

2021 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	Dr Ian Callanan Mr Diarmuid Connaughton Vice Chairperson (retired 12 April 2021) Ms Sinéad Cooke (retired 12 January 2021) Mr David Courtney Mr Liam Cullen Professor Marie Guidon (retired 3 December 2021) Ms Rose O'Donovan Ms Marie O'Riordan (retired 24 June 2021) Mr Brian Power (Chairperson) Dr Martine Smith (retired 31 August 2021) Mr Edward Ward Mr Tom Young (retired 12 February 2021) Mr Tony Golden (appointed 28 May 2021) Ms Gillian Harford (appointed 7 July 2021) Mr Sean McCormack Ms Una Ryder (appointed 23 July 2021)
COMPANY SECRETARY	Ms Thérèse Allen

The year 2021 was the year of recovery, reconnection and reimagination. As the country slowly started to emerge from the crisis grip of the pandemic and settle into a new normal, the health and social care services led the way. All of our services reopened fully and returned to full capacity, while embracing the traditional model of delivery with the innovative digital approaches expertly honed during 2020.

We coupled a fast pace of recovery with the final year of our outgoing strategic plan, allowing us to make up for some lost time on key work streams, while engaging in planning for the next five years.

We celebrated our staff and clients for their extraordinary resilience, and we were honoured with awards for our governance. We also delivered on all that was asked of us in line with our service arrangements and contractual obligations. We continued to provide our core business.

Our children's services have two main divisions:

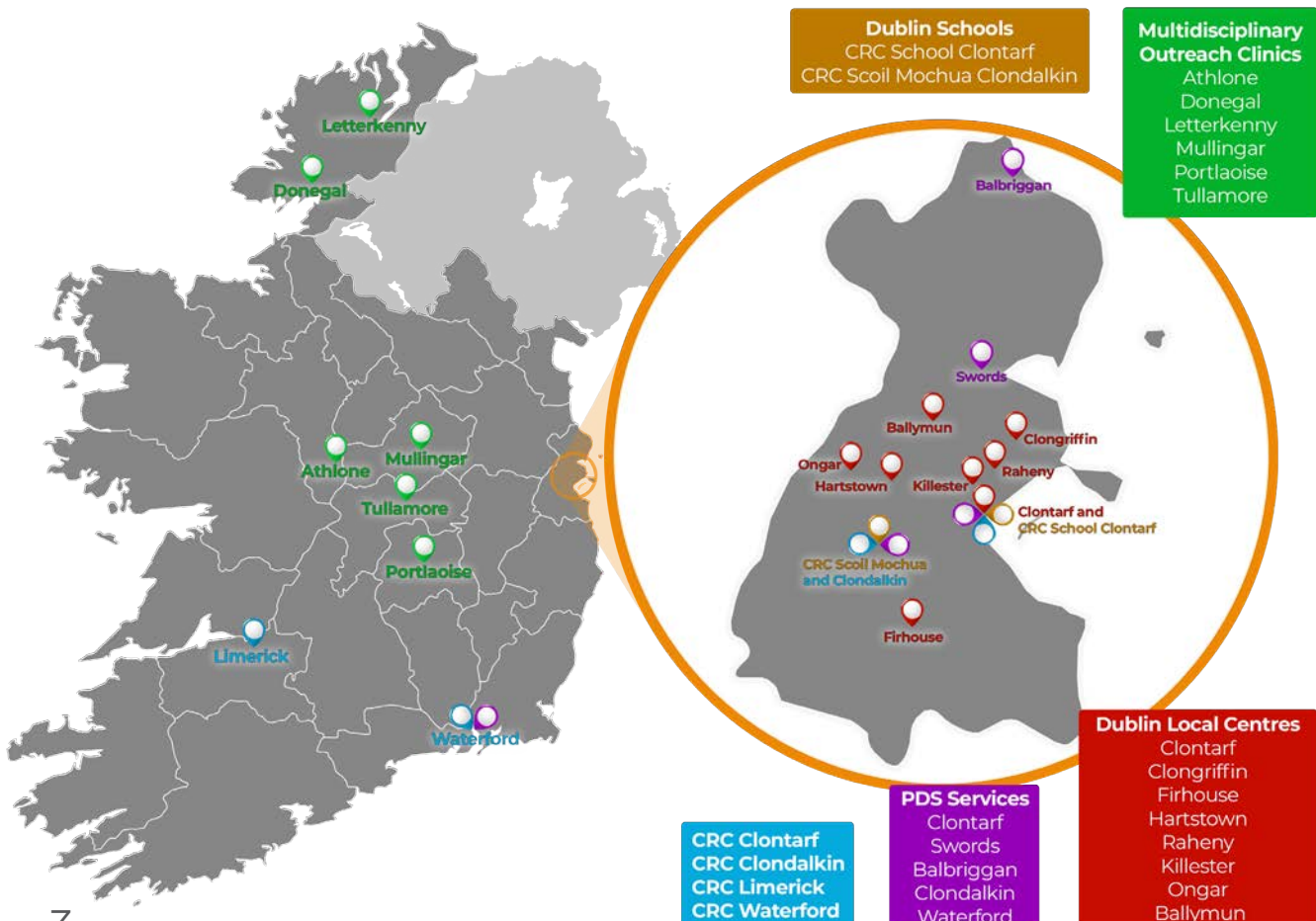
- Regional general disability services in Dublin City and County that reconfigured and grew to five new teams under the new model of care in September 2021; and
- National specialist multidisciplinary services providing expertise to children with physical disabilities from every county in Ireland.

Our adult services are based in the Dublin region, and we operate them from several different locations. Adult services are built around individualised and group supports, as well as education and work preparation.

We are the trustees for two schools in Clontarf and Clondalkin which are responsible for the education of 161 children with physical and other complex disabilities.

The year 2021 saw us bring to a close the final year of our strategic plan 2017 to 2021. We took time to reflect on the successes and challenges of those five years as we engaged with our stakeholders on the strategic vision for the next five years.

We continue to be funded through several HSE and other state grants and we also rely on donations and fundraising to support our work.



CRC Business Model and Strategic Plan

How we create, sustain and share our value and impact

Our five-year strategy (2017–2021) is underpinned by an annual operational business plan that delivers on several annual service arrangements with our funders. Our business plan is linked to our strategic plan and reflects our relationships with our key stakeholders, incorporating our commitment to our overarching governance structures.

