



2022 Annual Report
and Financial Statements

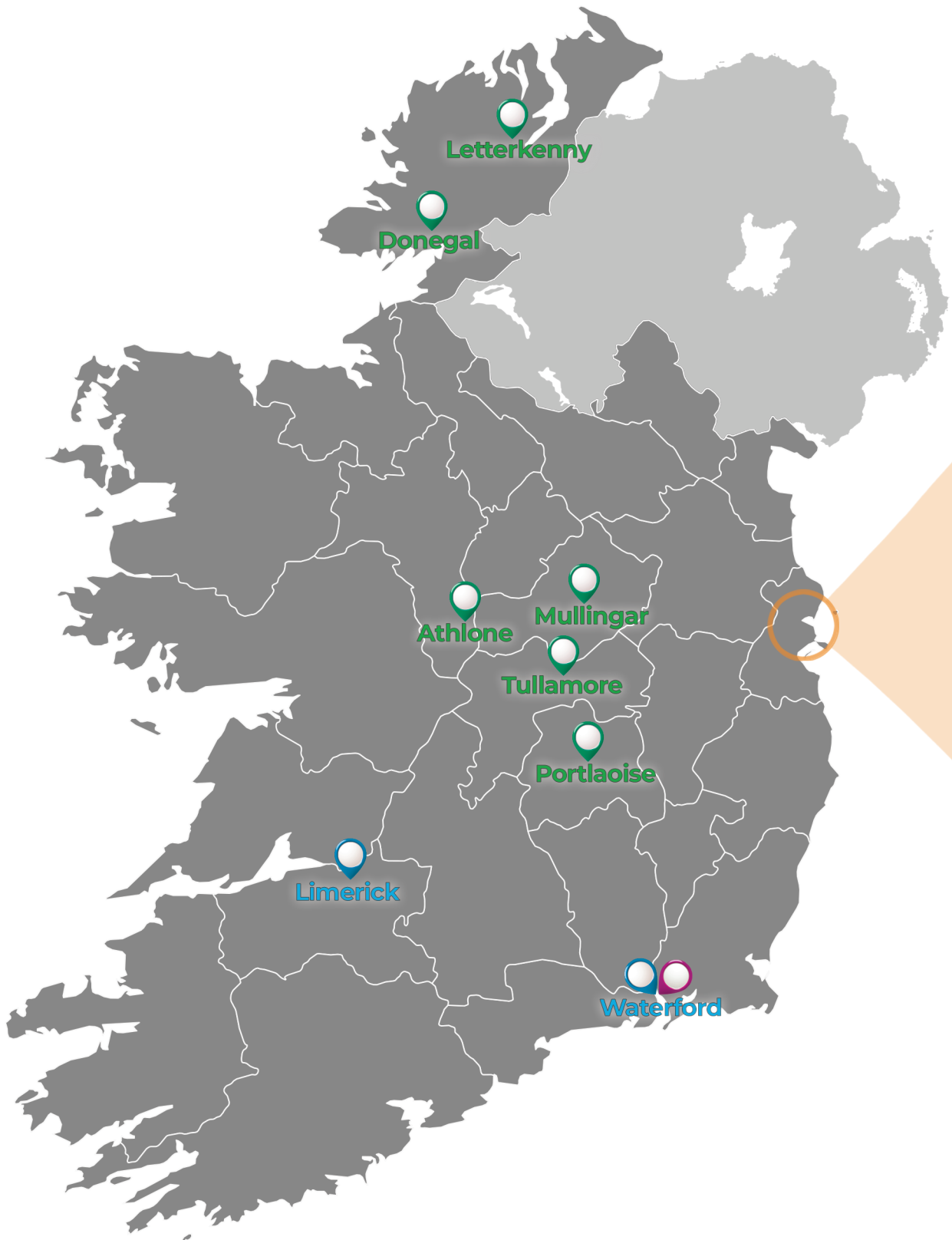


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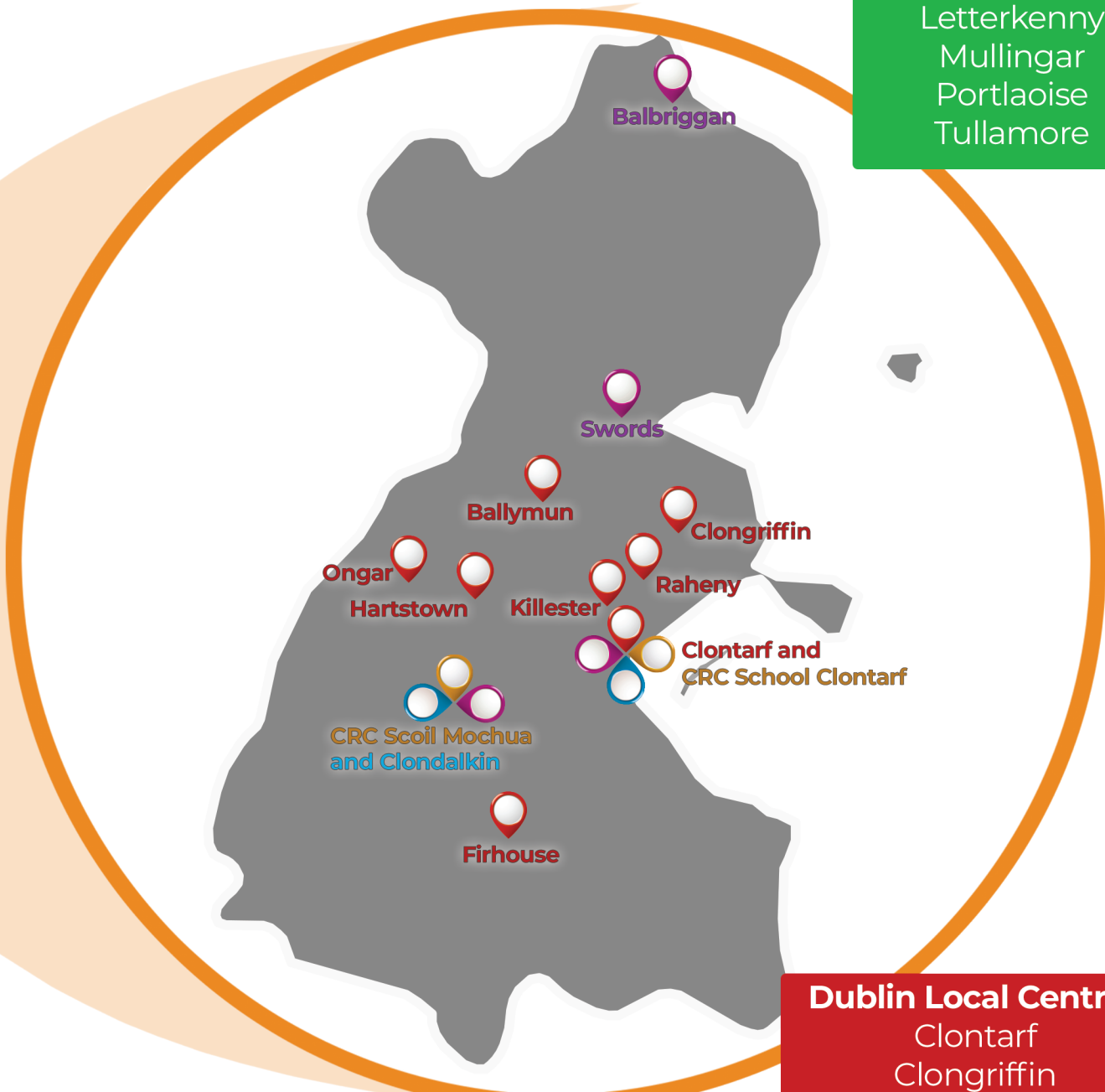
Administration

REGISTERED OFFICE ADDRESS	Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3, D03 R973
COMPANY REGISTRATION NUMBER	14880
CHARITY NUMBER	CHY4998
CHARITIES REGULATORY AUTHORITY NUMBER	20006938
PRINCIPAL BANKERS	AIB Bank, 53/54 Main Street, Finglas, Dublin 11
PRINCIPAL SOLICITORS	Mason Hayes & Curran, South Bank House, Barrow Street, Dublin 4
AUDITORS	Mazars, Chartered Accountants and Statutory Audit Firm, Harcourt Centre, Block 3, Harcourt Road, Dublin 2
DIRECTORS	Mr Brian Power (Chairperson) Mr Sean McCormack (Vice-Chairperson) Dr Ian Callanan Mr David Courtney Mr Liam Cullen (resigned 27 January 2023) Mr John Florence (appointed 17 November 2022) Mr Tony Golden Ms Gillian Harford Mr David Mathews (appointed 27 February 2023) Mr Kieran McCarthy (resigned 1 October 2022) Mr Joseph McGrath (resigned 27 January 2023) Ms Rose O'Donovan Ms Leon Quigley (appointed 27 January 2023) Ms Una Ryder Mr Edward Ward
COMPANY SECRETARY	Ms Thérèse Allen



Dublin Schools
CRC School Clontarf
CRC Scoil Mochua Clondalkin

Multidisciplinary Outreach Clinics
Athlone
Donegal
Letterkenny
Mullingar
Portlaoise
Tullamore



CRC Clontarf
CRC Clondalkin
CRC Limerick
CRC Waterford

PDS Services
Clontarf
Swords
Balbriggan
Clondalkin
Waterford

Dublin Local Centres
Clontarf
Clongriffin
Firhouse
Hartstown
Raheny
Killester
Ongar
Ballymun



**5 Year
Strategic Plan
2022-2026**

**5 Year
Strategic Plan
2022-26**
www.crc5year.ie

**€330,000 in
external research
funding**

**5 Children's
Network Teams
with over
3,200 children**
Read more page 17

**Complied with
a break-even
mandate under
our HSE Service
Arrangement**

**5 staff
undertaking
higher education
training with
investment of
€19,744**

Chairperson's Statement

CHAIRPERSON'S STATEMENT

CHAIRPERSON'S STATEMENT



CRC ANNUAL REPORT 2022

I am proud to present my third annual report of the CRC. With each year that I am involved with the CRC I continue to be impressed by the warmth, determination, creativity and resilience of the staff and their commitment to providing an excellent service. My sense of pride in the level of commitment demonstrated by our staff is reinforced when I reflect on the issues they have had to address over the last few years, including dealing with the pandemic and the reconfiguration of how we provide our essential services.

Throughout 2022 the board worked closely with our Interim CEO (ICEO) Alison McCallion and the senior executive team in the development of the new Strategic Plan 2022–2026. This plan is built around four key strategic goals, those of Excellence, Growth, Culture and Partnerships. The ideas contained in our plan reflect the fruits of engagement between the board, staff, the HSE, government departments and most importantly – our clients.

This new plan is a significant milestone for the CRC and over the coming months and years we will focus on growing our organisation, seeking new and meaningful partnerships that will ultimately benefit our clients and we will continue to strive to provide an excellent service to our clients, despite the many challenges we are facing.

One theme in our strategic plan that is particularly exciting is the focus on culture and our staff. I am looking forward to seeing how we can work closer with our staff over the coming years to strengthen a truly collaborative approach to service delivery.

As we work to deliver our new strategic plan, I am acutely aware of the challenges we are facing in relation to recruitment, staff shortages and the additional challenges that the reconfiguration of our Children's Services and National Specialist Services have brought. I want to thank the staff for their commitment to the CRC and to the children, adults and families we support. To say this has been a significant change process for the organisation is an understatement. I know everyone is doing their best to support each other, to work with the HSE and other lead organisations to overcome these challenges and I am grateful to all for their efforts.

I and the board are confident that this new plan will build on the success of the last five years and set an ambitious and strategic focus to guide us through the next period.

I am grateful to my fellow board members who commit so much time to the CRC on a voluntary basis. Our board encapsulates a broad range of experience and is focused on supporting our organisation and on the delivery of our new strategic plan to the highest of standards.

I want to thank our Interim Chief Executive Alison McCallion, her team and the incredible staff, across our many locations, who work day in and day out to make a positive difference in the lives of others.

To our clients, the children, families and adults who continue to put their faith in us and to trust us, on behalf of the board, I want to thank you and I look forward to engaging with you in the years ahead.

Brian Power
Chairperson

'We will continue to strive to provide an excellent service to our clients, despite the many challenges we are facing.'

Interim

Chief Executive's Review 2022

INTERIM CHIEF EXECUTIVE'S REVIEW 2022

INTERIM CHIEF EXECUTIVE'S REVIEW 2022



CRC ANNUAL REPORT 2022

The year 2022 was one of change and challenge. We said goodbye to our old Strategic Plan 2017–2021 and in April 2022 we launched our strategy for 2022–2026, an exciting plan which focuses on the themes of Excellence, Culture, Growth and Partnerships. We also said goodbye to our previous CEO, Ms. Stephanie Manahan, and we would like to thank her for her service to CRC.

Towards the end of 2021 we saw the reconfiguration of children's services to the Progressing Disability model of service delivery (PDS). This reconfiguration meant that both our existing specialist and children's services had to establish new ways of working, necessitating a significant period of change for both CRC staff and the children, adults and families who use our services. While the model for PDS promises to make accessing healthcare easier for children and their families, this reconfiguration period has presented many challenges and obstacles for the CRC to navigate. As 2022 progressed, the impact of this significant change emerged, including recruitment and retention difficulties. This was exacerbated by a national shortage of qualified staff having to navigate inherited waitlists, resulting in delays to providing timely supports to many children.

The CRC is doing its utmost to address the challenges of recruitment and our five Children's Disability Network Teams (CDNTs) are developing initiatives to tackle the issue of waitlists as discussed further under the heading Strategic Plans and Challenges on page 12. We will continue to work towards resolving these challenges throughout 2023 and as a Section 38 service, we are continually engaging with the HSE and the government to find solutions and to advocate on behalf of families and children to address the ongoing challenges of PDS.

Despite facing similar recruitment challenges and restructuring, our National Specialist Services have managed to grow their service provision in 2022, by promoting research and continuing to provide clinical services to children and adults as experts in physical disability. In 2022, National Specialist Services also focused on providing training and education to the wider disability sector, including the ninety-one CDNTs across the country. In line with our strategic plan, we aim to grow our national remit and to contribute further to research for the benefit of the clients we support.

In 2022 we continued to develop our Adult Services and over the last number of years we have seen immense growth in this area. In line with the HSE New Directions policy and our strategic plan, we are developing our portfolio of services. This is spearheaded by the expansion of our locations from four in 2016 to now ten locations throughout Dublin. Our services now operate within communities, closer to where our

adults live. The adults are working with teams committed to supporting them in advocating for real change and influencing national policy.

Our schools continue to do what they do best, supporting 160 children to develop emotionally, socially and educationally and to equip them with the skills necessary to build a good life and face the world head on. There has been great excitement in Clondalkin as plans are underway for a new school building. This will take several years to complete, but we are all delighted to see this work progressing.

The new building for Scoil Mochua is a part of our ambitious capital development plan, which also includes the development of a new National Specialist Service building in Clondalkin and exciting plans for our Clontarf site. This plan will focus on upgrading our current facilities to continuously improve the environment in which we offer services to our clients, while also ensuring our facilities are more environmentally sustainable and energy efficient.

Finally, I would like to acknowledge the work of our support staff. In 2022 our support services have worked alongside our frontline teams to navigate change and develop and support existing and new services. Thank you all for your unwavering support as we transition and grow our service provision in line with national reconfiguration.

As Interim CEO for the past twelve months, I have been privileged to serve this wonderful organisation and to lead during this very challenging time. I am grateful to our volunteer board who have provided immeasurable support and guidance. We are extremely lucky to do the job we do, providing clinical, educational and social care supports to thousands of children, adults and their families. I am delighted to be able to say I work alongside an incredible team of talented and committed professionals, who provide services to clients, despite the challenges that we are all facing.

All of these changes have been both monumental and challenging, and I would like to take this opportunity to thank all our teams for their hard work and resilience during this reconfiguration and transition period. I look forward to working with you all in 2023 with an increased focus on service excellence, continued growth, improved culture and building new and rewarding partnerships.

Alison McCallion
Interim Chief Executive Officer

Directors' Report



DIRECTORS' REPORT

DIRECTORS' REPORT

Strategic Plans and Challenges

CRC Strategic Plan 2022–2026

With the launch of our new strategic plan in 2022, we are excited about the future and what we can achieve for and with our clients. Over the course of the next few years we will continue to develop and grow our services, despite the challenges we face and we are firmly focused on progressing the four themes of our strategic plan – Excellence, Growth, Culture and Partnerships. Our strategic plan will give us clear direction and provide focus, as we navigate a rapidly evolving national landscape for disability.

Despite the challenges we have faced in 2022, we have made substantial progress against the objectives in our strategic plan and we have outlined some of these achievements on the following pages.

Our strategic plan is built around the four key themes mentioned above. Each theme is underpinned by these objectives and behind each objective are many sub-activities that underpin the delivery of the overall objective. Progress will be measured as a percentage against the achievement of the overall objective, and this year we have illustrated our progress by detailing some examples of what we have achieved. We track our progress against the plan with a detailed tracker, overseen by a project office, led out by our head of operations. Our tracking began in April 2022 and we will be in a position to report on our full year's progress in our 2023 annual report.

We report to the board quarterly and we risk assess any challenges to the plan to ensure we are best placed to deliver and follow through on our objectives. A full copy of our strategic plan can be found at this link [HERE](#)



Goal 1 – Excellence

We strive for excellence in everything we do, ranging from our client services to our facilities to developing our people and how we work with our stakeholders.

Outcome

Our services, as perceived by clients and all other stakeholders, are excellent and CRC staff, in their education, research and innovation, are regarded as experts in disability services

Objectives	Delivered in 2022
<p>Objective 1.1 To provide a range of the highest quality services to our clients.</p>	<ul style="list-style-type: none"> • Pobal programme commenced community services in Ballymun. • Adults launched their human rights research, 'Looking Ahead.' • Firhouse adult day service commenced a service one day per week in a community location. • Adults presented on employment issues and Changing Places to the Oireachtas Disability Matters Committee. • Our Adult Services Team continued to embed person-centred planning and participated in national and international events.
<p>Objective 1.2 To recruit excellent staff and support our current staff to be the best in delivering quality services.</p>	<ul style="list-style-type: none"> • Continued collaboration with the HSE and external stakeholders and supported the recruitment of staff. • Worked with external recruitment agencies to support local and international recruitment. • Provided continuous education and training to support staff in the delivery of high-quality services. • Supported staff to explore educational opportunities and to present at conferences to enhance skills and expertise.
<p>Objective 1.3 To further develop the CRC as a centre of excellence for its research, education and innovation.</p>	<ul style="list-style-type: none"> • Research training sessions provided by university researchers. • Annual Higher Level Education Fund made available for staff to undertake third level education. • Research presented by CRC staff online on our 'Early Morning Talks Education' sessions. • Virtual Lunchtime Series – virtual presentations delivered nationally on child health, with representatives from all ninety-one children's disability network teams in attendance. Six hundred therapists and professionals registered weekly from each of the nine Community Healthcare Organisations (CHOs) nationwide. • Agreement reached at board level on five-year plan to co-fund research through Health Research Charities Ireland/Health Research Board (HRCI/ HRB) and Irish Research Council (IRC) schemes. • €200,000 research funding successfully secured under HRB Applied Partnership Awards (APA) scheme. • Collaboration agreed with NUI Galway and international pain research group CPPain to participate in a large study on the impact of pain in cerebral palsy. • A monthly pilot clinic of the multidisciplinary Complex Feeding Clinic commenced. • CRC Psychology and Social Work established a support group for parents whose children were attending the Feeding Eating Drinking and Swallowing Difficulties (FEDS) or Avoidant Restrictive Food Intake Disorder (ARFID) clinic. • A multidisciplinary online 'Living Well with my Disability' group intervention was rolled out for adults with a physical disability in 2022 and will continue into 2023. • Two international conferences were hosted in Croke Park. • CRC hosted the European Seating Symposium in Croke Park in June 2022. • European Society for Movement Analysis in Adults and Children (ESMAC) was hosted by the CRC Gait Laboratory Team in Croke Park. This included: <ul style="list-style-type: none"> • A three-day advanced gait course attended by 100 international delegates. • A two-day seminar programme attended by 220 international delegates. • A three-day conference programme with 110 oral research presentations and 120 poster research presentations attended by 340 international delegates.
<p>Objective 1.4 To optimise data usage to improve services, client support, research and encourage staff to innovate.</p>	<ul style="list-style-type: none"> • Developed a clinical audit committee to support clinical audits throughout specialist clinical services. • Collected and presented data from various client-focused databases. • Collected feedback from clients/staff to improve service provision.
<p>Objective 1.5 To adhere to the highest quality and safety standards to protect our clients and reduce risk</p>	<ul style="list-style-type: none"> • Risk management framework put in place. • Data protection framework put in place. • Incident management policy put in place. • Health and safety operations committee restructured and renamed the CRC Safety Committee.
<p>Objective 1.6 To pursue best practice in Environmental, Social and Corporate Governance (ESG).</p>	<ul style="list-style-type: none"> • The strategic plan 2026 was developed and reviewed by the Operational Management Team. • Owners were identified for each objective who are responsible for monitoring and achieving goals. • Focus achieved on environmental, social, and governance (ESG) with European Patent Office (EPO) and CRC Green Team in place.

Goal 2 – Growth

We will grow and respond, as an agile organisation, using our resources to meet the changing and complex needs of our clients and stakeholders.

Outcome

The staff, facilities, infrastructure and overall management of the CRC enable the growth of services to meet the evolving needs of our clients.

Objectives	Delivered in 2022
Objective 2.1 To grow the service provision provided by the CRC.	<ul style="list-style-type: none"> • CRC engaged and complied with the HSE service level agreement. • Adult services developed in line with National New Directions Policy. • Progressed the development of new buildings and sites to provide new client services. • The Clondalkin site developed to support a new National Specialist Services hub and a new school.
Objective 2.2 To revise and reconfigure the senior leadership and management structure to enable growth.	<ul style="list-style-type: none"> • As part of the development of the Strategic Plan 2026, Mazars Consulting conducted a review of the senior management team structure and provided recommendations to ensure growth and efficiency. • An external resource, Adare Human Resource Management (HRM), conducted a review of our human resources department and provided recommendations on a new structure. • Adare HRM worked with the ICEO to develop an internal performance achievement process.
Objective 2.3 To enhance and further develop the CRC's fundraising function.	<ul style="list-style-type: none"> • External review of fundraising department conducted by Mantra and the recommendations provided are being progressed. • Income generation streams developed to diversify and enhance fundraising function. • Developed marketing and brand engagement assets to suit CRC's diverse network of supporters.
Objective 2.4 To enhance and update facilities to improve service provision.	<ul style="list-style-type: none"> • Project management carried out on major capital projects in Clondalkin and Clontarf. • Design teams for both major capital projects put in place and worked with the board and senior management team to ensure the efficient use of CRC resources and funding. • Programme of work continued to maintain and refurbish buildings and upgrade equipment as required. • Funding applications to the board approved for ancillary funding, based on an identified programme of work. • Funding applications submitted to the HSE for specific minor and major capital projects.
Objective 2.5 To ensure growth is enabled by reliable, resilient, secure systems.	<ul style="list-style-type: none"> • Continued use of Microsoft System Centre Configuration Manager (SCCM), a Windows product that enabled the management, deployment and security of devices and applications. Endpoint Detection and Response (EDR) product put in place for threat and vulnerability scanning, along with Zabbix for enterprise-class open-source monitoring solution for the CRC network. • Developed an up-to-date cybersecurity threat profile to improve effective monitoring capabilities on all servers, endpoint devices, and any Information and Communications Technology (ICT) network devices for the external and internal networks. This will greatly improve the CRC cyber risk profile.

Goal 3 – Culture

We will continue to evolve, foster and nurture a culture where our staff feel valued, and our clients and families feel fully supported within the ever-changing nature of disability services.

Outcome

The CRC has a positive and distinctive culture within the disability sector, one that reflects our values and supports the delivery of our mission.

Objectives	Delivered in 2022
Objective 3.1 To ensure our culture enables staff to provide the highest quality of service to clients.	<ul style="list-style-type: none"> • Focused on what quality means in the CRC, by developing a database of quality initiatives across services. • Robust health and safety and risk management structure put in place to ensure a positive safety culture across services. • Continued engagement with internal and external stakeholders to obtain feedback for the improvement and enhancement of services. • HR review conducted and recommendations are being implemented.
Objective 3.2 To promote a positive organisational culture and provide our staff with the skills, support and capabilities required to adapt to the changing environment.	<ul style="list-style-type: none"> • Supported and trained staff to enhance personal resilience in the navigation of continuous change. • Funding made available for staff to access higher education programmes which will benefit our clients. • Our staff were involved in and led in national and international research and presented at international conferences.
Objective 3.3 To advocate for diversity, inclusivity and equality in disability service provision and to share clients' stories.	<ul style="list-style-type: none"> • Ensured at least ten adults were linked in with social prescribers and reviewed action plans from adult feedback. • Reviewed the number of adults participating on internal and external committees and increased activity. • Continued to provide information sessions on the Assisted Decision-Making (Capacity) Act 2015 for adults and ensured information sessions were provided for older adults through workshops, such as on living arrangements with elderly parents, end of life care and wills. • 100 per cent of staff and adults trained in Assisted Decision-Making (Capacity) Act 2015. • Coolock and Firhouse pursued Amber Flag accreditation. • Person-Centred Planning Conference hosted by CRC and Enable Ireland.
Objective 3.4 To promote a research and education culture in the CRC with staff and clients.	<ul style="list-style-type: none"> • Monthly early morning education sessions provided online for all staff. • Dr Wilma van Der Slot, Rehabilitation Specialist from Rotterdam, gave a Zoom presentation and Q&A on multidisciplinary team(MDT) intervention for adults with physical disability. • Personal and Public Involvement (PPI) contributors were invited to join the Research Board Advisory Committee. • New HRCI/HRB and HRB/APA projects involved significant PPI contributions.

