



**Irish
Guide
Dogs**
for the blind

**Directors'
Report
and
Financial
Statements**

**Year Ended
31st December 2016**



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Directors' Report for the year ended 31st December 2016

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 2016 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 Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended

Practice applicable to charities preparing their accounts in accordance with FRS102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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



OUR CORE PURPOSE

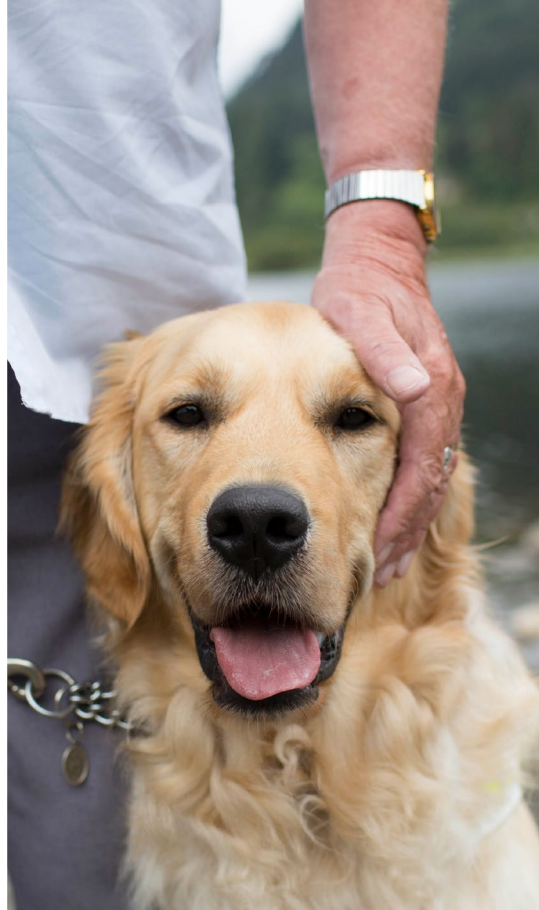
To enable people who are vision impaired and families of children with autism to lead better lives and become more independent and more mobile.



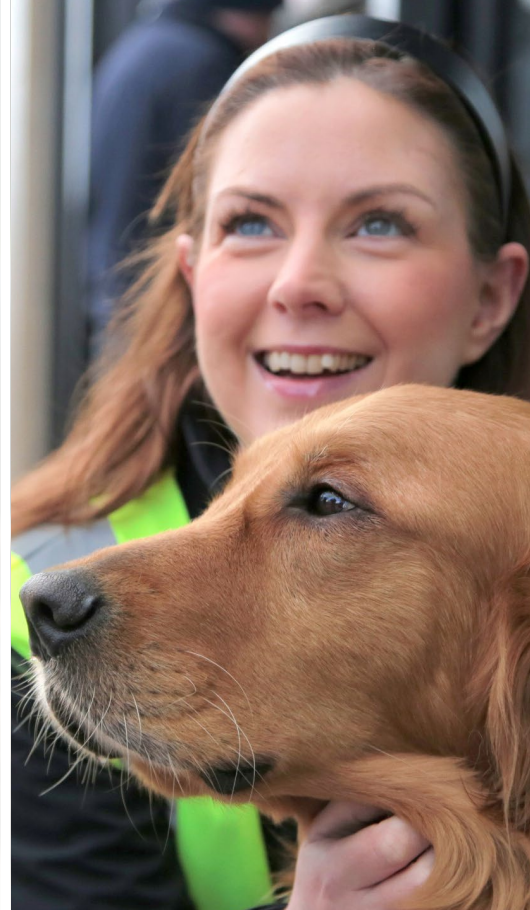
Joe Bollard with Guide Dog York



Excellence



Respect



Optimism

OUR VALUES



Integrity



Teamwork



Conscientiousness

Statement from Board Chair, Eddie Murphy



Roy Keane with Board Chair Eddie Murphy

As Board Chair, I am pleased to present the Directors' report and audited financial statements for the year ended 31 December 2016. As you read through the pages which follow, I hope that you get a flavour of what has been a challenging, yet highly productive year for Irish Guide Dogs for the Blind.

The most important question which any organisation needs to continually ask itself, (particularly one in the charitable sector) is: are we delivering our mission? I am pleased to state that at Irish Guide Dogs for the Blind, we are delivering our mission, and in the following pages, you will have an opportunity to read about how our services are impacting on the people whom we serve.

In 2016, we trained 248 people across our 5 key services and we delivered real improvements in our support and care for the hundreds of clients countrywide, whom we are proud to serve.

We increased the number of aftercare visits which we made to our clients, to enable them to continue working successfully with their Guide Dog or Assistance Dog, or to continue their progress with their mobility or independent living. Training a sufficient number of Guide Dog partnerships to meet the level of demand and minimise waiting times is one of our highest priorities. The work done in 2016 by our Operations team and our volunteers has helped to strengthen the supply of dogs. There are a number of short term challenges which we are addressing with support from international colleagues and our growing expertise.

A highlight in the year was reopening the

Assistance Dogs programme for Families of Children with Autism in November 2016 and being able to commit to over 80 families that we will train with a dog inside the next 2 years.

2016 was our 18th year working with the Department of Education in providing the Child Mobility Programme. In 2016, we worked with 66 children and young adults in primary and secondary schools in Munster supporting them to participate in study, home and leisure activities, safely and independently. We are proud to be working with some of the children from previous years who are now adults and whom we are supporting with a Guide Dog or a Long Cane.

We require access to considerable resources annually in order to deliver our mission. I am pleased to report that the 2016 Financial Statements show total income increasing by €978,000 to €5,232,000. The 17% increase in donations to €1,425,000 in the year was very positive.

It is a credit to the hard work of our volunteers, the support from the public and corporate donors, and the work being done by our fundraising team to build a nationwide movement of supporters, who are keen to give their time and their money to help fund our life changing work.

We are grateful to The HSE, The Department of Health and to the Department of Education for the €855,000 in Statutory Funding which we received in 2016. This represents a 2% increase on the 2015 amount.

Income from Bequests increased by €851,000 to €1,464,000 in the year. We are hugely grateful to the people who made a gift to Irish Guide Dogs for

the Blind in their will. It made a real difference to our overall position at year end.

We worked hard on managing our costs which despite this increased by 3% to €4,953,000.

The overall outcome was a net income surplus of €308,000.

This will be added to our financial reserves, helping to fund a sustainable future for the organisation.

A highlight of 2016 was the celebrations to mark

our 40th anniversary. All of us are pleased to get this far no more so than our Co-Founder and President Jim Dennehy, who was filled with pride to welcome the President Michael D Higgins and his wife Sabina to our National Headquarters in September.

We all share Jim's pride in what has been achieved in the last 40 years but equally we have a shared confidence for the future.

The steps taken in 2016 and continuing into the present to deliver that future have been carefully



First Lady Sabina Higgins and President Michael D Higgins with Pat and Jim Dennehy at our 40th Anniversary Event

considered by the Board, management and the staff. The core focus is on ensuring that we have the structure, processes and the people who can deliver what we need, which are the best dogs available to train with our clients and have sufficient resources to support our short and long term plans.

We know that we have a core competency in training dogs, providing life changing services, and creating enjoyable and rewarding experiences for volunteers who engage with us. We are aware of the impact of not meeting expectations in either of these areas and throughout the organisation, we are focused on a process of continuous improvements, which will mean that we meet and surpass the expectations of stakeholders. There is ongoing work to build our capacity at all levels. All of us are ambitious for what the organisation can and will achieve and are keen to

ensure that we provide sufficient space for important initiatives to take hold.

On behalf of our Board of Directors, management and staff, I offer our sincere thanks to all those who helped and supported us to deliver the 2016 results.

We look forward to working with you in the year ahead to continue to build the organisation, so that we continue to enable persons who are vision impaired and families of children with autism to lead better lives and become more mobile and independent

Eddie Murphy, Board Chair

Celebrating 40 Years!