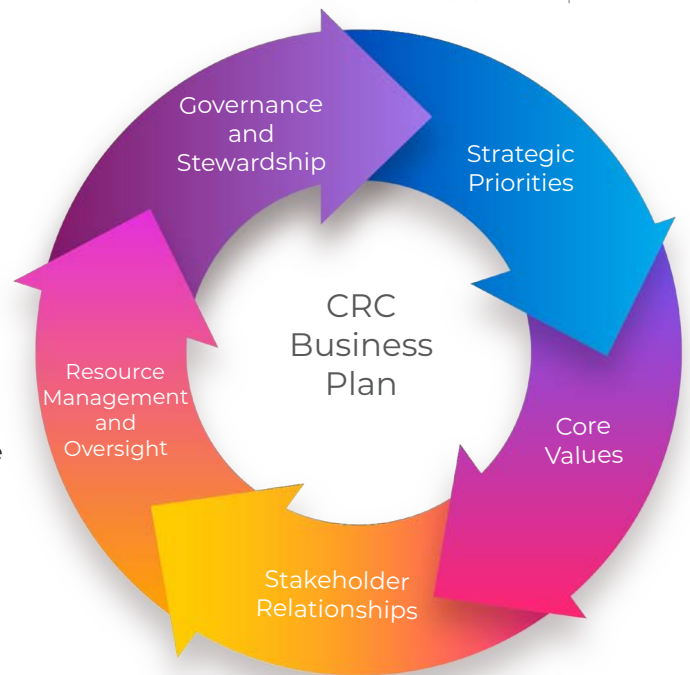
Our strategic plan 2017–2021 is built around three key themes of

- Service delivery
- Working together
- Organisational capacity

We have fourteen objectives that underpin our three themes and we have reviewed this plan in detail on pages 13–15.

Our new strategic plan 2022–2026 was developed in 2021, following comprehensive stakeholder engagement. The new plan builds on the work and success of what we have accomplished to date and is centred around four objectives of: Excellence, Growth, Culture and Partnerships. We detail more of the new plan on page 16.

Our strategic plan is underpinned by our shared mission, vision and values.



Mission

Working together to make a positive difference to the lives of people with disabilities, their families, and carers.

Vision

That people with disabilities achieve their potential and live full lives as equal and valued citizens.

Core Values

People are at the heart of what we do: our clients, their families, carers, our staff, and volunteers. We value the trust placed in us and we carry at our core the principles of openness, respect, empowerment, and excellence.

Our mission, vision and values are central to our purpose and connected to the understanding outlined in the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) that all people with disabilities have the same rights as everyone else and that we will work tirelessly to make that a reality for all those with whom we work.

CHILDREN'S AND CLINICAL SERVICES

We work with families to make a positive difference, despite the challenges that can come with disabilities. We offer specific medical and clinical services for children from birth and all through the life cycle. In 2021 Children's Disability Services reconfigured under the new model of Progressing Disabilities Services (PDS). The number of children on CRC lead Network teams is shown below.

Read more about our Children's and Clinical Services on [page 17](#)

368

Waterford

673

Swords

876

Balbriggan

713

Clondalkin

414

Clontarf

21,394

Attendances

NATIONAL SPECIALIST SERVICES

We provide a range of specialist medical, therapeutic, and assistive technology services to children and adults with complex disabilities and rare conditions. With innovative medical and surgical interventions and evidence-based therapies, children and adults are supported to achieve their maximum potential.

Read more about our National Specialist Services on [page 21](#)

2,967

Clients

321

Clients attended for clinical Gait analysis

3

New Orthopaedic Surgeon clinics

ADULT SERVICES

We are committed to supporting young people and adults with disabilities to achieve a good life – a life with opportunities to develop new skills, realise their potential, achieve academically, advocate for disability rights, build relationships and participate in local communities and wider society, through valued social roles.

Read more about our Adult Services on [page 27](#)

290

Adults attended

3

New Community Hubs opened

20

Adults on our new Employment Plus programme

FINANCIAL

We delivered an agreed breakeven mandate for the HSE in 2021. The CRC complies with The Charities Regulator Authority Governance Code, Guidelines for Charitable Organisations on Fundraising from the Public and all registration requirements with the Charities Regulator.

Read our Financial Report on [page 67](#)

€23.29M

State Income



5.1%
in 2021

€1.15m

Fundraising and The Care Trust



31.1%
in 2021

€1.24M

Other Income



53.1%
in 2021



Chairperson's Statement

I am delighted and proud to present my second annual report of the CRC. I joined the CRC board just as the Covid-19 outbreak was emerging in 2020. I have remained very impressed with the determination of our staff and the resilience of our clients throughout 2021.

During 2021 the board worked closely with the CEO and the senior management team in ensuring that the year saw a significant focus on recovery and getting back to business as usual. We continued as a board to respect and support the national focus on safety and infection control and all our board meetings remained virtual.

As and when safety protocols allow, I and my fellow board members look forward to visiting our facilities nationwide and meeting as many of our colleagues and clients as possible.

We maintained focus on the delivery of our strategic plan, culminating in the reorganisation of children's services in late summer. I want to pay tribute to the staff and families who engaged in this significant change process and whilst challenges remain, I am confident that our team will address these over the course of the next year.

A major focus for the board in 2021 was the planning for our next five-year strategic plan. We established a strategic working group as part of our overall plan and following a tender process we secured the support of Mazars and set about engaging our stakeholders in a wide-reaching consultation on the future priorities for the CRC. As we head into 2022, we have approved the plan and built it around four key strategic goals – those of excellence, growth, culture and partnerships. Our board members and I are confident that this plan will build on the success of the last five years and will set an ambitious and strategic focus to guide us through the next challenging period. I want to thank our CEO Stephanie Manahan and our incredible staff who inspire me in their dedication to their work every day.

As this report represents the last full year that our CEO was with us, I would like to take this opportunity, personally and on behalf of the rest of my colleagues on the board, to thank her for her contribution to making the CRC the organisation it has become. Stephanie is an inspirational and devoted leader, and we wish her every success in her next role.

I wish to thank my fellow directors for their voluntary service and commitment during the year and for the support they have provided to the staff at CRC and myself.

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

Brian Power
Chairperson

"We maintained focus on the delivery of our strategic plan, culminating in the reorganisation of children's services in late summer. I want to pay tribute to the staff and families who engaged in this significant change process"



Chief Executive's Review 2021

The past year saw us gradually emerge from the grip of the Covid-19 pandemic and together we wondered when our pre-pandemic lives would return. Buoyed up with the protection of the national vaccination programme, we were able to gradually return to full service delivery across all our services.

Building on the innovation we experienced during 2020, in 2021 we confidently grew our in-person services, complemented with virtual and online supports.

