daily living skills. We offer them assistance to support their learning experience, such as accessing information and participating in physical education.

We work with children or young adults, their parents/guardians, their teacher and the school in order to enhance our students' quality of life. We also provide schools, parents and guardians with hints and tips on how to make their environment more accessible for the visually impaired student.

2020 was our 22nd year providing this critical service to children and young adults in the Munster region partnering with the Department of Education and Skills, and a great team of visiting teachers to provide highly personalised Orientation and Mobility and Independent Living Skills Training for children from age 3 to 18. This programme is only available in Cork, Tipperary and Waterford and can be accessed through direct referral from Visiting Teacher Services provided by the Department of Education and Skills.

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 a busy school and built up environment. Parents describe the service as invaluable.

Advocacy, Access and Education

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.

Financial review

Results for the year

The financial results for the year ended 31 December 2020 are shown in the Statement of Financial Activities on page 26

Total incoming resources amounted to €5,396,000 (2019: €5,808,000). Total expenditure was €4,596,000 (2019: €5,396,000). The overall outcome was an increase in funds of €855,000 once the positive movement in the revaluation of the portfolio of €55,000 was accounted for.

Income

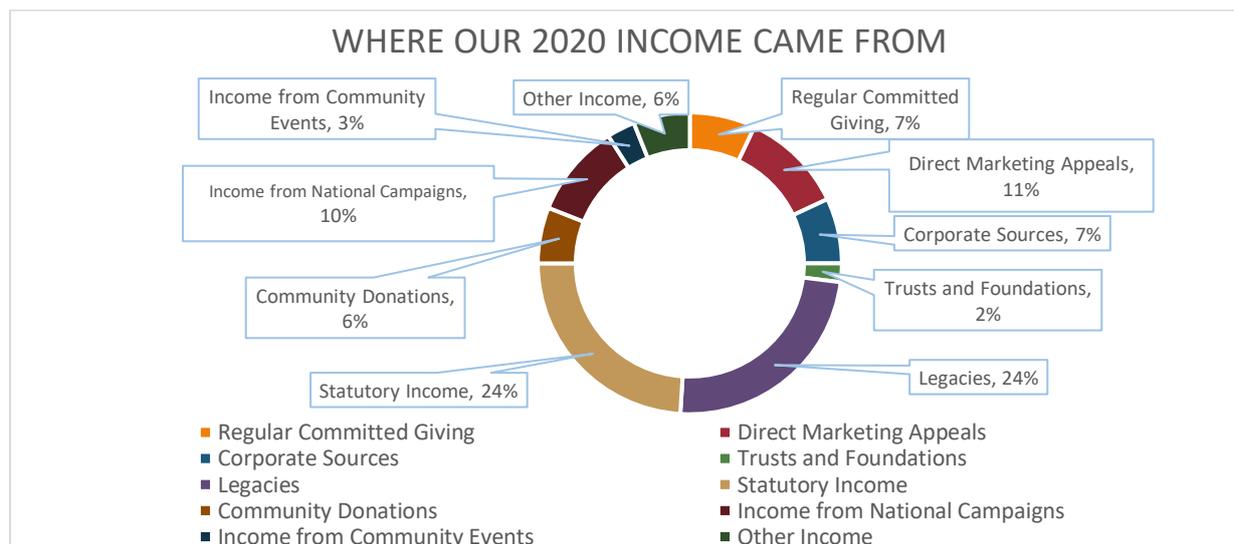
Income from donations and legacies decreased in the year from €3,259,000 to €2,760,000. In 2020, the amounts received from people to support Irish Guide Dogs for the Blind with a gift in their will decreased from €1,693,000 to €1,187,000. Other donations, on the other hand, slightly increased from €1,509,000 to €1,542,000. A breakdown of this income is disclosed in note 2 to the financial statements.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Financial review *(continued)*

Income *(continued)*



*Income from Volunteer Activity in the above chart includes churchgate collections, collection box income and fundraising in aid of Irish Guide Dogs for the Blind.

Income from charitable activities, which is made up mainly of statutory funding and includes income arising as a result of our services increased from €951,000 to €1,197,000. A breakdown of this income is disclosed in note 3 to the financial statements. We are eternally grateful to the Health Service Executive, The Department of Health, The Department of Education and Skills and to POBAL who administered Covid Stability Funding 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 we will work to increase this funding 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 stayed the same at €768,000. The HSE funding contributes to the charitable expenditure for vision impaired services. These Service Level Agreement's have been renewed for 2021.

Income from other trading activities also decreased in the year from €1,503,000 to €1,366,000. A breakdown of this income is disclosed in note 4 to the financial statements.

Expenditure

In line with best practice, expenditure is disclosed in accordance with the Charities SORP 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 amounted to €4,596,000 (2019: €5,396,000). The decrease of €800,000 (15%) against 2019 as explained below.