Roy Keane with President Michael D Higgins at Irish Guide Dogs Headquarters

From June 2016 to June 2017, we are commemorating our 40th anniversary. June has been chosen as the starting date as it was in June 1976 when the organisation which had been founded by the late Mrs Mary Dunlop and our current President Mr Jim Dennehy was incorporated as a company and registered with the Companies Office

A cross functional team of staff took responsibility for organising a programme of events which would involve as many stakeholders as possible. The programme culminates in June 2017 with Services of Thanksgiving

planned for both Dublin and Cork.

In September 2016, President Michael D. Higgins and his wife Sabina visited our Headquarters and National Training Centre to celebrate with our volunteers, staff, clients and guests. The President highlighted the multitude of people who have benefitted from the vital work of Irish Guide Dogs for the Blind and its reputation as a trusted national organisation. Addressing an audience of more than 400 people, the President said:

“Through your hard work and commitment you have helped to instil, in many citizens living with disabilities, the expectation that they too can succeed; can aspire to live the life of their choice; have their voices heard; have their participation enhanced; their talents respected; and be defined by their skills and abilities and all of their possibilities.”

President Michael D Higgins went on to acknowledge the continued effort and generosity of our supporters recognising in particular “the significant amount of time and commitment from Roy Keane” and “his fellow

generous volunteers that have been the backbone of the organisation since its foundation.”

Achievements and Performance



Alex Banville with Assistance Dog Oriel

For the past 40 years, Irish Guide Dogs for the Blind has been providing life changing services for persons who are vision impaired. Throughout that time we have consistently focussed on innovation in order to ensure that we maximise the number of people who benefit from our services and deepen our support for them.

In 2005, we were the first organisation in Europe to provide Assistance Dogs for Families of Children with Autism. We consistently review our services and have made a number of advances and innovations in 2016 which have directly benefited our clients.

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

Our Current Services

- Guide Dog Programme
- Assistance Dog Programme
- Independent Living Skills Training
- Child Mobility Training
- Next Step Programme
- Long Cane Training
- Gardening Programme

Training Programmes - Some Key Numbers

In 2016, we trained a total of 248 people (2015: 222). In addition to this, we also placed 12 companion dogs with children and adults with disabilities (2015: 26). As at the year end, there were 464 working Guide Dogs and Assistance Dog partnerships (2015: 450).

	2016	2015
Guide Dog Partnerships	29	23
Assistance Dog Partnerships	30	36
Orientation and Mobility – Long Cane Training	17	28
Independent Living Skills – Home Skills	17	19
The Next Step Programme	4	9
Gardening Programme	14	15
Child Mobility Training	66	66
Workshops	10	0
Rehab Support Programme – Home Support	61	26
Total	248	222



Guide Dog class graduation with Guide Dog Mobility Instructor David Kenneally, Geraldine Looney with Guide Dog Igan, Lean Kennedy with Guide Dog Higgins, Caroline Brett with Guide Dog Johnson, Joan Ann Brosnan with Guide Dog Katie and Guide Dog Mobility Instructor Catherine Gallagher.

Guide Dog Programme

The Guide Dog programme remains the cornerstone of our services for Vision impaired persons. The unique opportunities for independent mobility and the companionship which a Guide Dog brings to its owner is why this is one of the most enduring and special bonds between human and animals. It is a relationship, which is borne out of trust in each other and the confidence

which comes from being trained and supported by a really skilful team of trainers.

We were pleased to train 29 people with a Guide Dog in 2016 and to provide 455 after care visits to support our Guide Dog Owners.



“For me, having a Guide Dog means independence. I can live my life my way. But for the whole family, for all four of us together... having a Guide Dog means freedom... freedom to live a full, happy family life.” Lorna Murphy with her family and Guide Dog Max

Waiting Lists

There are a number of factors which determine the length of time which clients will wait to receive one of our services, one of the main ones is the supply of dogs. We are focussed on rebuilding our dog supply pipeline to ensure that we have the best dog available at all times to be matched with a client who needs it.

We made good progress in 2016, however the nature of such activity is that it will inevitably take time for increases in the number of pups being born to work its way through to a fully trained Guide Dog. Our focus in 2016 was to minimise the time our clients spent waiting to be trained with a Guide Dog.

Our priority was on retraining, as quickly as possible,

those clients whose Guide Dog had retired, and who were without a dog for a period. Over the course of the year we reduced the waiting list for this client group from 13 at the start of the year to 4 at year-end.

For a vision impaired person who is waiting for a Guide Dog which will enable them to get to work, school or wherever they need to be, any time spent waiting is too long. We recognise this and are focussed on improving.

We have a target for 2017 to reduce the average waiting time to 3 months and to make further reductions in 2018.

Our Commitment to matching the right dog with the right person

We are committed to providing an opportunity for as many people as possible to be trained with a Guide Dog.

To this end we have adopted a philosophy of continuous improvement that is helping delivery efficiencies which will increase our ability to train more partnerships in 2017. One of these improvements is the provision of First Time Applicant Pre-Training, we have seen 13 first time applicants for a Guide Dog receive this

training so far in 2017.

The purpose of Pre-Training is to ensure that we can properly assess each person's ability to both work safely and effectively with a Guide Dog. We will also be better positioned to ensure that partnerships, when trained, will have the strongest potential for long term success while also managing the expectations of applicant Clients.



“ You can't put a value on the independence that comes with owning a Guide Dog. It's priceless. Not just for the Guide Dog user but for their family. I can go to work, come home, go to the shops and do things any father would. ” Martin Gordon with Guide Dog Gola

Assistance Dogs Programme for Families with Children with Autism

In 2016, we trained 30 partnerships (2015: 36). This was largely due to a lack of available dogs at key times, an issue which is being addressed. We made the decision to delay the reopening of our waiting lists in order to ensure the application process was fully fit for purpose. This decision was ultimately the correct one.

However, it meant that we missed out on training a class at year end. Our awareness of the impact of the programme and the time spent waiting serves to strengthen our resolve to ensure that we maximise our

numbers in 2017, when we plan to train 37 families with an Assistance Dog.

In 2016, we took the opportunity to enhance the programme further by increasing the client liaison support to the family through the assessment process, working closely with the schools and other support services to understand the family needs, as well as ensure our families are prepared and ready to gain the most benefit from their Assistance Dog.



“Toby has changed our lives massively. And not just for Conor. He’s changed things for the whole family. For all of us.” Conor’s Mother Gillian Lynch

Other enhancements we have made include pre-training courses for applicant families. The families are invited to our world class training centre in Cork for an induction training session ahead of their formal assessment to get a detailed perspective on what life will be like with an Assistance Dog. They will also get insights into the work the dog will carry out as well as the realities of owning and caring for a working dog.

The feedback from families is that they make the decision to proceed with their application with more

knowledge of their responsibilities. Ultimately, we believe that working in this way will minimise the risk of families returning the dog, which can be deeply upsetting and which is recognised as not being the best use of scarce resources.

Our focus for 2017 is to train as many families as possible with a dog and to ensure our communication with, and support for those on the waiting list meets, if not exceeds, their expectations.

Breeding Regeneration Programme

Having an adequate supply of healthy, temperamentally sound and trainable dogs available is critically important to the successful delivery of our Guide Dog and Assistance Dog programmes. The first and arguably most important stage in this process is the Breeding programme.

Breeding the best dogs is something which has been synonymous with Irish Guide Dogs for the Blind over a long period. One way to maintain consistently high standards is to regenerate the programme and complete periodic reviews. Right now, we are in the middle of a significant regeneration programme, where we are evaluating and resetting some key aspects of our breeding programme. The programme is proudly supported by Lions Club International.