Goal 4 – Partnerships

We will continue to work strategically with a range of partners to deliver our mission, as we acknowledge that no single organisation has all the capabilities to address the increasing complexities of disability services.

Outcome

We operate a sophisticated suite of partnerships with other service providers, funders, universities and schools in order to meet the requirements of our clients, staff and other stakeholders.

Objectives	Delivered in 2022
<p>Objective 4.1 To develop our internal and external communications capability to enable positive, clear communications that reflect our culture, values and brand.</p>	<ul style="list-style-type: none"> Developed a sub-group to explore competitor brands in the charity sector. Focused on tender development to enhance brand redevelopment. Working group established to consider CRC brand positioning. PDS planned and rolled out family forums in two CHO areas where CRC is a lead agency. The National Disability Services Association (NDSA) head of adult services and communications manager sat with NDSA partners on an operations and campaigns sub-group. Successful lobbying and campaigning by Changing Places resulted in new building regulations being introduced by the Minister for Housing in December 2022. Our staff and clients continued to represent CRC at government level. The communications manager met CEOs and National Disability Authority (NDA) to discuss the governance of the Changing Places Steering Group in 2023. Continuous use made of relevant platforms to tell the story of the CRC. New CRC website launched, enhancing external communications. Recruitment video campaign launched to highlight and promote our services. Reviewed the accessibility of all digital platforms to ensure effective accessibility by all stakeholders.
<p>Objective 4.2 To foster partnerships with other individuals, donors, organisations and corporates that support disability services.</p>	<ul style="list-style-type: none"> Campaigns in 2022 – Skipping Challenge, 'Get in the Sea' for the CRC swim, supported by our swim ambassador Ellen Keane and an online art sale. 'Put your Hand Up' for the CRC – an initiative for corporates, schools and sporting clubs. Grew our corporate relationships with Merck Sharp and Dohme (MSD), Oracle Ireland and Indeed. Developed and launched a transition app for adults transitioning from school to adulthood. Virtual immersive room installed in CRC Clontarf.
<p>Objective 4.3 To establish and develop research and education partnerships and collaborations both internally and externally.</p>	<ul style="list-style-type: none"> €330,000 in external research funding was secured in conjunction with academic partners from Royal College of Surgeons in Ireland (RCSI). HRB summer studentship application made with School of Physiotherapy in Trinity College Dublin. Developed relationships with external supports and stakeholders to improve efficiency and quality in the provision of services.
<p>Objective 4.4 To continue to develop, support and respond to the role of the two schools; Scoil Mochua and the CRC School and continue to engage in national discussions in light of other health/sectoral changes.</p>	<ul style="list-style-type: none"> Both CRC schools became independently recognised as charities. Supported the further separation of the two CRC schools to stand alone as charities, independent of the CRC. Continued support and project management of the new school build on the Clondalkin site. Supported the development of internal, school-specific systems and processes in the management of staff, health and safety and risk.

Challenges

Recruitment and Retention of Skilled Staff

As mentioned previously, one of the most significant developments for the CRC over the last two years has been the reconfiguration of children's services nationally to a new model of care under the heading of Progressing Disability Services for Children and Young Adults (PDS). Under this model of service provision, there are currently many challenges. It is widely agreed that the principles of PDS have merit and that families will benefit from an interdisciplinary approach, supporting the whole child and working with the family in identifying their goals. However, many challenges exist now, and CRC are not alone with these challenges. Nationally, disability organisations are struggling to meet the needs of thousands of children on caseloads across the country. There are long waitlists and, alongside these challenges, there are significant difficulties recruiting staff.

The challenges with recruitment were exacerbated following COVID-19, with individuals from all sectors across the country taking stock of their lives, their career choices and their work

options. This has in itself created significant change and precipitated unprecedented movement in staffing resources within the health sector. This movement, coupled with a national shortage of qualified staff, has left the disability sector with a significant challenge around recruitment and retention. These challenges have impacted the majority of CRC services.

Throughout 2022 it became abundantly clear that, nationally, there are not enough clinicians to fill the vacancies that exist across our five network teams and the other eighty-six teams nationally. Our five Children's Disability Network Teams (CDNTs) are doing their utmost to provide services to the 3,200 children and families on their caseloads. They are working with hundreds of children and their families on developing Individual Family Service Plans (IFSPs) and they have also developed targeted and universal supports which are being offered to our families. The network teams are working hard to address the inherited waitlists and to provide critical support to the families on these waitlists, who are prioritised under the National Access Policy (NAP).

We are also working with the HSE, other lead agencies and our families to look at possible solutions to ensure our families receive the vital services they need and deserve. We are working with recruitment agencies on international recruitment campaigns to entice staff from abroad to come to work in Ireland and we are slowly making some progress. We are also linking with the universities and recent graduates to promote CRC and the disability sector as a great place to work – a sector that is rewarding and one where people can make a real impact. We are committed to supporting and retaining our staff and to further developing capacity on our teams, so that we can meet the needs of our clients and continue to provide the excellent service for which CRC is renowned.

Though we have felt the challenges of recruitment more acutely on our Children's Network Teams, recruitment issues have been a challenge across the board. In addition to the work outlined above, we will assist in the retention of our current staff throughout 2023 with the help of a newly reconfigured HR department, in line with our strategic plan. We can then firmly focus on staff retention, well-being and staff engagement. We will be working with staff in promoting a culture where all our staff feel valued, feel supported as experts in their fields and are given adequate opportunities, training and feedback to develop and grow.

HSE/Funding

As contained in our service arrangement with the HSE, we are mandated to achieve a breakeven position, which we have successfully managed to maintain. However, this is challenging and requires tight management and control of our funding allocation. Often, we need to rely on fundraised income to support essential maintenance projects, subsidise capital development plans, fund research and to provide additional training and development opportunities for staff.

Our fundraising team continues to pursue opportunities to secure restricted and unrestricted income streams to support our work. A key focus for the next four years is the realisation of an ambitious capital development plan, but because of inflation, the costs associated with these plans have more than doubled since original estimates were received in 2019. The HSE have kindly contributed funding to this plan, but to continue with our capital development programme to the scale as originally intended, we need to source additional income.

An added financial burden on the CRC is our patronage of two special schools. Every year we subsidise these two schools, as they do not have adequate funding to run independently of CRC. We are analysing this funding shortfall with a view to presenting a business case to the Department of Education.

Future Plans

Progressing Disability Services Premises

We will continue to locate and secure suitable, affordable, and accessible premises for the delivery of PDS. In partnership with the HSE, we are working on securing suitable premises to house Children's Disability Network Teams and we are looking forward to Q1 2024 when our Clondalkin network team will be housed in the new primary care facility in Booth Road. We are also looking for a suitable alternative location for our Balbriggan and Swords network teams.

Adult Services

Our Adult Services are focused on transitioning more of our Clontarf-based services out into the local community and supporting the adults attending our services to advocate for societal change through advocacy work. In line with the national 'New Directions' policy, this will bring these services closer to the people using them. Our Adult Services team is committed to providing additional capacity for new school leavers in 2023 and are currently looking for new premises in Ongar, Coolock, Santry and surrounding areas.

National Specialist Services and Research

In line with our strategic plan, we are focused on the growth of our client-facing services, particularly in National Specialist Services. The strategic goal for National Specialist Services is to grow and develop, providing a wider national remit. Through engagement with the National HSE Office and the regional office, the CRC has secured funding to expand our Feeding Eating, Drinking and Swallowing service (FEDS). In partnership with Enable Ireland, we have also received additional funding for the development of our Motor Management services, which will ensure cohesive and effective service delivery.

We are also excited about three upcoming research projects that will commence in 2023, via three co-funding schemes: two under the HRB and HRCI, and one under the Health Research Board Applied Partnership Award. Led by National Specialist Services, our education programmes will continue for 2023 with the very successful 'Lunchtime Series' available to clinicians nationally.

As the strategy is progressed over the next four years, we will build on our established services, focusing on the provision of excellent, high-quality services across Children's, Adult and National Specialist Services. We will continue to grow our service, partnerships and infrastructure, while contributing to education and delivering impactful research. We will focus on sustainability, culture and on retaining and developing our expert teams across all of CRC services.

Children's and Clinical Services

CHILDREN'S AND CLINICAL SERVICES



CHILDREN'S AND CLINICAL SERVICES

The mission statement of the CRC is to make a positive difference to the lives of children and people with disabilities, along with their families and carers. Our five Children's Disability Network Teams (CDNTs) were reconfigured in September 2021 under the national programme known as Progressing Disability Services for Children and Young People (PDS). The five network teams are based in the communities of Balbriggan, Swords, Clondalkin, Clontarf and Waterford South City. Each team is made up of therapists and healthcare professionals from the following core disciplines:

- Occupational therapy
- Physiotherapy
- Social work
- Nursing
- Psychology
- Speech and language
- Behavioural specialists
- Home support workers
- Dietetics

The disciplines are managed by the Children's Disability Network Manager (CDNM) who is the accountable person for the delivery of services to children and people with disabilities. The CDNM holds the challenging position of managing the available resources in accordance with national policy. The PDS programme is underpinned by twelve principles, as illustrated below.

Principals of PDF?

- Accessibility
- Equity of access
- Accountability
- Evaluation of outcomes
- Bio-psychosocial model
- Family-centred practice
- Clinical governance and evidence-based practice
- Inclusion
- Cultural competence
- Interdisciplinary team
- Early detection and referral
- Staff are valued and respected

At time of writing, the numbers of children in each CRC network are as follows:

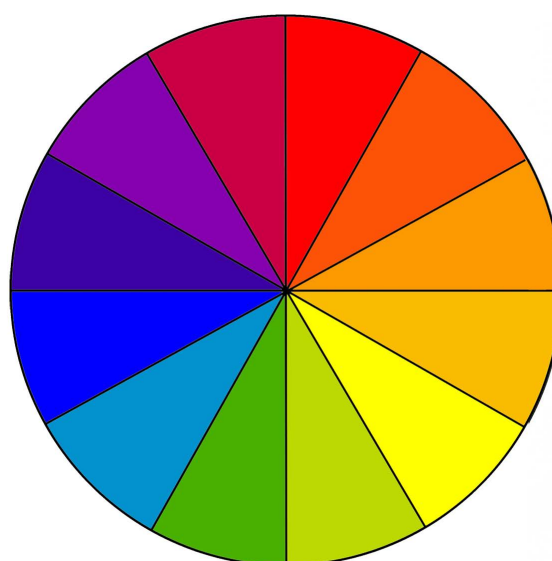
• Balbriggan	1,039
• Clondalkin	716
• Clontarf	397
• Swords	730
• Waterford	417

In total, the number of clients on the caseloads of the five CDNTs is approximately 3,299 and accounts for 50 per cent of overall clients attending the CRC.

How does the network team work?

The service is determined by the strengths and needs of each child and their family, and how the child functions within their environment and their daily routines (including school) is essential in determining the type of supports each team provides. Families have access to a range of universal supports, and specific interventions are carried out as required. Every family will have a key contact and an Individual Family Service Plan (IFSP) completed annually.

Many worthy universal support initiatives are available to families, an example being the Parent and Toddler Group which runs weekly from the Swords network premises. Our staff run this group and routinely cover areas such as toileting and sleep for the child with a disability. The table overleaf page details support groups run by our Balbriggan team with over 100 families availing of a range of evidence-based courses designed to support home life. The teams in Clontarf, Waterford and Clondalkin have similar groups in their areas.



Completed Courses

Course Title	No. of parents attended
Hanen session 5 and 6 online	8
Language training for parents online	15
Emotional Regulation	28
Parents Plus	12
Constipation Talk	13
Babby and Toddler Group	8 monthly
Parents Plus Special Needs	9
Early Bird Plus	6
Fun with Food	6
Toileting Workshop	9

Challenges to the work of CDNTs due to staff vacancies

Across the ninety-one teams nationally there is an average 25 percent vacancy rate, with some teams struggling with upwards of a 60 percent vacancy rate. Unfilled posts are having a negative impact on the development of the teams and on service provision. Our CRC CDNMs and communications staff have been running national and international recruitment campaigns to fill these posts, with limited success, based on a myriad of factors. The CRC has joined forces with its partners in PDS locally and nationally to contract professional recruiters to assist with overseas recruitment.

Accommodation gaps for the CDNTs is a challenge across many of our sites. Facilities for complex interdisciplinary and family-centred practice differ from the facilities available to the teams at the start of reconfiguration. Much work and effort has gone into adapting our sites to the needs of the CDNTs and the services they provide and to comply with Health and Safety and HR rules.

Site	Status
Clontarf CDNT	Reconfiguring of the current Clontarf site to accommodate interdisciplinary teamwork and the needs of children with disabilities across all spectrums.
Balbriggan CDNT	Located in Balbriggan Primary Care Centre with limited access to intervention areas and inadequate administration space. The CDNMs work closely with the HSE and CRC facilities staff to find and plan for more suitable accommodation.
Swords CDNT	State of the art facility shared with other HSE agencies offering spacious rooms for group and individual sessions.
Clondalkin CDNT	Currently housed in temporary accommodation with limited space. Relocating this year to state-of-the-art facility in Booth Road Primary Care Centre.
Waterford CDNT	Adaptation of this premises to facilitate the new CDNT is ongoing.

Experienced Administration Staff

Experienced and expert administrative staff are vital to support teams. Throughout the development phase of PDS, their role is to assist daily operations and optimise the efficiency of the teams. The CRC, as a lead agency, has supported the allocation of Grade V administrative staff in addition to administration support already in place under the 'Expression of Interest' process of PDS. This vital support is welcome and is a positive development in the work of the CDNTs.

Information Management Systems

There was no national management information system to manage the PDS model and senior CRC managers were engaged with the programme to develop a solution for rollout in 2023. The CRC is part of a multi-stakeholder group working with contractors to develop CDNT information management systems for national roll-out in 2023. In the interim, the CRC CM8 system is being used by the CDNTs.

The PDS model of service is new and reliant on the consistent buy-in and cooperation by key stakeholders. The CRC works in partnership with all lead agencies to contribute to a national communication plan, the development of PDS overview documents, steering group policy roll-outs and a sharing of consistent messaging to all. Family forums are in train across all our CDNTs with a family representative election process ongoing.

Lack of Coordinated Specialist Support Service to Support Children with Highly Complex Needs

We provide specialist support to all our teams within the confines of their own challenges. We are working with the National Clinical Programme for People with Disability (NCPPD) in mapping the gaps in supports available to our children with complex needs, with the objective of developing integrated pathways in FEDS, challenging behaviour and motor management.

Primary Care, Disabilities, CAMHS Joint Working Protocols

The full roll-out of joint working protocols is not fully implemented, leading to clinical risk. We continue to work with our partners to set up structures in all CHOs to enable joint working where required.

Assessment of Need (AON)

Arising from Ms Justice Siobhan Phelan's High Court ruling in March 2021 and the subsequent cessation of the Preliminary Team Assessment, the CRC teams have been involved with providing an agreed number of AONs to the HSE. The commitment in time and focus to AONs is directly affecting the ability of the newly formed CDNTs to provide the therapeutic interventions and waitlist management of their caseloads. We continue to advocate for further resources to support the work of the teams across all areas.



Children's Disability Network Manager Story

'I have seen the teams work incredibly hard to achieve the goals as outlined in the National Guidelines and Policies and at the same time I have experienced first-hand the anguish, frustration and anger from parents who have understandably been disappointed in the transition and change in services for their children. This past year has most definitely brought many significant challenges. However there have also been many successes in the roll-out of PDS in CRC, particularly in the shift towards more family-centred practice, and the acknowledgement that parents and caregivers best know the needs of their child. I have seen a shift towards more collaborative working between families and clinicians, and collaborative working between agencies, with the child at the centre of everything we do.

Staff are working extremely hard and have learned to be resilient and flexible, while continuing to improve their own professional

development with the need to be experts in all areas of children's disability with complex needs. In many cases they attempt to do this with inadequate resources, while feeling under extreme pressure. There are many areas across CDNTs that require ongoing development and in particular there is a continued need for all stakeholders, particularly those who refer children to CDNTs to have a more comprehensive understanding of PDS and what CDNTs will deliver and provide.

It is a privilege to be working in this area of children's disabilities with complex needs and supporting improved services. I am hopeful that as resources for CDNTs improve in 2023, so too will the service that children and families receive.

It has been a year of significant change for everyone involved as the landscape for services for children with complex disabilities has shifted for everyone.'

- Children's Disability Network Manager

National Specialist Services

NATIONAL SPECIALIST SERVICES

NATIONAL SPECIALIST SERVICES



CRC National Specialist Services have a national remit and receive referrals from community services, Children’s Disability Network Teams, medical consultants and primary care services throughout Ireland.

Our services provide a full suite of assessment and intervention clinics and encompass specialist multidisciplinary clinics, medical consultancy, assistive technology and specialised seating, and our Gait and Movement Analysis Laboratory.

In 2022, 2,970 clients, from every county in the Republic of Ireland attended one or more of our specialist services (compared to 2,967 in 2021, 2,992 in 2020). Virtual and remote consultation was often provided in addition to face-to-face appointments. Some of our main specialist multidisciplinary clinics are summarised in the graph below.

As the PDS programme became more established nationwide in 2022, our focus was on further developing our specialist services to respond to this need, while ensuring that appropriate referral pathways into our specialist services were established nationwide.

We have seen a **40 percent increase in referrals in 2022 compared to 2021** and 2023 will focus on further developing our specialist services to respond to this increasing demand. Key to this will be further building our specialist teams and, in recognition of the significant role played by the CRC in supporting local teams nationwide, we were recently allocated an additional 6.5 multi-disciplinary staff. Despite ongoing recruitment challenges, we are currently at the offer stage of two of these posts in early 2023.

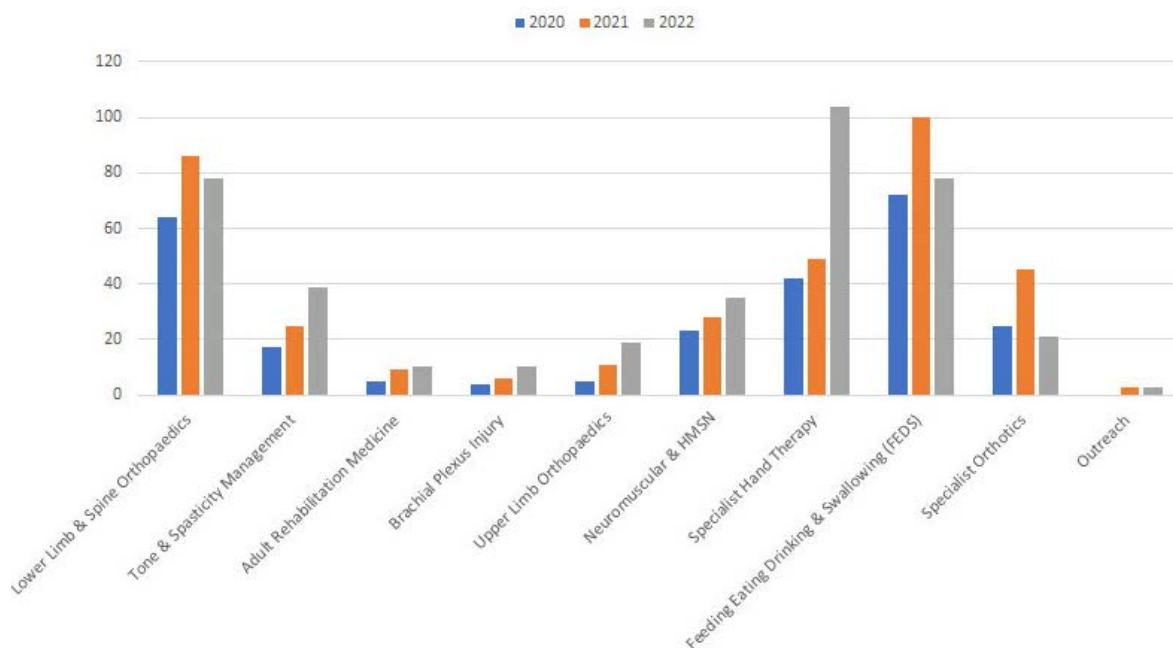
Specialist Services Clinical Highlights and Developments 2022

- A monthly multidisciplinary complex feeding pilot clinic commenced.
- Ultrasound guided injector training given by Professor Baumer from Lubeck University and all upper limb botulinum toxin injections are now completed under ultrasound.
- One of our senior physiotherapists successfully completed training in botulinum toxin injection.
- Psychology, in partnership with social work, established a support group for parents whose children were attending the Feeding Eating Drinking and Swallowing Service (FEDS) or Avoidant Restrictive Food Intake Disorder (ARFID) clinics.
- A multidisciplinary online ‘Living Well with my Disability’ group intervention was rolled out for adults with a physical disability in 2022 and will continue into 2023.

Education

Education and training form an important component of our national specialist services remit. In 2022 we provided several virtual and in-person courses, including launching our monthly virtual Lunchtime Series. This series enables professionals on primary care or Children’s Disability Network Teams to access clinician- led case presentations, updates, and Q&A sessions. Our 2022 series saw over 600 therapists and professionals register from each of the nine CHOs nationwide.

Numbers of Specialist Multi Disciplinary Clinics annually



National Specialist Services

- 92 percent of the respondents rated the lectures as excellent or very good
- 98 percent of the respondents were interested in Lunchtime Series 2023

Some quotes from feedback survey respondents

'Enjoyed the lecture I was able to attend. it is always good to hear other professionals, hear what others are doing to improve your own practice.'

'Thank you for providing this training'.

'Thanks a million ... great team effort was evident'.

'Great work, and nicely informative. Lot of positive feedback around on it'.

'Brilliant talks, very informative and relevant to current practice'.



We also continued to foster a culture of continuous learning and improvement throughout our services by investing in and facilitating staff development and education. Highlights from 2022 include:

- Visiting lecture from Professor Peter Rosenbaum, co-founder of CanChild in Canada
- Our higher-level education fund invested an additional €19,744 (compared to €13,320 in 2021) for members of staff to pursue postgraduate degrees
- Our CRC Early Morning Education series for staff continued in 2022 with monthly talks from a range of national and international speakers.

Research

We continue to be active in producing and presenting research and this remains a focus of our strategic plan. The year 2022 saw the CRC host two significant international conferences, secure three competitive research grants, present twelve research studies at international conferences and publish seven peer-reviewed research papers.

Competitive Research Funding Awards

Three competitive research grants were awarded to CRC in conjunction with academic partners (two HRB/HRCI research grants, one HRB Applied Partnership Award).

These important projects are due to begin recruitment in 2023.

The three projects are:

- Use of intervention mapping to adapt a transition programme for your childhood-onset physical disability in Ireland: The Ignition 2 study. Lead applicant: Dr Jennifer Ryan, RCSI.
- An investigation into the prevalence and experience of psychopathology and mental disorders among children and adolescents with cerebral palsy. Lead applicant: Dr Jennifer Ryan, RCSI.
- Participation in physical activity: what really matters to adolescents with physical disability? Lead applicant: Dr Ailish Malone, RCSI.



International Conferences Hosted

- European Society for Movement Analysis in Adults and Children (ESMAC) was hosted by the CRC Gait Laboratory team in Croke Park

This included:

1. A three-day advanced gait course attended by 100 international delegates.
 2. A two-day seminar programme attended by 220 international delegates.
 3. A three-day conference programme with 110 oral research presentations and 120 poster research presentations attended by 340 international delegates.
- European Seating Symposium was hosted in Croke Park in June.



Other key research and Education Highlights

- Seven research papers published in international, peer-reviewed journals.
- Twelve research presentations at international conferences, including the annual meetings of the European Academy of Childhood Disability (EACD), European Society for Movement Analysis in Adults and Children (ESMAC) and Clinical Movement Analysis Society UK and Ireland.
- Presentation on the highly complex surgical interventions completed across the year in the CRC Upper Limb Service at the Surgical Skills masterclass in Upper Limb Spasticity in Budapest, November 2022.
- Two orthopaedic case conferences enabling nationwide orthopaedic surgeons, paediatricians, physiotherapists and orthotists to come together to review and discuss complex cases to share experience and learning.
- Lectures given by CRC staff to a wide range of national and international organisations. This included RCSI, TCD, UCC, NUI Galway, Manchester Metropolitan University and Queen Mary University London.
- National and international research students and interns hosted from RCSI, Cardiff and Universidad Autonoma de Madrid.



Emily's Story

'My name is John Paul and my wife is Andrea, parents to our beautiful 10-year-old daughter Emily.

On Monday 21 October 2019, Emily underwent her second spinal fusion surgery in two years. Unfortunately, the surgery left her paralysed from the chest down and our world changed forever.

Emily's rehabilitation will be a very long road which to be honest I do not think will ever end, as Emily's body and mind tries to adjust to the new realities of everyday life.

Following surgery, Emily's legs began to involuntarily move, jump and spasm. It began to impede her sleep and prevent her rehabilitation, as her legs cannot be controlled in any way. As a result her legs' spasticity has become intolerable.

Emily cannot sleep or try to gain any independence back; her spasticity simply will not allow it.

Her CRC team began to investigate potential medicinal solutions, but this takes time and cannot really be rushed. We needed the least invasive option, and one such option was baclofen. Emily started to take this muscle sedative orally and although it had a positive effect on her spasticity, it also affected her upper body strength.

