

STRATEGIC PLAN 2021 - 2024



DEVELOPING OUR SERVICES



OUR COMMUNITY



QUALITY & TRANSPARENCY



SERVICING OUR FUTURE

“Through our leadership, people and standards we will deliver client, community and advocacy supports to enable our clients participate fully in society, become more mobile and independent. We will generate 140 Guide Dogs, 160 Assistance Dogs, 35 Community Dogs and 25 further Service Dog Partnerships and recover income to pre-Covid levels.”



DEVELOPING OUR SERVICES

Meeting the needs of our Clients along with the care and welfare of our dogs is a priority at all stages during their lives. Our aim is to enable people who are vision impaired and families of children with autism to live enriched lives, become more mobile and independent. We will achieve this by:

- Building our Guide Dog Programme to train 140 Guide Dog Partnerships between 2021 and 2024.
- Training 160 Assistance Dog Partnerships between 2021 and 2024.
- Training 35 Community Dogs between 2021 and 2024.
- Training 25 further service Dog Partnerships between 2021 and 2024.
- Delivering accredited aftercare for working partnerships to ensure partnerships functioning maximised.
- To increase our level of Independent Living; Orientation and Mobility services to over 300 vision impaired Clients by the end of 2024.
- Deliver our services, from enquiry to training and aftercare effectively, in a timeframe that meets Client expectations.



OUR COMMUNITY

Our aim is to increase awareness of the services Irish Guide Dogs for the Blind provides, and to build support and commitment within the community. We will achieve this by:

- Increasing the retention and development of our staff through an empowering Human Resources Strategy which ensures we attain the Great Place to Work Standard by December 2024.
- Increasing the recruitment, retention and development of our Volunteers and Donors and communicating clearly with them the value of their commitment.
- Developing and implementing a communications strategy which informs our community of the value of the work that we do and the various ways in which they can help us.
- Maximising the opportunities and range of platforms that allow the life changing stories of Clients, Dogs and services to be told and shared.
- Ensuring and checking in with Clients throughout the timeframe of this plan that our service delivery standard for our community meets their expectations.



QUALITY & TRANSPARENCY

Our aim is to continuously improve our systems and processes of Governance, Transparency and Accountability. Through our considerable work to date we have attained a high standard in Governance, and we are committed to further improvements. We will achieve this by reporting annual compliance with the following standards:

- The six principles of the Charities Governance Code are being applied.
- Demonstrating openness, transparency and integrity to our Clients and donors of the charity through meeting the Triple Lock Standards for transparent reporting, good fundraising, and governance.
- Operating and communicating openly and transparently with all Staff, Clients, Volunteers, Donors, Supporters, media, and the public.
- Adopting and implementing further quality practices around volunteer management to support Volunteers during their involvement with the Charity.



SERVICING OUR FUTURE

Our aim is to sustainably increase our income to allow us to maintain and develop the services required now and in the future for our clients. We will achieve this by:

- Increasing our Community income from fundraising activities by upwards of 10% from 2019 levels (€1,7m) to (€1.87m) by 2024.
- Doubling our Corporate FR Income from 2019 levels (€468k) to (€936k) by 2024.
- Doubling our DM FR Income from 2019 levels (€468k) to (€936k) by 2024.
- Increasing our productivity, which will reduce the cost per dog partnership delivered under our Training Programme.
- Through the lifetime of this plan developing and implementing a strategy to grow levels of bequest and legacy income.
- Create the environment which will develop and empower Staff to deliver the strategic objectives.