In this annual report we reflect on our Covid-19 experience and the learnings that have both informed and improved our services. We have celebrated the resilience and commitment of our staff who always focused on service delivery and ensured that disruption to our services and the people we serve was minimal.

The past year saw the biggest change to disability service provision to children in this state for decades, as the children's services were reconfigured nationally in line with the development of the National Policy on Progressing Disability Services for Children and Young Adults (PDS). For the last seven years we have spoken in our annual reports about the preparations and national discussions on this change and in the summer of 2021 all this work came to fruition.

While it was not without its challenges and is currently in transition, the principles of PDS are, without question, understood and supported. However, resources and staffing issues have left families and service providers feeling challenged.

We continued to develop our adults' services, reaching into our communities, building relationships, and supporting adults in real and meaningful community engagement and self-development.

Our schools responded to significant challenges during the year as Covid-19 continued to impact our classrooms, but we remained focused on education and learning, ensuring that our schools remained as happy and safe school communities.

A significant focus for the year was the agreement and delivery of the next five-year strategic plan for the CRC. Our board guided and supported the development of this new plan, which is ambitious and inspiring and will focus our efforts for the next five years to ensure we continue to deliver on our mission and vision.

As outgoing CEO, I can reflect on an extraordinary eight years. Throughout that time all our staff have supported an incredible transformation across the CRC and have inspired me every day with their expertise, imagination, and resilience. I can reflect on our clients; the children, families and adults who allow us into the most intimate spaces of their lives, who trust us with their vulnerabilities, their hopes and their dreams and I know we take that responsibility very seriously and will never take it for granted.

Stephanie Manahan
CEO

"We continued to develop our adults' services, reaching into our communities, building relationships, and supporting adults in real and meaningful community engagement and self-development."



Directors' Report

Strategic Plans and Challenges

CRC strategic plan 2017–2021 and introducing the strategic plan for 2022–2026

'Towards 2021' was launched in November 2016 and 2021 brought us to the end of that plan, with our sights set firmly on the next five years.

2021 gave us an opportunity to review the past five years and focus on our achievements and what we learned from the last five years.

In 2021 we began developing the next five-year strategy and to that end we reached out to our stakeholders. We consulted and listened, focusing on key work streams to bring a new plan to life. We emerged with a plan built around four themes of excellence, quality, culture and partnerships and we give a flavour of that on page 16.

So, 2021 was a year of recovery, reimagination and reconnection. As society emerged from the pandemic, our health and social care services were at the forefront in creating the new normal, embedding traditional work and services within the creative solutions that worked so well in 2020.

Our CRC services, schools and locations all returned to full operational activity, albeit peppered with some restrictions at different times, reflecting national guidance. Our services continued to provide a menu of accessibility from 'in person' to 'virtual' services and we reconnected with all our people as we emerged from the pandemic.

One of the most significant achievements of the year was the transformation of children's services as they came to fruition through the reconfiguration of traditional services to the new model of care for children's services under the National Policy on Progressing Disability Services for Children and Young Adults (PDS).

We continued to progress many other areas of our strategic plan as detailed in the examples in the following pages and we leveraged off our work of the last five years to inform and prioritise the focus for the next five years.

Our strategic plan 2017–2021 was built around three key themes of

- Service delivery
- Working together
- Organisational capacity



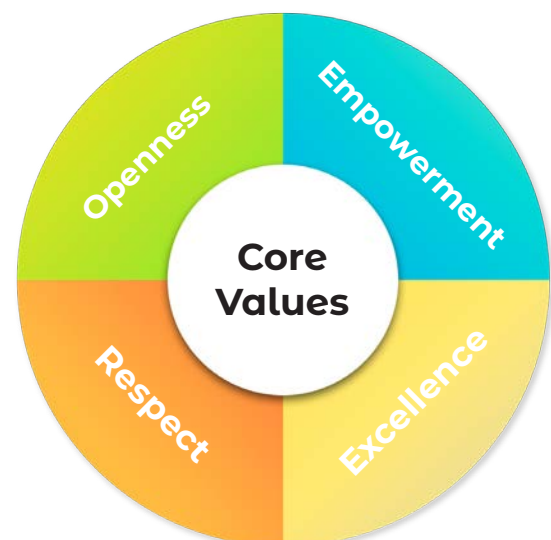
We have fourteen objectives that underpin our three themes.

In 2020 we reported our progress against these objectives and measured our performance. Behind each objective are many tasks and sub-activities that underpin the delivery of the overall objective. Progress is measured as a percentage against the achievement of the overall objective, and we illustrate our progress below.

We have given a sample of deliverables against the objectives from 2021 and indeed over the lifetime of a plan that has successfully guided and supported our work over the last five years.

We track our progress against the plan with a detailed tracker overseen by a project office led out by our head of operations.

We report to the board quarterly and risk assess any challenges to the plan to ensure we are best placed to deliver and follow through on our objectives.



Theme One: Service Delivery

This theme focuses on continuing to build on existing strengths and to deliver quality services to children and adults. At the end of year five we are at 92% completion overall.

This theme focuses on our frontline services, encompassing children's services, adults' services, specialist services and our two schools. This theme also strives to ensure that we are delivering services that are underpinned by

a quality and risk framework that withstands external rigour and assurance.

In 2021 we established five community network disability teams and established our specialist services under a new governance model. We engaged with national agencies and the HSE in the transfer of children to the new teams. Our adult services established a new service and we closed out on our successful ability programme. Further details can be found in pages 31 to 32 for our service areas and pages 51 to 54 for our risk report.