As members of the International Guide Dog Federation (IGDF), we have access to the latest thinking, research and experts who have offered their assistance with this important strategic initiative. In 2016, the IGDF awarded Olive O'Sullivan our Dog Supply Manager, the prestigious Derek Freeman Scholarship which enabled her to travel to a number of Guide Dog Schools, to learn first-hand how to sustain a fit for purpose breeding programme. One of the key learnings has been the importance of leveraging data gathered from how the pups have progressed in training and in their working life, along with health data to make the right decisions on the health and genetic suitability of our breed stock. A key focus for us is on improving the data we gather

on all aspects of our dogs' working life. We are making better use of this data in our decision making and we are already seeing the benefits.

Through the IGDF, we have been fortunate to receive brood bitches and stud lines from schools in Switzerland, the United States and the United Kingdom. This will ensure we diversify our colony and we can replace retired dogs. It also ensures that we are in the position to continuously improve the quality of the dogs we breed and that more of them go on to become Guide Dogs and Assistance Dogs.

Another key component of a successful breeding programme is having great volunteers who are willing to care for brood bitches and studs in their homes. At Irish Guide Dogs for the Blind, we are fortunate to have a wonderful group of volunteers, who, through their experience and skills make sure that our dogs are happy, healthy and content, ensuring the best outcomes from mating. When it comes to whelping (birth time), their experience is priceless in ensuring the health of the mother and the puppies.

Our plans for 2017 are to successfully integrate a number of new lines into our breeding stock. We are also incorporating a number of techniques which are proving highly successful in other Guide Dog Schools such as Trans-Cervical Insemination (TCI), Early Socialisation, and other initiatives to improve the health and wellbeing of our stock.



Puppy Walking

A key stage in the dog life cycle is Puppy Walking. We are highly indebted to the 137 volunteers who act as Puppy Walkers and who through their commitment, skills and knowledge, guide our pups through the first 12 to 14 months on their journey towards becoming a Guide Dog or Assistance Dog.

Our work in 2016 focussed on providing them with improved support, including working with them on the development of a revised Puppy Walking Manual which helps standardise the training and support given to the

puppy through each stage of its development. There was progress also on improving practical supports and communications.

The focus for 2017 is on strengthening this work and well as a major recruitment drive to ensure that we have sufficient numbers of volunteers to help train an increased number of dogs which we anticipate will be coming through from our expanded breeding programme.



Orientation and Mobility/Independent Living Skills Training

Our Orientation and Mobility and Independent Living Skills programmes are highly valuable opportunities for vision impaired persons of all ages to take the first steps to independent mobility or independent living. In 2016, we provided highly personalised training and support to 113 people at our Headquarters and in their home environment. Long cane skills and the capacity to orientate oneself in a number of environments are important skills for vision impaired persons who wish to travel independently or move around independently in their home or work. Our highly skilled team provide

the reassurance and the mix of teaching and practical support which enables so many vision impaired people to become independent and to maintain that independence as their lives change.

We continue to develop these programmes so as they remain practical and relevant to modern life. We have incorporated gardening, technology and all aspects of travel. Our focus is on increasing the number of people we train and support in 2017.

Child Mobility Programme

2016 was our 18th year providing this critical service to children and young adults in the Munster region. In that time, we have trained and supported hundreds of vision impaired children enabling them to more fully participate in primary and secondary education.

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

pendent Living Skills Training for children from aged 3 to 18.

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



Child Mobility student Sean O'Riordan and his brother Stephen with Guide Dog Lilly

Client Aftercare and Support

Effective aftercare and support is crucial to maintaining a working Guide Dog or Assistance Dog partnership. Our team of Mobility Instructors travel the country each week to provide practical support for our clients in their home or work. This support can focus on making sure that the skills learned on class are reinforced at home or helping the client and the dog to work with a change of route to work college or leisure activities.

This is a significant commitment of resources however it is a core and much valued part of our service offering. Due to issues in supply of adult dogs, our instructors had the capacity to take on additional aftercare in

the year. We increased the number of aftercare visits from 509 in 2015 to 669 in 2016. These visits helped ensure that a number of working Guide Dog and Assistance Dogs partnerships were strengthened and supported to continue working. It greatly added to the confidence of our clients and provided opportunities for oversight of the health and welfare of our dogs.

The connection with an instructor and an opportunity to refresh skills and build confidence is highly valued by our clients.

Feedback from Clients

In 2016, we worked with leading research company Amarach to secure the feedback from our clients on the issues that matter to them and the improvements which they would wish to see in our service and support to them. Amarach provided their services free of charge and took on the work of a number of focus groups in Dublin and Cork which provided rich data on which we can programme future developments in our services for vision impaired persons.

We are continuing the work in 2017 with individualised surveying of clients which will provide even more feedback and inform our improvement initiatives.

We worked with the Department of Public Health at University College Cork on a survey of Families of Children with Autism to understand how best to re-configure the application process and service delivery of our Assistance Dogs Programme. This information was highly valuable in the planning and preparation for the reopening of the waiting list in September 2016. Further research work is planned in 2017.

We are grateful to all of our clients for giving their time so generously to attend the sessions and engage with our research partners. Your feedback is highly valuable to us.



“There's absolutely nothing Irish Guide Dogs don't do for a person with a disability. It's not even just about getting a dog - they help you to believe in yourself and show you that you can actually do more than you realise.” Guide Dog Owner Laurence McDermott

Partnering with the Tyndall National Institute

In 2016, we began a partnership with the Tyndall National Institute, a world leader in Nano-technology, to explore the use of sensors that will support our dog training. The project involves using the sensors which are placed on the dog. The sensors will collect information on the dog's breathing, temperature, stress levels and other data.

This work will help us better understand their behaviour, enhancing our training and development allowing us create more partnerships and enabling us to give a greater number of people the enormous benefit and life changing independence and mobility.

This work also sees Tyndall, with the support of the National University of Ireland Galway, develop technology to help us better understand the challenging behaviours associated with autism. This will ultimately lead to technologies that will allow parents and carers better support children with autism at critical times.

It is an important partnership, our key input is the knowledge and skills which we have built up in over 40 years of training people and dogs and more recently training Families of Children with Autism.

Advocacy, Access and Education

As well as supporting our Clients with their mobility and independence, we also provide them with advocacy support.

We provide information and services to schools, colleges, business, transport providers, local and national government to help awareness and understanding of vision impairment and accessibility issues which are prevalent in everyday life. We advocate for change in policies, delivery of services or in the built environment to ensure that our client's best interests are considered and supported

In 2016, we focused on the delivery of a Working Dog Tax Allowance to support Families of Children with Autism. This would mirror that which exists for visually impaired Clients working with a Guide Dog. We included a request that this be included in the Finance Bill as part of our 2016 pre-budget submission. We were therefore delighted to welcome the recent announcement by Minister for Finance, Michael Noonan, of the extension of the Working Dog Tax Allowance for Families of Children with Autism. This allowance will make a big difference to working families and is a welcome acknowledgement of how Assistance Dogs are now accepted as an important and valuable intervention.

In October 2016, for World Sight Day, we launched

a campaign to create better awareness of how pavements blocked by parked cars, wheelie bins, overhanging hedges and street furniture, such as shop signage, can impede the independence and mobility of people with vision impairment. These obstacles force people who are vision impaired out onto the road in the midst of noisy, fast moving traffic, which they cannot see. Some of our clients have had injuries walking around their local area. With increased fear, anxiety and a real risk of harm, some feel so intimidated by the risks outside that they end up staying at home and becoming even more isolated.

The campaign had a high level of traction in the final months of the year and is being continued into 2017. It is important that we use our position to ensure that the voices of our clients are heard and that we can effect changes in how society responds once it is aware of the issues which impact them.

There are a number of initiatives planned for 2017. We were delighted to brief Minister of State with responsibility for Disability, and T.D, Finian McGrath, on our plans when he visited our Headquarters and National Training Centre in January 2017.