We hoped to avoid the last resort of cutting tendons in the legs as it is an irreversible procedure, and she would lose all muscle tone in her legs.

Our last hope was the baclofen pump implant. With this method the medication is delivered directly to the spine and legs, therefore leaving upper body strength unaffected.

The baclofen pump was the light at the end of the tunnel. After the implant we noticed immediate relief. After gradually altering the dosage to Emily's requirements, and with the fantastic work, time and effort from Joanne, the baclofen pump specialist in the CRC, we were able to find the perfect balance for Emily.

Although the pump does not alter the perseverance, Emily still needs to continue her rehabilitation, which allows her the restful uninterrupted sleep she requires and provides a more cooperative set of legs.

It has enabled Emily to take back a lot of independence in transfers, personal hygiene and toiletry needs, which not only has fantastic physical benefits, but simultaneously strengthens her mental wellbeing.

The baclofen pump is an incredible piece of technology. Myself and my family will always be grateful to Joanne and the team at the CRC for their tireless work and efforts.'

- John Paul

Adult Services

ADULT SERVICES

ADULT SERVICES



In line with our mission, values and vision, and our strategic plan 2022–2026, Adult Services support young people and adults with disabilities seeking opportunities to realise their potential in education, employment, advocacy and active citizenship. We adopt a human rights-based approach to service delivery in line with HSE New Directions and the United Nations Convention on the Rights of People with Disabilities (UNCRPD).

In 2022 our Adult Services continued to deliver innovative and meaningful day services to 296 adults. Working with adults, families and friends and local communities, we deliver our services in response to identified individual needs through individual person-centred plans.

Our person-centred planning supports adults to make informed choices about how they want to live their lives, now and in the future. It supports the person to identify their dreams, wishes and goals, and what is required to make these possible. Through developing this plan, we strive to ensure that available supports are responsive to the person and focus on the outcomes that the adults want to achieve.

Our model of service, in line with New Directions policy, is based on person-centredness, self-determination, community inclusion and active citizenship. We were delighted to support our adults, in partnership with Enable Ireland, to host an online national summit on Person-Centred Planning in 2022.

Progress on implementing New Directions was maintained during 2022 as we continued to support adults in their communities. We now deliver services in Clontarf, Killester, Clongriffin, Ballymun, Ongar, Raheny, Hartstown and Firhouse. Over the next five years, we hope to deliver more services in Dublin 15 and Dublin North City.

Advocacy

In line with our strategy, we have supported adults in their desire to become self-advocates and community activists. The adults are very active through several internal committees:

- Equality Committee
- Adult Services Council
- Human Rights Committee

In line with our strategic objective on advocacy, the adults have been supported in becoming confident self-advocates, rights-focused and powerful in advocating for the necessary changes to funding, legislation and changing attitudes towards disability. One adult is now on the government-appointed National Changing Places Working Group which was instrumental in the Minister for Housing introducing new building regulations for Changing Places on 3 December 2022.

Training and information sessions for clients and staff on the Assisted Decision-Making (Capacity) Act 2015 continued throughout 2022. Adults completed training with NUI Galway and delivered information sessions to DFI and shared their knowledge at the CH01 Self-Advocacy Learning Event. Our adults also presented at the HSE National Sharing Day in Dublin Castle and continued to attend and present at conferences and webinars on assistive technology, housing, wellbeing and transport.

Catherine Cooper (Hartstown Local Centre), Stephen Glynn and Phil Smith (Training and Development Centre) spoke to Ireland AM and RTÉ on the challenges facing people with disabilities in relation to transport. One of our trainers, Audrey Shoebridge, was shortlisted for the 'Healthcare Worker of the Year' award in the Irish Healthcare Centre Awards. Hartstown Local Centre was delighted to win 'Day Centre of the Year' in 2022.

'Make Way Day' 2022

'Make Way Day' 2022 was held on 24 September and its aim was to raise awareness in the minds of the public, so that people with reduced mobility could access public buildings, footpaths, and wheelchair-accessible parking.

Video

See International Day for the Eradication of Poverty – Highlighting the Cost of Disability – on YouTube.



Community Partnerships

In line with our strategic plan we believe in the importance of partnerships and in 2022 we continued to engage and work collaboratively with community partners, linking in with 187 community organisations, education providers and employers. We continued our partnerships with DCU School of Teaching, Ballymun Jobs Centre, Gaisce, National Youth Council and DFI, through both virtual and in-person events.

Our Services

Transition Programme

We supported school-leavers aged 18 years and above to have a smooth transition from post-primary to adult services.

Rehabilitative Training

We supported thirty-eight learners over the course of a year and this programme offers QQI level 1–3 modules in drama, woodwork, art and design, life science and literacy. In 2021 training commenced in Dublin 15 to support trainees in their community.

Life Skills/Lifestyles and Killester Hub

We supported sixty-one learners in broadening their horizons and in trying new experiences. The programme focused on providing an individualised, person-centred service for all adults.

CDET B Raheny

We supported twenty-two students over the course of eighteen months and this programme was funded by the City of Dublin Education and Training Board. The programme offered learners a QQI Level 3 Major Award in Employability Skills.

CRC Employability Plus Programme

The sum of €200,000 was obtained from Pobal to support twenty graduates on the Employment Plus programme. This programme was delivered in partnership with Ballymun Jobs Centre.

LOCAL CENTRES

Coolock, Clontarf, Firhouse, Hartstown, Ongar

Our CRC Local Centres provide a social environment where adults can be supported directly with shopping, attending classes, computers, and photography. These centres provided a range of social, education, occupational, complementary therapies and recreational activities, both online and virtually.



Supporting Adults to Become Active Participants in their Person-Centred Plans (PCP)

Part of our approach to person-centred planning is to ensure adults are choosing activities meaningful to them, such as travel training, advocacy and employment. In 2021 we appointed a person-centred planning development and research officer to ensure we delivered a meaningful approach to person-centred planning involving 267 adults. This increased in 2022 to 286 adults.



Safeguarding

As detailed in the risk section of this report, safeguarding is a priority for us and throughout 2022 we continued to support adults with face-to-face contact and virtual key worker meetings. This ensured that the most vulnerable adults had a staff member they could speak to and disclose any immediate concerns and our staff were also able to raise any concerns they may have had. In 2022, CRC signed up to the Adult Safeguarding Charter with Safeguarding Ireland.

Culture

Adult Services like other agencies in the disability sector faced a recruitment challenge in 2022. However, an important element of the 2022–2026 Strategy is investment in teams to ensure we continue to deliver excellent support to adults. In 2022 Adult Services supported staff to continue their professional development with training in managing people, diet and nutrition, and leadership and management. Developing and supporting our staff and culture ensures Adult Services maintain a high percentage of staff retention.



DO YOU HAVE A CONCERN OR A WORRY ABOUT AN ADULT

Please contact the **Designated Officer** to discuss your concern

Adult safeguarding is about protecting adults from harm and protecting their welfare. We want to create an environment where adults and young people can grow, develop and achieve their full potential.

The **Designated Officer** in **CRC Ongar** is



Noel Carroll
Training Manager

Fundraising and The Care Trust



FUNDRAISING AND THE CARE TRUST

FUNDRAISING AND THE CARE TRUST

CRC ANNUAL REPORT 2022

Notwithstanding the global impact of COVID-19, war and the cost of living crisis, our 2022 fundraised income for the year was €1,394,252. The income received from The Care Trust was €742,405 and the donations generated from our philanthropic and community activity was €651,847 (this includes €329,132 from Trust, Foundation and Grants). We are grateful to all our supporters and partners for enabling us to provide the excellent standard of service to the people we serve and their families and carers.

The year was also one of great learning for the fundraising team. We started the year with two pro-bono team coaching and development sessions which helped us welcome our new team member and develop our team values, which served us well during the year. We worked with Mantra Strategy on developing our fundraising strategy, which supports the overall CRC strategic plan.

Fundraising Strategy

Mantra Strategy outlined three pillars of activity: Compelling Storytelling, Transformative Culture and Income Diversification. These activities will connect us further to our supporters, donors, staff, and families, as well as developing funding streams that will ensure financial sustainability.

Community Fundraising

We started the year with a skipping challenge, which was great fun for our supporters and staff. We launched our annual 'Get in the Sea for the CRC' swim challenge on 1st July on Dollymount beach, with Paralympian gold medal winner, Ellen Keane, and our committed swimmers—Leighanne, Edel and Maeve. We were also joined by families, our staff, the Dollymount Dames and local supporters. It was a great day which featured in the national newspapers and on radio stations.

We were amazed that our annual online art sale saw the generosity of artists donating their artwork at its full value to the CRC for the second year in a row. This year we had a special edition tote bag designed by an artist and long-standing supporter, Karen Lee, who also spent a day with us in Clontarf painting the Poolbeg Chimneys and interacting with children, adults, and families using our services, along with our staff.

We introduced our annual 'Put Your Hand Up' (PYHU) corporate campaign to national and secondary schools this year. PYHU is usually run in December to mark International Day of Persons with Disabilities on 3 December. This year we had a large group from the worldwide employment website for jobs listings company 'Indeed' taking part in the initiative, which culminated with a panel discussion onsite in Indeed's offices, with our adults and staff as guest panellists, sharing their experiences of impaired mobility and the impact this had on their working space



and accessibility, as well as their professional, emotional, and mental well-being.

It was much more challenging to work in the space of social media in 2022, as more organisations were utilising this medium for raising funds by undertaking the same challenges at the same time as ourselves. We will use 2023 to strengthen our online presence using our new website to further develop the use of social media platforms.



Partnerships

Our partnership with Merck Sharp & Dohme Ireland (MSD) continued during the year and the transition app they so generously funded through their 'Neighbour of Choice' initiative has been completed. The testing and launch of the app was finalised in Q1 of 2023.

Our one-year partnerships with Aryzta and Cuisine de France came to an end in March. However, this was a partnership that made a hugely positive impact on the services we provide in our school, Scoil Mochua. The children, SNAs, teachers and families are overjoyed with the new playground that was built with the funds from the dedicated staff in Aryzta.

Our two-year partnership with Proveca, a pharmaceutical company which specialises in the development and licensing of medicines, has also come to an end, which we marked with a visit to their offices in Manchester, UK. Proveca fell in love with our national feeding clinic which helps parents of new-born babies with disabilities to find the best way their baby can feed, grow, and thrive. Proveca funded new equipment for the feeding clinic.

Oracle continues to provide much needed support through donations, volunteering, and organising fundraising events. In September Oracle organised a walk for the CRC, followed by refreshments and a talk by Kiera White and her daughter Isabella who attends our services. The walk raised over €3,500.

We would also like to thank and recognise the generosity of Melior Equity Partners who donated €10,000 this year towards our services.



Trusts, Foundations and Grants

The year was one of great success for trusts and foundations fundraising in the CRC. We received generous grant funding from both new and long-standing supporters, in Ireland and abroad. In 2022 we submitted a total of thirty grant applications with fifteen of these being successful, and one more still pending at year end. We were awarded a total of €329,132 and were delighted to receive incredible support from a wide range of donors. Some highlights from this year included:

- Receiving a generous grant from the Hospital Saturday Fund to purchase eye-gaze technology to support students of Scoil Mochua.
- Once again being awarded a HSE National Lottery Grant which funded activity camps for children with disabilities attending our services in Waterford.
- Receiving valuable funding from The Síol Fund at Community Foundation Ireland for three motorised wheelchairs to support clients of our assistive technology and specialised seating department.
- Support from the SOLAS Reach Fund from the CDET and DDLETB which provided vital grant funding to various community education programmes in our local day centres.

As ever, fundraising from trusts, grants, and foundations in 2022 was a true team effort. We worked closely with various teams across our Adult Services, Clinical and Specialist services, CDNTs, and special schools to make impactful applications and show our donors the impact that their support is having on the lives of people with disabilities across Ireland.

With the support of our incredible teams across our services, in 2023 we will continue to build upon the successes of trusts, grants, and foundations from the past number of years to secure vital income so that we can continue to make a positive difference to the lives of people with disabilities, their families and their carers. The generosity of our donors, partners and supporters is essential to the delivery of our client services. With their continued support we are able to improve and adapt our programmes so we can provide the highest level of service possible.

The Care Trust

We are very proud of our longstanding relationship with The Care Trust (TCT) which has been raising vital funds for the CRC for over fifty years through door-to-door fundraising and direct marketing lotteries. We are TCT's beneficiary as well as a shareholder, alongside the Rehab Group and two mental health charities – Healing Untold Grief Groups (HUGG) and A Lust for Life.

The past year was a good one for The Care Trust door-to-door fundraisers as their projected income increased from €680,000 to €742,405. The Care Trust (TCT) income supports a wide range of services and projects that we could not otherwise fund, such as additional clinical services, education and training, research development, enhancement of our transport fleet, maintenance of our buildings and funding hubs within the community. We also use these funds to support several posts across governance, communications, and fundraising. This year the biggest investment from TCT funds was to support much needed swimming pool and hydrotherapy pool air-hydrating units which will enable our hydrotherapy and swimming pools return to full service for our clients and the local community.



Edel's Story

Edel Armstrong is an avid swimmer and has supported 'Get in The Sea for the CRC' since it debuted in 2021. Edel's passion for swimming began when she was just 5 years old after watching her older brothers and sisters learn. It soon became quite clear to Edel's parents that swimming was more than just a passion for her and she was soon swimming at a very high level. She has now been swimming for twenty-three years. In 2019 Edel competed in the World Games in Abu Dhabi and won a gold medal in the relay race, a silver medal in the 100-metre swim and was placed fifth in the 200-metre swim. She then went on to participate in the German National Games in 2022 where she won a gold medal in the 1500-metre lake swim.

With all this fantastic swimming experience, when 'Get in The Sea for the CRC' was first announced in 2021, Edel was one of the very first people to sign up and support the sea swim. It was no surprise to us that she signed up for our 2022 swim, given all her fantastic swimming achievements. It was a wonderful surprise to Edel that her heroine, Ellen Keane was the CRC ambassador for the sea swimming challenge. Edel came along to our launch event for 'Get in The Sea for the CRC' where she met Ellen and spent time with her.

'It was a dream come true to meet Ellen. I really admired her achievements and determination. She really inspired me to keep going with my swimming and training. She is such a lovely person and posted a lovely article on Instagram about our meeting on Dollymount Strand promoting the fundraising event for the CRC'. Edel first started attending the CRC eight years ago when she was just 19 years old. She started her journey in the Rehabilitation Training Unit and from there she went to the CDETB for two years and then to Colaiste Ide to complete a retail skills course, all with the support of the Ability Programme. Following this, Edel attended the Employment Plus programme in Ballymun. Since she joined the CRC, we have been lucky to receive great support from Edel and her family.



Our Schools



OUR SCHOOLS

OUR SCHOOLS

Scoil Mochua

Scoil Mochua is based in Clondalkin, Dublin 22. In 2022 we provided education and support to seventy pupils aged from 3 to 18 years. As well as providing education, we also support pupils in taking responsibility for and having control over their own lives as they set and achieve their individual goals.

Pupils attending Scoil Mochua have a primary diagnosis of a physical disability and other additional significant disabilities. Many have co-occurring needs, such as autism spectrum disorder, and we also support those who present with mild-to-moderate general learning disabilities and complex medical conditions. Our pupils come from the catchment areas of West Dublin (Lucan, Tallaght, Ballyfermot, Clondalkin and surrounding areas), West Wicklow and North Kildare. Our school programme is drawn from the national curriculum for education and redefined by our educational staff to meet the individual needs of the children.

In our pre-school we run the Aistear Programme. This is a specialised programme for children from birth to 6 years and provides challenging and enjoyable learning through play. For our pupils aged from 5 to 12 years, we follow the National Council for Curriculum and Assessment (NCCA). For our senior pupils, we offer the Junior Cycle Levels 2 and 3. In 2022 we expanded our Junior Cycle Level 1 Programme and Junior Cycle Levels 1, 2 and 3 are now well established in the school.

In 2022 we refocused on well-being and social interaction following our pandemic experience. It was great to be able to gather in groups again and get back out into the community to extend our life skills programmes. We took some of the positives from the pandemic, e.g. online experiences and lectures, virtual visits and our famous homegrown video clips, which we built on.

Another wonderful feature of 2022 was being able to welcome parents back into the school, as we had missed the interaction and being able to highlight the wonderful achievements of the pupils.

Highlights of 2022

In May 2022, eight pupils made their First Holy Communion and in June 2022, seven received their Confirmation. These ceremonies were celebrated in the school for the first time since the pandemic, which made them all the more special. Families enjoyed sunshine on both days and, as always, our pupils and staff did us proud.

We ran our second July provision within the school, catering for twenty-five pupils with over twenty staff, supported by our great nursing team. We had a great two weeks of fun – day trips to Dublin Zoo, Bray, the National Stud and the

Japanese Gardens, along with pizza parties, talent shows, art and craft, ice cream vans and Mr. Dizzy Day amongst others. The sun shone and smiles could be seen everywhere.

During 2022 we also progressed our new school build. It was so exciting to meet with the design team and actually see drawings of what the new building would look like. By the end of 2022 a design had been created and we were headed on to the next stage of planning permission. Everyone is so excited about what the future holds for Scoil Mochua.

In October we held our Debs Ball in the Maldron Hotel Tallaght. This was the first Debs Ball held in three years due to the pandemic, so it was an amazing experience for all ten graduates. The graduates and the families, alongside the staff, partied into the night. It was a wonderful celebration, enjoyed by all.

Thanks to our fundraising efforts last year, we installed a wheelchair accessible roundabout in our sensory garden and great fun was had by everybody who attended.

We also enjoyed the roll-out of our Creative Schools Project which saw a visiting artist provide weekly art classes to all in the school. Some marvellous creations emerged.

To end the year, we had not one but two Santa visits. Santa arrived from Baldonnel in his usual style with chocolate and presents for all, while the Parent's Association organised for another of Santa's helpers to arrive in a modified 'Santa ship'. Both days were amazing, and the spirit of Christmas well and truly shone through.



Plans for 2023

Our biggest plan for 2023 is the continuation of our school build project. Once our new design is agreed and signed off, we will be seeking planning permission and appointing a construction team. It will be very exciting to see the first sod turned!

We will continue our Creative Arts Projects which have also led to the formation of a mini enterprise, designing and making felt keyrings: hopefully a project that will generate further income for the pupils.

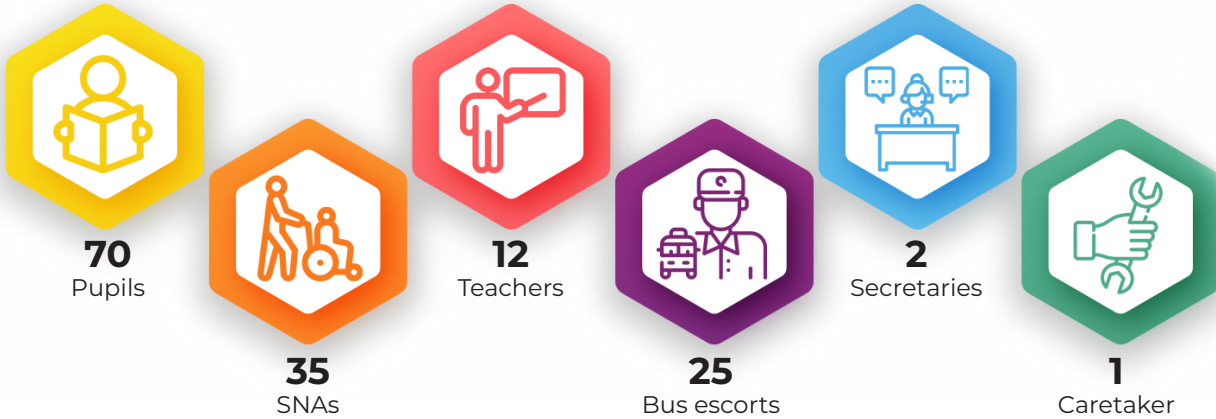
The Parents' Association are hoping to raise funds for the new school by generating a large group of parents to run the VHI Women's Mini Marathon in June 2023.

We have registered to run a July Provision again for pupils and hope to enjoy a sunny couple of weeks filled with laughter and ice cream.

Scoil Mochua Board of Management

- **Simon Hall**
Chairperson
- **Ciaran Waters**
Patron's Nominee
- **Vivienne Wynne**
Principal
- **Sarah Ryan**
Teachers' Nominee
- **Rory Byrne**
Parents' Nominee
- **Tom Scott CEO SBHI**
Community Representative
- **Mary Smyth IWA**
Community Representative

School Community



CRC School Clontarf

The CRC School Clontarf has been providing education to children with physical disabilities since 1956. Our school specialises in the provision of differentiated and individualised education to pupils aged 3 to 18 years with a physical disability from the North City and North County Dublin catchment area. The school is made up of the pre-school sector, the primary sector, and a post-primary sector. Pupils are supported by the CRC nursing department during the school day.

In 2022, we had an enrolment of eighty-six pupils. All our pupils have a primary physical disability, in line with our official school designation, and many present with complex medical needs and/or other disabilities. All our staff are funded by the Department of Education (DOE), including our seventeen teachers, forty-seven SNAs, twenty-seven bus escorts, two school secretaries and one caretaker.

The DOE also funds the twenty-three buses that bring our children to and from school every day, as well as funding specialised equipment. The school receives a grant from Dublin City Council to fund school lunches.

The CRC, our patron body, also supports the school financially by funding the pre-school bus, school outings, events, and structural improvements to our buildings throughout the school year. The CRC fundraising department supports the school through fundraising events and in supporting grant applications.

Highlights of 2022

January 2022 saw the continuation of COVID-19 restrictions, having a significant impact on school life. Unlike the previous year, all schools reopened after the Christmas holidays. The school continued to implement our COVID Response Plan, i.e. division of the school into zones, classes divided into pods, allocated doors for entry and exit, daily triage of all pupils, restriction of visitors into the school, mask-wearing by staff, children having their lunch in their classrooms, sign-in sheet for visitors to the school, including therapists, and allocated staffrooms according to zones.

In February, although mask-wearing was no longer mandatory in schools, the CRC Trustees requested that school staff continue to wear masks in the classrooms and in the clinic as it deemed the building a healthcare setting. In early March, classes were no longer restricted to their bubble or their zone. With the reopening of society, mid-March saw an increase in the number of COVID cases within the school community. The school continued to liaise with the Department of Public Health for advice.

During the February mid-term break, we upgraded our Wi-Fi system using the

Department of Education Digital Divide Grant. This has greatly improved teacher and pupil access to several online platforms which are used to access the school curriculum.

In May we saw the return of the religious sacraments of First Holy Communion and Confirmation. Eight pupils from two classes made their Communion and six made their Confirmation.

In preparation for these sacraments, parents were invited into the School for First Confession and a Ceremony of Light. Following our mass in St. Anthony's Church, we held a party back in the school for the children to celebrate this special event.

In co-operation with the Creative Schools Programme, NCAD students completed a placement in CRC School in May. Every child in the school made a tile which were put together to create a wonderful mosaic which is now proudly displayed on the corridor. The inspiration for this piece of art was our school's proximity to the sea.



Our Schools

The CRC School Debs is an annual event celebrating our remarkable graduates and all their achievements during their time in our school. Many of our pupils have attended the school since the age of 3, so for those pupils they are leaving after fifteen years! This fantastic event allows the entire CRC School community the opportunity to come together to honour our graduates through the glitz and glam of a Debs Ball. Unfortunately, due to COVID-19, the graduates of 2020 and 2021 were unable to celebrate their time in our school. Finally, in June 2022, the graduates were able to celebrate again. The Debs of 2022 was bigger than ever as we celebrated with the debutants from 2020 and 2021.

The following week in June, the senior school leavers had a graduation ceremony. Parents were invited into the school to take part in the celebration. For those who could not make it in person, we organised a Zoom link so that all could be included. The highlight of this day is always the announcement of the Student of the Year. This year, we were able to invite last year's winner into the school to hand over the trophy, which made the event extra special.

June also saw the graduation ceremony for pupils in Pre-school 2. Again, like the senior pupils, parents were invited into the school to take part in the celebration. This was the very first in-person event that the parents of that class would have attended, so it was extra special. Graduation hats and packs were put together by the teachers and SNAs in advance of the ceremony.

Our return to school in September was a welcome one, as we were no longer required to wear masks and most restrictions were lifted or eased. We no longer had to triage each child coming to school. Staff and pupils could freely move around the school instead of being limited to zones, bubbles and pods and we could welcome family/friends/visitors to the school.

Some pupils did not return in September. Four of our primary pupils transferred to their local mainstream primary school, one of our primary pupils transferred to another special school and five of our post-primary pupils progressed to a number of adult services, including the CRC Transition Programme and the CRC Rehabilitative Training Programme. Eleven school leavers and five senior cycle pupils successfully completed a variety of QQI Levels 1 and 2. We were particularly delighted, following a very challenging year, to see the pupils receive their results in October, making themselves and their families proud.

For over twenty-five years, CRC School Clontarf has engaged with a local second-level school for the Fast Friends project and paired reading. During COVID-19, an online platform was created whereby the Transition Year pupils from Holy

Faith School were recorded reading stories, which were then listened to by our pupils. This year, we were thrilled to welcome the Holy Faith pupils back into the school to re-engage with these face-to-face programmes.

After a lot of hard work by our IT teacher and the CRC IT and communications department, our new school website went live in mid-September. The website address is www.crcschool.ie. This new website allows us as a school to show off the wonderful work done. It provides parents with access to policies and allows parents of prospective pupils to find out about our school.