Objectives	Example of Deliverables	2019	2020	2021
Objective 1 To build on existing strengths and continue to deliver quality national specialist services to children and adults.	<ul style="list-style-type: none"> National specialist services redesigned and restructured under new governance structure, June 2021. Specialist clinical pathways established and communicated nationally. National educational seminar programme launched. Continued development of our quality and risk management framework. Considerable progress on the implementation of GDPR compliance. Enhancement of the CRC risk register framework, ensuring corporate risk is informed by local risk management. Development, implementation, and management of a Covid-19 specific risk register. Successful implementation of The HSE Easi-Tool. Commencement of QQI re-engagement process. Participated in the pilot demonstration project for the National Framework on Person-Centred Planning. 	56%	90%	92%
Objective 2a To transition to the Progressing Disability Services model.	<ul style="list-style-type: none"> PDS teams established, locations agreed, and services commenced under new model of service in September 2021. 	70%	85%	96%
Objective 2b To transition to the New Directions model.	<ul style="list-style-type: none"> Ability project delivered and completed with Pobal funding, additional Pobal funding secured to support learners secure employment. Commenced new outreach services in Huntstown, Clongriffin, Tallaght, Ballymun and Ongar, aligned with strategic vision. New service funding secured for Rehabilitative Training to deliver services in the learners' community. New Directions model is carefully embedded in service provision and underpinning new service development. 	69%	74%	91%
Objective 3 To ensure continued excellence in the CRC's service delivery and knowledge.	<ul style="list-style-type: none"> Specialist Services to host 7th European Seating Symposium (ESS) at Croke Park, June 2022. Host European Society for Movement Analysis in Adults and Children (ESMAC) meeting September 2022. Board Research Advisory Group established. Research and ethics process established. Clinical audit programme established. National training programme established to share the knowledge with new PDS services. Internal education programme established. Secured HRB grant-funding. Secured PhD led research for adult clinical services. Staff supported in further education applications. Successfully opened a call for the HRB/HRCI joint funding scheme for research. Regular early morning education talks, and research training seminars established. Person-centred planning embedded in the culture of CRC adult services. Adult services participated in HSE person-centred planning webinars and delivered a PCP webinar to HMI members. 	68%	79%	88%
Objective 4 To respond to and seek out opportunities to expand existing or deliver new services to those who require them.	<ul style="list-style-type: none"> Developed an assessment of need Service for the HSE. Developed a school age disability team for the HSE. Collaborated with Children's Health Ireland on the development of orthopaedic services. Developed an adult clinical service team. Redeployed over 100 staff to the HSE front line during Covid-19. Development of new community hubs for adult services Secured funding to expand adult services and enhance existing services. Secured Pobal funding for employment opportunities in line with government employment strategy. 	64%	78%	95%
Objective 5 To continue to develop, support and respond to the role of the two schools; Scoil Mochua and CRC school.	<ul style="list-style-type: none"> Governance structures in place for both schools. New financial reporting agreed with the DoE for the schools' accounts. Schools supported clinically and in the management of behaviours that challenge. Schools' infrastructure improved. The new school build plan for Scoil Mochua commenced in 2021 with the signing of the engagement contract and the appointment of a project manager. 	66%	83%	94%

Theme Two: Working Together

This theme focuses on how we work with our stakeholders, including our clients, staff, funders, and sector in its broadest sense. At the end of our five-year plan, we are at 90% completion overall.

We have actively engaged with our clients and families throughout the lifetime of the plan.

Our other opportunities for feedback continued via committees, surveys, direct engagement, and representation.

We have collaborated with our staff in the lifetime of the strategy. To date we have held two comprehensive staff surveys and established staff training supports. We have also initiated several virtual and in-person opportunities for engagement and feedback.

In the preparation for the new strategic plan, we engaged comprehensively with our stakeholders through a combination of individual, in-person sessions, virtual sessions, and on-line feedback.

In 2021 we continued to actively work with the HSE and our voluntary disability partners via our membership of several different umbrella bodies and national committees.

Objectives	Example of Deliverables	2019	2020	2021
Objective 6 To listen to, communicate with and meet the needs of our clients and families.	<ul style="list-style-type: none"> The 2021 comprehensive client satisfaction survey. Adult services – service delivery survey. The 2021 communication on service changes and developments with families via letters, websites, and social media. The 2021 client engagement with strategic planning for next five years. Keeping connected sessions with the board. Board attendance at adult service council meetings. Adults participate in focus groups to provide feedback on service delivery as part of the Easi Tool and PCP process. Adults supported to engage in research, to raise issues and inform public policy on matters important to them. 	67%	81%	91%
Objective 7 To engage with, develop, and work with our staff team to ensure the highest quality of service.	<ul style="list-style-type: none"> Virtual town hall meeting. Regular staff communications. Enhanced education and research support. Staff survey 2015 and 2019 Staff Covid-19 pulse survey 2020. Staff engagement team in place. Listening lunches and Covid-19 feedback sessions with CEO and management team. Covid-19 Q&A with line managers. Quarterly line manager forum with CEO and senior team. Training on person-centred planning and Assisted Decision-Making (Capacity) Act 2015 rolled out to all adult services staff. 	58%	72%	72%
Objective 8 To work in partnership with key stakeholders to deliver services and develop new opportunities.	<ul style="list-style-type: none"> The 2021 Engagement with HSE on strategic plan. Collaboration with HSE and voluntary sector on PDS. Collaboration with Pobal, SBHI, CDETB, Léargas and HSE on projects and initiatives. Working partnership with Ballymun Job Centre to support adults secure employment opportunities. Secured funding from Irish Life for a part-time job liaison post. Person-centred planning pilot site for the HSE. Strengthening disability services funding secured to run pilot multi-disciplinary intervention in adult clinical services. 	80%	87%	100%
Objective 9 To advocate for disability service provision and equality.	<ul style="list-style-type: none"> Adults participated on HSE PCP webinars and contributed to HSE sharing days. Adults engaged in numerous public consultations on housing, transport, and employment strategies. Adults participated in The Disability Participation and Consultation Network. Adults co-researched on the Looking Ahead Project funded through IHREC and DFI. One adult is a member on the National Changing Places Committee. One adult is on the DFI board. Adults participated in ERASMUS projects. CRC appointed a person-centred planning and research co-ordinator. Adults supported in activity to campaign for the ratification for the UNCRPD. Establishment of a CRC human rights committee. 	69%	79%	97%

Theme Three: Organisational Capacity

This theme focuses on our governance, structure, finance, infrastructure, and fundraising. At the end of the five-year plan, we are at 93% completion overall.

Within this theme objectives were subject to particular focus in the early phase of the life of the strategic plan. That is reflected in the completion as detailed below. In 2021 our hard work was rewarded when we were recognised by the Good Governance Awards as a winner in our category. This was followed by receiving an award for our annual report and financial statements in the Leinster Society Published Accounts Awards. Details on our governance can be read on pages 55 to 66.

We have worked closely with our funders and have delivered within the service and grant arrangements with which we are engaged. Further details are in the financial statements and notes to same on pages 75 to 91.

During 2021 as we prepared for the next strategic plan, we focused on building on our ambitious capital plan. We sought approval from the DoE to fund the new school in Clondalkin and the devolved contract was signed with the Department. In 2021 we also saw the tender for the new design team to plan the development of the Clontarf headquarters (Future Fit), refurbishing and upgrading it for future service requirements.

We moved into a new location in Balbriggan and secured new premises in Swords for our children's PDS services.