Gearoid and Finbarr Griffin with Assistance Dog Flos and Minister of State with responsibility for Disability, Finian McGrath

Fundraising and Volunteers

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



Volunteer Diane Keaveny with Una Deasy fundraising on Oliver Plunkett Street, Cork City

Our Fundraising team, working in partnership with our volunteers are focussed on building a nationwide movement of volunteers and supporters who are committing time and energy to helping us deliver our mission.

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.

Income from donations and legacies increased in the year from €1,831,000 to €2,890,000. In 2016, the amounts received from people who made a decision in life to support Irish Guide Dogs for the Blind with a gift in their will increased from €613,000 to €1,464,000.

Over the course of 2016, we ran a number of highly successful events including our Guide Dog Day, our annual Christmas Cards and Calendar sale, our Annual Open Day at HQ, Gallop for Guide Dogs at the Curragh Race Course, our annual Camino trip, the 9th Annual Blazing Bikers motorcycle run, the Galway Amphicat row on the river Corrib, and our sixth annual Car Raffle (which once again was kindly sponsored by Ford Ireland).

We were pleased to have commenced a three year

partnership with Lions Club International, which has brought us into contact with Lions Clubs in communities across the country, with an opportunity to share in their enthusiasm for their work for great causes.

Our work with the Lions Clubs continues into 2017. The momentum is building, all of which augers well for another successful and engaging year.

In the course of the year, there were literally hundreds of events which were staged to raise funds for Irish Guide Dogs for the Blind, many events have been running for years and each year brings new ideas and new events.

Each and every fundraising event requires a significant level of preparation and in each one, our volunteers and staff invest their hope and energy that it will be a success. We are grateful for each and every event, for the funds raised and the opportunity to create a footprint for Irish Guide Dogs for the Blind in the community, workplace, school, or club where the event takes place. Thank you to each and every person who put their energy into supporting us in 2016.

Volunteer and Donor Support

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

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

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

In 2016, we made a concerted effort to meet our volunteers in their communities and hear their feedback on we can better support them in their work on our behalf. We are calling this initiative our Volunteer Embrace plan. Over the course of 10 weekends in Q4 2016, we had the opportunity to meet longstanding and relatively new volunteers at venues countrywide, the feedback and dialogue will assist us in improving

Corporate Support

In 2016, we made significant progress in building a network of corporate supporters who were happy to support Irish Guide Dogs for the Blind with a direct donation or increasingly through the fundraising efforts and voluntary commitment of their staff. A number of companies have made a direct contribution at our headquarters, giving their skills and experience to improve our systems and processes. We are grateful

Governance

We continue to develop our governance structures and process in order to reassure the public, our supporters and donors that their commitment, either in time or money, will be used appropriately to support an increased number of people who require our services. We have registered as "being on the journey", to implementing the Governance Code for Community and Voluntary Organisations in Ireland. We have a target to move to being fully compliant with the code by mid-year 2017.

Our fundraising activities are planned and delivered in line with The Statement of Guiding Principles for Fundraising. A full review of the effectiveness of our fundraising processes to ensure that they are in practice

how we communicate with and provide practical support for volunteers. We were pleased that volunteers had noticed an improvement in 2016 in the level of responsiveness and a growing professionalism in how events were organised. What was most reassuring was the strong sense of commitment to work with us on building our volunteer network nationwide.

In February 2017, we held a highly successful National Volunteer Conference in Dunboyne Co Meath. Over 150 volunteers attended the conference who are contributing in a variety of roles. The enthusiasm and passion which they share for creating success of the organisation augers well for a sustainable future.

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

to University College Cork, SR Technics Airfoil Services, Dell EMC, Bon Secours, Ford Ireland, The Doyle Collection, O'Brien's Wines, PWC, KPMG, Powerscourt Townhouse, VMWare, Ecco Shoes, McQuarrie Group, Ronan Daly Jermyn, PM Group. Aon Hewitt, Kingston Technologies, Supermacs Restaurants and Intel, who are amongst the many companies who support our work.

compliant with the principles is ongoing. This process is being headed by our Internal Auditor working with the Senior Management Team, Board of Directors and the Audit Risk and Compliance/Investment Sub-Committee.

With the full adoption of the Governance Code and the Guiding Principles for Fundraising along with the presentation of the Financial Statements according to FRS SORP 102, we aim to achieve the Triple Lock for best practice within the charity sector in 2017.

In 2017, we have recruited additional skillsets on the membership of the Nominating and Governance Sub-Committee.

Results for the year

The financial results for the year ended 31 December 2016 are shown in the Statement of Financial Activities on page 33.

Total incoming resources amounted to €5,232,000 (2015: €4,254,000). Total expenditure was €4,953,000 (2015: €4,828,000).

The overall outcome was an increase in funds of €308,000 once the movement in the revaluation of the portfolio of €29,000 was accounted for.

Income

Income from donations and legacies increased in the year from €1,831,000 to €2,890,000. In 2016, the amounts received from people who made a decision in life to support Irish Guide Dogs for the Blind with a gift in their will increased from €613,000 to €1,464,000.

Income from other trading activities decreased in the year from €1,465,000 to €1,402,000. A breakdown of this income is disclosed in note 3 to the financial statements.

Statutory Funding

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

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

Income from Charitable Activities includes statutory income and income raised as a result of our services. Multi-annual funding received from The Health Service Executive (HSE) through a Section 39 grant remained at €768,000. The HSE funding contributes to the charitable expenditure for vision impaired services. In 2016, this represented 39% of the total cost of the combined vision impaired services of €1,983,000 as represented in note 6 (2015: €2,142,000 - 36%). Annual Service Level Agreements (SLA's) are in place with three HSE regions: HSE Southern, Northern and North West.

These SLA's have been renewed for 2017.

Expenditure

In line with best practice, expenditure is disclosed in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the FRS102, The Financial Reporting Standard applicable in the UK and the Republic of

Ireland (effective 1 January 2015). Total expenditure (€4,953,000) increased by €125,000 (3%) against 2015.

The cost of raising funds was €1,609,000 (2015: €1,476,000) which amounts to 33% of total expenditure. In 2015, this was 31%.

The cost of raising funds represents 31% of total income raised. In 2015, this was 35%. The reduction in the cost ratio was due to an increasing level of donations which have come from legacies and bequests. The Fundraising team are focused on maximising the return from events and campaigns through improved stock control processes and other initiatives. The focus on continuous improvement continues into 2017.

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 monthly regular or once off donation. The campaign enables us to reach donors who may not necessarily have an opportunity to give through our branch fundraising events. The campaign exceeded its net financial targets for 2016.

Expenditure on charitable activities was €3,344,000 (2015: €3,352,000) which amounted to 68% (2015: 70%) of total expenditure. A breakdown of expenditure is included in note 6 to the financial statements. This represent 64% of income raised (2015: 79%).

The reduction in expenditure on charitable activities was achieved in the context of a significant investment in the Breeding Re-Generation Programme. In order to secure additional breeding stock, along with pups and adult stock to augment our own stock for training with clients, we spent €208,000 (2015: €70,000) in the purchase of dogs from Guide Dogs UK. As we continue to focus on maintaining our working dogs, breeding stock and pups and dogs in training in the best of health our veterinary costs in 2016 increased from €170,000 to €190,000.

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

During 2016, total irrecoverable VAT was €315,000 (2015: €297,000).

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.

Future developments and outlook for 2017

In December 2016, the Board of Directors approved the 2017 Business Plan. There are two overarching themes in the plan:

1. Developing a sustainable self sufficient supply of high quality dogs to meet client demand
2. Generating sufficient sustainable fundraising income to return the organisation to break even (excluding income from bequests) with the target being by year-end 2019.

The themes are focussed on Operations and Fundraising teams and are enabled by the support functions i.e. Human Resources, Finance, Management Information Systems and Continuous Improvement. The Goals, Objectives and tactics from these functions are carefully aligned to the primary themes above.

