



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



## 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:

**1** Building our Guide Dog Programme to train 119 Guide Dog Partnerships between 2018 and 2020 which will mean that there will be 236 active Guide Dog partnerships across the country by the end of 2020.

**2** Training 111 Assistance Dog Partnerships in the three-year period to 2020 giving us 291 Assistance Dog Families in the community by the end of 2020.

**3** We will place upwards of 36 dogs as Companion Dogs enriching the lives of people outside our

main client base. We will also increase the number of Ambassador Dogs available to support our volunteers who are fundraising and representing us.

**4** Maintaining our high level of Independent Living; Orientation and Mobility services to over 300 vision impaired Clients by the end of 2020.

**5** Delivering our services, from application to training 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:

- 1** Increasing the retention and development of our staff through an empowering Human Resources Strategy which ensures we attain the *Great Place to Work Standard*.
- 2** Increasing the recruitment and retention of our volunteers and donors and communicating clearly with them the value of their commitment.
- 3** Developing and implementing a marketing 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.
- 4** Maximising the opportunities and range of platforms that allow the life changing stories of clients, dogs and services to be told and shared.
  - 5** Ensuring and checking 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 done to date we have attained a high standard in this area and we are committed to remaining at the forefront of our sector. We will achieve this by:

- 1** Ensuring that we remain compliant with the *Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland*.
- 2** Adopting and implementing the *Statement of Guiding Principles for Fundraising* in order to achieve the Triple Lock Standard (Charities Institute Ireland Standard 2017) covering best practice in Financial Reporting, Governance and Fundraising Controls.

- 3** Operating and communicating openly and transparently with all staff, clients, volunteers, donors, supporters, media and the public.
- 4** Adopting and implementing the *Investing in Volunteers Standard* (the quality standard for good practice in volunteer management) to ensure that our volunteers needs are met.



## FINANCING 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:

- 1** Increasing our income from fundraising activities by upwards of 20% by 2020.
- 2** Increasing our fundraising activity and income in Dublin and Leinster.
- 3** Increasing our statutory income levels, particularly for the Assistance Dog Programme.

- 4** Increasing our productivity, which will reduce the cost per dog partnership delivered under our training programmes.
- 5** Developing and implementing a strategy to secure sustainable levels of bequest and legacy income.