Our fundraising function continued to focus their efforts on diversifying, and we developed our digital fundraising footprint after investing in that area following the outbreak of Covid-19 in 2020.

More details about our fundraising efforts can be found on pages 35 to 38.

Objectives	Example of Deliverables	2019	2020	2021
Objective 10 To ensure that the CRC's governance is appropriate and represents the highest standards of best practice.	<ul style="list-style-type: none"> • Won 2021 Good Governance Awards. • Won 2021 Published Accounts Awards. • New board of directors recruited as part of board succession plan. • Annual review of board effectiveness and terms of reference. • HSE Annual Compliance Statement. • HSE monitoring meetings in place. • Review of Charity Code of Governance and compliance with same. • Qualified company secretary in place. 	95%	97%	99%
Objective 11 To develop the right organisational structure to support the work of the CRC.	<ul style="list-style-type: none"> • Line managers forum established. 	65%	70%	87%
Objective 12 To ensure the CRC's financial sustainability in the coming years.	<ul style="list-style-type: none"> • Incremental increase of budget over lifetime of the strategic plan • Break-even mandate achieved with HSE. • Monthly reporting to HSE in place. • New grants secured from HSE, Pobal and CDETB. • Fundraising plan in place. 	90%	94%	95%
Objective 13a To ensure the infrastructure of the CRC – our buildings, facilities and equipment is fit for purpose.	<ul style="list-style-type: none"> • Chief technical officer employed to lead out on capital plan. • Tender for design team for Future Fit issued. • Contracts signed with DoE on devolved school build. • Capital plan agreed with the board. • Funding secured from DES to support school's development. • Minor grant allocations from HSE. • Annual agreed programme of priority maintenance and minor capital projects underpinned by risk framework. • Development of CRC sustainability approach to SEAI requirements. 	73%	81%	88%
Objective 13b To ensure the infrastructure of the CRC – our IT systems.	<ul style="list-style-type: none"> • Development of IT department and infrastructure. • Additional allocation secured to enhance access to equipment for both staff and clients. • Development of remote working and support of working from home, in line with HSE guidelines and local arrangements. 	60%	85%	96%
Objective 14 To establish departmental structures for fundraising and to ensure that the CRC's additional income stream supports the overall financial sustainability of the organisation for the future.	<ul style="list-style-type: none"> • Growth of the fundraising team from one in 2014 to a team of 4 from 2020. • Development of a board fundraising committee to oversee fundraising governance and strategy. • Creation of a digital and trusts foundation and grants workstream. • Development of community fundraising. • Enhancing relationship with the Care Trust, including agreeing shareholder agreement and regular engagement. 	59%	93%	96%

Challenges

Recruitment and Retention of Skilled Staff

The post Covid-19 recruitment market has seen a marked change in the availability of skilled staff in key roles for front line service delivery. With the realisation of PDS and the development of the new model of children's services, a significant number of new posts have been approved across the country, resulting in a scarcity of skilled professional staff. Coupled with this there are competing roles in primary care and other parts of the health and social care services for this group of professionals.

Covid-19

As detailed in many sections of the annual report, Covid-19 was a significant challenge and threat to our service delivery, staff, and client safety, as well as our ability to deliver on our strategic plan. We responded to the pandemic with a comprehensive business continuity plan, ensuring all services were supported in line with the National Framework for Living with Covid-19. The year under review saw our services engage in business recovery at all levels, ensuring service recovery was safe and prioritised to the areas of highest need.

Funding

As our main funder the relationship with the HSE is crucial to ensuring effective operations. Consistency across the CHOs can be challenging, and differences in certain reporting requirements requires constant monitoring and engagement. As we have a mandate from the HSE to achieve a breakeven position, we continue to be challenged with the allocation and pressures that places on securing additional funds for capital development and essential maintenance.

The Department of Education does not sufficiently fund the two schools and this places an additional financial burden on the CRC as trustees.

Our fundraising team continues to pursue opportunities to secure restricted and unrestricted income streams to support our work. A key focus for the next five years is the realisation of an ambitious capital development plan. This is reliant on current and new fundraised income and on securing additional income from the HSE and other sources to make essential infrastructural enhancements and to ensure the buildings are safe and fit for modern service delivery.

Information Technology and Cyber Security

During the past year the HSE was subjected to a very disruptive and damaging ransomware attack. Our CRC services were unharmed by this, but we reviewed our own cyber security measures and engaged with staff in training and enhanced security measures.

The risk of cybersecurity and GDPR challenges requires constant vigilance, attention, training, audit, and checks. We will continue to prioritise and improve our cybersecurity and GDPR compliance into 2022.

Suitable Premises

We continued to locate and secure suitable, affordable, and accessible premises for the delivery of New Directions in Adult Services. In partnership with the HSE, we are working on securing suitable premises to house Children's Disability Network teams. We are also securing funds to acquire, improve, enhance, and modernise current CRC buildings and premises to support the changing needs of disability services.

Strategic Plan 2022–2026: Excellence, Growth, Culture and Partnerships

Guided by our mission, vision, and values, and given the context of disability services in Ireland and our position in the disability landscape, as elaborated previously, our new strategic plan focuses on expanding and broadening the foundations we have already established with Towards 2021.

Our next five-year strategic plan aims to create an environment of excellence, culture, growth, and partnerships, in which we can expand and integrate our disability services into wider national care initiatives for the benefit of children and adults with disabilities.

For that reason, this strategy does not specify priorities in particular service fields, disciplines, or related technologies. There are acknowledged strengths in the disability services offered nationally, including from our services. While these should be built on in line with new national policies, our focus in this next strategy is on supporting and building on the foundational structures of excellence, culture, growth, and partnerships for disability services.

As the strategy is implemented over the next five years (2022–2026), we will build on our established portfolio, inclusive of high-quality services (Adults, Children's, and National Specialist Services), impactful research and education, sustainability, information, and IT. Evidence from world-leading disability organisations suggests that supporting clients and understanding their needs results in the best improved health initiatives, outcomes and person-centred approaches.

This five-year strategy is the next plan 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.



Children's and Clinical Services

At the heart of our activities – this year and every year – our mission is to make a positive difference to the lives of children and people with disabilities, their families, and carers. The effects of the pandemic continued to influence the way our children’s services operated in 2021. The rollout of the vaccination and booster programmes proved crucial to the continuing resumption of all our activities and services. Virtual platforms – so new to us all before the pandemic – became the new normal for service delivery, in tandem with increasing face-to-face interventions.

From January to August 2,112 children attended 21, 394 appointments across our children’s services.