The targets in all functions are ambitious and represent a significant challenge for management, staff and volunteers. The scale of the effort required is substantial in order to meet the challenges which the organisation faces in rebuilding: its volunteer network and systems, its income generating capacity, its people, and critically its ability to train a sufficient number of dogs for use with clients.

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

We will need to retain the support of volunteers and

the public in the coming years. Our focus is on making sure that our actions and decisions contribute to the success of this plan.

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

We plan to continue to further integrate the principles of Lean Sigma management to support improvements in processes across the organisation and enable our people to deliver improved outcomes. In 2016, a number of staff and management completed formal training in Lean Management. A number of Continuous Improvement/Lean projects were implemented. The project teams were cross functional and involved both staff and volunteers working on key process improvements to deliver tangible cost savings and improved outcomes.

A programme of Continuous Improvement/ Lean projects is ongoing for 2017. The investment in staff and management training in Lean Sigma management and project tools continues.

The economic environment continues to create a difficult environment for our fundraising activities. The Directors and management have considered the current environment in preparing the 2017 Business Plan and 2017 financial budget. It is anticipated that the outcome for 2017 will be a trading deficit which will need to be funded from working capital funds.

Reserves

Reserves	<u>2016</u> €'000
Net unrestricted income in the financial year	315
Decrease in restricted reserves in the year	(7)
Total funds (re-stated) at the start of the year	<u>11,204</u>
Total funds at end of year	<u>11,512</u>
Reserves at 31 December 2016 comprise:	
Restricted funds	-
Unrestricted funds	
Designated funds:	
- working capital fund	5,292
- tangible fixed asset fund	4,627
- project funds	<u>1,593</u>
Total funds at end of year	<u>11,512</u>

It is the policy of Irish Guide Dogs for the Blind to retain sufficient reserves to safeguard the continuity of its programmes and ensure adequate aftercare for clients.

Restricted Funds

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

Unrestricted Funds - General Funds

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

Designated Funds

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

Designated funds are categorised into: Working Capital fund, Tangible Fixed Asset fund, Long Term Financial Asset fund and Project fund.

At the end of 2016 funds were designated to cover the following:

- a)** to cover potential deficits in 2017 and 2018
- b)** to recognise that a portion of reserves is invested in the charity's fixed assets and therefore not available for other purposes
- c)** to ensure the continuity of operations in the event of a significant temporary drop in income
- d)** to ensure that new projects such as the

Breeding Regeneration Programme 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 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 (ARC) which reviews the investment portfolio against the Investments Guidelines and Benchmarks agreed by the ARC.

In 2016, the unrealised gain recognised in respect of the valuation of these investments was €29,000 (2015: €95,000).

Going Concern

The Directors have a reasonable expectation that the company has adequate resources to continue operating for the foreseeable future. For this reason, the going concern basis continues to be adopted in preparing the financial statements.

Events Since Year End

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

Reference and Administrative Details

Registered Office: National Headquarters and Training Centre
Hill Farm
Model Farm Road
Cork
T12 WT4A

Charity Number: CHY 6006

Charity Registration Number: 20009977

Company Registration Number: 55616

Our Advisors

Auditors: KPMG, Chartered Accountants, 90 South Mall, Cork

Bankers: AIB, Douglas, Cork
Bank of Ireland, Ballincollig, Co. Cork

Solicitors: Ronan Daly Jermyn, Mahon, Cork

Company Secretary/Chief Executive Officer: Mr Pdraig Mallon

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

Directors:	Meeting Attendance:
Mr Eddie Murphy - Chair	6/7
Mr Tom Aplin	6/7
Mr Jim Dennehy - President and Co-founder (resigned as director 6 March 2017)	6/7
Ms. Jacqui Browne	5/6
Mr Patrick Burke – Vice Chair	6/7
Mrs. Barbara Clear	3/7
Ms. Paula Cogan (appointed 11 March 2016)	4/6
Ms. Terri Doyle (appointed 25 April 2016)	3/5
Mrs. Donna Lang	4/7
Mrs. Judy McGrath (resigned 25 January 2016)	
Mr Nick Palmer	7/7
Mr Conor Simpson	5/7
Mr Derry Walsh	4/7
Mr Martin Gordon (appointed 6 March 2017)	

The following Directors, having been appointed since the last AGM, will retire under Article 42 of the Articles of Association at the AGM and being eligible, offer themselves for re-election: Mr Martin Gordon.

In accordance with the Articles of Association (Article 41) the following Directors retire by rotation and, being eligible, offer themselves for re-election: Ms. Donna Lang, Ms. Jacqui Browne, Mr Eddie Murphy, and Mr Nick Palmer.

Our Board of Directors



Mr Eddie Murphy - Chair



Mr Tom Aplin



**Mr Patrick Burke - Vice
Chair**



Ms. Jacqui Browne



Mr Derry Walsh



Mrs. Barbara Clear



**Ms. Paula Cogan
(appointed 11 March 2016)**



**Ms. Terri Doyle
(appointed 25 April 2016)**



Mrs. Donna Lang



Mr Nick Palmer



Mr Conor Simpson



**Mr Martin Gordon
(appointed 6 March 2017)**

Reference and Administrative Details *continued*

Sub Committees

Audit, Risk, Compliance & Investment Sub-Committee:

Mr Patrick Burke - Chair

Ms. Abina Kenneally

Mr Eddie Murphy

Dr Dermot O'Mahoney

Mr Mark O'Sullivan

Nominating and Governance Sub-Committee:

Ms. Jacqui Browne - Chair

Ms. Barbara Clear

Mr Alan Dukes

Mr Martin Gordon

Mr Eddie Murphy

Ms. Kaye Ronayne

Training and Development Sub-Committee:

Mr Tom Aplin - Chair

Mr Patrick Costigan

Ms. Terri Doyle

Ms. Tara Mullally

Mr Derry Walsh

Fundraising Sub-Committee:

Mr Nick Palmer - Chair

Mr Patrick Burke

Ms. Paula Cogan

Ms. Terri Doyle

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.

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 2016 were 74 (2015: 61).

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 Memorandum and Articles of Association.

Appointment of Directors

The Board of Irish Guide Dogs for the Blind is made up of twelve Directors, all of whom, with the exception of the 'continuing members' as defined in the organisation's Articles of Association, are elected in general meeting from among the membership. Recruitment of new Directors is open and transparent and focused on creating a diverse and effective team who will effectively contribute to the strategic direction and oversee the operations.

All Directors appointed in a given year submit their resignation prior to the AGM and under Article 42... of the Memorandum of Association agree to be put

forward for election at the next AGM. The members of the board are listed on page 24 and 25. In line with best practice in governance no Director can be appointed to any salaried position.

Director's Term of Office

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

Director induction and training

Board members, on joining, undergo an orientation day to brief them on: their legal obligations under charity and company law, the Guiding Principles for Fundraising, and inform them of the contents of Memorandum and Articles of Association, 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. In addition, a Governance Charter and manual is available for reference and back up for all Directors.

Organisation

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

1. Audit, Risk & Compliance and Investment Sub Committee with responsibility for review of: financial reporting, risk management, audit and compliance matters, management of investments and cash reserves; and responsibility for selecting and liaising with the Auditors, Legal representatives and investment managers.

2. Nominating and Governance Sub-Committee with responsibility for governance matters, board appointments, Irish Guide Dogs for the Blind policies, review of management performance, oversight of Human Resource metrics, and on-going review of key initiatives including Statement of Guiding Principles for Fundraising, Garda Vetting and Complaints Policy.

3. Training and Development Sub-Committee with responsibility for oversight of strategic developments and oversight of service delivery, dog breeding and training and research.

4. Fundraising Sub-Committee with responsibility for development and oversight of fundraising strategies with particular focus on support for volunteers and the development of sustainable increased income levels to fund service provision.