In November, we were successful in our application to become a participant school in the Lámh Schools Pilot Project run by Lámh.org. This was a project that ran for six weeks, linking with other schools which were using Lámh as an augmentative and alternative form of communication. Through this project we created a whole school plan for Lámh and increased our use and awareness of Lámh throughout the school community.

December saw the return of our annual Christmas Fair. Most classes worked on a craft project that was then sold at the fair, including handmade cards, handmade decorations, cakes and buns. The Wheel of Fortune made a guest appearance and caused much excitement. The fair raised funds for science equipment and an interactive and inclusive piece of music equipment called the Soundbeam. Our music teacher put together a choir who went Christmas busking at our local supermarket as an additional fundraiser. We had great support from family and friends as well as from the local community.

The theme for this year's Christmas Play was 'Hope' in the CRC School. During COVID-19, each class recorded a piece which was put together into a video. This year, we decided to continue recording a video but we invited parents into the school to watch the premiere. For those who could not make the premiere and for those who wanted to watch the show again and again, we sent a Vimeo link to parents so they could watch it throughout the Christmas holidays.

We met the Financial Support Services Unit (FSSU) to discuss the separation of financial accounts between the school and the patron body. This work will be further progressed in 2023.

Plans for 2023

- Sensory Room – we have started to invite companies to give us ideas for the development of a new sensory room. The space allocated was used during COVID as an additional nursing bay for the nursing department.
- We will continue to work with the Arts Council for the Creative Schools programme.
- The CRC School will open separate bank accounts to progress our financial separation from our patron body.
- The school will re-engage with off-site activities we would have engaged with pre-COVID. We will also explore new off-site activities.
- After numerous attempts over the years, the school will continue to promote parental involvement and encourage parents to form a parents' association.

CRC School Clontarf Board of Management

- **Alison McCallion**
Chairperson
- **Jenni Crumliah**
Patron's Nominee
- **Mary Collins**
Principal and Secretary to the Board
- **Michael Doyle**
Community Representative and Treasurer
- **Caroline Cullen**
Community Representative
- **Audrey Fagan**
Teachers' Nominee
- **Carol Kelly**
Parents' Nominee
- **James McCann**
Parents' Nominee

School Community



Investing in our People

INVESTING IN OUR PEOPLE

INVESTING IN OUR PEOPLE



Establishing our HR Structure

In 2022 we commissioned an external provider to carry out an in-depth review of the HR function, involving stakeholders at all levels, with the overall aim of establishing its fitness to meet the requirements of the new strategic plan, while supporting people and cultural objectives.

Our strategic pillar of 'Growth' challenges us to be an agile organisation which is exemplified in learning, good employee relations, open, honest and involving styles of management and empowered accountability at all levels.

Being upfront about our present structure and taking the learnings from it forward to our future structure, has the aim of both stabilising and developing our HR function within the CRC.

Reconfiguring senior level roles with a new focus on People and Engagement, HR Services and Workforce Planning, and Employee Experience are key to success. Our three-phase Performance Management Framework is under development to provide us with a line of sight and a cascade of objectives and actions to enable us to better track the achievement of our strategic goals. This also allows for protected time with colleagues to empower and encourage strong performance collectively in all our teams.

Other important focus areas include organisation development, operational delivery and operational effectiveness, including data analytics. Recruitment continues to be of significant strategic importance and this will be won by increasing our social media reach through passionate storytelling about our incredible people, including our wonderful clients.

Inclusion and Diversity – Gender Pay Gap reporting as a First Step

As an organisation with more than 250 employees, we are very happy to report on our gender pay gap, in line with the requirements set out in the Gender Pay Gap Information Act 2021. The CRC has become one of the largest and most progressive providers of services to children and adults with disabilities in Ireland, and it is very important to us that we respect and reflect the diversity in the community that we serve.

We are strongly committed to supporting a fair and equal workplace, and publishing our gender pay gap helps us to benchmark our position and to progress in this important care sector. We are a team of professional and highly committed experts in our field, and we will use the data from this report to inform the Culture pillar which is part of our 5-year strategic plan.

We are somewhat unusual in that our gender pay gap is a negative rather than a positive figure, which reflects the existing gender balance in our current structures. However, that will not

diminish our intent, as with all other employers reporting across Ireland, to drive progress in building our talent in an equal and progressive way.

Our Commitment to Higher Education Funding

Our ongoing commitment to higher education funding is matched by our people's willingness and commitment to study, despite the many competing roles they hold in their lives. In 2022 our higher-level education fund invested an additional €19,744 (compared to €13,320 in 2021) for five members of staff to pursue postgraduate degrees across the areas of accountancy, Montessori education, health and social care.

What is our Gender Pay Gap, and what is driving it?

Our gender pay gap arises because more senior positions within the CRC are held by women, and those women in senior roles have, on average, more service, driving higher increments.

While men make up 26 percent of our overall workforce, in June 2022 when this snapshot of data was taken, only 16 percent in the upper quartile and 9 percent in the upper mid quartile were male, whereas 35 percent of the lower paid quartile were male.

What are we doing to address our Gender Pay Gap?

'Talent and Culture' are one of the key pillars in our current 5-year strategic plan. Using the outputs of gender pay gap reporting, we will add a specific lens to areas where we can encourage greater gender balance in all roles. In particular, we will focus on recruitment, progression and training. Further information is available on our website, crc.ie.

Total Headcount - 384				
74% Female		26% Male		
Mean Gender Pay Gap - 16.89%				
Median Gender Pay Gap - 28.96%				
REPORTING CRITERIA				
	Mean (average)		Median (mid-point)	
All employees – hourly pay	- 16.89%		- 28.96%	
All employees – bonus pay	0%		0%	
Part-time employees – hourly pay	- 49.68%		- 46.3%	
Temporary contract employees – hourly pay	- 3.3%		- 7.73%	
	Male		Female	
Percentage of employees who received a bonus	0%		0%	
Percentage of employees who received a benefit in kind	0%		0%	
Employees by pay quartile	Lower M: 35.42% F: 64.58%	Lower Mid M: 28.12% F: 71.88%	Upper Mid M: 9.38% F: 90.62%	Upper M: 15.62% F: 84.38%

General Services and Capital Developments



GENERAL SERVICES AND CAPITAL DEVELOPMENTS

GENERAL SERVICES AND CAPITAL DEVELOPMENTS

With CRC services back to full capacity in 2022, the teams in transport, catering, facilities and maintenance supported the return to full-service delivery, ensuring our buildings, facilities and buses were accessible, safe, and secure.

We continued with both major and minor projects across many of our sites, with funding and ongoing support from the HSE, in particular HSE Estates and the HSE Energy Bureau. This enabled us to upgrade our premises, bus fleet and facilities. We also focused on sustainability and the need to reduce our environmental impact. Our work in the departments of general services and capital projects make a major difference to everyone using our premises, ensuring a safe, bright, and inviting environment for our clients, staff, and visitors.

Environmental Impact and Sustainability

Given the ongoing situation in relation to energy prices and supply, CRC continues to make a concerted effort to lower energy consumption and costs. The EU has set out ambitious targets to reduce greenhouse gas emissions by 95 percent by 2050, compared with 1990 levels. An EU-wide reduction of 40 percent by 2030 has already been agreed by member states.

We are participating in the 'Reduce Your Use' energy efficiency initiative, delivered by the Sustainable Authority of Ireland and the Office of Public Works. This initiative provides a structured programme of energy-saving activities during the winter months. It focuses on taking action in the short term and implementing measures that will set our organisation on a pathway towards achieving its 2030 energy efficiency and decarbonisation targets. The CRC Green Team is actively implementing a number of energy saving measures, where safe and possible. These include setting our heating temperatures to 19 degrees where appropriate, reducing electricity use at peak times, and turning off energy-burning equipment when not in use.

The Green Team has also secured much needed funds for 2023 and plans to use it to roll out a number of capital projects, informed by our 2021 energy audits of Clontarf and Clondalkin. The audits were based on electricity, natural gas and gas-oil use at both sites, and we aim to lower our energy consumption and costs.

In line with our 5-year strategic plan, the CRC is working towards compliance with its environmental requirements. The HSE Energy Bureau is engaging with CRC in the development of an energy management programme for Clontarf and it will support energy-saving projects as part of this structured programme.

Capital Projects – Major and Minor

In 2022 we continued to work towards the goals of our ambitious capital plan, particularly on our exciting major capital developments in Clontarf and Clondalkin, as well as continuing to upgrade and improve our facilities and services through our minor capital projects.

Our capital projects continue to be guided by our board, through the Capital Projects and Infrastructure Committee. The capital projects team supports the delivery of our children's, specialist and adult services and the national policies that underpin these services – New Directions and PDS.

In 2022 we achieved significant progress on our three major capital projects:

Clontarf Mechanical Upgrade

This project involves the replacement of old oil boilers and air handling units, as well as numerous essential energy efficiency upgrades to our Clontarf facility. In 2022 we completed the design of the system upgrades, successfully tendered for a contractor and started works on site. In 2023 we will see the completion of this project, which will enable both our hydrotherapy pool and swimming pool to be reopened.

Clontarf Future Fit

A major long-term upgrade and reconfiguration of our headquarters in Clontarf is planned in the coming years. The project focuses on end-user needs, clinical adjacencies and accommodation to revitalise the premises. In 2022 we successfully tendered for, and appointed, a design team to work on the project. Stage 1 which is the feasibility and preliminary design stage, of this project is now complete, which is a major milestone for the project. In 2023 we plan to progress through stage 2.

Clondalkin Development

The development of our site in Clondalkin, in collaboration with the Department of Education (DOE), is a complex and exciting project. We plan to build a new DOE-funded school and a separate specialist and clinical services building from our own funds. In 2022 we successfully tendered for, and appointed, a design team to work on the project. Similar to the Future Fit project, stage 1 of this project, which is the feasibility and preliminary design stage, is now complete. In 2023 we plan to progress through stage 2 in preparation for a planning application.

Minor Capital Projects

In 2022 we continued to improve our facilities and services through our minor capital projects, including the conversion of a room in Clontarf into a virtual immersive sensory room, installation of accessible playground equipment in Clondalkin and some essential health and safety upgrades.

Transport

Now that services are fully operational again, our transport department remains very busy as our fleet responds and adapts to the needs and demands of services.

With significant financial support from the HSE, CRC upgraded its bus fleet in 2022 with four fully adapted buses and three wheelchair-accessible cars, further enhancing our services and, in particular, our supports to adults. These extra vehicles enable us to facilitate access to extra-curricular activities for some of our most vulnerable adults.

We continue to explore the possibility of electric vehicles, which remains a goal for 2023.

Maintenance

Our maintenance and facilities team provides comprehensive and responsive services across our Dublin-based premises, with enduring good humour and great enthusiasm. They respond to reported issues with plumbing, carpentry, lighting, heating and so on, and support our sites with ongoing maintenance. The team is central to ensuring our buildings and sites remain safe, warm and fully functional.

In 2022 the maintenance department benefited from the purchase of a fully-fitted support vehicle, which enables us to extend our reach and to have the right tools and equipment to hand.

Catering

The catering department in Clontarf keeps our children, adults and staff fed with wholesome and nutritious food. As well as plating up almost 300 meals daily, they willingly cater for those on special diets who must have food of varying consistencies.

The team in catering work long hours, being among the first on-site and providing after-hours service for some of our more vulnerable adults. For the first time since 2019, the department was able to provide a full sit-down three-course Christmas dinner for more than 250 staff and clients over a number of sittings, a welcome return, post-COVID.



Overview of Risk Management

OVERVIEW OF RISK MANAGEMENT

OVERVIEW OF RISK MANAGEMENT



Across all our functions and departments, we are committed to providing a safe environment in which we can deliver on our duty of care to have oversight and manage all risks associated with providing our services in healthcare, social care, supports, infrastructure, research and education. We engage with our clients and persons of their choosing in assessing and managing individual risk, in a manner which promotes their rights, independence and social inclusion. We recognise that positive and managed risk-taking is essential for growth, development and innovation and that our clients may choose to engage in activities that hold risk as well as positive benefits. We are committed to promoting a person-centred approach to risk management and throughout 2022 we have continued to work together in partnership with our staff, clients, stakeholders, funders and regulators to provide safe, effective and person-centred care for all.

Risk Management

The effective management of risk requires the involvement and engagement of people at every level of our organisation. The General Principles of Prevention are central to risk at CRC and we have adapted a proactive approach to risk management which is integrated and embedded into management processes at all levels in the organisation.

Our approach to risk assessment and risk management is based on the ISO 31000 standard and consists of the frontline identification, analysis, evaluation, and treatment of risk through consultation and management of risk registers at a local level. It is aligned to our strategic plan to promote and embed a culture of safety and risk management and includes effective policies and procedures for the identification, assessment, evaluation, and treatment of operational and strategic risks across the organisation. Our key objective is to adhere to the highest quality and safety standards to protect our clients and staff and to reduce risk.

Risk Appetite

Risk appetite is the amount and type of risk that our organisation is willing to pursue or retain in critical areas outlined below. Our risk appetite statement is in line with our strategic plan and sets out the board's strategic approach to risk-taking by defining its boundaries and risk tolerance thresholds and supports, as set out in the organisation's risk management policy. Risk tolerance is the minimum and maximum risk the CRC Board is willing to accept as reflected in the risk appetite themes. The CRC's lowest risk appetite relates to safety and compliance issues, including service user and employee health, safety compliance with charity regulation, internal financial controls and reputational damage.

Risks are managed and reviewed on an ongoing basis. The board, along with its sub-committee, the Quality, Safety and Risk Committee, as well as the Audit Committee, will oversee all corporate risks on a continuing basis and determine if risks are 'acceptable'.

While we advocate for our clients' rights to engage in positive risk-taking, we will support them to realise their potential, working within the limits of the risk appetite statement.

Theme	Tolerance Level	Specific Area
Quality	Strongly averse	Poor quality care Unacceptable clinical risk, Non-compliance with national and professional standards. Poor clinical or professional practice.
Safety	Zero tolerance	Safeguarding vulnerable children and adults.
Service Delivery and Design	Moderately Averse	If consistent with the achievement of client safety and quality improvements.
Finance	Strongly averse	Only consider exceeding this limit if financial response is required to mitigate risk associated with service user safety.
Workforce	Zero tolerance	Unprofessional conduct, bullying Competence to perform roles or tasks safely. Incidents which may compromise the safety of others.
Regulation	Strongly averse	Non-compliance with legislation/regulatory frameworks in which we operate.
Information	Zero tolerance	Data protection breaches. Non-compliance with data protection and/or privacy legislation/regulatory information governance.
Reputation	Zero tolerance	Breaches in high standards of conduct/ethics/ professionalism. Risks or circumstances that could cause reputational damage to the CRC or our stakeholders.
Technology and Innovation	Moderately averse	Will consider risk associated with new technologies if this enables the CRC to realise innovative care solutions, safety improvements or efficiency gains.

Risk Register

The risk register is a database of assessed risks and is a tool to enable each department/service to record its risk profile. It provides a structure for collating information and aids decision-making as to how risks should be treated, managed, or monitored. Each risk included in the risk register identifies the risk description, risk owner, existing controls, initial risk rating, additional controls to mitigate the risk, action owner, timeframe for review and the residual risk rating following the completion of all additional controls. Risk ratings are RAG matrixed, using red (high risk); amber

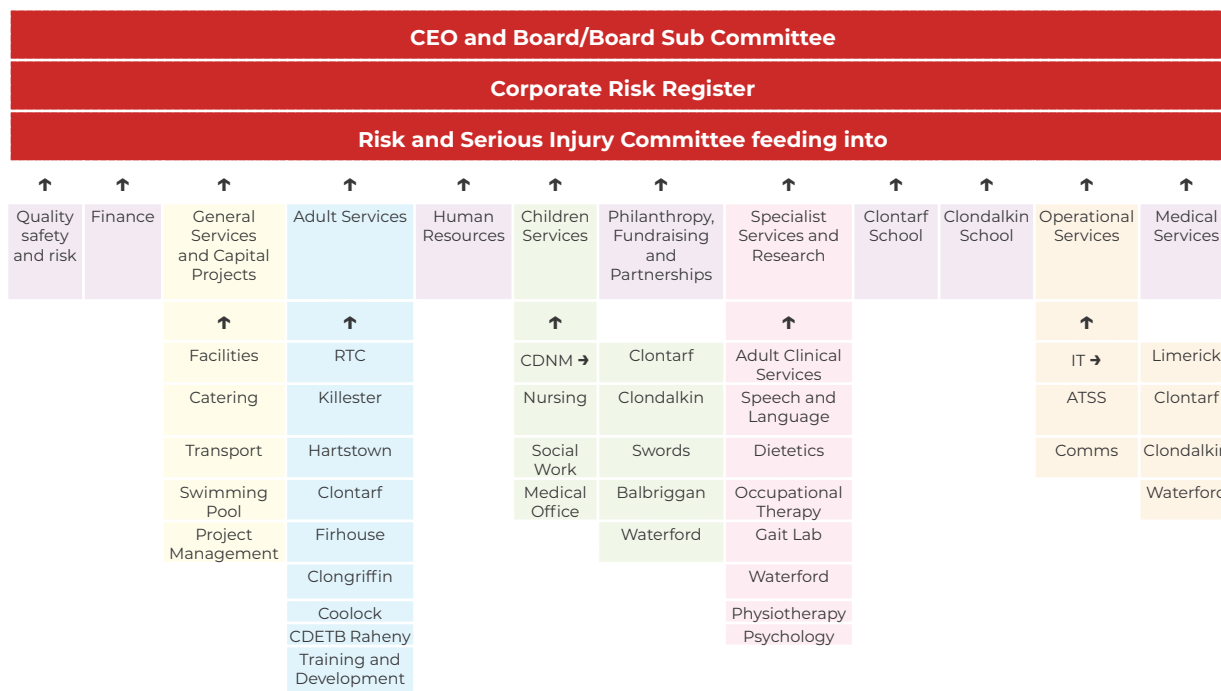
(medium risk) and green (low risk). All departments and services within the CRC are alert to risks and are responsible for the ongoing monitoring and updating of their respective risk register, thus promoting awareness of risk and ensuring an informed risk register. Each risk register is viewed as a live document and is informed by the risk assessment process. All risks identified on the register are supported by a corresponding risk assessment and identify the risk as either open, monitor or closed.

Local risk management informs the corporate risk register and therefore identifies strategic risk. The corporate risk register is managed by the CEO and is reviewed at each Risk and Serious Incident Committee meeting, each Board Quality, Safety and Risk sub-board Committee and is a standing agenda item at each board meeting. The head of quality, safety and risk reports regularly to the CRC Board on all strategic matters relating to risk. This comprehensive governance framework for the management of risk ensures the appropriate channels of escalation of risk as required.

Risk Register and Risk Escalation



Risk Management Framework



Audit and Evaluation

Internal audit assures us that all risk management, governance and internal control processes are effective. The independence of the internal auditor allows us to be fully transparent and provides the board with an independent level of scrutiny. While the internal audit provides this assurance, it also provides consultation and expertise on improving our systems and processes. We include all risk profile areas across the CRC for inclusion in the annual audit plan. The Board Audit Committee sets the audit plan for the year ahead and tracks progress against audits throughout the year. In 2022 Deloitte (internal auditors for the CRC) undertook the following internal audits:

- Policies Governance Review
- Health and Safety Review
- Internal Financial Controls

The agreed plan for Internal Audits in 2023:

- Clinical Audit Governance
- IT Security
- Compliance with HSE Service Arrangement
- Data Protection
- Follow-up Review



Education Training and Support

The quality, safety and risk department supports and works collaboratively with all departments in ensuring risk management systems are robust and in place. The year 2022 brought change through implementing Progressing Disabilities, New Directions and Slaintecare. Staff vacancies and COVID-19 continued to be challenges. Several programmes continued in 2022 to support these new initiatives and to embed a risk management culture into daily operations across the organisation. These included maintaining the CRC COVID Helpline and Infection Prevention Controls. We operationalised our COVID-19 risk assessment into service delivery daily tasks and activities.

We delivered a programme of annual mandatory risk-related training in manual and client handling, fire safety awareness, fire warden, first aid responder, chemical safety, filter face piece (FFP2) testing, election of safety representatives, safeguarding of adults, child protection, GDPR and cyber security.

We drive a safety culture through risk assessment and risk register training, including developing a risk assessment database to support and empower staff and to further embed a positive and safe risk culture within the organisation.

We continued with a programme of inspections, such as internal departmental inspections and third party fire surveys and risk assessments across the CRC sites.

We encouraged and supported staff to be innovative and transformative when managing risk, particularly when supporting person-centred care. We continued to work closely with our clients and their families, carers and advocates, to ensure a holistic and personalised approach to risk through living with COVID-19 in 2022.

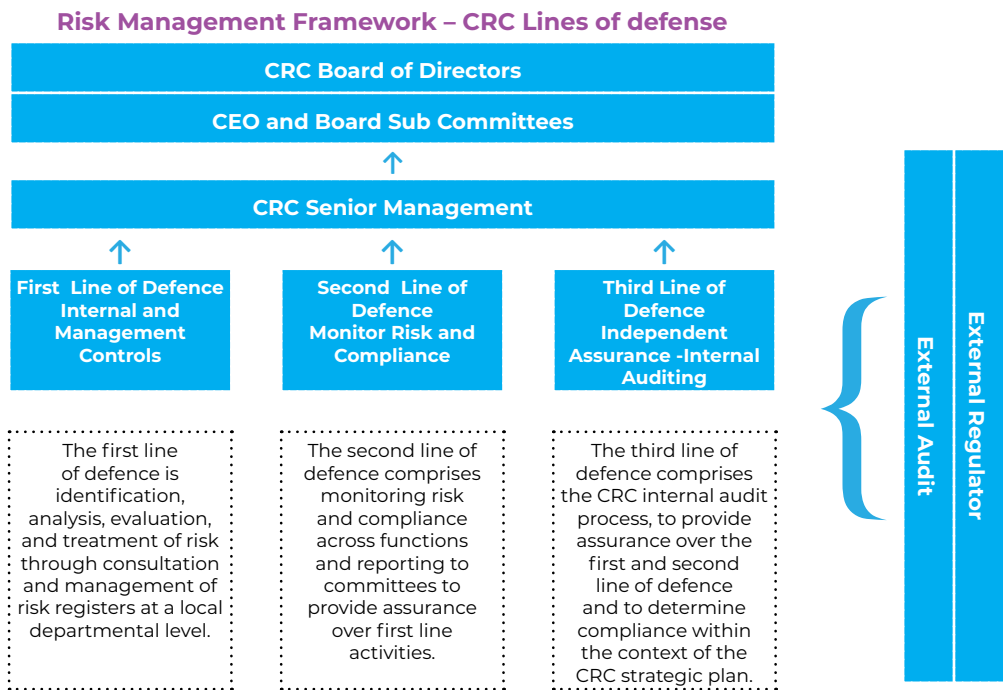
Plans for 2023

Our new strategic plan provides an opportunity for us to promote and provide client-centred care to the highest standards of quality, safety and excellence and, in doing so, achieve the vision of people with disabilities achieving their potential and living full lives as equal and valued citizens. Heading into 2023, the quality, safety and risk function, in collaboration with the board and senior management team, will agree a priority listing for progression under our goals and objectives as set out in our strategic plan, such as;

- To provide a range of the highest quality services to our clients.
- To adhere to the highest quality and safety standards to protect our clients and reduce risk.
- Continue to engage and support the effective implementation of risk management at all levels and in all areas.
- Continue to foster, promote and embed risk management culture throughout the organisation.
- To support in developing staff skills in effective communication and open disclosure, particularly in response to incidents and accidents or client feedback.
- To support the development of business continuity processes.
- To support the identification of risk related to cyber security and develop robust measures to protect CRC against the unauthorised penetration/erroneous use of CRC network and information systems via malware/virus/cyber-attack.

Risk Management Framework

Our approach to risk assessment and risk management is based on the ISO 31000 standard. Our approach to risk assessment and risk management consists of frontline identification, analysis, evaluation, and treatment of risk through consultation and management of risk registers at a local level.