From the first eight months of 2021 the School Age Disability Team (SADT) – established in 2015 – continued its multidisciplinary work assisting children with complex needs on the autistic spectrum, seeing over 650 clients and offering over 1,700 interventions.

2021 Month	No. of clients	No. of interventions (direct and indirect)	No. of attendances (direct only)
January	129	437	188
February	95	268	194
March	108	343	237
April	88	246	108
May	103	229	213
June	47	69	58
July	25	45	44
August	34	58	55
September	23	35	30

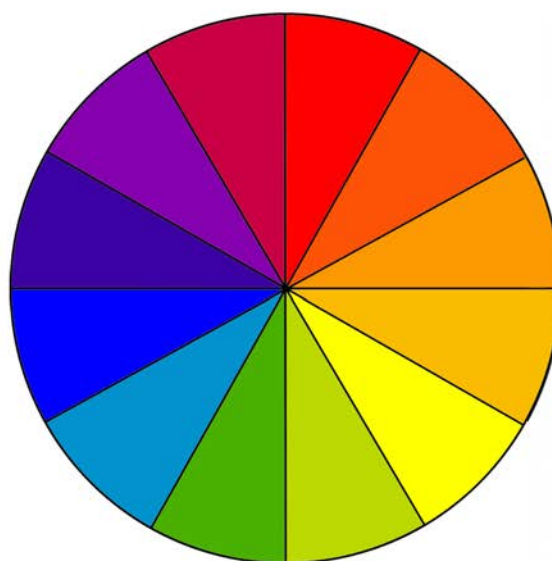
In tandem with our other work the Assessment of Need (AON) team continued to support the national need as requested by the HSE in 2019 and provided Preliminary Team Assessments (PTAs) under the Disability Act 2005.

The CRC’s Covid Helpline – in existence since the beginning of the pandemic – was key to providing both staff and service users with up-to-date information about changes to government policy and guidance as the Omicron variant swept through the community in late November 2021. Calls and email queries to the helpline were characterised by periods of relative calm, followed by increased volumes of calls, highlighting the dynamic nature of guidance around living with Covid-19. Our administration and nursing teams were critical to the running of this service.

September 2021 saw the implementation of the national programme known as Progressing Disability Services for Children and Young People (PDS). Under this new programme our clinical governance structure changed and both the SADT and Assessment of Need (AON) teams were disbanded in the summer of 2021 and our previous uni-disciplinary children’s services split into multidisciplinary specialist services teams and the new PDS teams.

PDS was conceived as far back as 2013 when healthcare services in Ireland undertook a significant reform programme in line with government policy. The Community Healthcare Organisations (CHOs) report was commissioned by the HSE in 2014 to review community healthcare services. PDS as a National Programme arose from that review and signalled the new vision for children’s disability services. This vision provided for easier access to services for families, equity of access to these services and a supportive collaboration between families, healthcare services and schools. The PDS programme is underpinned by twelve principles, as illustrated below.

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



Children's Disability Network Teams (CDNTs) established in CHOs 9, 7 and 5 reconfigured officially in September 2021. Each geographical area in the country has agreed 'lead agencies' to manage defined CDNTs. As a lead agency we are responsible for five network teams across these three CHOs. These teams are in Balbriggan, Swords, Clontarf, Clondalkin and Waterford.

Each team is managed by a Children's Disability Network Manager (CDNM) and in September 2021 our five new managers welcomed over eighty network staff/posts, including both new posts and existing staff, into their new network teams. Each team is made up of therapists and healthcare professionals from all the following core disciplines:

- Occupational Therapy,
- Physiotherapy,
- Social Work,
- Nursing,
- Psychology,
- Speech and Language.

During this highly logistical process our medical administration office transferred over 5,000 client files from the CRC into their newly assigned, network teams. In turn each network team in the CRC welcomed children transferring in from other services.

Currently the numbers of children in each CRC network are as follows:

- Balbriggan – 876
- Clondalkin – 713
- Clontarf – 414
- Swords – 673
- Waterford – 368



So, what will the new service look like for our families?

- The new service will be managed by the CDNM and is determined by the strengths and needs of each child and their family.
- How the child functions within their environment and their daily routines (including school) will be essential in determining the type of supports that the team will provide.
- Families will have access to a range of universal supports.
- Specific interventions will be carried out as required by the child.
- Every family will have a key contact.
- Every family will have an Individual Family Service Plan (IFSP) completed annually.

What does an annual IFSP look like for a child and family?

The IFSP is a document written in collaboration with the family which must include the following elements:

- Strengths and family priorities.
- Goals/desired outcomes, including baseline.
- Plan stating how all involved will support the achievement of the agreed goals.
- Written clearly so that everyone involved knows when those goals will be achieved.

What are the aims of the PDS programme and its changes?

- To provide a clear pathway and fair access to services for each child with a disability and their family, based on their need, regardless of their diagnosis, where they live or go to school.
- Make the best use of available resources for the benefit of children and their families.
- Work in partnership with families and with education staff to support children with a disability to reach their full potential.

The work of the network teams has just begun and 2022 will bring the vision of its twelve principles closer to fruition, despite the many challenges. We have an ambitious plan for recruitment and retention of staff, including the development of research and training opportunities for staff in line with our new strategy and in keeping with the themes of excellence, growth, culture, and partnerships.

Leading out on the work to safely transition CRC clients to the new PDS team was a significant undertaking, requiring the cooperation and buy-in of all departments. Key to the transition was the identification of vulnerable families and those children with an immediate clinical need. Processes were also put in place to safely transition children with ongoing safeguarding concerns and identify those who had concerns in the past.

Home Support

In 2021 our Social Work Department oversaw a significant number of individual family risk assessments carried out by the Home Support team to facilitate a full resumption of in-home support. Mitigations and support plans were identified for each family.

Home Support was offered uninterrupted throughout 2021. However, each time the Covid-19 infections surged in the community the services were impacted, with families becoming unwell with Covid-19 and having to restrict movements.

Year	No. of clients	No. of interventions	No. of hours
2020	51	872	2,428
2021	43	1,018	2,710
	↓ 15.68%	↑ 16.74%	↑ 11.61%

As 2021 began, schools remained closed and there were challenging months for parents and children accessing services, owing to school closures and restrictions. Social workers were active in maintaining contact with the families on their caseloads and in offering support. School reopened in March 2021 and the Social Work Department continued to embrace online deliveries to groups. Interventions such as support groups, information sessions and parenting programmes took place online.

The year saw the exciting delivery of the new 'Parents Plus Special Needs Programme' designed for parents of adolescents with an intellectual disability.