Irish Guide Dogs for the Blind

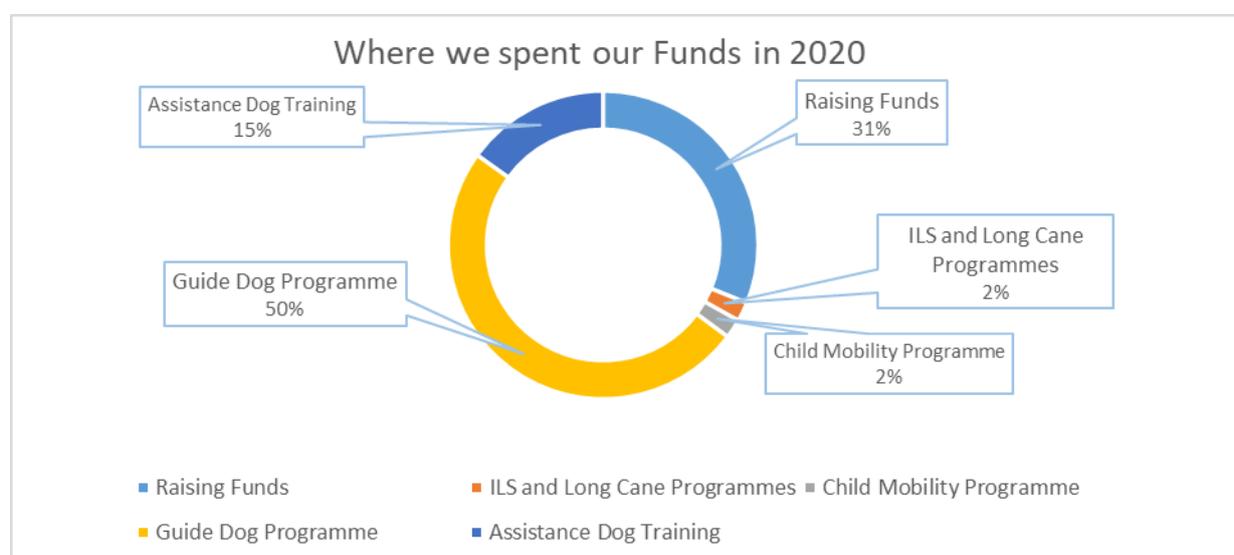
Directors' report *(continued)*

Financial review *(continued)*

Expenditure *(continued)*

The cost of raising funds was €1,434,000 (2019: €1,667,000) which amounts to 31% of total expenditure. In 2019, this was 31%. The cost of raising funds represents 22% of income raised. In 2019, this was 29%.

Excluding Direct Marketing the cost of raising funds was €905,000 (2019: €1,338,000), which amounts to 20% of total expenditure. In 2019, this was 25%. The cost of raising funds represents 22% of income raised. In 2019, this was 29%.



A breakdown of the direct costs of raising funds is detailed in note 7, 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 results for 2019 of €536,000 by €221,000. This included a year on year increase in regular committed giving receipts of €242,000. For 2020 the overall campaign exceeded its costs by €757,000.

Expenditure on charitable activities was €3,162,000 (2019: €3,729,000) which amounted to 65% (2019: 69%) of total expenditure. A breakdown of expenditure is included in note 8 to the financial statements. This represents 48% of income raised (2019: 64%).

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.

During 2020, total irrecoverable VAT was €262,000 (2019: €380,000).

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 commenced in 2019, it will be our second year claiming this.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Our Volunteers – Volunteering that Changes Lives!

We are very grateful to the hours of assistance and commitment our Volunteers give every year in:

- Fundraising
- Breeding Dog Holding
- Home Socialising/Puppy Raising
- Temporary Boarding
- Late walking in Kennels
- Providing support in a number of roles in Finance, Fundraising and other roles at our Headquarters

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 initiatives. 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.

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 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.

Notwithstanding the impact of the Covid-19 pandemic, over the course of 2020 we focused on digital campaigns as face to face fundraising stopped from March. We ran several successful events including our annual Guide Dog Day Appeal, our annual Christmas Campaign and ninth annual car raffle. Other events such as our annual Camino trip, the 13th Annual Blazing Bikers motorcycle run, along with sponsored activities such as Mizen to Malin cycle (M2M) were unfortunately cancelled.

The Covid-19 pandemic had a major impact on the events which would normally be run through the year. We are grateful to our Volunteers for their patience and commitment.

Every fundraising event requires a significant level of preparation and project management. In 2020 our volunteers, clients and supporters focused on social media and helped grow our digital presence while face to face fundraising was not possible. We are grateful for every event, for the funds raised and the opportunity to create a footprint for Irish Guide Dogs for the Blind virtually, in the community, workplace, school or club where the event takes place.

We are indebted to the temporary boarding volunteers for their invaluable help when the Covid-19 pandemic struck in providing homes for the dogs who could not be kept at the national training facility.

Structure, governance and management

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.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Structure, governance and management *(continued)*

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 2020 were 26 (2019: 47).

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 up of the Memorandum and Articles of Association.

Appointment of directors

The Board of Irish Guide Dogs for the Blind is made up of ten 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 contribute to the strategic direction and oversee the operations.

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 2 and 17. In line with best practice in governance, no director can be appointed to any salaried position.

Directors' Term of Office

A director's term of office has a lifetime limit of 9 years for directors appointed prior to 2019 and 6 years for all directors appointed after that.

Director induction and training

Board members, on joining, undergo an orientation programme, 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 10 members, administers the charity. The Board normally meets at least six times annually and there are sub committees covering finance, risk, investments, governance, compliance, fundraising and Dog supply and training which normally meet every two months. The following Sub-Committees are in place:

- 1 Audit, Risk, Compliance and Investment Sub-Committee (ARCIC formerly ARC) has responsibility for the review of Capital Management and Financial Reporting, Risk Management, Audit and Compliance matters. During 2020 the Nominating and Governance Sub-Committee undertook a review of the subcommittees and their terms of reference. Post review the Audit, Risk, and Compliance Sub-Committee (ARC) changed its name to Audit, Risk, Compliance and Investment Sub-Committee (ARCIC). The name change and revised terms of reference were approved by the board in March 2021.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Structure, governance and management *(continued)*

Organisation *(continued)*

- 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. During 2020 the N&G Sub-Committee undertook a review of all sub-committees and their terms of reference. The revised terms of reference were approved by the board in March 2021.
- 3 Science Training and Development Sub-Committee (STAD formerly 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. During 2020 the N&G Sub-Committee undertook a review of the subcommittees and their terms of reference. The name change and revised Terms of reference were approved by the board in March 2021.
- 4 Client Consultative Sub-Committee (CCC) has responsibility for ensuring Client voices are being heard and needs are being met and that we increase our focus on being a client focused charity. This work is done through review of systems, processes and services and collecting feedback from clients to ensure they reflect and support their needs. During 2020 the N&G Sub-Committee undertook a review of the subcommittees and their terms of reference. The revised terms of reference were approved by the board in March 2021.

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. 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 leadership 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, Compliance and Investment Sub-Committee (ARCIC). 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 10 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.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Structure, governance and management *(continued)*

Political Contributions

No political contributions were made by Irish Guide Dogs for the Blind in the year *(2019: €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 feedback on our performance. Details of our Public Compliance and 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 all gifts received 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.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Structure, governance and management *(continued)*

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 sets out a series of 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 have worked through the legislation, training all staff and ensuring policies are compliant with GDPR regulations. We can confirm ongoing compliance with legislation.