Membership of the Sub-Committees is made up of Irish Guide Dogs for the Blind Directors, and external specialists who volunteer their expertise to progress the Sub-Committee agenda and is detailed on page 26. 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 Chief Executive Officer assisted by the management team. The Chief Executive Officer 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 has been delegated to the Audit, Risk & Compliance and Investment Sub-Committee. 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 Chief Executive Officer and the senior management 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 7 to the accounts.

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

responsibilities and the operating environment.

Political donations

No political donations were made by Irish Guide Dogs for the Blind in the year (2015: €nil).

Commitment to Standards in Fundraising Practice

The Board of Irish Guide Dogs for the Blind is committed to the standards contained within the Statement of Guiding Principles for Fundraising.

The Statement is designed to:

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

Irish Guide Dogs for the Blind has considered the Statement and is committed to implementing the standards it sets out.

We welcome your feedback on our performance. Details on 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.

Staff and Volunteers

The Board of Directors express their appreciation to both the staff and volunteers, for their ongoing contribution to Irish Guide Dogs for the Blind

We are grateful to our staff for their positive engagement with the ongoing change programme which is focused on improving the efficiency and effectiveness of the organisation. There are a great number of examples in 2016 of where staff have gone the extra mile and contributed above and beyond their role to support and enable a client a volunteer or a colleague and create a better outcome. One of the events which crystallised the unique spirit of our staff was the visit of the President of Ireland Michael D Higgins to our Headquarters. The collective effort, pride in place and sense of achievement from the staff was commented on by a number of the attendees.

The staff support for the 40th Anniversary programme and the additional time and energy given to it was one of the highlights of 2016.

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.

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

The review has identified four key risks that have been incorporated into the 2016 business plan. These include:

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

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

Statements of Board of Directors' Responsibilities

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

The Board of 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 the law, they have elected to prepare the financial statements in accordance with FRS 102, the financial reporting standard applicable in the UK and Republic of Ireland. In applying that framework the Directors have elected to have regard to the Statement of Recommended Practice (revised 2015).

The Company financial statements are required by law to give a true and fair view of the state of affairs of the company and of the income and expenditure and application of resources of the company for that period. 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
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board of Directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2014. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities. The Board of Directors are 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 company website. Legislation in the Republic of Ireland governing the preparation and dissemination of official statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

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

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

EXEMPTIONS FROM DISCLOSURES

Disclosure of individual remuneration of senior staff

The remuneration for each staff member in the senior management team is not disclosed individually due to the over-riding requirements of the Data Protection Act. Total remuneration for the team is disclosed in note 7.

Companies Act, 2014

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

INDEPENDENT AUDITOR

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

By order of and on behalf of the Board of Directors



Mr Eddie Murphy
Chairperson



Mr Patrick Burke
Vice-Chairperson

10 June, 2017.



KPMG
Audit
90 South Mall
Cork
T12 KXV9
Ireland

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

We have audited the financial statements ("financial statements") of Irish Guide Dogs for the Blind for the year ended 31 December 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. 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 the Republic of Ireland. In applying that framework, the directors have elected to have regard to the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (issued November 2014) ("the Charities SORP"). Our audit was conducted in accordance with International Standards on Auditing (ISAs) (UK & Ireland).

Opinions and conclusions arising from our audit

Our opinion on the financial statements is unmodified

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2016 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and the Republic of Ireland as applied in accordance with the provisions of the Companies Act, 2014 and having regard to the Charities SORP; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Our conclusions on other matters on which we are required to report by the Companies Act 2014 are set out below

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

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

In our opinion the information given in the Report of the Directors is consistent with the financial statements.

We have nothing to report in respect of matters on which we are required to report by exception

ISAs (UK & Ireland) require that we report to you if, based on the knowledge we acquired during our audit, we have identified information in the annual report that contains a material inconsistency with either that knowledge or the financial statements, a material misstatement of fact, or that is otherwise misleading.

In addition, the Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of Directors' remuneration and transactions required by sections 205 to 312 of the Act are not made.



KPMG
Audit
90 South Mall
Cork
T12 KXV9
Ireland

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

Basis of our report, responsibilities and restrictions on use

As explained more fully in the Statement of Directors' Responsibilities set out on page 29, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's Ethical Standards for Auditors.

An audit undertaken in accordance with ISAs (UK & Ireland) involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Whilst an audit conducted in accordance with ISAs (UK & Ireland) is designed to provide reasonable assurance of identifying material misstatements or omissions it is not guaranteed to do so. Rather the auditor plans the audit to determine the extent of testing needed to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements does not exceed materiality for the financial statements as a whole. This testing requires us to conduct significant audit work on a broad range of assets, liabilities, income and expense as well as devoting significant time of the most experienced members of the audit team, in particular the engagement partner responsible for the audit, to subjective areas of the accounting and reporting.

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

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

10 June 2017

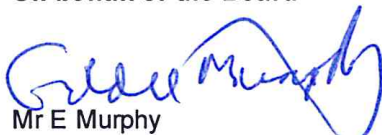
KPMG, an Irish partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity

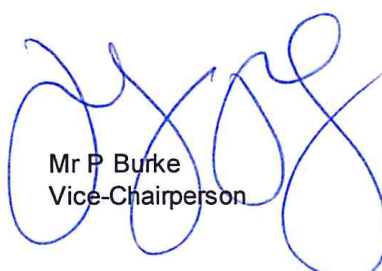
STATEMENT OF FINANCIAL ACTIVITIES
Including income and expenditure for the Year Ended 31 December 2016

	Notes	Unrestricted funds 2016 €'000	Restricted funds 2016 €'000	Total 2016 €'000	Total 2015 €'000
Income and endowments from:					
- Donations and legacies	1	2,809	81	2,890	1,831
- Charitable activities	2	27	855	882	872
- Other trading activities	3	1,372	30	1,402	1,465
- Investments	4	58	-	58	86
Total income		<u>4,266</u>	<u>966</u>	<u>5,232</u>	<u>4,254</u>
Expenditure on:					
Raising funds	5	(1,579)	(30)	(1,609)	(1,476)
Charitable activities	5	<u>(2,401)</u>	<u>(943)</u>	<u>(3,344)</u>	<u>(3,352)</u>
Total expenditure		<u>(3,980)</u>	<u>(973)</u>	<u>(4,953)</u>	<u>(4,828)</u>
Net gain on investments	12	<u>29</u>	<u>-</u>	<u>29</u>	<u>95</u>
Net income/(expenditure)		<u>315</u>	<u>(7)</u>	<u>308</u>	<u>(479)</u>
Reconciliation of funds					
Total funds brought forward	15	<u>11,197</u>	<u>7</u>	<u>11,204</u>	<u>11,683</u>
Total funds carried forward	15	<u>11,512</u>	<u>-</u>	<u>11,512</u>	<u>11,204</u>

Incoming resources and the net income / (expenditure) arose solely from continuing activities.