This programme, which was packed with practical solution-focused strategies and ideas was a huge success with our ten parents who attended the virtual sessions, over a six-week period. The course content acknowledged the difficult journey and the challenges that parents encounter when parenting a child with special needs. Feedback from parents was very positive:

*'I really enjoyed the course; it was lovely to get to know such inspirational parents. I've come away from this very positive about the future'.
'Today for the first time I've spoken out loud about some issues, so even getting it off my chest was good, and it was helpful knowing that I'm not the only one going through it.'*

Summer Respite

July respite was provided to the children in the CRC School in Clontarf, in response to the need for respite care during the eight-week summer break. The children were unable to access the limited mainstream summer camps.

The provision of nursing support is a key enabler for the camp. Nursing care was provided by two nurses each week supported by ten healthcare assistants, who also supported the children's engagement with activities. Speech and language therapy support was made available for those children experiencing feeding issues. The camp ran for four weeks in July and was open to all pupils of CRC School, Clontarf.

The camp provided our children with a mix of fun activities and entertainment, while also meeting their care needs. Each day there were twelve children on camp for three hours. The first two weeks were for children aged 12 years and younger, the second two weeks are for children aged 13 years and older. A total of forty-five children attended and a coordinator was employed to plan and engage the children in fun activities.

Christmas Appeal

Our social work annual Christmas appeal was established over three years ago to support families in crisis at Christmas and in contrast to the challenges of January 2021, seventy-six adults and families were supported in December 2021. A sum of €8,700 was distributed via the teams to families and individuals where needs were identified in the run-up to the Christmas break. We rounded off the year with a very happy event – the Santa Claus drive-through for over 120 children – organised by a highly-enthusiastic group of CRC staff.



National Specialist Services

Our specialist services aim is to operate to best international, evidence-based practice. To this end we promote a culture of continuous learning and service improvement, including promoting research and sharing and presenting our expertise both nationally and internationally.

Our specialist services have a national remit and receive referrals from community services, medical consultants, and primary care services throughout Ireland.

Following the reconfiguration and implementation of Progressing Disabilities Services (PDS) nationwide in September 2021 our specialist services were also reorganised to reflect that change. Our national specialist services play a crucial role in supporting Children's Disability Network teams throughout Ireland. Consistent with the PDS model, our specialist services provide special medical, therapeutic, and technical expertise and consultancy in primary physical disability where it does not exist locally.

We provide our services from our four locations – Clontarf and Clondalkin in Dublin, Waterford, and Limerick. In addition, we run outreach services which were curtailed due to Covid-19, but resumed in 2021 with clinics in Letterkenny, Portlaoise and Mullingar.

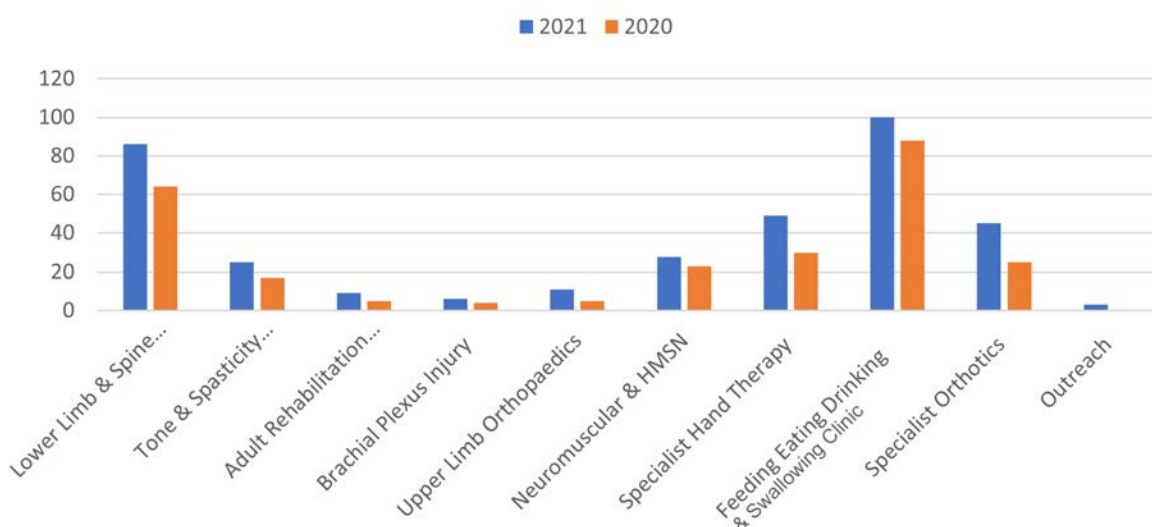
Our specialist services aim to provide a full suite of assessment and intervention clinics for physical disability and encompass Specialist Multidisciplinary Clinics, Medical Consultancy, Assistive Technology and Specialised Seating, and Gait and Movement Analysis Laboratory.

Overall, 2,967 clients attended one or more of our specialist services in 2021 (compared to 2,992 in 2020). Our specialist multidisciplinary clinics are summarised in the graph below. In 2021 we saw some welcome additions to our medical and surgical consultant capacity. Three new consultant orthopaedic surgeons began clinics in the CRC, which included those with a special interest in both the foot and upper limb. Fortnightly clinics with a consultant child psychiatrist had been filled on a locum basis in 2021. This post has now been filled on a permanent basis and weekly clinics will begin in early 2022.

Following the implementation of PDS in 2021, 2022 will focus on further developing our specialist services to respond to the needs of clinicians and families nationwide. Appropriate referral pathways into our specialist services have been established and disseminated and we plan to further increase our outreach service provision. Education and training will form an important component of our specialist services output in 2022 and we aim to provide a range of virtual and on-line courses in 2022.

We are also looking to further develop our clinical services for adults with physical disability and in 2022 we will run a pilot multidisciplinary group-based intervention – The Complete Person. This pilot project will be run in conjunction with Spina Bifida and Hydrocephalus Ireland and is partly funded by a grant awarded under the 'Strengthening Disabilities Services' scheme funded by the Department of Children, Equality, Disability, Integration and Youth.

Numbers of Specialist Multidisciplinary Clinics annually



Gait Laboratory Service

Our Gait and Movement Analysis Laboratory is a national specialist service. Its detailed assessments inform and enhance clinicians' decision-making to achieve best outcomes for an individual's gait. We generate computerised three-dimensional information on how a person walks and moves, from placing sensors on the person's joints and muscles and from force sensors in the floor. Our Gait Laboratory service is primarily based in our Clontarf centre, along with mobile clinics in Waterford and Limerick. A total of 321 clients attended for clinical gait analysis in 2021 (compared to 305 in 2020).