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. During the year a review of the Finance and Fundraising functions was undertaken. This review was completed in 2021. The review was aimed at recognising the needs of the future. Faced with the challenges of the Covid-19 pandemic the team adapted to the revised landscape and used technology and other means possible to support clients, volunteers and colleagues.

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. Compliance is monitored and reviewed by the Nominating and Governance Sub-Committee.

Our fundraising activities are planned and delivered in line with Codes of Fundraising. The Board continues to adhere to 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, Compliance and Investment Sub-Committee.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Structure, governance and management *(continued)*

Governance: *(continued)*

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 102 and the Charities SORP (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:

Directors:	Meeting Attendance:					
	Board	ARCIC	STAD	N&G	CCC	FR
Mr. Patrick Burke – Chair	11/11	3/3		5/7		3/6
Mr. Eddie Murphy <i>(Resigned October 2020)</i>	3/11	2/3		7/7		
Ms. Jacqui Browne	9/11			7/7	4/4	
Ms. Paula Cogan <i>(Resigned 9 July 2021)</i>	11/11					5/6
Ms. Terri Doyle <i>(Resigned 5 August 2021)</i>	8/11		1/3			
Mrs. Alison Flack	11/11					
Mrs. Donna Lang <i>(Resigned July 2020)</i>	4/4					
Mr. Nick Palmer <i>(Resigned September 2020)</i>	5/7					6/6
Mr. Martyn Byrne <i>(Appointed September 2020)*</i>	5/5			7/7		
Mr. Nicky Kealy <i>(Appointed October 2020)*</i>	4/4				3/4	
Ms. Poppy Masterson <i>(Appointed October 2020)*</i>	4/4		2/3			
Mr. Conor Simpson	8/11					
Mr. Derry Walsh <i>(Resigned Feb 2020)*</i>	0/0		3/3			
Mr. Martin Gordon	8/11			5/7	4/4	

*Attendance shown based on number of meetings held since appointment/resignation

Acronyms per table above explained:

Audit, Risk, Compliance and Investment Sub-Committee (ARCIC)

Nominating and Governance Sub-Committee (N&G)

Science Training and Development Sub-Committee (STAD)

Client Consultative Sub-Committee (CCC)

Fundraising (FR)

Reserves

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.

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.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Reserves *(continued)*

	<i>Note</i>	2020 €'000	2019 €'000
Net unrestricted income/(expenditure) in the financial Year		855	1,051
Net movement in restricted reserves in the year		-	(15)
Total funds carried forward at start of year		12,804	11,768
		<hr/>	<hr/>
Total funds brought forward at year end	<i>20</i>	13,659	12,804
		<hr/> <hr/>	<hr/> <hr/>
Reserves at year end comprise:			
Restricted funds		-	-
Unrestricted funds			
Designated funds:			
- working capital fund		7,481	6,681
- tangible fixed asset fund		4,531	4,476
- project funds		1,647	1,647
		<hr/>	<hr/>
	<i>20</i>	13,659	12,804
		<hr/> <hr/>	<hr/> <hr/>

Reserves policy

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.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

Reserves policy *(continued)*

Unrestricted funds: *(continued)*

Designated funds are categorised into:

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

At the end of 2020 funds were designated to cover the following:

- a) to cover potential deficits in 2021 and 2022
- 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 Office refurbishment to our national training facility resulting in improved client experiences through improved site layout, 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, Compliance and Investment Sub Committee (ARCIC) which reviews the investment portfolio against the Investments Guidelines and Benchmarks agreed by the ARCIC.

The Investment Strategy recognises that no asset can be viewed as 100% secure, so the risks of not achieving the security of the portfolio can be mitigated by focusing on the risk rating of institutions, ensuring that there is a wide breadth of investment categories and ensuring liquidity rules are maintained. To this end, the Investment Strategy is reviewed regularly. This was updated and approved by the Board in February 2020.

In 2020, the unrealised gain recognised in respect of the valuation of these investments was €55,000 (2019: €624,000 gain) mainly due to continued market confidence.

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 also considered the current COVID-19 pandemic in their going concern assessment and

Irish Guide Dogs for the Blind

Directors' report *(continued)*

have determined that this does not give rise to conditions that cast doubt over the Irish Guide Dogs for the Blind's ability to continue as a going concern. The directors have a reasonable expectation that the **Going concern** *(continued)*

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.

Events since the year-end

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

Future Plans

The year 2021 will continue to be challenging for Irish Guide Dogs in relation to managing and delivery of our services during the Covid-19 pandemic. The priority for the year is to maintain high quality safe services and supports in cost effective ways and to continue to implement national government policies in relation to our clients including meeting all standards and regulations. The full return to our national training facility will be a priority, when possible, as will the delivery of aftercare for clients for the coming year.

Due to the Covid-19 pandemic, Irish guide Dogs will continue to undertake various containment and other measures to assist in ensuring the safety of the people we support and staff. The Directors consider that the Covid-19 pandemic will not impact on the revenue operating income received from the HSE. It will however have a significant impact on the annual voluntary income received from fundraising events.

Organisational risk management and internal control

The Audit, Risk, Compliance and 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 risks 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 2021 business plan. These include:

- The availability and sustainability of income as a result of ongoing Covid-19 pandemic.
- Supply of dogs to meet 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.

Relevant audit information

The Directors believe that they have taken all steps necessary to make themselves aware of any relevant audit information and have established that the Charity's statutory auditors are aware of that information.

Irish Guide Dogs for the Blind

Directors' report *(continued)*

In so far as they are aware, there is no relevant audit information of which the Charity's statutory auditors are unaware.

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 10.

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.

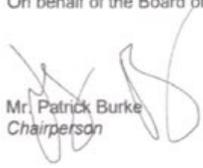
Independent auditor

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

Accounting records

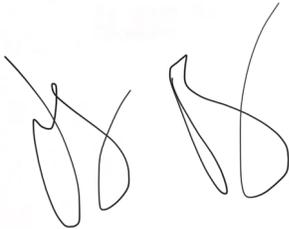
The directors believe that they have complied with the requirements of sections 281 to 285 of the Companies Act 2014, with regard to adequate accounting records, by employing accounting personnel with appropriate expertise and by providing adequate resources to the financial function. The accounting records of the company are maintained at National Headquarters and Training Centre Hill Farm, Model Farm Road, Cork, T12 WT4A.