On behalf of the Board


Mr E Murphy
Chairperson


Mr P Burke
Vice-Chairperson

10 June, 2017.

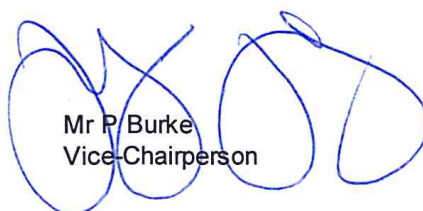
Irish Guide Dogs for the Blind
(not having share capital and limited by guarantee)

BALANCE SHEET
As at 31 December 2016

	Notes	2016 €'000	2015 €'000
Fixed assets:			
Tangible assets	10	6,548	6,781
		6,548	6,781
Current assets:			
Stocks	11	98	95
Debtors		49	81
Investments	12	4,498	3,838
Cash at bank and in hand		2,565	2,745
		7,210	6,759
Current liabilities:			
Creditors - Amounts falling due within one year	13	(389)	(415)
		6,821	6,344
<i>Total assets less current liabilities</i>		13,369	13,125
Creditors - Amounts falling due after more than one year	14	(1,857)	(1,921)
<i>Total net assets</i>		11,512	11,204
The funds of the charity:			
Restricted funds	15	-	7
Unrestricted funds	15	11,512	11,197
Total charity funds		11,512	11,204

On behalf of the Board


Mr E Murphy
Chairperson


Mr P Burke
Vice-Chairperson

10 June, 2017

CASH FLOW STATEMENT
Year Ended 31 December 2016

	Notes	2016 €'000	2015 €'000
Cash flows from operating activities:			
<i>Net cash used in operating activities</i>	16	<u>426</u>	<u>(436)</u>
Cash flows from investing activities:			
Dividends and interest from investments		74	81
Purchase of plant and equipment		(49)	(82)
Proceeds from sale of investments		210	328
Purchase of investments		<u>(841)</u>	<u>(1,643)</u>
<i>Net cash used in investing activities</i>		<u>(606)</u>	<u>(1,316)</u>
		<u>(180)</u>	<u>(1,752)</u>
<i>Change in cash and cash equivalents in the reporting period</i>			
Cash and cash equivalents at the beginning of the reporting period		2,745	4,497
Cash and cash equivalents at the end of the reporting period	16	<u>2,565</u>	<u>2,745</u>

On behalf of the Board


Mr E Murphy
Chairperson


Mr P Burke
Vice-Chairperson

10 June, 2017

ACCOUNTING POLICIES

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

Basis of preparation

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

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

The format of the analysis and disclosure of expenditure has been changed to comply fully with the Statement of Recommended Practice in the statement of financial activities on page 33 and in notes 5 and 6.

Accounting convention

The financial statements are prepared in euro under the historical cost convention.

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 fund raising activities held by individuals/parties outside the control of the company. Income from fundraising, voluntary subscriptions and donations is necessarily recognised with effect from the time it is received into the company's bank accounts or entered into the company's accounting records.

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

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. In these circumstances, the legacy income must have been received post year end, and the personal representatives must have agreed to the amount thereof prior to the year end.

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.

Investment income is recognised in the statement of financial activities on an accruals basis.

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

ACCOUNTING POLICIES - continued

Financial assets

Financial assets - investments are stated at market value. Quoted securities have been valued at the bid price at close of business at the year-end date.

Guide dogs/assistance dogs

The cost of acquiring, maintaining and training dogs is charged in the period in which the expenditure is incurred.

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.

Pensions

Irish Guide Dogs for the Blind operates a defined contribution pension scheme. The company's contributions to the scheme are charged in the statement of financial activities on an accruals basis.

Capital grants

Grants received in respect of capital expenditure are treated as a deferred credit and are amortised to the statement of financial activities on the same basis as the related assets are depreciated in line with ensuring the value of this right declines in accordance with the fall in future benefits that are expected to be received.

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. Irrecoverable value added tax is expensed as incurred.

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.

ACCOUNTING POLICIES - continued

Unrestricted funds (continued):

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

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.

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.

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.

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 with the charity's control or a present obligation that arise from past events but is not recognised in the accounts – either because it is not probable that a transfer of economic benefits will be required to settle the obligation, or because the amount of the obligation cannot be measured with sufficient reliability.

NOTES TO THE FINANCIAL STATEMENTS

1 Income from donations and legacies	2016	2015
	€'000	€'000
Donations	1,425	1,217
Legacies	1,464	613
Association Membership Subscriptions	1	1
	<u>2,890</u>	<u>1,831</u>
Made up as follows:		
Unrestricted income	2,809	1,688
Restricted income	81	143
	<u>2,890</u>	<u>1,831</u>
2 Income from Charitable activities	2016	2015
	€'000	€'000
Restricted grant income:		
Health Services Executive grants – visually impaired support services		
HSE Southern	738	738
HSE Northern	15	15
HSE North West	15	15
	<u>768</u>	<u>768</u>
Health Services Executive grants – IT grant		
HSE North West	-	1
	<u>-</u>	<u>1</u>
Child Mobility Programme		
Department of Education and Skills	69	69
	<u>69</u>	<u>69</u>
Health Services Executive grants – National Lottery - Mobility Assessments		
HSE West	3	-
HSE South East	14	-
HSE Donegal	1	-
	<u>18</u>	<u>-</u>
Total statutory income	<u>855</u>	<u>838</u>
Other income from charitable activities:		
Sale of dogs and equipment	19	25
Client accommodation contribution	8	9
	<u>27</u>	<u>34</u>
Total income from charitable activities	<u>882</u>	<u>872</u>

NOTES TO THE FINANCIAL STATEMENTS - continued

3 Income from other trading activities	2016 €'000	2015 €'000
<i>Income from Fundraising activities:</i>		
National campaigns and events	889	836
Branch Volunteer activities	470	623
	<u>1,359</u>	<u>1,459</u>
<i>Income from other trading activities</i>		
Rental of facilities	43	6
	<u>1,402</u>	<u>1,465</u>
<i>Total income from other trading activities</i>		
Made up as follows:		
Unrestricted income	1,372	1,385
Restricted income	30	80
	<u>1,402</u>	<u>1,465</u>
4 Investment income	2016 €'000	2015 €'000
Bank interest receivable	8	31
Dividends receivable	50	55
	<u>58</u>	<u>86</u>

**Irish Guide Dogs for the Blind
(not having share capital and limited by guarantee)**

NOTES TO THE FINANCIAL STATEMENTS - continued

5 Expenditure

In accordance with the FRS 102 Charity SORP (2015) expenditure is analysed as follows.

	Generating voluntary income €000	Charitable activities (note 6) €000	Management and administration €000	Governance €000	Total 2016 €000	Total 2015 €000
Maintenance, expenses of dogs and other direct costs	-	348	-	-	348	344
Food allowance – dogs	-	12	-	-	12	12
Purchase of dogs for Breeding Regeneration Programme	-	208	-	-	208	71
Support costs:						
Staff remuneration and other staff costs	563	1,732	447	83	2,825	2,817
Travel, subsistence and motor expenses	30	78	52	1	161	172
Premises, IT and communications	11	50	469	3	533	527
Fundraising costs including advertising	724	-	-	-	724	676
Professional fees, recruitment and other costs	39	33	41	29	142	209
Subtotal	1,367	2,461	1,009	116	4,953	4,828
<i>Allocation of support costs to activities:</i>						
Governance	25	91	-	(116)		<i>Allocated by staff headcount</i>
Finance	34	124	(158)			<i>Allocated by staff headcount</i>
Management Information Systems	29	106	(135)			<i>Allocated by staff headcount</i>
Human Resources	28	109	(137)			<i>Allocated directly and by staff headcount</i>
Overheads	126	453	(579)			<i>Allocated by staff headcount</i>
Total resources expended - year ended 31 December 2016	1,609	3,344	-	-	4,953	4,828
Total resources expended - year ended 31 December 2015	1,476	3,352	-	-	4,828	

**Irish Guide Dogs for the Blind
(not having share capital and limited by guarantee)**

NOTES TO THE FINANCIAL STATEMENTS - continued

6 Charitable activities expenditure	Guide dogs programme	ILS and long cane programmes	Assistance dogs programme	Child mobility programme	Total 2016	Total 2015
	€'000	€'000	€'000	€'000	€'000	€'000
Maintenance and expenses of dogs (including technical equipment)	330	6	12	-	348	344
Food allowance – dogs	12	-	-	-	12	12
Purchase of dogs for Breeding Re-generation Programme	208	-	-	-	208	71
Support costs						
Staff remuneration and other staff costs	839	55	775	63	1,732	1,809
Travel, subsistence and motor expenses	41	10	19	8	78	65
Premises, IT and communications	40	-	10	-	50	67
Professional fees, recruitment and other costs	33	-	-	-	33	28
Subtotal	1,503	71	816	71	2,461	2,396
Allocation of governance and support costs to activities	440	23	397	23	883	956
Total charitable activities expenditure - year ended 31 December 2016	1,943	94	1,213	94	3,344	3,352
Total charitable activities expenditure - year ended 31 December 2015	2,031	110	1,112	99	3,352	

Expenditure relating to the Assistance Dogs Programme was assisted by income of €56,000 (2015: €178,000 – re-stated) restricted for the Assistance Dogs Programme.