Key Risk Areas 2022

Risk Area	Risk Description	Principal Control Measures	Risk Tolerance
COVID-19 Movement: This continued as an evolving risk in 2022	The COVID-19 pandemic presents significant risks and challenges to the CRC	COVID-19 specific risk register in place and managed by the CRC COVID-19 Helpline, and monitored through the Corporate Risk Register. Staff education and communication plan in place on all related COVID-19 matters. COVID-19 specific policies and guidance in place and are aligned to public health guidance and National Framework for living with COVID-19. Business Continuity Planning.	Strongly Averse.
Safeguarding of vulnerable adults and child protection Movement: No movement regarding the CRC held risk	Adult Safeguarding and Child protection due to the potential vulnerable nature of clients/ service users.	Child and Adult safeguarding Committee in place. HSE Trust in Care policy in place. Mandatory child protection and adult safeguarding training in place and tracked for compliance. Adult and Child safeguarding statements in place and understood. Adult Safeguarding and Child Protection policies in place. Designated liaison persons and designated officers appointed in all locations. Reporting and escalation process in place. Garda vetting process and strict controls in place. CRC policy reviewed and updated in accordance with the National Vetting Bureaus Act, 2012. Intimate Care Guidance in place. Volunteer policy in place in accordance with Children's First: National guidance for the Protection and Welfare of Children 2017.	Zero Tolerance.
Financial Management, Funding and Sustainability Movement: No movement from the previous year	The CRC, under the terms of our service agreement with the HSE, must comply with a breakeven mandate – a risk to long-term financial sustainability if an overspend were to be repeated annually. Breach of Public Procurement Regulation. The CRC is subject to public procurement regulations on the expenditure of state funding. Risk of failure of internal controls leading to misreporting, misallocation, or misappropriation of finances. The risk of reduced income due to the disruption to The Care Trust (TCT) contributions impacting on resources available for services.	Comprehensive financial management framework and related policies in place. Fraud policy and register in place. Board Audit and Investment Committees in place to oversee financial accountability. Fundraising plan and activities overseen by board sub-committee. Monthly reporting to HSE and bi-monthly reporting to CRC Board on management accounts. Continue to engage with HSE regarding securing funding for major capital development and infrastructural improvement. Shareholder's agreement in place with The Care Trust. Continue to engage with The Care Trust. Comprehensive fundraising plan in place to support financial diversification.	Strongly Averse.
Safeguarding of vulnerable adults and child protection Movement: No movement regarding the CRC held risk	Risk of reduced income through funding and grants allocation.	Service arrangements and grant agreement in place with all funders. HSE annual compliance statement returned. Monthly reporting to HSE and regular monitoring meetings throughout the year, as per the service level agreement. Public pay compliance policy in place. Continued use of HSE/OGP frameworks to meet procurement requirements. Continue to monitor all COVID-19 related impacts to service provision.	Strongly Averse.
Sustainable and safe service delivery- Progressive Disability Services (PDS) across five CRC PDS lead agencies Movement: PDS now in place for 1 year- CDNTs in place in Swords/ Clontarf/ Balbriggan/ Clondalkin and Waterford.	Risk of adverse service user experience due to emerging deficits in the implementation of Progressing Disability Services. A secondary potential risk resulting from a negative service user experience is adverse publicity and reputation to the CRC.	Service arrangements in place annually to govern grant-aided service provision. Continued engagement with HSE on the development of national children's services (PDS) and challenges to service provision on reconfiguration. Monitor PDS team and service establishment and report on waiting list and challenges nationally. Children's Disability Network Managers and Teams (CDNM/ CDNT) in place to lead the development of PDS. Continue to support the transition to the new model of care (PDS). Family Forums initiated.	Moderately Averse.
Information Governance and Data Protection. Movement: Operationally Stable	Unauthorised penetration / erroneous use of CRC network and information systems via malware/virus/ cyber-attack. CRC not having access to IT systems and records. Data exfiltration leading to data breaches, possible ransom requests and sale of data on the Dark Web. External attack due to phishing/ malware/ ransomware and Denial of Service. Or internal threat due to human error or malicious acts.	CRC follows best practice and industry standards for security compliance using Microsoft Secure Score. Control of hardware and software assets/ malware defences. IT security controls, including EDR, Spam filtering, Web filtering, Threat Locker, Firewall and Checkpoint Infrastructure. Multi-factor Authentication (email). IT policies and procedures in place to govern practice, IT user guide/ email policy. Policies and procedures in place to support remote working and Telehealth. Information Governance Committee established and meets regularly. Data protection overseen by the Data Protection Office. High level gap analysis conducted against GDPR requirements; roadmap for GDPR compliance based on output report. Subject Access Request/Data Retention/Personal Data Breach Management Policy in place Formal data protection training programme in place.	Zero Tolerance.
Capacity across certain functions reduced due to staff vacancies or difficulty in recruiting staff. Movement: National recruitment crisis, in particular, in disability and healthcare.	Risk of negative service user experience which may also lead to potential reputational damage to the CRC, due to the national recruitment crisis in healthcare currently, particularly around disability. This leads to an increased demand coming from all disability services in Ireland, all competing for the same potential new recruits.	Regular communication between frontline services and senior management via manager forums. Staff kept up-to-date on the efforts being taken to recruit staff. Engagement with external recruiters, attendance at job fairs and advertising campaigns.	Strongly Averse.

Corporate Governance Report

CORPORATE GOVERNANCE REPORT

CORPORATE GOVERNANCE REPORT



CRC ANNUAL REPORT 2022

Established in 1951, the CRC was incorporated in the Republic of Ireland on 8 October 1953 as a company limited by guarantee and not having a share capital.

The activities of the organisation are charitable in nature and all income is applied solely in promoting the charitable objectives.

The CRC is a registered charity with the Charities Regulator, Charity Number 20006938, and is subject to the obligations and requirements of the Charities Act 2009.

It is also registered with the Revenue Commissioners and has Charitable Status granted under Sections 207 and 208 of the Taxes Consolidation Act 1997, with a registered Charity Number of 4998.

The CRC is registered with the Companies Registration Office, Company Number 14880.

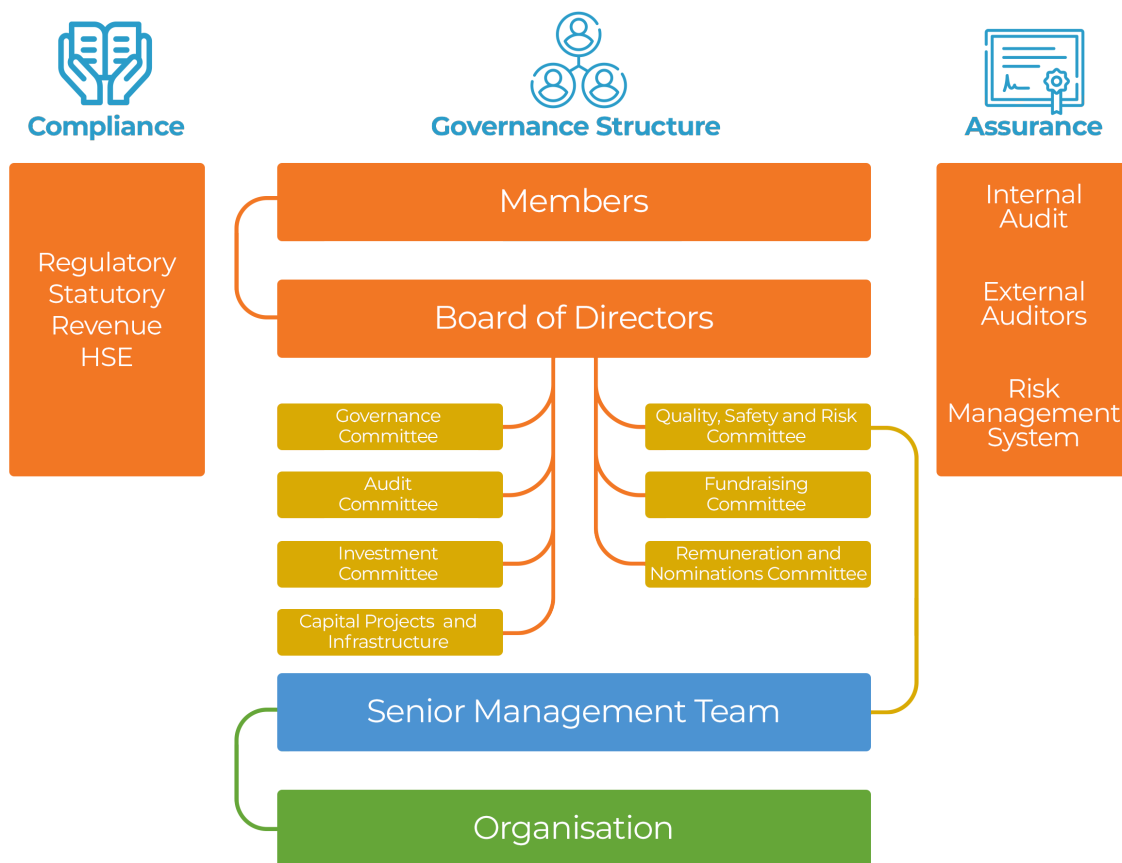
The CRC has received Triple Lock Certification from the Charities Institute Ireland.

The board must have a minimum of three directors and a maximum of fifteen directors, as provided for in the CRC Constitution. There are three members of the CRC.

The CRC is committed to continuously improving and enhancing corporate governance practices throughout the organisation and strives to achieve better than best practice in corporate governance.

During 2022 the board focused on ensuring that governance was maintained to a very high standard throughout the year and that all commitments and obligations were met within the required deadlines.

Governance Structure Hierarchy



Legal and Regulatory Governance Hierarchy

The CRC operates within a complex legal and regulatory environment with responsibilities and obligations coming from a number of different statutory and regulatory bodies, and include compliance obligations of our primary funder, the HSE.

On an annual basis, the CRC must ensure that the following obligations are fulfilled within the deadlines set by the HSE:

- Completion and return of the Annual Compliance Statement
- Completion and return of the Annual Service Arrangement

In addition, the CRC must submit an annual return to the Charities Regulator, including a financial return and accounts, along with the Declaration of Compliance in respect of the Charities Governance Code.

The CRC submits an annual return to the Companies Registration Office annually along with financial statements.

The CRC also must submit a copy of its annual report to the Revenue Commissioners on an annual basis.

The CRC has adopted Charities SORP (FRS102) which is a Statement of Recommended Practice that sets out how charities should prepare their annual accounts and report on their finances.



CRC Board of Directors



Board Overview

The CRC is governed by a board of directors who provide their services in a voluntary capacity and do not receive any remuneration in respect of their services to the company. Board members are entitled to avail of out-of-pocket expenses for board business. No director expenses were claimed during 2022.

There were no instances or arrangements during 2022 whereby a director was materially interested in the company’s activities. There is a conflicts-of-interest policy in place which outlines the procedure and process to deal with and manage all potential and actual conflicts, as and when they arise. The conflicts of interests and loyalties policy is reviewed annually by the board.

In addition, a Register of Directors’ Interests is maintained which identifies any interests that could give rise to a conflict of interest. Board members are requested to declare their interests prior to the start of all committee and board meetings, along with providing an annual declaration to the company secretary in this regard.

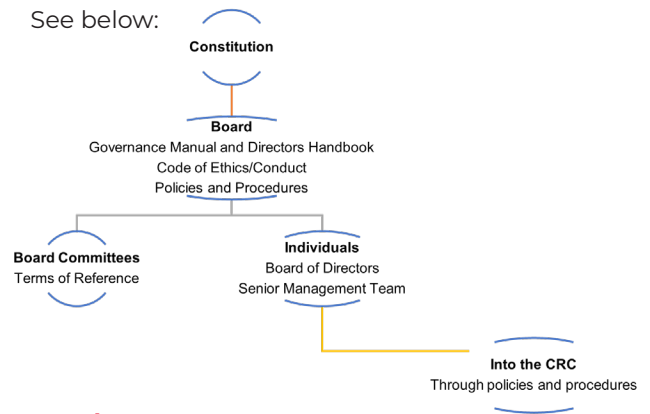
The board has delegated the day-to-day decision-making powers to the CEO and the senior management team. The CEO is not a member of the board of directors. The CEO is invited to attend all board meetings, but the board holds a board-only discussion with no management present at the end of each board meeting. The board has delegated some responsibilities to board committees, as detailed on page 60. Details of the separation of duties and responsibilities of the chairperson and the CEO are clearly documented and defined in our Governance Manual and Directors’ Handbook (‘Manual’).

The manual, which is reviewed annually by the Governance Committee and CRC Board, serves as the internal written code of governance and conduct for the board, and includes systems of internal controls and core governance standards, to ensure compliance with all relevant obligations. In addition, the manual contains a schedule of matters reserved for the board. Examples of such matters are detailed below:

Strategy and management Financial reporting Internal control	Contracts Communication Membership of the board/other appointments	Delegation of authority * policies Corporate governance matters
--	--	--

*Decision-making by the board is facilitated through the delegation of authority and duties from the board to its committees, to the CEO and senior management team and via policies and procedures throughout the organisation.

See below:



Members

At 31 December 2022, the company members were Mr Tom Quinn, Ms Ann Jackson, and Ms Leah Goulding. Mr Tom Quinn is a former director of the CRC, and served on the board from 27 March 2014 to 31 December 2019, Ms Ann Jackson is a former principal of the CRC School and Ms Leah Goulding is the granddaughter of Lady Valerie Goulding, co-founder of the CRC.

Company Secretary

Charity trustees are the persons who ultimately exercise control over, and are legally responsible for, the charity. The company secretary of a charity is a trustee with a specific role on the board. The company secretary, together with all other charity trustees, are responsible for the efficient administration of a charity, particularly with regard to ensuring compliance with statutory and regulatory requirements. Ms Thérèse Allen was appointed as company secretary of the CRC on 16 September 2016. All directors have access to the advice and services of the company secretary. The appointment and removal of the company secretary is a matter for the board.

Independent Co-optees

Over the last number of years, the board’s skills and independence have been enhanced through the recruitment of independent experts who sit on board committees alongside the non-executive board members.

The Independent co-optee committee members for 2022 were as follows:

Co-optee name	Board Committee	Date of Appointment/Resignation
Professor Thilo Kroll	Research Committee	13 November 2018
Professor Pamela Gallagher	Research Committee	13 November 2018
Ms Anne Matthews	Quality, Safety and Risk Committee	30 November 2017 — 4 January 2022
Ms Mary Connolly	Quality, Safety and Risk Committee	9 March 2020
Mr Darren Peavoy	Capital Projects and Infrastructure Committee	20 November 2018
Mr Enda O'Riordan	Remuneration and Nominations Committee	3 April 2019 — 10 March 2023
Mr Myles Daly	Governance Committee Quality, Safety and Risk Committee	3 April 2019 — 7 October 2019
Mr Daniel Curran	Fundraising Committee	14 May 2019
Ms Fiona Sweeney	Audit Committee Investment Committee	8 February 2019 — 9 September 2022
Ms Lucy Tierney	Remuneration and Nominations Committee	28 May 2021
Ms Deirdre O'Reilly	Capital Projects and Infrastructure Committee	28 May 2021

Board/Committee Appointments/Resignations

The following changes to the board of directors were recorded during 2022, and 2023:

Appointments:

- Mr John Florence was appointed as a director and chairperson of the Audit Committee and member of the Investment Committee on 16 November 2022.

Post year-end:

- Ms Leon Quigley was appointed as director and member of the Fundraising Committee on 27 January 2023.
- Mr David Mathews was appointed as director and member of the Quality, Safety and Risk Committee on 27 February 2023.

Retirements:

- Mr Kieran McCarthy retired as director and chairperson of the Audit Committee and Investment Committee on 30 September 2022.
- Ms Anne Matthews retired from the Quality, Safety and Risk Committee as a co-optee member on 4 January 2022.

Post year-end:

- Mr Liam Cullen resigned as director and chairperson of the Fundraising Committee on 27 January 2023.
- Mr Joseph McGrath resigned as director and member of the Fundraising Committee on 27 January 2023.

Term of Office

Members of the board of directors are appointed for an initial term of three years which may be extended in accordance with the constitution of the company for a maximum of three terms to

preserve the corporate memory of the board, to adhere to succession management principles and policies and to ensure continuity while new directors are appointed to the board.

Induction

Following appointment, new directors are invited to attend a meeting(s) with the chairperson, the CEO and company secretary. The induction meeting(s) involves an overview of the organisation, including receipt of the governance manual and directors' handbook, directors' code of conduct, organisation chart, annual report, strategic plan along with terms of reference for relevant committees, the schedule of meetings and programme of work. A tour of the CRC, including a visit to the schools, is arranged, where possible, and an introduction to members of the senior management team and staff is coordinated. New directors also receive training on the board reporting software.

Skills Matrix and Gap Analysis

A skills matrix review is conducted twice yearly by the chairperson of the board, the chairperson of the Remuneration and Nominations Committee and the company secretary. A number of skills gaps were noted during the skills reviews, and the Remuneration and Nominations Committee began a targeted recruitment drive for new directors to satisfy the skills gaps identified on the board.

During 2022, re-organisation of committee membership was required and actioned, following the skills review and the resignation of some directors. It was agreed to appoint a vice chairperson to all committees going forward, as part of our succession planning initiatives for committee membership.

Board Diversity and Inclusion

CRC values are built on the concept of inclusion and equality. The CRC recognises the benefits of having a diverse board that respects and embraces inclusion and equality to enhance the quality of the performance of the organisation.

We take board diversity seriously and, in line with our strategic plan, we have in place a board diversity and inclusion policy which sets out our approach to achieving diversity on the board. We introduced measures to increase diversity within the governance structures, one of the most successful measures being the addition of external, independent co-optee members to our board committees.

We have adopted recommendations in line with the HSE Compliance Statement and Governance Requirements, which states that 'Membership of each Committee should comprise of non-executive and independent members', and with the Code of Practice for the Governance

of State Bodies which states that audit and risk committees are recommended to have members drawn from outside the board. The board acknowledges that committees are more likely to have a more diverse range of skills and experience where their membership is not restricted to board members. The board committees now have independent co-optees appointed as part of their membership, with the exception of the Audit and Investment Committee, which is currently sourcing a co-optee for this committee.

The addition of these co-optee members adds to the diversity, experience, and knowledge of the organisation, bringing independence and objectivity to discussions and deliberations of committee meetings which, in turn, enriches the overall board decisions. They also add an external opinion, perspective, and rigor to the committee structures. The co-optees appointed have a broad range of backgrounds, including academic, health and financial in both commercial and charity sectors.

We continually monitor diversity on the board, in line with our diversity and inclusion policy. Currently, 33 percent of our board members are female. We currently also have four female co-optees to balance our committee memberships. Our adults and the parents of our younger clients are invited to apply for roles on the board when recruitment is underway. Training is ongoing to support our adults to enable them to develop the skills and competencies required for such a role on the board or committees.

The CRC is committed to ensuring that the board of directors is sufficiently diverse and appropriately balanced. Part of the remit of the Remuneration and Nominations Committee is to look at board succession planning and they examine the following criteria when considering the appointment of an independent non-executive director:

- skills, knowledge and expertise, including education or professional background, in areas relevant to the operation of the board.
- all aspects of diversity, including disability, nationality, gender, social and ethnic backgrounds, cognitive and personal strengths.
- the need for an appropriately sized board and within the limitations of the CRC's constitution.

To date, the board has not set any policy regarding age and the Remuneration and Nominations Committee believes the age range on the board is appropriate at the current time.

Board Training

We continue to retain memberships with various bodies who provide training events and opportunities for the board throughout the

year. Board members attended events during the year scheduled by the Institute of Public Administration, the Governance Institute, Institute of Directors, Carmichael, Mason Hayes Curran and the Charities Regulator, to name a few. In addition, several in-house training/information sessions were held during the year.

General Data Protection Regulations (GDPR)

Our Data Protection Officer (DPO) is Ms Erin Lynch. Ms Lynch is responsible for monitoring data protection matters and she monitors compliance with GDPR regulations on behalf of the CRC.

Governance Initiatives

In order to build on the already solid foundations of CRC's good governance practices, which are required in order to foster the confidence of key stakeholders, the CRC continues to look at governance initiatives to provide assurance to these stakeholders. In this regard, the CRC has developed the following initiatives:

1: Keeping Connected

In keeping with our diversity and inclusion agenda, the Keeping Connected stakeholder engagement initiative continued throughout the year. This initiative involves a key stakeholder, be it a service area, a client, or a partner, attending a board meeting and giving a presentation, including an overview of their area, achievements, challenges they face and any support required from the board.

This initiative:

- enables a direct link and connection between the board and our clients and staff.
- enhances the ability at board level to understand and experience the impact of the work of the CRC.
- helps maintain a focus on diversity and inclusion.

During 2022, the board received updates from the following areas of the organisation:

Board Meeting Month	Presentation area
28 January 2022	GAIT Lab
25 March 2022	Research Committee
27 May 2022	Home Support Service – Social Work Team and Parent Service User
24 June 2022	National Specialist Services
30 September 2022	Progressing Disability Services
2 December 2022	Adult Services Department

2. Adult Services Council

This initiative for service user engagement continued throughout 2022, whereby a member of the board attended each of the monthly Adult Services Council meetings. These meetings give a voice to the Adult Service users in a formal setting. The meetings afford adult clients an opportunity to offer feedback to the board and provide an opportunity for board members to

engage with the adults. The meetings are held in various CRC locations and hubs, when possible, or via Zoom, and consist of representatives from our Adult Services team and CRC senior staff. During 2022, the council held the majority of their meetings in person.

The following meetings were attended by board members:

Month	Director
January 2022	Mr Tony Golden
February 2022	Mr Brian Power
March 2022	Mr Edward Ward
April 2022	Ms Rose O'Donovan
May 2022	Ms Una Ryder
June 2022	Ms Gillian Harford
July 2022	Mr Joseph McGrath
August 2022	Mr Sean McCormack
September 2022	Mr Ian Callanan
October 2022	Mr David Courtney
November 2022	Mr Brian Power

3. SMT Board Briefings

A training initiative for the board which launched in 2020, the SMT Board briefings, continued in 2022 with updates from a different member of the senior management team (SMT) presenting to the board at different meetings. The table below details the briefings held during 2022.

Board Meeting Month	SMT Presentation/Update
28 January 2022	Capital Projects Department
25 March 2022	Research Department
27 May 2022	Fundraising Department
24 June 2022	Communications Department
30 September 2022	Human Resources Department

4. Stakeholder Engagement

In addition to engaging with clients and service areas, the board invited the CEO of The Care Trust to the December board meeting to brief the board on achievements and challenges during the year and future developments.

Stakeholder Update	SMT Presentation/Update
2 December 2022	The Care Trust DAC

5. Early Morning Education Talks/Training

A new learning initiative was launched by the research department in 2021 and continued again in 2022. 'Early Morning Education Talks' were held on the first Wednesday of each month, and the research team offers access to a presentation on a particular area of research to CRC staff and the board of directors.

6. Board Committee review –Structure and Reporting

During 2022, the Remunerations and Nominations Committee reviewed the board committee structure to ensure it was aligned with the strategic plan and to ensure the structure was still fit for purpose and functioning effectively. Recommendations were then made to the board on same. From the review, the following recommendations were agreed for

roll-out during 2023:

An Environmental, Social and Governance (ESG) Committee will be established and comprise board members, members of the SMT and co-optees with expertise in this area.

The Remuneration and Nominations Committee will be reconstituted to form a People and Culture Committee, which will assume the remuneration and nomination functions of that committee.

CRC Policies Governance Project

During 2022, the Governance Committee commissioned a review of CRC policies. As part of this review, the Governance Committee requested an internal audit be conducted on CRC policies and framework. The committee then utilised the action plan and recommendations arising from the internal audit to direct the programme of work for the project.

This involved creating an effective governance framework for policies management, review of all CRC policies, bringing relevant policies up to date and ensuring they were appropriate and fit for purpose.

A substantial amount of work was undertaken by a working group which resulted in the following achievements:

- Overhaul of the Policies Committee, including a new chairperson, new members and new terms of reference
- Creation of a new policy on Policy Governance
- Revision and significant update to the CRC Policies Register
- Creation of a Document Hierarchy Guide
- Creation of a new CRC Policy Template
- Training and development plan for rolling out new and updated policies to all staff, as appropriate
- SharePoint site dedicated to CRC policies, training materials and guidance notes for creating policies and secure storage of all policies and policies register
- Decommissioning of old policies no longer in use/out of date
- Merging similar policies the purpose of which was effectively the same
- Creation of new policies
- Separation of procedures from policies

The outcome from this project is improved governance structures for policies management, focus by the organisation on streamlining policies, ensuring policies are up-to-date and training is provided on any revisions. This project satisfies a number of requirements outlined in the Charities Regulator Annual Compliance Declaration and will be used as evidence of compliance with the code.

Charities Governance Code

During 2022, the Charities Governance Code was included on the board's agenda, along with the Governance Committee meetings

agenda for consideration. The annual return was filed in October 2022 with the Charities Regulator and a Declaration A was submitted, noting full compliance with the code.

During the year, we registered the two CRC schools as charities with the Charities Regulator. This registration is a requirement for any school with a roll number allocated by the Department of Education. Ongoing training will be provided to the schools to ensure compliance with all future requirements.

Beneficial Ownership Register

The CRC's three members were disclosed and recorded on the central register as beneficial owners.

CRC Strategic Plan

The board monitored progress against the strategic objectives as outlined in the strategic plan 2022–2026 throughout 2022 via updates received at board and committee meetings.

Board and Committee Evaluations and Review

The last external board evaluation concluded in Q1 2020. The actions and recommendations arising from the review have all been implemented. The internal board evaluation for 2022 commenced in November 2022 with the circulation of the survey for board evaluation taken from the Code of Practice for the Governance of State Bodies, adjusted accordingly, and issued to the board for completion. Feedback from this review was presented at the first Governance Committee meeting in 2023 and a report was prepared for the board for consideration, and recommendations were agreed for implementation. In addition to the internal board evaluation, each board committee also conducted an annual effectiveness review in Q4 2022. The results were shared with each committee and a plan of action commenced for priority areas. Some examples of suggestions for focus areas for 2023 for the committees is outlined later under the committee chairperson updates.

Board Performance Reviews

As part of the annual performance review of the board, the chairperson conducted one-to-one meetings with each of the board members during Q4 2022 and Q1 2023 in respect of the year ended 31 December 2022.

The agenda for these meetings covered performance, term of office, training needs and development, succession planning for board and committees, and feedback for the chairperson. This information assisted in identifying improvements and noting challenges and agreeing focus areas for the future, along with succession planning for the board and committees.

Succession Planning

At the beginning of 2022, succession planning for the board and committee membership was reviewed, leading to an update of committee membership, based on skills. The process was undertaken again at the end of the year, following a number of retirements from the board and committees to ensure the corporate memory of the company is always preserved. A targeted recruitment campaign saw three retirements replaced in a timely manner.