On behalf of the Board of Directors


Mr. Patrick Burke
Chairperson


Mr. Martyn Byrne
Director

3 September
2021



Irish Guide Dogs for the Blind

Statement 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*.

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 Charity and of its incoming resources and application of resources including its income and expenditure for that year. In preparing these financial statements, the Directors are required to:

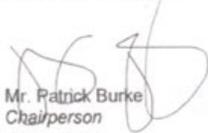
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Charity'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 Charity 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 its incoming resources and application of resources including its income and expenditure of the Charity 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 Charity 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.

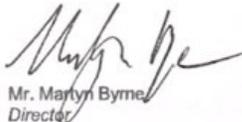
The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the board

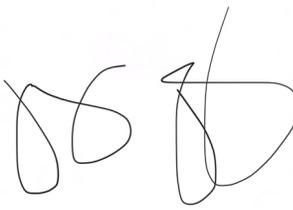
Mr. Patrick Burke
Chairperson



Mr. Martyn Byrne
Director



3 September
2021





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 Charity") for the year ended 31 December 2020 set out on pages 26 to 53, which comprise statement of financial activities, the balance sheet, the cash flow statement and related notes, including the summary of significant accounting policies set out in note 1. 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* issued in the United Kingdom by the Financial Reporting Council.

In our opinion:

- the financial statements give a true and fair view of the state of the Charity's affairs as at 31 December 2020 and of its incoming resources and application of resources including its income and expenditure for the year then ended;
- the financial statements have been properly prepared in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- the financial statements 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 Charity in accordance with ethical requirements that are relevant to our audit of financial statements in 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 these requirements.

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.



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

Report on the audit of the financial statements (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. The financial statements and our auditor's report thereon do not comprise part of the other information. 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 undertaken during the course of the audit, we report that:

- 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 Charity were sufficient to permit the financial statements to be 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.



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

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 22, 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

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 <http://www.iaasa.ie/Publications/Auditing-standards/International-Standards-on-Auditing-for-use-in-Ire/Description-of-the-auditor-s-responsibilities-for>.

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

Our report is made solely to the Charity'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 Charity'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 Charity and the Charity'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
85 South Mall
Cork

23 September 2021

Irish Guide Dogs for the Blind

Statement of Financial Activities for the year ended 31 December 2020

Note	Unrestricted Funds 2020 €'000	Restricted Funds 2020 €'000	Total Funds 2020 €'000	Unrestricted Funds 2019 €'000	Restricted Funds 2019 €'000	Total Funds 2019 €'000	
Income and endowments from:							
Donations and legacies	2	2,345	415	2,760	2,742	517	3,259
Charitable activities	3	6	1,191	1,197	11	940	951
Other trading activities	4	835	531	1,366	1,469	34	1,503
Investments	5	73	-	73	95	-	95
Total income		3,259	2,137	5,396	4,317	1,491	5,808
Expenditure on:							
Raising funds	6/7	(1,294)	(140)	(1,434)	(1,641)	(26)	(1,667)
Charitable activities	6/8	(1,165)	(1,997)	(3,162)	(2,249)	(1,480)	(3,729)
		(2,459)	(2,137)	(4,596)	(3,890)	(1,506)	(5,396)
Net gain/(loss) on investment	17	55	-	55	624	-	624
Net (expenditure)/income	9	855	-	855	1,051	(15)	1,036
Reconciliation of funds							
Net movement in funds	20	855	-	855	1,051	(15)	1,036
Total funds brought forward	20	12,804	-	12,804	11,753	15	11,768
		13,659	-	13,659	12,804	-	12,804

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 income / (expenditure) arose solely from continuing activities.

The notes on pages 29 to 53 form part of the financial statements.

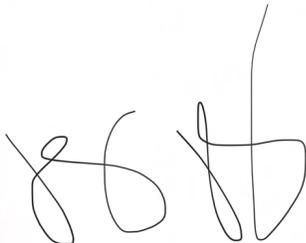
On behalf of the board

Mr. Patrick Burke
Chairperson

Mr. Martin Byrne
Director

26

3 September 2021



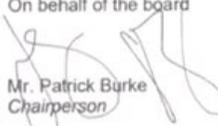
Irish Guide Dogs for the Blind

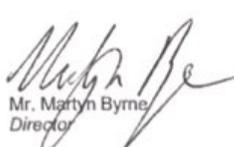
Balance sheet as at 31 December 2020

	Note	2020 €'000	2019 €'000
Fixed assets			
Tangible assets	13	6,248	6,084
Intangible assets	14	124	132
Total fixed assets		6,372	6,216
Current assets			
Stocks	15	161	130
Debtors	16	144	83
Investments	17	6,858	6,780
Cash at bank and in hand		2,160	1,673
Total current assets		9,323	8,666
Current liabilities			
Creditors: amounts due within one year	18	(400)	(392)
Net current assets		8,923	8,274
Total assets less current liabilities		15,295	14,490
Creditors: amounts due after more than one year	19	(1,636)	(1,686)
Total net assets		13,659	12,804
Funds of the Charity			
Restricted funds	20	-	-
Unrestricted funds	20	7,481	6,681
Designated funds	20	6,178	6,123
Total Charity Funds		13,659	12,804

The notes on pages 29 to 53 form part of the financial statements.

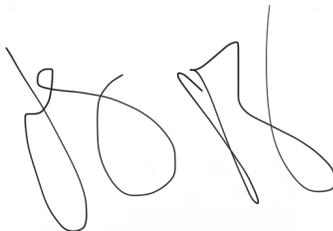
On behalf of the board


Mr. Patrick Burke
Chairperson


Mr. Martyn Byrne
Director

27

3 September 2021



Irish Guide Dogs for the Blind

Statement of cash flows for the year ended 31 December 2020

Reconciliation of net income to cash used in charitable activities

	Note	2020 €'000	2019 €'000
Net income for the reporting period		855	1,036
Cash flows from operating activities:			
Depreciation charge	13	253	259
Amortisation charge	14	54	73
Bequest income received direct to portfolio		-	(857)
Release of capital grants from deferred income	19	(50)	(54)
(Gains) on investments	17	(55)	(624)
Dividends and interest from investments	5	(73)	(95)
(Increase) in stocks	15	(31)	(15)
(Increase) in debtors	16	(61)	(7)
Increase/(decrease) in creditors	18	8	(84)
Net cash flows (in)/from operating activities		900	(368)
Cash flows from investing activities:			
Dividends and interest from dividends	5	73	95
Purchase of plant and equipment	13	(417)	(206)
Purchase of intangible assets	14	(46)	(29)
Proceeds from sale of investments	17	-	327
Investment Income Reinvested	17	(23)	(68)
		(413)	119
Change in cash and cash equivalents in the reporting period		487	(249)
Increase in cash and cash equivalents			
Cash and cash equivalents at the beginning of year		1,673	1,922
Change in cash and cash equivalents in the reporting period		487	(249)
Cash and cash equivalents at the end of year		2,160	1,673

The notes on pages 29 to 53 form part of the financial statements.