NOTES TO THE FINANCIAL STATEMENTS - continued

7 Net incoming resources	2016	2015
	€'000	€'000
Net incoming resources are stated after charging/(crediting):		
Directors' remuneration	-	-
Auditors' remuneration: for audit	5	5
for tax advisory services	-	-
for other non-audit services	3	-
Depreciation	282	275
Amortisation of capital grants	(64)	(65)
Loss/(Profit) on disposal of tangible assets	-	-
	<u>-</u>	<u>-</u>

Analysis of staff costs, Directors' remuneration and expenses, and the cost of key personnel

Wages and salaries	2,487	2,458
Social welfare costs	264	261
Pension costs (note 8)	77	80
	<u>2,828</u>	<u>2,799</u>
100,000 – 109,999	1	1
80,000 – 89,999	1	-
70,000 – 79,999	-	1
60,000 – 69,999	3	3
50,000 – 59,999	3	-
	<u>36</u>	<u>35</u>
The average staff remuneration in the year was:	<u>70</u>	<u>70</u>
Average Whole Time Equivalents (WTE) number of employees	<u>76</u>	<u>77</u>
Average headcount	<u>76</u>	<u>77</u>

Made up as follows:

	2016		2015	
	Full Time	Part Time	Full Time	Part Time
<i>Fundraising and Marketing</i>	13	-	10	1
<i>Operations:</i>				
Dog care & welfare, breeding, & puppy walking	18	2	18	4
Early training	9	2	9	3
Advanced training	8	2	7	2
Mobility training	2	-	2	-
Client services support and management	5	-	5	-
Facilities and housekeeping	1	5	1	5
<i>Support services:</i>				
Governance	1	-	1	-
Finance	2	2	2	2
Management Information Systems	1	-	1	-
Human Resources	1	-	2	-
Administration	2	-	2	-
	<u>63</u>	<u>13</u>	<u>60</u>	<u>17</u>

NOTES TO THE FINANCIAL STATEMENTS - continued

Analysis of staff costs, Directors' remuneration and expenses, and the cost of key personnel (cont'd)

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

The charity's Directors were not paid in the year nor received any other benefits from engagement with the charity. No Director received payment for professional services or other services to the charity. In 2016, €1,397 (2015: €297) was reimbursed to Directors for expenses incurred in the course of charity business.

The key management personnel of Irish Guide Dogs for the Blind are: the Directors, Chief Executive Officer, Financial Controller, Head of Fundraising, Human Resources Manager, MIS & Lean/CI Manager and Head of Operations. Remuneration of the Chief Executive Officer in the year totalled €103,574 in gross pay and €5,178 in company pension contributions in line with the company pension contribution policy of 5%. The total employee benefits of senior managers for the year totalled €345,000 (2015: €336,000), being gross pay of €335,000 and company pension contributions of €10,000.

8 Pension costs

The pension entitlements of certain employees arise under a defined contribution pension scheme and are secured by contributions by Irish Guide Dogs for the Blind and the employees to a separately administered pension fund. The pension charge for the year was €77,000 (2015: €80,000).

9 Taxation

Irish Guide Dogs for the Blind is exempt from taxation due to its charitable status (Revenue Commissioner's registration number CHY 6006).

10 Tangible assets	Freehold Land and buildings	Motor vehicles	Furniture, fittings and equipment	Total
	€'000	€'000	€'000	€'000
Cost				
At 31 December 2015	7,865	481	1,405	9,751
Additions	9	-	40	49
	<u>7,874</u>	<u>481</u>	<u>1,445</u>	<u>9,800</u>
Accumulated depreciation				
At 31 December 2015	1,536	397	1,037	2,970
Charge for year	154	28	100	282
	<u>1,690</u>	<u>425</u>	<u>1,137</u>	<u>3,252</u>
Net book amounts				
At 31 December 2016	<u>6,184</u>	<u>56</u>	<u>308</u>	<u>6,548</u>
At 31 December 2015	<u>6,329</u>	<u>84</u>	<u>368</u>	<u>6,781</u>

The Directors consider the carrying value of tangible fixed assets as at 31 December 2016 to be appropriate.

NOTES TO THE FINANCIAL STATEMENTS - continued

11 Stocks	2016 €'000	2015 €'000
Fundraising materials	59	78
Kennel and training equipment stocks	39	17
	<u>98</u>	<u>95</u>

12 Financial assets – investments	2016 €'000	2015 €'000
Equities	1,297	1,268
Bonds	3,182	2,566
Cash	19	4
	<u>4,498</u>	<u>3,838</u>

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

At beginning of year	3,838	2,428
Investment in financial assets in year	800	1,600
Investment income reinvested	41	43
Sales proceeds returned to Irish Guide Dogs for the Blind	(210)	(328)
Increase in fair value of investments	29	95
At end of year	<u>4,498</u>	<u>3,838</u>

13 Creditors - Amounts falling due within one year	2016 €'000	2015 €'000
Trade Creditors	72	112
Accruals	188	171
Income tax deducted under payroll taxes	34	34
Pay Related Social Insurance	31	34
Deferred income-capital grants (note 14)	64	64
	<u>389</u>	<u>415</u>

NOTES TO THE FINANCIAL STATEMENTS - continued

14 Deferred income - capital grants

	€'000
Gross	
At 31 December 2015	3,019
Additions	-
At 31 December 2016	<u>3,019</u>
Amortisation	
At 1 January 2016	1,034
Amortised in year	64
At 31 December 2016	<u>1,098</u>
Net book amounts	
At 31 December 2016	<u>1,921</u>
At 31 December 2015	<u>1,985</u>
Shown as:	
Creditors - Amounts falling due within one year (note 13)	<u>64</u>
Creditors - Amounts falling due after more than one year	<u>1,857</u>

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.

15 Funds	Unrestricted Funds €'000	Restricted Funds €'000	Total €'000
(a) Reconciliation of funds			
Total funds as at 1 January 2016	11,197	7	11,204
Net income / (expenditure)	315	(7)	308
Fund balance as at 31 December 2016	<u>11,512</u>	<u>-</u>	<u>11,512</u>
(b) Analysis of net assets between funds			
Tangible fixed assets	4,627	1,921	6,548
Current assets	7,210	-	7,210
Current liabilities	(325)	(64)	(389)
Creditors due after more than one year	-	(1,857)	(1,857)
	<u>11,512</u>	<u>-</u>	<u>11,512</u>

NOTES TO THE FINANCIAL STATEMENTS - continued

16 Reconciliation of net (expenditure)/income to net cash flow from operating activities	2016	2015
	€'000	€'000
<i>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</i>	308	(479)
Adjustments for:		
Depreciation charges	282	275
Amortisation of capital grants	(64)	(65)
Gains on investments	(29)	(95)
Dividends and interest from investments	(58)	(86)
(Increase)/decrease in stocks	(3)	(15)
(Increase)/decrease in debtors	16	(8)
Increase/(decrease) in creditors	(26)	37
	<u>426</u>	<u>(436)</u>
Reconciliation of net cash flow to movement in net funds		
Decrease in cash in the year	(180)	(1,752)
Cash at bank and in hand at beginning of period	2,745	4,497
Cash at bank and in hand at end of period	<u>2,565</u>	<u>2,745</u>

17 Commitments and contingent liabilities

As at the 31 December 2016, there are no commitments or contingent liabilities.

19 Post balance sheet events

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

20 Approval of financial statements

The financial statements were approved by the Directors on 10 June 2017.



Irish
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for the blind



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