Board Meetings

The board met on ten occasions during the year, including six scheduled board meetings, three additional ad-hoc board meetings and one written resolution in lieu of a board meeting. All board business continued, in accordance with the board diary and annual board plan throughout 2022. Board meetings were held virtually up to June 2022, and in-person thereafter, in line with HSE guidelines and public health recommendations.

Board of Directors and Committees – Table of Membership at 31 December 2022									
	Board of Directors	Audit	Investment	Quality, Safety & Risk	Remuneration & Nominations	Governance	Fundraising	Capital Projects & Infrastructure	Board Advisory Committee: Research
Brian Power <i>Chairperson</i>	✓©			✓			✓	✓	
Sean McCormack <i>Vice Chairperson</i>	✓	✓	✓					✓	
Ian Callanan	✓			✓					✓
David Courtney	✓					✓©		✓	
Liam Cullen	✓				✓		✓©		
John Florence ~	✓	✓©~	✓~						
Tony Golden	✓		✓©~			✓			
Gillian Harford	✓				✓				
Kieran McCarthy~	✓	✓©~	✓©~						
Joseph McGrath	✓				✓		✓		
Rose O'Donovan	✓				✓©	✓~	✓~		
Edward Ward	✓	✓	✓	✓©					
Una Ryder	✓						✓		

© Chairperson ~ partial year

Co-Optee/Independent Committee Members – Table of Membership at 31 December 2022									
Meeting Attendance Record – 1 January 2022 to 31 December 2022									
	Board Meetings	Audit	Investment	Quality, Safety & Risk	Remuneration & Nominations	Governance	Fundraising	Capital Projects & Infrastructure	Board Advisory Committee: Research
Brian Power <i>Chairperson</i>	8/10			5/5			4/4	4/4	
Sean McCormack <i>Vice Chairperson</i>	9/10	5/5	3/3					3/4	
Ian Callanan	10/10			4/5					3/3
David Courtney	10/10					4/4		4/4	
Liam Cullen	8/10						4/4		
Joseph McGrath	10/10				6/6		4/4		
Rose O'Donovan	9/10				6/6	4/4			
Edward Ward	8/10	4/5	2/2	5/5					
Una Ryder	10/10		0						
Tony Golden	10/10		3/3			4/4			
Gillian Harford	10/10		0						
Kieran McCarthy~	1/7	3/4	2/3						
John Florence ~	1/1	1/1	1/1						
Therese Allen <i>Co Secretary</i>	9/10	5/5	3/3	5/5	6/6	4/4	4/4	4/4	N/A

© Chairperson ~ partial year

Schedule of Board & Committee meetings held from 1 January 2022 to 31 December 2022										
Month 2021	Board meetings/ Written Resolution of Board (WR)	AGM	Audit	Investment	Quality, Safety & Risk	Remuneration & Nominations	Governance	Fundraising	Capital Projects & Infrastructure	Board Advisory Committee: Research
January	✓					✓				
February			✓	✓	✓				✓	
March	✓					✓				✓
April	✓				✓		✓	✓		
May	✓		✓	✓					✓	
June	✓	✓				✓	✓	✓		✓
July										
August						✓			✓	
September	✓		✓	✓	✓		✓	✓		
October	✓				✓	✓				
November	✓(WR)		✓	✓	✓		✓	✓	✓	✓
December	✓					✓				
Total	10	1	5	3	5	6	4	4	4	3

Board Committee

There are seven board committees, as follows:

1. Audit Committee
2. Governance Committee
3. Investment Committee
4. Quality, Safety and Risk Committee
5. Remuneration and Nominations Committee
6. Fundraising Committee
7. Capital Projects and Infrastructure Committee

In addition there is one board advisory committee, the CRC Research Committee.

Within the overall responsibilities of the board, the board delegates specific responsibility to committees as set out in their terms of reference. The chairperson of each committee is a board director, and they are responsible for reporting back to the board on the activities of the committees and making recommendations to the board on matters requiring decision by the board. The CEO and members of the senior management team are invited to attend these committee meetings. During 2022, all committee meetings were held via Zoom video call. The activities of each committee for 2022 are detailed below.

Each committee is required to review and conduct the following matters annually, in line with the requirements of their terms of reference:

- Review terms of reference for the committee
- Create and review a programme of work for the committee
- Conduct an annual effectiveness evaluation of the committee

Committee Effectiveness Review

In line with each committee's terms of reference, an annual effectiveness review of all committees was conducted in Q4 2022 via a survey, with results communicated to each committee for discussion, and further action, where required, in Q1 2023.

In addition to the committees completing the above review, each committee will have additional areas of work to be completed and reviewed annually, as outlined in the committee chair reports below.

Quality, Safety & Risk Committee Report



Edward Ward
Chair
Quality, Safety and Risk Committee

Quality, Safety & Risk Committee

The purpose of the Quality, Safety and Risk Committee (QSR) is to assist the board in its oversight of management's responsibility to implement an effective quality, safety and risk management framework designed to identify, assess and manage the CRC's strategic and operational risks. The QSR Committee's responsibilities include approval of applicable QSR policies and review of certain associated frameworks, and the review of analysis and reporting provided by management. The QSR Committee oversees governance for quality and safety, which involves having the necessary structures, processes, standards, and oversight in place to ensure that safe, person-centred and effective services are delivered. The committee met formally on five occasions during the year and in accordance with the committee's programme of work for each meeting.

Key achievements for the Committee in 2022

- Oversight and monitoring of the Corporate Risk Register and consideration of new risks.
- Reviewed the Business Continuity Policy and recommended it for board approval.
- Reviewed the Temple Street case study on Bringing the Board on Board with Quality and Safety of Clinical Care and agreed a focus of the Committee on Quality.
- Reviewed risk management metrics and made recommendations to the head of quality, safety and risk.
- Oversight of recommendations arising from internal audit of health and safety.
- Received updates on new legislation impacting the committee and the organisation.
- Conducted an in-depth review of the Feeding, Drinking and Swallowing Policy and Guidelines and recommended to board for approval.
- Oversight of all incidents and accidents and lessons learned.

Priority areas for 2023

- Oversight and assurance that the CRC Risk Management Policy, Procedures and Risk Appetite Statement are aligned with HSE national policy and legislative and regulatory requirements.
- Seek assurance that there are documented procedures in place to support patients in making decisions about their care in accordance with the requirements set out in the Assisted Decision Making (Capacity) (Amendment) Act 2022.
- Seek assurance in relation to structures that are in place/under review to ensure that patient-centred open disclosure of a notifiable incident occurs in accordance with the requirements set out in the Patient Safety (Notifiable Patient Safety Incidents) Bill 2019, (when enacted) and integrated with other clinical and corporate governance systems and processes.
- Provide oversight and seek assurance that Business Continuity and Disaster Recovery policies are developed and are fully implemented in all areas.
- Focus on the quality aspect of the committee's mandate and agree on a process with management in this regard.
- Provide oversight and seek assurance that risk assessments of all agile working arrangements are being conducted.

Audit Committee Report



John Florence
Chair
Audit Committee

Audit Committee

The role of the Audit Committee is to review the adequacy, scope, and effectiveness of accounting and internal control systems for all financial activities carried out by the CRC. The Audit Committee is a committee of the board and must satisfy itself, on behalf of the board, that key financial controls are operating, that ethical practices in financial reporting are being reinforced, that key accounting estimates and judgements are being properly made and that internal and external audits are effective, while cognisant of the fact that the management of the CRC is responsible for the internal controls and the preparation of the financial statements. The committee met formally on four occasions during the year, and in accordance with the committee's programme of work for each meeting.

Key achievements for the Committee in 2022

- Ensured compliance with SORP and all relevant accounting standards.
- Oversight and management of the budget for the year.
- Oversight of the outsourced internal audit function, review of all internal audit reports issued and the internal audit plan for the year.
- Continued oversight of all outstanding recommendations from previous internal audits.
- Reviewed all relevant policies to ensure appropriate and up-to-date.
- Performed an annual review of fixed assets.
- Reviewed the Finance Risk Register at each meeting.
- Oversight of banking arrangements, new bank accounts and any changes to Authorised Signatory Lists.
- Initiated an external review of the finance function and implemented recommendations, including the IDO Project to increase automation.
- Oversight of the production of the annual report and financial statements for 2021.
- Conducted an annual service provider review –banking.
- Ensured the Directors and Officers Insurance Policy was renewed.
- Oversight of Management Letter findings and close out of same in a timely manner.
- Conducted a review of reserves for the CRC, including a review of the reserves policy.
- Reviewed the financial authority levels procedure for the CRC.

Priority areas for 2023

- Oversee the revision of the procurement policy
- Oversee the conclusion of the IDO Project and roll-out of training
- Review internal audit reports and any actions and recommendations arising
- Prepare the budget for the following year with input from all departments
- Monitor the completion of any outstanding recommendations and actions arising from relevant internal audit.

Governance Committee Report



David Courtney
Chair
Governance Committee

Governance Committee

The Governance Committee is responsible for reporting to the board on matters of governance, compliance, legislation, and regulation. The committee oversees all statutory and regulatory filings along with monitoring compliance obligations required by our funders. In addition, the committee reports to the board on new and evolving compliance matters. This committee also supports and encourages opportunities for board training and development. The committee is responsible for conducting both the internal and external annual board evaluations. Finally, the committee oversees and monitors the establishment of policies, and their implementation, with the goal of supporting the efficient, compliant and sustainable operation of the organisation. The committee met formally on four occasions during the year in accordance with the committee's programme of work for each meeting.

Key achievements for the Committee in 2022

- Conducted an in-depth review of the constitution.
- Oversaw an in-depth review of the CRC policies framework for the organisation. This included completing an internal audit on the existing policy framework.
- Achievements and outputs arising from the policy review included the development of a policy on policies, a revised policies register, a document hierarchy guide, revised policies committee structure and reporting, new committee terms of reference and update to membership of the Policies Committee.
- Reviewed the HSE service arrangement for 2022.
- Reviewed the HSE Annual Compliance Statement for 2022.
- Oversight of filings with the Companies Registration Office.
- Review and submission of the Charities Regulator Annual Return and Compliance Statement.
- Reviewed the application for Triple Lock Certification from the Charities Institute Ireland.
- Oversight of the registration of the two CRC schools – Scoil Mochua and CRC School with the Charities Regulator as required for all schools with a roll number.
- Oversaw first filing of annual return for Scoil Mochua.
- Established a compliance tracker to monitor deadlines and filings with external bodies.
- Reviewed the new classification guidance from Charities Regulator and prepared an update for the board.

Priority areas for 2023

- Implementation of all governance objectives for the CRC in line with the strategic plan.
- Continue oversight of CRC policies and implementation of all recommendations arising from the 2022 internal audit review, including a comprehensive training plan for roll-out of new and updated policies to the organisation.
- Monitoring of all relevant legislative and regulatory requirements to ensure our obligations are met within deadlines.
- Review of HSE compliance documentation and returns.
- Review of the Charities Regulator Compliance Declaration and filing.
- Oversight of appointment of external party to conduct the board of directors evaluation.

Remuneration & Nominations Committee Report



Rose O'Donovan
Chair
Remuneration and
Nominations Committee

Remuneration and Nominations Committee

The role of the Remuneration and Nominations Committee is to review the structure, size, and composition, including the skills, knowledge, and experience, of the board and its committees and to make recommendations to ensure the board is effective and fit for purpose and is of the correct composition and structure to meet its strategic objectives. The committee monitors the membership of the board and its committees and reports to the board on any recommendations for change.

Considering the requirement to comply with HSE and public pay policy, the committee reviews, and reports to the board on compliance relating to the remuneration package of the CEO and compliance relating to the remuneration package of SMT members, as recommended by the CEO. The committee met formally on six occasions during the year, and in accordance with the committee's programme of work for each meeting.

Key achievements for the Committee in 2022

- Received a report on compliance with Public Pay Policy and oversight of implementation of changes and updates required by same.
- Initiated an external review of the human resources function and supported the development of an action plan to ensure that the strategic plan can be delivered upon for the people and culture pillar of the plan.
- Reviewed findings from internal audit on SMT succession planning and provided oversight of progress of actions.
- Reviewed succession planning for the board and conducted a skills matrix review to identify any skills gaps and initiated a successful targeted recruitment campaign to fill gaps identified.
- Received a report on committee evaluation and effectiveness for 2021 and agreed priority areas for oversight in 2022.
- Supported the development and publication of a gender pay report for the organisation which was filed within deadlines.
- Reviewed and recommended for approval the following human resources policies:

- Dignity at Work	- Grievance Policy
- Disciplinary Policy	- Diversity and Inclusion

Priority areas for 2023

- Launch campaign for recruitment of CEO.
- Transition the committee to become the People and Culture Committee in line with the requirements of the strategic plan, with oversight of the wider human resources agenda, as recommended by the external human resources review, while continuing to have oversight of remuneration and nominations for the CEO, SMT and board.
- Monitoring the strategic plan objectives relating to people and culture.
- Oversight of the culture audit and any subsequent action plans.
- Oversight of the completion of outstanding actions from relevant internal audits.
- Support the development of revised human resources reporting to board with KPIs.
- Management of succession planning for board and oversight of succession planning for the SMT.
- Oversight of compliance with public pay policy.
- Collaborate with the newly formed Environmental, Social and Governance Committee to review diversity and inclusion objectives for the organisation.
- Oversight of review and assessment of new legislation requirements, including Transparent and Predictable Working Conditions, Sick Leave Act 2022, Protected Disclosures (Amendment) Act 2022, Right to Request Flexible Work Bill 2022 and New Work Life Balance and Miscellaneous Provisions Bill 2022, and their potential impact on the organisation.

Capital Projects and Infrastructure Committee Report



Sean McCormack
Chair
Capital Projects and Infrastructure Committee

Capital Projects and Infrastructure Committee

The Capital Projects and Infrastructure Committee is responsible for making recommendations to the board on CRC capital projects and infrastructure matters. The committee reviews the annual capital projects budget annually. The committee provides oversight which includes monitoring of compliance with relevant legislation processes, tender processes, relevant complaints, and scrutiny of third-party suppliers.

The committee monitors performance against plans, performance indicators and budgets and supports the development of new strategies and activities fostering the sharing of ideas and providing relevant expertise.

The committee ensures that all aspects of major property and land issues are dealt with in accordance with due process, and in accordance with CRC financial authorities. This includes review of all proposed property acquisitions, disposals and the oversight of the Register of Property Assets. The committee met formally on four occasions during the year, and in accordance with the committee's programme of work for each meeting.

Key achievements for the Committee in 2022

- Oversight of the enhancement of the presentation of the annual capital projects budget, including source of funding analysis and review of progress against targets
- Reviewed the progress of several key major capital spend projects, including Clontarf mechanical and electrical upgrade, Clontarf future fit plans and the design progress for the re-development of Scoil Mochua, Clondalkin.
- Reviewed the plan of work for 2022 and reflected on the effectiveness of the committee evaluation undertaken in November 2021.
- Supported and monitored the successful acquisition of the Fee Simple (Freehold) Interest at Clontarf.
- Reviewed and monitored the Register of Property Assets with oversight of all CRC property management.
- Oversight of the further evolution of the Capital Projects Risk Register.

Priority areas for 2023

- Continue to support the SMT to develop a strategic response to CRC capital projects requirements to support the overall objectives of the strategic plan 2022 – 2026.
- Review and approve the capital projects budget for 2023 and monitor targets against same.
- Consider any policies falling due for review.
- Oversee the implementation of the capital projects plan of work for the year.
- Monitor and support the plan to re-open the CRC swimming and hydrotherapy pool.
- Oversee engagement with HSE on NFR18 requirements.

Investment Committee Report



Tony Golden
Chair
Investment Committee

Investment Committee

The Investment Committee is responsible for the oversight of the management of CRC's investments.

The Investment Committee is responsible for making recommendations to the board on the investment of eligible funds. The committee is responsible for developing and approving the investment strategy, outlining the CRC's investment goals and constraints. The committee will monitor investment performance. The Investment Committee is responsible for recommending investment managers to the board, who will be responsible for allocating funds within the investment portfolio, aligned with a pre-agreed investment profile. The committee will seek to maximise returns for CRC on these investments.

The committee met formally on four occasions during the year, and in accordance with the committee's programme of work for each meeting.

Key achievements for the Committee in 2022

- Oversight of CRC Investments with regular updates from the investment manager.
- Provided recommendations to board on CRC investment opportunities and proposals for decision.
- Reviewed the investment strategy document.
- Oversight of portfolio performance, monitoring risk levels in investments, and approving individual transactions for recommendation to board.
- Conducted an annual service provider review – investment manager.
- Reviewed the capital plan for the CRC for the next five years.

Priority areas for 2023

- Review and consideration of term of appointment of the investment manager.
- Monitoring of investment portfolios to ensure alignment with CRC strategic plan and mission, vision and values.
- Monitoring of investment performance to ensure it is appropriate for CRC.
- Oversight of portfolio risk and recommendations to board on any changes required.
- Monitor the CRC capital plan and review drawdown requirements in the short term.
- Source a co-optee committee member with financial markets expertise.

Fundraising Committee Report



Liam Cullen
Chair
Fundraising Committee

Fundraising Committee

The Fundraising Committee is responsible for making recommendations to the board on all aspects of CRC fundraising.

The committee met formally on five occasions during the year, and in accordance with the committee's programme of work for each meeting, with one meeting dedicated to the brand positioning.

Key achievements for the Committee in 2022

- Oversight of the annual fundraising budget and reviewed progress against targets .
- Reviewed the fundraising plan of work for 2022.
- Initiated an external firm to draft a strategic plan for the fundraising department; implemented some of the recommendations outlined in this report.
- Established a working committee to consider CRC brand positioning and presented to board. Developed a phased approach to branding, with phase 1 complete.
- Reviewed the new digital fundraising policy and recommended for decision to board.
- Oversaw the appointment of an ambassador for a fundraising event during the year.
- Oversaw the launch of a number of successful events during the year.
- Client engagement in a number of successful media appearances.
- Advocacy for disability rights .
- Liaison with The Care Trust DAC and sharing of stories and news for their fundraising campaigns.
- Reviewed social media policy and made recommendations .

Priority areas for 2023

- Devise a strategic response to fundraising requirements to support the overall objectives of the strategic plan 2022–2026.
- Review and approve the fundraising budget for 2023 and monitor performance against targets.
- Review the fundraising plan of work for 2023.
- Consider any policies falling due for review.
- Oversee the implementation of the fundraising plan for the year.
- Continue to raise brand awareness.
- Assist in building new and recurring donor lists.
- Boost social media conversion rate.

Board Advisory Committee: Research Advisory Committee Report



Professor Thilo Kroll
Chair
Research Advisory Committee

Research Advisory Committee

The Research Committee is a board advisory committee and is responsible for making recommendations to the board on research matters, as appropriate.

The purpose of the committee is:

- To develop and articulate a research vision for the CRC, focused on the needs of persons with disabilities and their families and aligned to the mission, vision, and core values of the CRC.
- Oversee and advise on mechanisms which will ensure that ethical standards and research processes are compliant with current legislation, national standards, and international best practice.
- Promote a strong research culture and evidence-based practice throughout the CRC.
- Influence and respond adequately to policy trends and drivers of research funding.

The committee met formally on three occasions during the year.

Key achievements for the Committee in 2022

- Significant external research funding secured through two successful HRB/HRCI applications and one HRB APA application.
- Increased research activity in wider CRC departments
- PPI members joined the Research Advisory Committee.

Priority areas for 2023

- Continue to promote research among CRC staff
- Ensure appropriate ethical and GDPR process are in place to properly assess external research applications.
- Continue to seek external research funding and researchers.

Financial Review and Performance

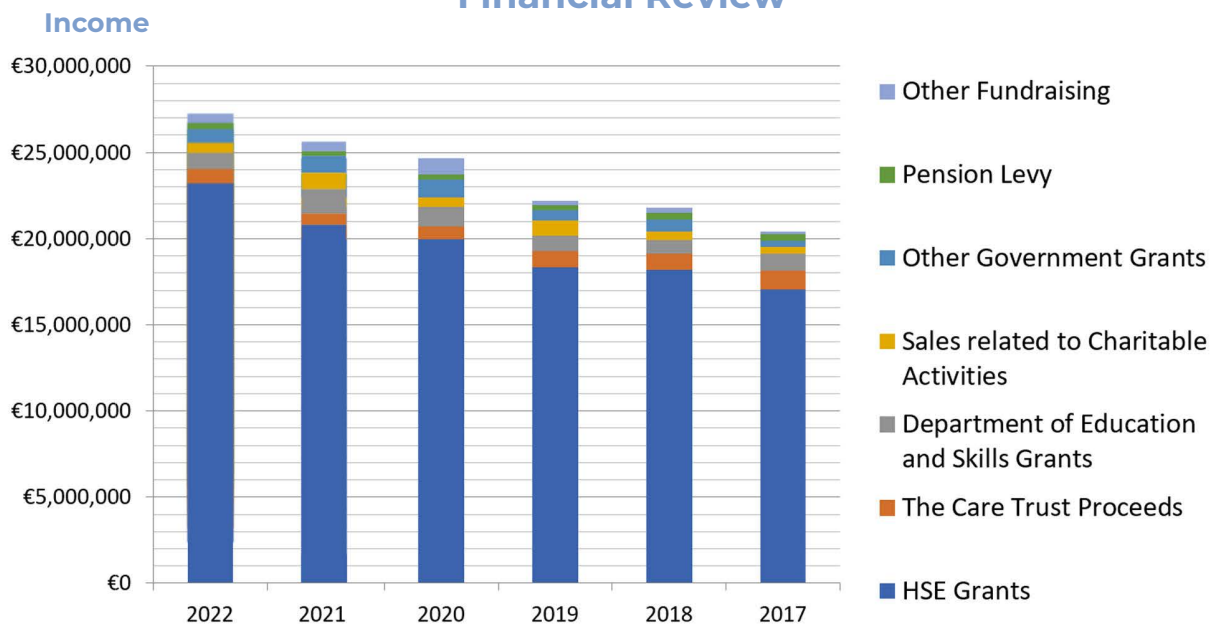
FINANCIAL REVIEW AND PERFORMANCE

FINANCIAL REVIEW AND PERFORMANCE

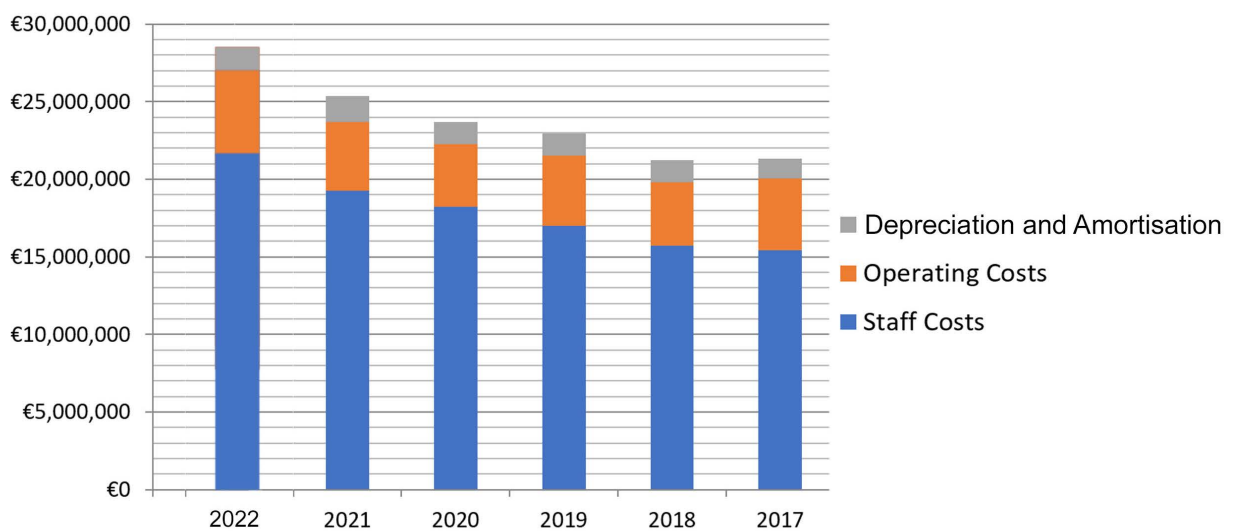


CRC ANNUAL REPORT 2022

Financial Review



Expenditure



Financial Performance

We have reported an excess of expenditure over income for 2022 of €1,325,451 as detailed on page 73 in the Statement of Financial Activities. However, we have excluded monies received from the HSE in March 2023 for €741,575 in total as an adjustment to our funding for inflation costs incurred in 2022. To comply with SORP (FRS102), which is 'Accounting and Reporting by Charities', we have to report this Income in 2023 as it was not quantified or known at year end.

Also, we spent €311,000 in total on the Pandemic Payments in 2022 and this expenditure was not refunded to CRC as we had expected. If we had been compensated for the Pandemic Payment in full during 2022 and the inflation receipts were included against our 2022 costs our loss would be reduced to €272,876.

Finally, if we exclude the loss in the value of investments €683,957, we end up with comparative profit of €411,081 for the organisation. In 2021 our profit was €328,386 and, excluding the investment gain last year of €435,170, we would show a loss in 2021 of €106,784. Therefore, 2022 is showing an underlying improvement over 2021 of €517,865 surplus, excluding investment income, Pandemic Payment and including the inflation grant.

Our primary income source is state grant income which grew by approximately 9.4% during 2022 compared to 4.5% in 2021. The growth in state income was driven by increased grant funding for services, funding to meet the costs of public pay agreements and minor capital grants.