On behalf of the board

Mr. Patrick Burke
Chairperson

Mr. Martin Byrne
Director

28

3 September 2021



Irish Guide Dogs for the Blind

Notes

forming part of the financial statements

1 Accounting policies

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

Basis of preparation

These financial statements were prepared in accordance with the Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* ("FRS 102").

The registered number of the company is 55616 and the address of its registered office is at National Headquarters and Training Centre, Hill Farm, Model Farm Road, Cork, T12 WT4A.

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 Charities SORP 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. There have been no material departures from FRS 102.

The format of the analysis and disclosure of expenditure complies fully with the Charities SORP in the statement of financial activities on page 26 and in notes 6 to 8.

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.

Irish Guide Dogs for the Blind

Notes *(continued)*

1 **Accounting policies** *(continued)*

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 – directly and through direct marketing campaigns; 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.

Short term employee benefits

The cost of providing employee benefits such as wages and salaries, annual leave, post-employment benefits are recognised in the period in which the benefit is earned by the employee, rather than when it is paid or payable. Short term employee benefits are those expected to be settled wholly before twelve months after the end of the annual reporting period during which the employee services are rendered.

Irish Guide Dogs for the Blind

Notes *(continued)*

1 **Accounting policies** *(continued)*

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

Irish Guide Dogs for the Blind

Notes *(continued)*

1 **Accounting policies** *(continued)*

Intangible assets

Intangible assets are stated at cost less accumulated impairment losses.

Amortisation is charged to the income and expenditure on a straight-line basis over the estimated useful lives of intangible assets. Intangible assets are amortised from the date they are available for use. The Company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date.

Financial assets

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

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

Cash and cash equivalents

Cash at bank and in hand are treated as cash and cash equivalents where it is comprised of cash on deposit at banks required less than or equal to three months' notice of withdrawal.

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.

Retirement benefits

Irish Guide Dogs for the Blind operates a defined contribution retirement benefit 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.

Irish Guide Dogs for the Blind

Notes *(continued)*

1 **Accounting policies** *(continued)*

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).

The company is a member of the VAT Compensation scheme for Charities which commenced in 2019. Irrecoverable 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.

Irish Guide Dogs for the Blind

Notes *(continued)*

1 Accounting policies *(continued)*

Provisions:

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 arises 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 significant effect on the amounts carried in the financial statements:

Tangible fixed assets

In note 13 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.

Irish Guide Dogs for the Blind

Notes (continued)

2	2020	2020	2020
Income from donations and legacies	Unrestricted €'000	Restricted €'000	Total donations and legacies €'000
Donations arising from:			
Community	274	11	285
Regular committed giving	334	11	345
Direct marketing appeals	278	268	546
Corporate sources	260	27	287
Trusts and Foundations	14	65	79
	<hr/>	<hr/>	<hr/>
Total donations	1,160	382	1,542
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Legacies	1,184	3	1,187
Corporate donations in kind	-	30	30
Association membership subscriptions	1	-	1
	<hr/>	<hr/>	<hr/>
Total donations and legacies	2,345	415	2,760
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	2019	2019	2019
	Unrestricted €'000	Restricted €'000	Total donations and legacies €'000
Donations arising from:			
Community	256	11	267
Regular committed giving	337	3	340
Direct marketing appeals	170	293	463
Corporate sources	279	23	302
Trusts and Foundations	80	57	137
	<hr/>	<hr/>	<hr/>
Total donations	1,122	387	1,509
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Legacies	1,619	74	1,693
Corporate donations in kind	-	56	56
Association membership subscriptions	1	-	1
	<hr/>	<hr/>	<hr/>
Total donations and legacies	2,742	517	3,259
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Irish Guide Dogs for the Blind

Notes (continued)

3 Income from charitable activities	2020 Unrestricted €'000	2020 Restricted €'000	2020 Total €'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 West	-	8	8
HSE East Coast	-	2	2
HSE North East	-	-	-
HSE North	-	-	-
HSE Midlands	-	-	-
HSE South West	-	-	-
	-	10	10
Deferred income recognised - (note19)	-	54	54
Covid Stability Funding - Pobal	-	290	290
Total statutory income	-	1,191	1,191
Other income from charitable activities			
Sale of dogs and equipment	6	-	6
Client accommodation contribution	-	-	-
Total income from charitable purposes	6	1,191	1,197

Irish Guide Dogs for the Blind

Notes (continued)

3 Income from charitable activities (continued)	2019 Unrestricted €'000	2019 Restricted €'000	2019 Total €'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 West	-	2	2
HSE East Coast	-	14	14
HSE North East	-	3	3
HSE North	-	4	4
HSE Midlands	-	12	12
HSE South West	-	14	14
	-	49	49
Deferred income recognised (note19)	-	54	54
Total statutory income	-	940	940
Other income from charitable activities			
Sale of dogs and equipment	6	-	6
Client accommodation contribution	5	-	5
Total income from charitable purposes	11	940	951

Irish Guide Dogs for the Blind

Notes (continued)