Our income and costs increased in 2022 over 2021. We greatly appreciate the financial supports from the HSE and the Department of Education. We continued our services across Assessment of Needs in 2022 and we were successful in receiving an Adult Services grant of €171,720 for resumption of services. Progressing Disability Services received funding of €433,400 across pay and non-pay costs and €419,781 from Enable Ireland for seconded posts. For costs to be incurred in 2022, we received an allocation of €350,000 for buses, €181,964 for the Strengthening Disabilities project and €71,924 for a pension lump sum.

During 2022, additions to fixed assets totalled €1,443,635 as per Note 9 to the accounts. The main spend was on items such as: €816,621 on minor capital works, including replacing failed heating/cooling units, on the Clontarf school emergency electrical works and on short-term Clondalkin remedial works. We invested a further €350,000 on our van fleet to renew our vehicles and to purchase grant-funded vans.

Excluding grants for costs to be incurred for 2023, we achieved a break-even position on our HSE

funding, i.e., we spent the HSE grant allocation to deliver agreed core services. The difference between the break-even position on HSE funding reported in monthly reports to the HSE and the surplus shown in our Statement of Financial Activities is due to the inclusion of items such as fundraised income and expenditure, capital expenditure from ancillary reserves, depreciation, and amortisation, which are included in the Statement of Financial Activities but not included in the grant reporting to the HSE.

As detailed on page 87, fundraised income in 2022 totalled €742,405 (in Note 3(c) to the accounts) relating to the income from The Care Trust, which increased from €680,000 in 2021. This increase was because of extra funds generated since the pandemic. The Care Trust remains an essential source of fundraising to support investment in our capital projects as well as recurring expenditure. The investment in direct fundraising has decreased from €319,753 in 2021 to €145,549 in 2022 (in Note 3(d) to the accounts).

We spend significant CRC-fundraised resources in a manner to complement the resources deployed from the core state grant income. As detailed above, expenditure of these funds in 2022 included expenditure on capital buildings projects, equipment purchases, staff training and salaries for specific staff members.

Reserves Policy

In 2022 our Audit Committee reviewed our Reserves Policy, and this was approved by the Board of Directors, which is in keeping with our Strategic Plan. This Reserves Policy provides that we should hold unrestricted reserves equal to at least one month of budgeted operating expenditure in addition to reserves equal to any committed capital expenditure not provided for out of restricted reserves. The unrestricted reserves provided for in this policy should be in the form of readily accessible funds. The projects described on page 40-42 are an inherent element in the long-term capital plans in process and currently being designed to optimise the use of reserve funds provided by the Friends and Supporters of the Central Remedial Clinic Limited (F&S) to the CRC.

The company's unrestricted fund balance at year end amounted to €10,515,736 (2021: €12,978,835). The restricted fund amounted to €17,759,590 (2021: €16,621,942)

Based on the 2022 financial statements and the 2023 approved budget, the minimum reserves under this policy at 31 December 2022 would have been €2,114,990. Our current assets at year-end are €13,786,317 as shown in our Balance Sheet. When this amount is reduced for restricted funds in Note 16 (excluding tangible fixed assets €2,824,597, intangible assets €1,257,142 and long-term investments of €5,043,859) at year end,

the net figure is €8,634,057 and for Capital Commitments (Note 21, €969,172) a balance of €4,183,088 remains, giving a surplus of €2,068,098 against the minimum reserves. This unrestricted amount of current assets exceeds the target minimum reserves level. Fixed assets do not need to be realised in order to provide this amount. Our Head of Finance and our Audit Committee reviewed reserves levels twice during 2022 to ensure compliance with this Reserves Policy. These reviews deemed the surplus appropriate considering future capital plan requirements.

Investment Policy

During 2022 our Investment Committee met to continue implementing our Investment Strategy Policy agreed in 2016. This Committee's detailed work can be reviewed on page 63. As a result of our Investment Strategy, allocated available funds of €5m were invested throughout 2021 into a long-term, low-risk investment product and increased in value to €5,727,751 as of 31 December 2021. A further €3,000,000 was invested in short-term investment products in early 2022. These funds were part of the funds transferred from F&S during 2016. Under the direction of our Investment Committee, we maintained other deposits in low-risk bank accounts. We monitor the levels of these deposits to ensure that we have sufficient liquid funds to meet our Reserves Policy and planned capital expenditure.

The year 2022 was a difficult one in investment markets, due to political volatility from the invasion of Ukraine and the hiking of interest rates by central banks to tackle the highest inflation in forty years. This impacted bond markets significantly. There was a negative value movement of these investments of €683,957 at year end 2022 but the portfolio has since recovered by €137,222 as at 30 April 2023.

Internal Controls

The Board of Directors are responsible for the CRC's internal controls. Our Audit Committee reviews the adequacy and effectiveness of our internal financial controls and financial risk management systems, alongside the HSE's compliance requirements, which underpin this area. If the Audit Committee considers it necessary, it then makes recommendations to the board on the management of internal financial controls and governance processes across the CRC. A system of internal controls can only provide reasonable assurance against material error; it cannot provide absolute assurance.

The operation of internal controls is delegated to our senior management team with responsibility assigned to our Head of Finance and CEO. Although directors have no reason to believe that internal controls within CRC are ineffective, it is always prudent to independently test that such

controls exist and are operating as intended.

In 2022 we continued our programme of internal audit to improve and strengthen processes and procedures, with four internal audits on a broad range of areas. The Head of Finance will ensure ongoing progression is achieved in all areas of internal control.

Research and Development

As detailed on page 23, in research and education activities under our National Specialist Services and Research section, an additional €19,744 was committed to our Higher Level Education fund to support staff undertaking third-level courses in 2022.

Directors' Compliance Statement

The directors are responsible for securing material compliance with all relevant obligations as defined under Section 225 of the Companies Act, 2014. The company has a formal compliance policy statement that sets out all its policies in respect of the relevant obligations and has put in place arrangements and structures to provide reasonable assurance of compliance. The directors review the effectiveness of these arrangements and structures on an annual basis.

Related Parties

The Care Trust DAC

As detailed in Note 22 to the accounts, the CRC owns fifty percent of the issued share capital of The Care Trust DAC, a company set up to operate pools and lotteries for charitable purposes for the benefit of the CRC and The Rehab Group. With effect from 1 September 2014, the share of these lottery proceeds attributable to the CRC has been paid directly to the CRC by The Care Trust DAC. We have the power to nominate fifty percent of the directors of The Care Trust DAC. Živa Newman (Head of Fundraising and Philanthropy), a member of our management team, was a director of The Care Trust DAC during 2022.

Transactions with related parties

Details of transactions between the CRC and our related parties during 2022 are set out in Note 22.

Going Concern

We have prepared our financial statements on the going concern basis. In assessing the appropriateness of the going concern basis, we have considered all relevant information covering a period of at least twelve months from the date of signing the financial statements.

As an agency funded under Section 38 of the Health Act 2004, we rely heavily on funding from the HSE. All indications are that this funding will continue in line with the agreed service arrangements. We also rely on the funds generated through The Care Trust DAC, other fundraising activities and donations and grants from other government agencies as shown in

Note 3 to the financial statements. There are no significant impacts to our finances in 2022. The directors do not anticipate support to be required on foot of the letter of support to The Care Trust DAC; this entity is detailed in Note 22 to the accounts. The directors take comfort from the ongoing financial support from the HSE and note that the HSE has not identified any issues during 2022 and to date in 2023 which would imply that we are not meeting our ongoing obligations within the service arrangements. We delivered on all service arrangements in 2022.

We will continue to operate our business within budgets agreed with the HSE and other agencies. The directors note that there has been ongoing support to the CRC from the proceeds of The Care Trust DAC activities during 2022. This will continue in 2023 and subsequent years, thereby providing an additional direct source of funding to the CRC.

The 17 May 2016 decision by the directors of the CRC to cease contributions to the Irish Pensions Trust (IPT) private Defined Benefit Pension Scheme triggered a wind-up of the scheme. While there have been significant costs related to the wind-up, the closure of the defined benefit scheme eliminated a major risk to the going concern of the CRC.

Having considered all the above, the Board of Directors has concluded that it is appropriate to continue to adopt the going concern basis in preparing our financial statements.

Accounting Records

We have taken the following measures to secure our compliance with Sections 281 to 285 of the Companies Act 2014 about keeping accounting records: we employed appropriately qualified accounting personnel and we maintained computerised accounting records. Our books of account are maintained at the Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3.

Disclosure of Information to Auditors

In the case of each of the persons who are directors at the time this report is approved in accordance with Section 332 of Companies Act 2014:

- (a) so far as that director is aware, there is no relevant audit information of which our statutory auditors are unaware, and
- (b) each director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that our statutory auditors are aware of that information.

Auditors

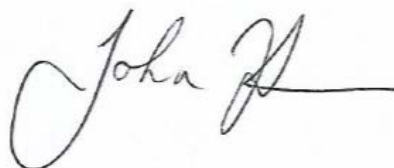
In accordance with Section 383(2) of the Companies Act, 2014, the auditors, Mazars, Chartered Accountants and Statutory Audit Firm, have expressed their willingness to continue in office.

On behalf of the Board



Brian Power

Director



John Florence

Director

Date: 05 July 2023

Directors' Responsibilities Statement

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations. Irish company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' issued by the Financial Reporting Council and the Statement of Recommended Practice (Charities SORP (FRS 102)), issued by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland, and the Office of the Scottish Charity Regulator. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities, and financial position of the company as at the end of the financial year, and the results of the company for the financial year, and otherwise comply with the Companies Act 2014.

In preparing those 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 the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and reasons for any material departure from those standards
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position, and results of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014, and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and for taking reasonable steps to prevent and detect fraud and other irregularities.

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

On behalf of the Board



Brian Power

Director



John Florence

Director

Date: 05 July 2023

**INDEPENDENT AUDITOR'S REPORT TO THE
MEMBERS OF THE CENTRAL REMEDIAL CLINIC**

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Central Remedial Clinic for the year ended 31 December 2022, which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and the related notes, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council (FRS 102).

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 2022 and of its deficit for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually

or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the directors' report is consistent with the financial statements;
- in our opinion, the directors' report has been prepared in accordance with the Companies Act 2014;
- 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

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

**INDEPENDENT AUDITOR'S REPORT TO THE
MEMBERS OF THE CENTRAL REMEDIAL CLINIC (continued)*****Matters on which we
are required to report by exception***

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

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

Respective responsibilities***Responsibilities of directors
for the financial statements***

As explained more fully in the directors' responsibilities statement set out on page 70, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

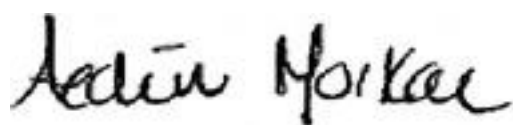
***Auditor's responsibilities for the audit of the
financial statements***

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

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: https://iaasa.ie/wp-content/uploads/docs/media/IAASA/Documents/audit-standards/Description_of_auditors_responsibilities_for_audit.pdf. This description forms part of our auditor's report.

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

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



Aedin Morkan
for and on behalf of Mazars
Chartered Accountants & Statutory Audit
Harcourt Centre
Block 3
Harcourt Road
Dublin 2

Date: 10 July 2023

Statement of Financial Activities

Incorporating the Income and Expenditure Account

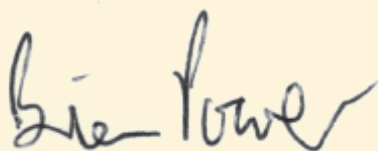
For the year ended 31 December 2022

		Restricted Funds 2022 €	Unrestricted Funds 2022 €	Total 2022 €	Total 2021 €
INCOME FROM:	Notes				
Charitable activities	3(a)	25,484,182	-	25,484,182	23,287,380
Other income	3(b)	1,094,922	189,171	1,284,093	809,297
Other trading activities	3(c)	-	742,405	742,405	680,000
Donations and legacies	3(d)	79,854	265,695	345,549	469,753
Total		<u>26,658,958</u>	<u>1,197,271</u>	<u>27,856,229</u>	<u>25,246,430</u>
EXPENDITURE ON:					
Charitable activities	4	(25,519,310)	(2,675,483)	(28,194,793)	(25,094,993)
Raising funds	5	-	(302,930)	(302,930)	(258,221)
Total		<u>(25,519,310)</u>	<u>(2,978,413)</u>	<u>(28,497,723)</u>	<u>(25,353,214)</u>
(Loss)/ gain on investments	11	-	(683,957)	(683,957)	435,170
NET INCOME / (EXPENDITURE)	18	<u>1,139,648</u>	<u>(2,465,099)</u>	<u>(1,325,451)</u>	<u>328,386</u>
Transfer between funds	17	-	-	-	-
NET MOVEMENT IN FUNDS		<u>1,139,648</u>	<u>(2,465,099)</u>	<u>(1,325,451)</u>	<u>328,386</u>
RECONCILIATION OF FUNDS:					
TOTAL FUNDS BROUGHT FORWARD	17	<u>16,621,942</u>	<u>12,978,835</u>	<u>29,600,777</u>	<u>29,272,391</u>
TOTAL FUNDS CARRIED FORWARD	17	<u>17,761,590</u>	<u>10,513,736</u>	<u>28,275,326</u>	<u>29,600,777</u>

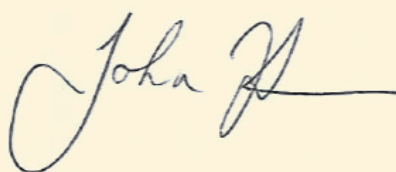
All the activities relate to continuing activities.

There are no recognised gains and losses other than as stated above. The notes on pages 76–89 form part of these financial statements.

The financial statements are signed on behalf of the Board by



Brian Power
Director



John Florence
Director


Date: 05 July 2023

Balance Sheet

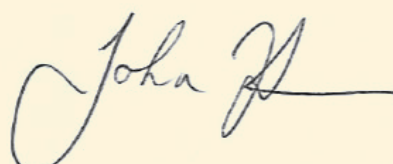
As at 31 December 2022

		2022 €	2021 €
FIXED ASSETS:			
	Notes		
Tangible fixed assets	9	12,440,371	12,385,244
Intangible assets	10	1,257,142	1,314,285
Investments	11	5,043,859	5,727,816
Total fixed assets		<u>18,741,372</u>	<u>19,427,345</u>
CURRENT ASSETS:			
Stocks	12	24,833	26,015
Debtors	13(a)	394,719	489,458
Grants receivable	13(b)	3,015,860	2,943,616
Cash and cash equivalents	14	10,350,905	10,749,478
Total current assets		<u>13,786,317</u>	<u>14,208,567</u>
CURRENT LIABILITIES:			
Creditors: Amounts falling due within one year	15	(4,252,363)	(4,035,135)
NET CURRENT ASSETS		<u>9,533,954</u>	<u>10,173,432</u>
TOTAL NET ASSETS		<u>28,275,326</u>	<u>29,600,777</u>
THE FUNDS OF THE COMPANY:			
Unrestricted funds		10,513,736	12,978,835
Restricted funds		17,761,590	16,621,942
TOTAL COMPANY FUNDS	16	<u>28,275,326</u>	<u>29,600,777</u>

The notes on pages 76-89 form part of these financial statements.
The financial statements are signed on behalf of the Board by



Brian Power
Director



John Florence
Director

Date: 05 July 2023

Statement of Cash Flows

For the year ended 31 December 2022

	Notes	2022 €	2021 €
Cash flows from operating activities			
Net (expenditure)/income for the year		(1,325,451)	328,386
Adjustments for:			
Amortisation of intangible assets	10	57,143	57,143
Depreciation	9	1,388,508	1,625,274
Decrease in stocks		1,182	8,318
Decrease in value of Investments	11	683,957	-
Decrease/ (increase) in debtors and grant receivable		22,495	(97,695)
Increase in creditors		262,216	562,592
Net cash provided by operating activities		1,090,050	2,484,018
Cash flows from investing activities			
Payment to acquire fixed assets		(1,443,635)	(967,089)
Purchase of Investments		-	(5,727,751)
Cash used in investing activities		(1,443,635)	(6,694,840)
Cash flows from financing activities			
Repayment of lease interest		(9,754)	(10,093)
Repayment of capital element of finance leases		(35,234)	(35,234)
Cash used in investing activities		(44,988)	(45,327)
(Decrease) / Increase in cash and cash equivalents		(398,573)	(4,256,149)
Cash and cash equivalents at the start of the year		10,749,478	15,005,627
Cash and cash equivalents at the end of the year		10,350,905	10,749,478

The notes on pages 76–89 form part of these financial statements.

Notes to the Financial Statements

1. General Information

These financial statements, comprising the Statements of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and the related notes, constitute the individual financial statements of the Central Remedial Clinic ('CRC' or the 'Company'), for the financial year ended 31 December 2022. The CRC is a company limited by guarantee incorporated on 8 October 1953. Its registered office is at Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3. The company registered number is 14880, the Charity number is CHY4998, and the Charities Regulatory Authority Number is 20006938. The company's purpose is to provide a range of services to people with disabilities and its activities are charitable in nature. The Company is a public benefit entity and is a company limited by guarantee.

Statement of Compliance

The financial statements have been prepared in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102). The financial statements have also been prepared in accordance with the Statement of Recommended Practice (SORP) (FRS 102) 'Accounting and Reporting by Charities'.

Accounting Policies

The following accounting policies are applied consistently in dealing with items which are considered material in relation to the Company's financial statements:

(a) Basis of Preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention modified to include certain items at fair value. The financial reporting framework that has been applied in their preparation is the Companies Act 2014, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' issued by the Financial Reporting Council and the Statement of Recommended Practice (Charities SORP (FRS102)) as published by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator which are recognised by the UK Financial Reporting Council (FRC) as the appropriate bodies to issue SORPs for the charity sector in the UK. Financial reporting in line with SORP is considered best practice for charities in Ireland.

As noted above, the Directors consider that the adoption of the SORP requirements is the most appropriate accounting practice to properly reflect and disclose the activities of the organisation. As noted in the Directors' Report, the financial statements have been prepared on a going concern basis.

The financial statements have been presented in Euro (€) which is the functional currency of the Company.

(b) Restricted Funds

Restricted funds are funds received which can only be used for particular purposes specified by the donors and are binding on the Company. Such purposes are within the overall aims of the Company.

(c) Unrestricted Funds

Unrestricted funds are those which are expendable at the discretion of the Company in furtherance of the objectives of the Company. The Company has long-term obligations in respect of the provision of day activities, respite care, independent living, and transport facilities. If part of an unrestricted fund is earmarked for a particular project, it may be designated as a separate fund, but the designation has an administrative purpose only, and does not legally restrict the Company's discretion to apply the fund.

(d) Income

All income is included in the Statement of Financial Activities when the Company is entitled to the income, the amount can be measured with reasonable accuracy and receipt is probable. Income is reported gross. The following specific policies are applied to specific categories of income:

- **Grant and service income:** Grants from public authorities and other agencies in Ireland are credited to the Statement of Financial Activities in the year to which they relate. Grants received towards capital expenditure are credited to the Statement of Financial Activities when received or receivable, whichever is earlier. Grants are recognised when there is evidence of entitlement, and their receipt is probable. Grant income is deferred where the Company is bound by specific performance-related conditions that are evident in the grant agreement, where there is a specification of a time period that limits the Company's ability to spend the grant until it has performed that activity related to the specified time period or when there are specific terms or conditions within the agreement that have not been met and are not within the control of the Company. Deferred grant income typically arises in relation to grants for the CRC schools, including grants from the Department of Education Grants for the schools are typically paid based on the school year from September to August rather than on the calendar year.
- **Other income and other trading activities:** Such income is credited to the Statement of Financial Activities in the year in which it is received by the Company. Such income is any other income other than grants, donations, and legacies.
- **Investment income:** Income earned on funds held on deposit is treated as unrestricted income and is credited when earned.

- **Fundraising:** Income from fundraising events is accounted for when received. As with many similar charitable organisations, independent groups from time to time organise fundraising activities in the name of the Company. However, as amounts collected in this way are outside the control of the Company, they are not included in the financial statements until received.
- **Donations and legacies:** Voluntary income, including donations, gifts, and legacies, is recognised where there is entitlement, receipt is probable, and the amount can be measured with sufficient reliability. Such income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods, or the donors have imposed conditions which must be met before the Company has unconditional entitlement.
- **Donations in kind income:** Donations in kind are recorded at the market value and credited as income to the Statement of Financial Activities in the year in which they are received by the Company. These types of donations can be treated as either restricted or unrestricted funds, depending on the terms of the donation in kind, and these relate to donated goods and services.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred and is recorded as part of the expenditure to which it relates.

Costs of raising funds comprise the costs associated with attracting voluntary income, including publicity costs. Expenditure on charitable activities are those costs incurred by the Company in the delivery of its services for its beneficiaries, including advocacy. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Expenditure includes any Value Added Tax which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Support costs arise from those functions that assist the work of the Company but do not directly undertake charitable activities. Support costs include Management and Administration, Information Technology, Human Resources, Cleaning, Maintenance, Quality Standards, Health and Safety and Governance Costs. These costs are charged to each service and activity in proportion to expenditure, which is considered to reflect estimated benefits received. The allocation of these support costs is shown in Note 6.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the Company.

The costs of publicity, including advocacy, together with related salary costs, are undertaken in raising funds and in furthering the Company's aims and objectives. These publicity costs appear in the costs of raising funds and the costs of charitable activities.

(f) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

(g) Holiday Pay Accrual

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the Balance Sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Balance Sheet date.

(h) Termination Payments, Redundancy Payments and Similar Ex Gratia Payments

Any termination payments, redundancy payments, compensation in respect of the end of allowances or similar ex gratia payments are recognised in the period when they are agreed. These costs are included in staff salary costs and the total amount of such payments is disclosed as Other Compensation Payments in Note 7 to the financial statements.

(i) Pensions

The Company provided for two pension schemes for the benefit of its employees during 2021.

A Voluntary Hospital Superannuation Scheme is in operation for the majority of the Company's employees and is administered by the Mater Hospital and funded and underwritten by the Department of Health. The Directors consider that the Company has no liability arising from the potential underfunding of the scheme. There is a draft Memorandum of Understanding (MOU) in place, negotiations are continuing, and it is due for sign-off between both parties.

A Single Public Service Pension Scheme is in operation for all new staff since 1 January 2013. This scheme is funded and underwritten by the Department of Public Expenditure and Reform. The Directors consider that the Company has no liability arising from the potential underfunding of the scheme.

(j) Tangible Fixed Assets

Tangible fixed assets currently in use in furtherance of the Company's objectives are stated in the Balance Sheet at cost less accumulated depreciation. Depreciation is provided on tangible assets with the exception of land and office artwork, so as to write off the cost less estimated residual value of each asset over its expected useful economic life on a straight-line basis at the following annual depreciation rates:

Land	Nil
Buildings	4% per annum
Medical equipment	20% per annum
Office equipment	20% per annum
Other equipment	20% per annum
Fixtures and fittings	20% per annum
Computer equipment	33% per annum
Motor vehicles	25% per annum
Office artwork	Not depreciated – revalued every 5–10 years

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Financial Activities. No amounts under €1,000 are capitalised in the Balance Sheet.

The artwork is revalued based on fair value determined from market-based evidence by appraisal undertaken by professional valuers. Revaluations are subsequently carried out with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the financial year.

At each Balance Sheet date tangible fixed assets are considered to determine whether there is an indication that the asset may be impaired. If there is such an indication the recoverable amount of the asset is compared to the carrying amount of the asset. If the recoverable amount of the asset is estimated to be lower than the carrying amount, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the Statement of Financial Activities.

(k) Intangible Fixed Assets

Payments to third parties to secure the right to use facilities owned by those third parties for a defined period are capitalised as intangible fixed assets and are amortised over the defined period. The intangible fixed asset is measured at cost less amortisation and is reported in Note 10. The amortisation is spread evenly over the length of the licence relating to that asset which is thirty-five years.

(l) Shares in Joint Venture

Shares held in a Joint Venture (The Care Trust DAC) are measured at cost less impairment. The cost is taken as the nominal value of the shares.

(m) Financial Instruments

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities such as trade and other debtors and creditors, fees, and grants receivable.

There are currently no debt instruments other than those wholly repayable or receivable within one year. Debt instruments that are payable or receivable within one year, typically trade creditors and debtors, including grants receivable, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, such as the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an outright short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for similar debt instrument and subsequently at amortised cost. There are no such short-term instruments included in the financial statements.

(n) Other Financial Assets

Short-term investments include Prize Bonds which are measured at face value. During 2016 the Company opened an investment account with J&E Davy, an investment broker. A portion of the funds received from the Friends and Supporters of the Central Remedial Clinic Limited (F&S) are managed by this broker. Long-term investments in non-puttable equitable shares which are listed and actively traded on recognised stock markets are initially recorded at cost plus transaction costs. Thereafter these are valued at fair value which is the quoted price of the securities in an active market at the reporting date. Any gain or loss from change in fair value is recognised in the Statement of Financial Activities.

(o) Debtors

Short-term debtors are measured at transaction price, less any impairment.

(p) Creditors

Short-term creditors are measured at the transaction price.

(q) Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than twenty-four hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

(r) Stocks

Stocks comprise workshop parts, wheelchairs, and consumables. Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. The cost of stock is valued using a weighted average costing model.

At each Balance Sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Statement of Financial Activities.

(s) Currency

The Company has one non-euro denominated bank account. The value of this sterling bank account is reported based on the exchange rate at year end.

(t) Reserves

The Reserves Policy provides that the CRC should hold unrestricted reserves equal to at least one month of budgeted operating expenditure in addition to reserves equal to any committed capital expenditure not provided for out of restricted reserves. The unrestricted reserves provided for in this policy should be in the form of readily accessible funds.