4 Income from other trading activities	2020 Unrestricted €'000	2020 Restricted €'000	2020 Total €'000
Income from fundraising activities			
National campaigns	478	15	493
Community events and campaigns	154	2	156
Volunteer activity	163	11	174
	795	28	823
Income from other trading activities			
Rental from facilities*	16	-	16
Charity VAT rebate	24	-	24
Covid-19 Wage Subsidy, split as follows:			
Temporary Wage Subsidy Scheme**	-	250	250
Employment Wage Subsidy Scheme***	-	253	253
	40	503	543
Total income from other trading activities	835	531	1,366
	2019 Unrestricted €'000	2019 Restricted €'000	2019 Total €'000
Income from fundraising activities			
National campaigns	623	4	627
Community events and campaigns	383	11	394
Volunteer activity	430	19	449
	1,436	34	1,470
Income from other trading activities			
Rental from facilities*	19	-	19
Charity VAT rebate	14	-	14
	33	-	33
Total income from other trading activities	1,469	34	1,503

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

**Temporary Wage Subsidy Scheme ("TWSS")

The Irish government introduced the TWSS on 24 March 2020 and this support remained in place until 31 August 2020. Irish Guide Dogs for the Blind made a claim under this scheme to subsidise a portion of the cost of salaries related to eligible staff. In line with the Charity's accounting policy, the receipts under this scheme have been reflected separately within other operating income.

Irish Guide Dogs for the Blind

Notes (continued)

4 Income from other trading activities (continued)

***Employment Wage Subsidy Scheme (“EWSS”):

The Irish government continued to provide support from 1 September 2020 at a reduced rate under the EWSS and this scheme will continue for a period into 2021. Irish Guide Dogs for the Blind made a claim under this scheme to cover a portion of the cost of salaries related to eligible staff. This has also been reflected separately within other operating income.

5 Investment income

	2020 Unrestricted €'000	2019 Unrestricted €'000
Bank interest receivable	-	-
Dividends receivable	73	95
	<hr/>	<hr/>
	73	95
	<hr/> <hr/>	<hr/> <hr/>

Irish Guide Dogs for the Blind

Notes (continued)

6 Expenditure

In accordance with the FRS 102 and the Charities SORP, expenditure is analysed as follows:

	2020	2020	2020	2020	2020
	Raising funds (note 7) €'000	Charitable activities (note 8) €'000	Management and administration €'000	Governance €'000	Total €'000
Direct costs:					
Maintenance, expenses of dogs and other direct costs	1	344	14	-	359
Food allowance – dogs	-	13	-	-	13
Breeding Regeneration Programme – purchase of dogs	-	44	-	-	44
Other costs:					
Staff remuneration and other staff costs	445	1,748	275	47	2,515
Travel, subsistence and motor expenses	14	91	17	2	124
Premises, IT and communications	22	90	552	2	666
Fundraising costs including advertising	639	-	-	-	639
Professional fees, recruitment and other costs	58	37	13	128	236
Total direct costs	1,179	2,367	871	179	4,596
Allocation of support costs to activities					
Governance <i>Allocated by staff headcount</i>	38	141	-	(179)	-
Finance <i>Allocated by staff headcount</i>	69	104	(173)	-	-
Management Information Systems <i>Allocated by staff headcount</i>	14	51	(65)	-	-
Human Resources <i>Allocated directly and by staff headcount</i>	21	75	(95)	-	-
Overheads <i>Allocated by staff headcount</i>	113	424	(538)	-	-
Total resources expended – year ended 31 December 2020	1,434	3,162	(0)	-	4,596
Restricted	140	1,997	-	-	2,137
Unrestricted	1,294	1,165	-	-	2,459

Irish Guide Dogs for the Blind

Notes (continued)

6 Expenditure (continued)

	2019	2019	2019	2019	2019
	Raising funds	Charitable	Management	Governance	Total
	(note 7)	activities	and		
	€'000	(note 8)	administration	€'000	€'000
		€'000	€'000		
Direct costs:					
Maintenance, expenses of dogs and other direct costs	2	401	-	-	403
Food allowance – dogs	-	13	-	-	13
Breeding Regeneration Programme – purchase of dogs	-	89	-	-	89
Other costs:					
Staff remuneration and other staff costs	537	1,848	491	44	2,920
Travel, subsistence and motor expenses	35	132	57	7	231
Premises, IT and communications	15	62	664	3	744
Fundraising costs including advertising	732	-	-	-	732
Professional fees, recruitment and other costs	66	40	32	126	264
Total direct costs	1,387	2,585	1,244	180	5,396
Allocation of support costs to activities					
Governance	<i>Allocated by staff headcount</i>	29	151	-	(180)
Finance	<i>Allocated by staff headcount</i>	65	124	(189)	-
Management Information Systems	<i>Allocated by staff headcount</i>	21	99	(120)	-
Human Resources	<i>Allocated directly and by staff headcount</i>	28	135	(163)	-
Overheads	<i>Allocated by staff headcount</i>	137	635	(772)	-
Total resources expended – year ended 31 December 2019	1,667	3,729	-	-	5,396
Restricted	26	1,480	-	-	1,506
Unrestricted	1,641	2,249	-	-	3,890

Irish Guide Dogs for the Blind

Notes (continued)

7 Raising funds expenditure	2020 Unrestricted €'000	2020 Restricted €'000	2020 Total €'000
Direct costs of raising funds allocated by main income category:			
Regular committed giving	12	1	13
Corporate donations	112	9	121
Direct marketing appeals	488	41	529
Community fundraising	436	36	472
Legacies	10	1	11
Investments	30	3	33
	<u>1,088</u>	<u>91</u>	<u>1,179</u>
	2019 Unrestricted €'000	2019 Restricted €'000	2019 Total €'000
Direct costs of raising funds allocated by main income category:			
Regular committed giving	34	-	34
Corporate donations	204	-	204
Direct marketing appeals	329	-	329
Community fundraising	757	26	783
Legacies	13	-	13
Investments	24	-	24
	<u>1,361</u>	<u>26</u>	<u>1,387</u>

Irish Guide Dogs for the Blind

Notes (continued)

8 Charitable activities expenditure	2020	2020	2020	2020	2020
	Guide Dog Programme €'000	Assistance Dog Programme €'000	ILS and Long Cane Programmes €'000	Child Mobility Programme €'000	Total €'000
Direct costs:					
Maintenance, expenses of dogs and other direct costs	308	30	3	3	344
Food allowance – dogs	13	-	-	-	13
Breeding Regeneration Programme – purchase of dogs	44	-	-	-	44
Other costs:					
Staff remuneration and other staff costs	1,290	332	62	64	1,748
Travel, subsistence and motor expenses	58	24	5	4	91
Premises, IT and communications	80	8	1	1	90
Professional fees, recruitment and other costs	31	6	-	-	37
Total direct costs	<u>1,824</u>	<u>400</u>	<u>71</u>	<u>72</u>	<u>2,367</u>
Transfer of dogs to Assistance Dog Programme					
Allocation of governance and support costs to activities* <i>*Allocated by staff costs (net of transfer costs of dogs)</i>	445	316	17	17	795
Total charitable activities expenditure – year ended 31 December 2020	<u><u>2,269</u></u>	<u><u>716</u></u>	<u><u>88</u></u>	<u><u>89</u></u>	<u><u>3,162</u></u>
Restricted – 2020	1,596	302	11	88	1,997
Unrestricted - 2020	673	414	77	1	1,165
Total charitable activities expenditure – year ended 31 December 2019	<u><u>2,412</u></u>	<u><u>1,153</u></u>	<u><u>89</u></u>	<u><u>75</u></u>	<u><u>3,729</u></u>

Irish Guide Dogs for the Blind

Notes (continued)

8 Charitable activities expenditure (continued)

	2019	2019	2019	2019	2019
	Guide Dog Programme €'000	Assistance Dog Programme €'000	ILS and Long Cane Programmes €'000	Child Mobility Programme €'000	Total €'000
Direct costs:					
Maintenance, expenses of dogs and other direct costs	369	32	-	-	401
Food allowance – dogs	13	-	-	-	13
Breeding Regeneration Programme – purchase of dogs	89	-	-	-	89
Other costs:					
Staff remuneration and other staff costs	1,520	225	51	52	1,848
Travel, subsistence and motor expenses	72	43	16	1	132
Premises, IT and communications	52	10	-	-	62
Professional fees, recruitment and other costs	38	2	-	-	40
Total direct costs	2,153	312	67	53	2,585
Transfer of dogs to Assistance Dog Programme					
Allocation of governance and support costs to activities*	(390)	390	-	-	-
*Allocated by staff costs (net of transfer costs of dogs)	649	451	22	22	1,144
Total charitable activities expenditure – year ended 31 December 2019	2,412	1,153	89	75	3,729
Restricted - 2019	1,174	232	-	74	1,480
Unrestricted - 2019	1,238	921	89	1	2,249
Total charitable activities expenditure – year ended 31 December 2018	2,618	890	78	98	3,684

Irish Guide Dogs for the Blind

Notes *(continued)*

9 Net movement in funds

Net movement in funds are stated after charging/(crediting):

	2020 €'000	2019 €'000
Directors' remuneration	-	-
Auditor's remuneration:		
For audit	5	5
For tax advisory services	-	-
For other non-audit services	-	-
Depreciation	253	259
Amortisation	54	73
Loss/(profit) on disposal of tangible assets	-	-
	<hr/>	<hr/>

10 Employees and remuneration

	2020 €'000	2019 €'000
Staff costs comprise:		
Wages and salaries	2,190	2,537
Social welfare costs	252	267
Retirement benefits (note 11)	73	78
Other compensation costs	-	38
	<hr/>	<hr/>
	2,515	2,920
	<hr/> <hr/>	<hr/> <hr/>

Average staff remuneration in the year was:

38	33
<hr/> <hr/>	<hr/> <hr/>

Employee emoluments

	2020 €'000	2019 €'000
€75,000 - €100,000*	1	1
€65,000 - €74,999	3	3
	<hr/>	<hr/>

Average whole time equivalents

67	76
<hr/> <hr/>	<hr/> <hr/>

* Remuneration of the General Manager for the year was €90,000 (2019: €83,500) in gross pay and €4,500 (2019: €4,175) in company retirement benefit contributions in line with the universal company retirement benefit scheme contribution policy of 5%.

Irish Guide Dogs for the Blind

Notes (continued)

As detailed in note 4, Irish Guide Dogs for the Blind made a claim under the Covid subsidy schemes introduced by the Irish government to subsidise a portion of the cost of salaries related to eligible staff.

10 Employees and remuneration (continued)

	2020		2019	
	Number		Number	
Average headcount	78		80	
Made up as follows:	2020	2020	2019	2019
	Full time	Part time	Full time	Part time
Dogs	13	8	12	9
Dog Training	21	-	25	1
Client Support	5	-	6	-
Support Services:				
Governance	2	-	2	-
Finance	3	-	2	2
Human Resources	2	-	1	-
Shared services	7	-	2	1
Fundraising	10	-	10	-
Facilities	2	5	1	6
	65	13	61	19

Retirement benefit 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 2020, a total of € Nil (2019: €1,782) was reimbursed to three directors for vouched expenses incurred in the course of charity business.

Inclusive of the remuneration paid to the General Manager, the key management compensation for the financial year was €241,000, being gross pay of €226,000 and company retirement benefit contributions of €15,000 (2019: €299,000, being gross pay of €286,000 and company retirement benefit contributions of €13,000).

11 Retirement benefit costs

The retirement benefit entitlements of certain employees arise under a defined contribution retirement benefit scheme and are secured by contributions by Irish Guide Dogs for the Blind and the employees to a separately administered retirement benefit fund. The retirement benefit charge for the year was €73,000 (2019: €78,000) and was made out of unrestricted funds.

Irish Guide Dogs for the Blind

Notes (continued)

12 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.

13 Tangible fixed assets

	Freehold land and buildings €'000	Motor vehicles €'000	Furniture, fittings and equipment €'000	Total €'000
Cost				
At 1 January 2020	7,873	624	1,257	9,754
Additions	201	-	216	417
Disposals	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2020	8,074	624	1,473	10,171
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Accumulated depreciation				
At 1 January 2020	2,162	503	1,005	3,670
Charge for the year	158	33	62	253
Disposals	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2020	2,320	536	1,067	3,923
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net book amounts				
At 31 December 2020	5,754	88	406	6,248
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2019	5,711	121	252	6,084
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The directors consider the carrying value of the tangible fixed assets as at 31 December 2020 to be appropriate.