(u) Leases**Operating leases**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Finance leases

Where the Company enters a lease which entails taking substantially all the risks and rewards of ownership of the asset, the lease is treated as a finance lease. The asset is recorded in the Balance Sheet as a tangible fixed asset and is depreciated in line with the Company's depreciation policy. Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the Statement of Financial Activities as interest and the capital element, which reduces the obligation (or future instalments).

2. Judgements in Applying Accounting Policies and Key Sources of Estimation Uncertainty

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Going Concern

As described in the Directors' Report, the financial statements have been prepared on the going concern basis. The Directors have prepared budgets and cash flows for a period of at least twelve months from the date of approval of the financial statements which demonstrate that there is no material uncertainty regarding the Company's ability to meet its liabilities as they fall due, and to continue as a going concern. The assessment performed is based on a number of key judgements and assumptions that as a Section 38 organisation, public funding will continue at a level similar to 2022 for the remainder of 2023 and will continue into 2024; services will continue to be delivered where possible as was the case in 2022; and the organisation will continue to manage costs. Based on the assessments and the underlying assumptions, the Directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the Company was unable to continue as a going concern.

Establishing Useful Lives for Depreciation Purposes of Tangible Fixed Assets

Long-lived assets, consisting primarily of property, equipment, fixtures and fittings and motor vehicles, comprise a significant portion of the total assets. The annual depreciation charge depends primarily on the estimated lives of each type of asset and estimates of residual values. The Directors review these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation charges for the period. Details of the useful lives are included in the accounting policies. There is no change in the useful lives of the tangible fixed assets in 2022.

3 Income

3(a) Charitable Activities (Government Grants)

Grant Name and Purpose	Grant Term	Grant Source	2022 €	2021 €
HSE CHO 9 (Dublin Northeast)	Annual recurring	S38	20,167,730	18,371,500
HSE CHO 7 (Dublin Southwest)	Annual recurring	S38	184,995	184,995
HSE CHO 9 (Dublin Northwest)	Annual recurring	S38	183,012	183,012
HSE CHO 3 (Mid-West)	Annual recurring	S38	384,264	384,264
HSE CHO 5 (South)	Annual recurring	S38	1,025,848	925,944
HSE CHO 9 (Dublin Area 8 – Nursing Homes Seating Programme)	Annual recurring	S38	181,964	54,910
HSE CHO 9 (Swords – Transition Programme)	Annual recurring	S38	-	171,974
Department of Education School Grants	Annual recurring	Department of Education	1,210,591	1,442,540
HSE IT Capital Grants	Once Off	HSE	300,000	-
Pobal Grant	Annual	European Social Fund and DSP	-	152,018
School Meals Grant	Annual recurring	Dublin City Council	11,465	11,465
School Meals	Annual recurring	Department of Social Protection	28,013	28,013
HSE CHO 9 (Dublin North West – School leavers day service)	Annual recurring	S38	633,280	461,316
CDETB – Vocational Training Programme	Annual recurring	Department of Social Protection	404,070	375,000
MAEDF	Once off	Department of Education	-	112,288
Arts Council – Charitable Activity	Once off	Arts Council	-	1,200
Community Employment Scheme – Pay and General Administration*	Annual recurring	Department of Social Protection	468,950	426,941
Grant Income			25,484,182	23,287,380

*The Community Employment Scheme Grant of €468,950 was spent on: Wages €420,545, Materials €4,371 and Training €21,060 with a balance of €22,974 which was rolled forward. (2021: Wages €409,557, Materials €9,850 and Training €7,534). All income is from Charitable Activities and classified as Restricted Funds.

3(b) Other Income

	Restricted Funds 2022 €	Unrestricted Funds 2022 €	Total 2022 €	Total 2021 €
Pension levy	322,395	-	322,395	294,189
Seating sales	-	47,797	47,797	32,969
Swimming pool, catering and other activities	772,527	141,374	913,901	482,139
Total	1,094,922	189,171	1,284,093	809,297

3(c) Other Trading Activities

	Restricted Funds 2022 €	Unrestricted Funds 2022 €	Total 2022 €	Total 2021 €
The Care Trust DAC – lottery proceeds (Note 22)	-	742,405	742,405	680,000
Total	-	742,405	742,405	680,000

3(d) Donations and Legacies

	Restricted Funds 2022 €	Unrestricted Funds 2022 €	Total 2022 €	Total 2021 €
Donations and fundraising	79,854	65,695	145,549	319,753
Legacies	-	200,000	200,000	150,000
Total	79,854	265,695	345,549	469,753

All income is derived in the Republic of Ireland.

4. Expenditure on Charitable Activities

	Restricted Funds 2022 €	Unrestricted Funds 2022 €	Total 2022 €	Total 2021 €
Staff costs – direct	19,782,249	174,819	19,957,068	17,043,796
Staff costs – support costs	1,660,553	-	1,660,553	2,037,319
Operating costs – direct	1,623,076	325,265	1,948,341	2,252,974
Operating costs – support costs	2,453,432	2,175,399	4,628,831	3,760,904
Total	25,519,310	2,675,483	28,194,793	25,094,993

Support costs are further detailed in Note 6

5. Expenditure on Raising Funds

	Restricted Funds 2022 €	Unrestricted Funds 2022 €	Total 2022 €	Total 2021 €
Staff costs – direct	-	184,310	184,310	163,030
Operating costs – direct	-	51,506	51,506	35,529
Operating costs – support costs	-	67,114	67,114	59,662
Events	-	-	-	-
Total	-	302,930	302,930	258,221

Support costs are further detailed in Note 6. The above 2022 costs include an amount of €36,862 relating to advocacy (advocacy cost in 2021 were €32,606).

6. Support Costs and Allocation of Expenditure

6(a) Support Costs

	2022 €	2021 €
Depreciation and amortisation	1,445,651	1,682,417
Unrestricted expenditure on buildings, equipment, training, and research	997,447	425,637
Management and administration	1,682,562	1,743,150
IT	680,569	674,422
HR	480,432	459,757
Cleaning	268,543	186,454
Maintenance	355,743	285,536
Quality standards, health and safety	341,585	289,373
Governance costs – detailed in 6 (b)	103,967	111,139
Total	6,356,499	5,857,885

6(b) Governance Costs

Support costs also include governance costs and tax review costs as follows:

	2022 €	2021 €
Company secretarial costs	48,395	44,142
External auditor – Statutory Audit Services	21,077	21,077
Internal audit	34,495	45,920
Total	103,967	111,139

6(c) Allocation of Expenditure

	Charitable Activities €	Cost of Raising Funds €	Total Expenditure €
Current Year			
Direct expenditure	21,905,409	235,816	22,141,225
Allocation of support costs	6,289,384	67,114	6,356,498
Total expenditure	28,194,793	302,930	28,497,723
Prior Year			
Direct expenditure	19,296,770	198,559	19,495,329
Allocation of support costs	5,798,223	59,662	5,857,885
Total expenditure	25,094,993	258,221	25,353,214

Support costs which cannot be directly attributed have been allocated in proportion to attributable costs.

Note 6 Support Costs and Allocation of Expenditure continued

6(d) Direct Expenditure by Key Area of Activity

	2022 €	2021 €
Children's and Clinical Services	10,753,878	9,366,686
National Specialist Services and Research	2,772,888	2,611,341
Adult Services	5,477,596	4,995,480
Fundraising	235,817	198,559
Schools	1,678,588	1,428,678
Ancillary services (swimming pool, canteen, transport)	1,222,457	894,585
Total	22,141,224	19,495,329

6(e) Support Costs by Key Area of Activity

	2021 €	2020 €
Children's and Clinical Services	3,087,319	2,814,467
National Specialist Services and Research	796,065	784,646
Adult Services	1,572,557	1,501,024
Fundraising	67,114	59,662
Schools	481,904	429,284
Ancillary Services (swimming pool, canteen, transport)	351,540	268,802
Total	6,356,499	5,857,885

7. Employees and Staff Costs

The Company employed an average of 455 people in 2022 (454 in 2021). Most staff work directly in frontline services. As an organisation funded under Section 38 of the Health Act 2004, salaries are paid in line with public sector pay scales and are subject to public sector pay agreements. The table below includes five doctors who are not direct employees of the Company but who are fully or partially seconded from other parts of the health service. It also includes staff such as bus escorts and swimming pool lifeguards who are employed on contracts with no fixed working hours.

7(a) Number of Employees

	Monthly Average Number 2022	Whole Time Equivalents 2022	Monthly Average Number 2021	Whole Time Equivalents 2021
Medical and nursing	162	143	154	131
Clerical and administration	82	71	71	59
Patient and client care	142	120	136	116
Invoiced doctors	7	4	5	2
Community Employment scheme	28	25	28	17
Support staff on flexible contracts	34	28	60	24
Total	455	391	454	331

7(b) Total Staff Costs

	2022 €	2021 €
Wages and salaries	18,618,203	17,240,387
Social Welfare costs	1,838,128	1,682,494
Pension costs	747,314	311,264
Other compensation costs	-	10,000
Total	21,203,645	19,244,145

7(c) Senior Staff Remuneration

The number of staff earning salaries over €60,000 is:

	2022	2021
Band: €60,000 – €69,999	31	22
Band: €70,000 – €79,999	18	21
Band: €80,000 – €89,999	9	4
Band: €90,000 – €99,999	3	2
Band: €100,000 – €109,999	2	2
Total	63	51

Total benefits are calculated after deducting pension-related deduction (ASC) which is retained as income by the Company. Total benefits do not include employer pension contributions.

Note 7 Employees and Staff Costs continued

7(d) Key Management Remuneration

Key management personnel comprise senior management and they received the following remuneration:

	2022 €	2021 €
Key management staff costs		
Wages and salaries	1,067,489	974,776
Social welfare costs	113,993	97,119
Pension costs	42,975	55,281
Total	<u>1,224,457</u>	<u>1,127,176</u>

These figures include senior clinical posts. The whole-time equivalents of key management increased to 11.85 in 2022 from (11.20 in 2021). The Interim CEO received remuneration of €90,092 in 2022 (€115,116 in 2021). Members of the Board of Directors do not receive remuneration for their services as Directors. Expenses directly incurred by the Directors in carrying out their role are reimbursed, if claimed. None of the current Directors of the Company have claimed any expenses since their appointment.

8. Comparative Information for the Separate Classes of Funds

(Ref the Statement of Financial Activities)

For the financial year ended 31 December 2021

	Restricted Funds 2021 €	Unrestricted Funds 2021 €	Total 2021 €
INCOME AND ENDOWMENTS FROM			
Charitable activities	23,287,380	-	23,287,380
Other income	702,126	107,171	809,297
Other trading activities	-	680,000	680,000
Donations and legacies	240,701	229,052	469,753
Total	<u>24,230,207</u>	<u>1,016,223</u>	<u>25,246,430</u>
EXPENDITURE ON			
Charitable activities	(22,935,442)	(2,159,551)	(25,094,993)
Raising funds	-	(258,221)	(258,221)
Total	<u>(22,935,442)</u>	<u>(2,417,772)</u>	<u>(25,353,214)</u>
Gain on investments	-	435,170	435,170
NET INCOME / (EXPENDITURE)	<u>1,294,765</u>	<u>(966,379)</u>	<u>328,386</u>
Transfer between funds	(338,058)	338,058	-
EXCESS OF INCOME/ (EXPENDITURE)	<u>956,707</u>	<u>(628,321)</u>	<u>328,386</u>
NET MOVEMENT IN FUNDS	<u>956,707</u>	<u>(628,321)</u>	<u>328,386</u>
RECONCILIATION OF FUNDS			
TOTAL FUNDS BROUGHT FORWARD	<u>15,665,235</u>	<u>13,607,156</u>	<u>29,272,391</u>
TOTAL FUNDS CARRIED FORWARD	<u>16,621,942</u>	<u>12,978,835</u>	<u>29,600,777</u>

9. Tangible Fixed Assets

	Land €	Buildings €	Medical Equipment €	Office Artwork €	Equipment (Office and Other) €	Fixtures and Fittings €	Computer Equipment €	Motor Vehicles €	Total €
Cost									
At 1 January 2022	805,181	32,781,745	2,177,288	86,250	1,630,060	3,663,883	874,152	857,722	42,876,281
Additions	-	816,621	110,754	-	67,323	18,474	73,363	357,100	1,443,635
Disposals and write-offs	-	-	(60,454)	-	(10,817)	(50,259)	-	-	(121,530)
At 31 December 2021	<u>805,181</u>	<u>33,598,366</u>	<u>2,227,588</u>	<u>86,250</u>	<u>1,686,566</u>	<u>3,632,098</u>	<u>947,515</u>	<u>1,214,822</u>	44,198,386
Depreciation									
At 1 January 2022	-	(22,001,072)	(2,030,229)	-	(1,441,044)	(3,659,094)	(757,401)	(602,197)	(30,491,037)
Charge for the financial year	-	(961,699)	(73,122)	-	(95,308)	(7,339)	(69,126)	(181,914)	(1,388,508)
On disposals	-	-	60,454	-	10,817	50,259	-	-	121,530
At 31 December 2022	-	<u>(22,962,771)</u>	<u>(2,042,897)</u>	-	<u>(1,525,535)</u>	<u>(3,616,174)</u>	<u>(826,527)</u>	<u>(784,111)</u>	(31,758,015)
Net Book Value									
At 31 December 2022	<u>805,181</u>	<u>10,635,595</u>	<u>184,691</u>	<u>86,250</u>	<u>161,031</u>	<u>15,924</u>	<u>120,988</u>	<u>430,711</u>	12,440,371
At 31 December 2021	<u>805,181</u>	<u>10,780,673</u>	<u>147,059</u>	<u>86,250</u>	<u>189,016</u>	<u>4,789</u>	<u>116,751</u>	<u>255,525</u>	12,385,244

The artwork was valued in 2015 by Whyte's Auctioneers at €86,250.

Assets held under finance leases included in tangible fixed assets: Current financial year

Net book values

At 1 January 2022

Depreciation Charge for the year

At 31 December 2022

Equip (Office & Other) €	Total €
63,014	63,014
12,603	12,603
50,411	50,411

Sustainable light and catering equipment are assets held under finance lease.

10. Intangible Fixed Assets

Cost:

At 1 January 2021 and 31 December 2022

**Operating
Licences
€**

2,000,000

Amortisation:

At 1 January 2022

Charge for the financial year

At 31 December 2022

685,715

57,143

742,858

Net book amounts:

At 31 December 2022

At 31 December 2021

1,257,142

1,314,285

In respect of previous financial year:

Cost:

At 1 January 2020 and 31 December 2021

**Operating
Licences
€**

2,000,000

Amortisation:

At 1 January 2020

Charge for the financial year

At 31 December 2020

628,572

57,143

685,715

Net book amounts:

At 31 December 2020

At 31 December 2019

1,314,285

1,371,428

In 2009 and 2010 the CRC paid the above amount to the HSE under a 'Heads of Terms' agreement in respect of an anticipated future licence whereby the CRC would be permitted to operate a regional assessment and treatment centre in Waterford Regional Hospital. As a result of this agreement in 2013 the amount paid was capitalised as an intangible fixed asset. It is being amortised to the Statement of Financial Activities over the period of the agreement of 35 years, from the commencement of services in January 2010.

11. Investments

	2022 €	2021 €
Long-term investments	5,043,794	5,727,751
The Care Trust shares	65	65
Total	<u>5,043,859</u>	<u>5,727,816</u>

Movements in the long-term investments is as follows:

	2022 €	2021 €
Balance as at 1 January	5,727,751	5,292,581
(Loss)/gain on change in fair value	(683,957)	435,170
Balance as at 31 December	<u>5,043,794</u>	<u>5,727,751</u>

12. Stocks

	2022 €	2021 €
Wheelchair materials and sundry stock	24,833	26,015

There are no material differences between the replacement cost of stock and the balance sheet amount.

13(a) Debtors

	2022 €	2021 €
Patients' fees and appliances	47,251	48,965
Other debtors	166,084	144,757
Prepayments and accrued income	181,384	295,736
Total	<u>394,719</u>	<u>489,458</u>

13(b) Grants Receivable

	2022 €	2021 €
HSE CHO 9 (Dublin Northeast)	2,518,455	2,792,428
HSE CHO 9 (Transition Programme)	279,582	115,147
Dublin City Council School Meals Grant	13,946	14,766
CDETB	34,739	5,859
Other	169,138	15,416
Total	<u>3,015,860</u>	<u>2,943,616</u>

14. Cash and Cash Equivalents

	2022 €	2021 €
Short-term investments: Prize bonds	800	800
Bank balances	10,347,663	10,745,133
Petty cash	2,442	3,545
Total	<u>10,350,905</u>	<u>10,749,478</u>

15. Creditors

Amounts falling due within one year

	2022 €	2021 €
Accruals	1,700,069	1,347,050
Accruals (related to IPT pension scheme in wind-up)	245,000	245,000
Other creditors	492,735	485,461
Deferred grant income (15a)	1,259,723	1,463,786
Tax creditor (15b)	554,836	493,838
Total	<u>4,252,363</u>	<u>4,035,135</u>

Included within accruals is an amount for annual leave of €103,670 (€84,594 in 2021).

The terms of accruals are based on the underlying contracts.

Tax and social insurance accruals are subject to the terms of the relevant legislation.

Other amounts included in payables are unsecured, interest free and repayable on demand.

15(a) Deferred Grant Income

	2022 €	2021 €
Deferred grant income balances at start of the year	1,463,786	791,570
Deferred grant income received	1,689,977	1,874,580
Deferred grant income released	(1,894,040)	(1,202,364)
Net movement on deferred grant income	(204,063)	672,216
Deferred grant income balances at end of the year	<u>1,259,723</u>	<u>1,463,786</u>

Deferred Grant Income represents monies received and not yet spent on the specified project.

Included in deferred income are mainly 2022 Department of Education grants of €872,869 (€821,282 in 2021) which are deferred as they relate to the school year ended 31 August 2022.

15(b) Tax Creditors

	2022 €	2021 €
Payroll taxes (PAYE, PRSI, etc.)	548,560	489,135
Professional Services Withholding Tax	6,276	4,703
Total	<u>554,836</u>	<u>493,838</u>

16. Statement of Funds

	Restricted Funds 2022 €	Unrestricted Funds 2022 €	Total 2022 €
Tangible fixed assets	2,824,597	9,615,774	12,440,371
Intangible assets	1,257,142	-	1,257,142
Stocks	24,833	-	24,833
Debtors	394,719	-	394,719
Grants receivable Long Term	3,015,860	-	3,015,860
Investments	5,043,859	-	5,043,859
Cash and cash Equivalents	9,325,372	1,025,533	10,350,905
Creditors	(4,124,792)	(127,571)	(4,252,363)
Total	<u>17,761,590</u>	<u>10,513,736</u>	<u>28,275,326</u>

In respect of the prior financial year

	Restricted Funds 2021 €	Unrestricted Funds 2021 €	Total 2021 €
Tangible fixed assets	2,812,080	9,573,164	12,385,244
Intangible assets	1,314,285	-	1,314,285
Stocks	26,015	-	26,015
Debtors	489,458	-	489,458
Grants receivable	2,943,616	-	2,943,616
Long Term Investments	5,727,816	-	5,727,816
Cash and cash Equivalents	7,223,124	3,526,354	10,749,478
Creditors	(3,914,452)	(120,683)	(4,035,135)
Total	<u>16,621,942</u>	<u>12,978,835</u>	<u>29,600,777</u>

17. Movement in Funds

	At start of financial year 2022 €	Income 2022 €	Expenditure 2022 €	Transfers between funds 2022* €	At end of financial year 2022€
HSE grant funding	3,645,152	26,279,104	(25,216,380)	-	4,707,876
Restricted donation from Friends and Supporters	10,551,963	-	-	-	10,551,963
Restricted funds for research purposes	32,517	-	-	-	32,517
Restricted funds – other fundraised income	316,651	79,854	(302,930)	-	93,575
Restricted capital grants	2,075,659	300,000	-	-	2,375,659
Total restricted funds	16,621,942	26,658,958	(25,519,310)	-	17,761,590
Unrestricted funds	12,978,835	1,197,271	(3,662,370)	-	10,513,736
Total	29,600,777	27,856,229	(29,181,680)	-	28,275,326

In respect of the prior financial year

	At start of financial year 2021 €	Income 2021 €	Expenditure 2021 €	Transfers between funds 2021 €	At end of financial year 2021 €
HSE grant funding	2,372,991	23,989,506	(22,717,345)	-	3,645,152
Restricted donation from Friends and Supporters	10,890,021	-	-	(338,058)	10,551,963
Restricted funds for research purposes	32,517	-	-	-	32,517
Restricted funds – other fundraised income	294,047	240,701	(218,097)	-	316,651
Restricted capital grants	2,075,659	-	-	-	2,075,659
Total Restricted funds	15,665,235	24,230,207	(22,935,442)	(338,058)	16,621,942
Unrestricted funds	13,607,156	1,451,393	(2,417,772)	338,058	12,978,835
Total	29,272,391	25,681,600	(25,353,214)	-	29,600,777

An inherent element in long-term capital plans are projects to address ageing building stock and service requirements that are currently in process and that are currently being designed to optimise the use of reserve funds provided by the Friends and Supporters of the Central Remedial Clinic Limited (F&S) to the CRC in 2016. These funds are held with the intention of continuing with an ambitious schedule of capital development over the remainder of our Strategic Plan.

18. Net Movement in Funds

Net movement in funds is stated after charging:

	2022 €	2021 €
Depreciation of tangible fixed assets and amortisation	1,445,651	1,682,417
Operating lease charges	76,050	90,400
Auditor's remuneration – external audit services (incl. VAT)	21,077	21,077
Auditor's remuneration – non-audit services (incl. VAT)	30,354	134,869

As explained in Note 7, members of the Board of Directors do not receive remuneration for their services as Directors.

19. Taxation

No charge to taxation arises as the Company has been granted charitable exemption (CHY 4998) by the Revenue Commissioners under Section 207 of the Taxes Consolidation Act 1997. While the Company does not incur corporation tax, it does remit significant payroll taxes and incurs significant costs in irrecoverable VAT.

20. Pensions

The Company operated a defined benefit scheme up to 2016 and, as detailed in Note 1 (q), the CRC has access to the Voluntary Hospital Superannuation Scheme (VHSS) and the Single Public Service Pension Scheme (SPSPS) public plans. The amount of pension costs recognised in the Statement of Financial Activities during the year was €747,314 (€311,264 in 2021) and the amount due at year end was €335,911 (€255,180 in 2021).

21. Commitments

Capital Commitments

At 31 December 2022, the Company had entered into commitments of €969,172 (€3,500 in 2021) in relation to capital work to be carried out during 2023.

Operating Lease Commitments

The operating lease charged to expenditure in 2022 was €76,050 (€90,400 in 2021). At 31 December 2022 the Company had future minimum lease payments under non-cancellable operating leases as follows

	2022 €	2021 €
Not later than 1 year	45,000	76,050
Later than 1 year and not later than 5 years	225,000	225,000
After 5 years	165,000	210,000
Total	435,000	511,050

Obligations under Finance Leases

At 31 December 2022 the Company had future minimum lease payments under finance leases as follows:

	2022 €	2021 €
Not later than 1 year	31,227	31,227
Later than 1 year and not later than 5 years	39,005	70,231
After 5 years	-	-
Total	70,232	101,458

22. Related Parties

The Care Trust DAC

Since March 2016, the Company has owned 50% of the issued share capital of The Care Trust DAC, a company set up to operate pools and lotteries for charitable purposes for the benefit of the CRC and The Rehab Group. With effect from 1 September 2014 the share of these lottery proceeds attributable to the Company have been paid directly to the Company by The Care Trust DAC. These amounted to €742,405 during 2022 (€680,000 in 2021).

The Company has the power to nominate 50% of the directors of The Care Trust DAC, and there is a common director between the Company and The Care Trust DAC.

Key Management

There were no transactions with key management personnel other than those set out in Note 7(d).

23. Contingent Assets and Liabilities

As disclosed in the Directors' Report, on 25 February 2022 the CRC provided a letter of support in which it agreed equally with The Rehab Group to provide adequate funds to The Care Trust DAC to meet limited liabilities of that company as they fall due. This is not expected to be called on in the foreseeable future.

24. Financial Instruments

	2022 €	2021 €
Financial Assets		
Financial assets measured at amortised cost	13,580,100	13,886,816
Financial assets measured at Fair Value	5,043,794	5,727,751
Total	18,623,894	19,614,567
Financial Liabilities		
Financial liabilities measured at amortised cost	492,735	485,461

Financial assets measured at amortised cost comprise cash at bank and in hand, fees, grants receivable and other debtors. Financial assets measured at a fair value comprise of long-term investments. Financial liabilities measured at amortised cost comprise other creditors and accruals.

25. Events After the Balance Sheet Date

There were no material events since the Balance Sheet date.

26. Approval of Signing of the Financial Statements

The financial statements were approved for signing and authorised for issue by the Board of Directors on 05 July 2023.



We would like to acknowledge the work and efforts of the following people who assisted with this year's annual report, which is fully designed and produced in-house: Michelle Merrigan (Communications Manager), Kevin O'Riordan (Interim Head of Finance), our finance team, Alison McCallion (Interim Chief Executive Officer), Dan Curran (Digital Officer), Thérèse Allen (Company Secretary), Dermott Barrett (Editor) and as always the children, families, staff and adults who shared their unique stories with us and help make this report a more meaningful and enriched publication.

CRC Consent forms and GDPR were applied in seeking the use of all photos and video permissions..

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