Irish Guide Dogs for the Blind

Notes *(continued)*

14 Intangible assets

	Software, database and website- total €'000
Cost	
At 1 January 2020	432
Additions	46
Disposals	-
	<hr/>
At 31 December 2020	478
	<hr/> <hr/>
Accumulated amortisation	
At 1 January 2020	300
Charge for the year	54
Disposals	-
	<hr/>
At 31 December 2020	354
	<hr/> <hr/>
Net book amounts	
At 31 December 2020	124
	<hr/>
At 31 December 2019	132
	<hr/> <hr/>

The directors consider the carrying value of the intangible fixed assets as at 31 December 2020 to be appropriate.

15 Stocks	2020 €'000	2019 €'000
Fundraising materials	119	57
Kennel and training equipment stocks	42	73
	<hr/>	<hr/>
	161	130
	<hr/> <hr/>	<hr/> <hr/>

Irish Guide Dogs for the Blind

Notes (continued)

16 Debtors	2020 €'000	2019 €'000
Trade debtors	-	-
Prepayments	77	83
Accrued income	67	-
Other debtors	-	-
	<hr/>	<hr/>
	144	83
	<hr/> <hr/>	<hr/> <hr/>

17 Financial assets – investments at fair value	2020 €'000	2019 €'000
Equities	3,291	3,052
Bonds	2,431	2,383
Managed funds	851	1,141
Cash	285	204
	<hr/>	<hr/>
	6,858	6,780
	<hr/> <hr/>	<hr/> <hr/>

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

	2020 €'000	2019 €'000
At beginning of year	6,780	5,558
Investment in financial assets in year	-	857
Investment income re-invested	23	68
Sales proceeds returned to Irish Guide Dogs for the Blind	-	(327)
Increase in fair value of the investments	55	624
	<hr/>	<hr/>
At end of year	6,858	6,780
	<hr/> <hr/>	<hr/> <hr/>

Investments made by Irish Guide Dogs for the Blind are governed by an Investment Strategy which is monitored by the Audit, Risk, Compliance and 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 are held at level 1 of the fair value hierarchy. All investments are classed as current assets as they can be liquidated at short notice and converted to cash in hand.

Irish Guide Dogs for the Blind

Notes *(continued)*

17 Financial assets – investments at fair value *(continued)*

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

	2020	2019
	€'000	€'000
Cantor Fitzgerald – Diversified portfolio	2,144	2,249
Quilter Cheviot Investment Management – Diversified portfolio	1,571	1,453
BCP – Unitised funds	510	510
Goodbody – Diversified portfolio	877	857
Zurich Life – Unitised funds	815	779
Standard Life – Unitised funds	937	927
Davy – Diversified portfolio	4	5
	<hr/>	<hr/>
	6,858	6,780
	<hr/> <hr/>	<hr/> <hr/>

18 Creditors: amounts falling due within one year

	2020	2019
	€'000	€'000
Trade creditors	116	136
Accruals	198	136
Provision for contractual obligations	-	-
Income tax deducted under payroll taxes	21	35
Pay Related Social Insurance	15	31
Deferred income – capital grants (note 19)	50	54
	<hr/>	<hr/>
	400	392
	<hr/> <hr/>	<hr/> <hr/>

Irish Guide Dogs for the Blind

Notes (continued)

19 Deferred income – capital grants	€'000
Gross	
At 1 January 2020 and at 31 December 2020	3,019
	<hr/>
Recognised in statement of financial activities	
At 1 January 2020	1,279
Recognised in year	54
	<hr/>
At 31 December 2020	1,333
	<hr/>
Net book amounts	
At 31 December 2020	1,686
	<hr/>
At 31 December 2019	1,740
	<hr/>
	€'000
Shown as:	
Creditors: amounts falling due within one year (note 18)	50
	<hr/>
Creditors: amounts falling due after more than one year	1,636
	<hr/>

Irish Guide Dogs for the Blind has provided a legal charge to the Minister for Community, Equality and Gaeltacht 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.

Irish Guide Dogs for the Blind

Notes (continued)

20 Funds of the charity	Opening balance €'000	Income €'000	Expenditure €'000	Closing balance €'000
Unrestricted				
Working capital fund	6,681	3,259	(2,459)	7,481
Designated funds:				
Tangible fixed asset fund	4,476	55	-	4,531
Project funds	1,647	-	-	1,647
	<u>12,804</u>	<u>3,314</u>	<u>(2,459)</u>	<u>13,659</u>
Restricted				
Guide Dog Programme	-	1,331	(1,331)	-
Assistance Dog Programme	-	200	(200)	-
Child Mobility Programme	-	77	(77)	-
Puppy raising programme	-	-	-	-
Raising funds	-	-	-	-
Equipment and overheads	-	26	(26)	-
	<u>-</u>	<u>1,634</u>	<u>(1,634)</u>	<u>-</u>
21 Analysis of net assets between funds				
	2020 Unrestricted €'000	2020 Restricted €'000	2020 Total €'000	
Tangible fixed assets	4,612	1,636	6,248	
Intangible assets	124	-	124	
Current assets	9,323	-	9,323	
Current liabilities	(400)	-	(400)	
Creditors due after more than one year	-	(1,636)	(1,636)	
	<u>13,659</u>	<u>-</u>	<u>13,659</u>	

Irish Guide Dogs for the Blind

Notes (continued)

21 Analysis of net assets between funds (continued)

	2019 Unrestricted €'000	2019 Restricted €'000	2019 Total €'000
Tangible fixed assets	4,344	1,740	6,084
Intangible assets	132	-	132
Current assets	8,666	-	8,666
Current liabilities	(338)	(54)	(392)
Creditors due after more than one year	-	(1,686)	(1,686)
	<hr/>	<hr/>	<hr/>
	12,804	-	12,804
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

22 Changes in Net Debt

	Net Cash and Cash Equivalents €'000	Financial Investments €'000	Total €'000
At 1 January 2020	1,673	6,780	8,453
Cashflow	487	-	487
Fair value gains and losses and exchange movements	-	78	-
Other non-cash movements	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 December 2020	2,160	6,858	9,018
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

23 Commitments and contingent liabilities

As at the 31 December 2020, there are no commitments or contingent liabilities.

24 Post balance sheet events

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

25 Approval of financial statements

The financial statements were approved by the directors on 3 September 2021.