In 2021 we again retained international accreditation from the Clinical Movement Analysis Society, UK, and Ireland (CMAS-UKI) following a rigorous external audit process, and we remain the only accredited laboratory in the Republic of Ireland. In addition to clinical work, our gait laboratory is heavily involved in research and education and in 2021 seven papers were published in international peer-reviewed journals. The gait laboratory team also ran two clinical gait analysis courses which, following the impact of Covid-19, were adapted to be offered on-line. A total of fifty-three participants attended from Ireland and abroad and similar courses will be provided in 2022. In addition, the CRC Gait Laboratory will host the 2022 European Society for Movement Analysis in Adults and Children (ESMAC) conference in Croke Park Dublin.

Assistive Technology and Specialist Seating (ATSS)

Our Assistive Technology and Specialised Seating (ATSS) provides professional evaluation and information relating to all areas of specialised seating and assistive technology (AT) for children and adults with disabilities. Our ATSS teams aim to increase a person's independence and participation in society, using applications such as powered mobility, seating systems, communication systems, environmental control, and computer access. Our ATSS service is delivered from our four larger regional centres – Clontarf, Clondalkin, Limerick and Waterford, with significant outreach locally, in collaboration with the HSE and other service providers. To address the impact of Covid-19, we have also put in place mobile technical support vehicles which enable staff to work with community professionals, teachers, and therapists to recommend assistive technology and specialised seating to meet each of our clients' needs. Education is also an important component of our ATSS department and in 2021 a series of interactive online lectures, aimed at therapists reconfiguring under PDS were run. These lectures covered the essentials for clinicians working in the field of seating and assistive technology. A further lecture series is running in early 2022 for therapists across Ireland working with children with physical disabilities.

Specialist Services Innovation and Transformation Highlights from 2021

National Surveillance Programmes and Registers

The collection of appropriate information and data is extremely important in cerebral palsy to facilitate the planning of appropriate rehabilitation and health services, the development of preventative strategies and to provide a significant resource for future researchers. The CRC is taking a lead in two such initiatives with significant progress made in 2021 and significant plans for 2022.

The CRC Hip Surveillance Programme – Cerebral Palsy Integrated Pathway (CPIP) is aimed at the early identification of children with cerebral palsy (CP) at risk of hip displacement. This can be achieved through hip surveillance programmes such as the Cerebral Palsy Integrated Pathway (CPIP), and the CRC is the first clinic in the Republic of Ireland to have secured access to the CPIP electronic database system.

The CRC-led National CP Register Feasibility Study began in April 2020 under the direction of a steering group from the CRC, Enable Ireland, CHI and the HSE. Currently in the Republic of Ireland, there is one Cerebral Palsy Register based in Eastern Ireland only. To provide information on all twenty-six counties it is necessary to establish a National Irish Register. The current feasibility study aims to launch a pilot proof of concept register in CHO9 in the first quarter of 2022 and to contribute to the establishment of a National Cerebral Palsy Register.

Upper Limb and Hand Therapy Clinic

Our Upper Limb Orthopaedic Clinic (ULOC) is a monthly multidisciplinary clinic which provides assessment and intervention for children who present with atypical tone. In 2021 the multidisciplinary approach of this clinic was enhanced, and a paediatric medical consultant joined the existing team of an upper limb consultant orthopaedic surgeon, occupational therapist, physiotherapist, and clinical nurse specialist. This has ensured a holistic approach provided by the team and means that clients attending this clinic get a complete MDT assessment and, where appropriate, intervention all on the same day. A fundraising initiative saw a custom software application being developed for the ULOC in 2021. Testing of this app and background analysis software will commence in early 2022.

Research and Education

We continued to foster a culture of continuous learning and improvement throughout our services by promoting research while investing in and facilitating staff development and education. A focus of our strategic plan is investment in our staff to ensure quality and evidenced-based services. This is borne out through supporting and encouraging education and research.

Our key research and education achievements in 2021 included:

- Our higher-level education fund invested €13,320 (compared to €28,481 in 2020) for members of staff to pursue postgraduate degrees. Further higher-level education funds were awarded in 2021 that will be spent in future years.
- Ten research papers published in international, peer-reviewed journals (compared to seven in 2020).
- Seventeen presentations at international and national conferences, including the annual meetings of the American Academy for Cerebral Palsy and Developmental Medicine (AACPD), European Academy of Childhood Disability (EACD), European Society for Movement Analysis in Adults and Children (ESMAC) and Irish Society of Childhood Disability (IACD).

- Six meetings of the CRC Research Ethics Committee in 2021 with thirteen research studies approved.
- Our CRC early morning education series continued in 2021 with monthly talks from a range of national and international speakers.
- In 2021 we began monthly research training seminars. Topics including Literature Searching, The Research Process and Critically Appraising a Research Paper were covered by university lecturers and CRC staff.
- Two orthopaedic case conferences which, in response to Covid-19, are now hosted using a blended in-person-virtual model. This had the benefit of 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 the Akbar Kare Institute in Pakistan.
- Two virtual gait courses were delivered by the Gait Laboratory team to a combined fifty-three participants from the Republic of Ireland and abroad.



Idiopathic Toe Walker v Mild Bilateral CP

Fast walking

• No fast catches at any level

• Good active foot control

• No clonus

• Down-going Babinski



Gary's Story

My name is Gary Smith, I am 57 years old, and I live in Greystones. In 1998, I had a horse-riding accident which left me a quadriplegic at C-5 level. I was in the rehabilitation Hospital for eleven months and during that time I was assessed for a motorised wheelchair. The decision at that time was that a Storm wheelchair was best suited for me. I have been in various types of Storm chairs, all provided very kindly by the HSE, since 1998.

In June of this year, I needed to replace my wheelchair. I went to my occupational therapist, who suggested that I would just get into another Storm wheelchair. Quite by accident a friend of mine suggested that I should go to a seating clinic to get assessed properly, as it was such a long time since I had last been assessed. I decided I would make an appointment at the CRC.

The CRC asked about my requirements for the wheelchair, both from a social point of view and also from a work point of view. (Just to let you know I run a small motor business in Sallynoggin, Dun Laoghaire, in which we do both service repairs and car sales). They went through every detail of my life and what my requirements might be. They then suggested that I should take a look at a chair called a Quickie Q700 Up. I had no idea that this sort of technology was available. I am now using that wheelchair for the last two months, and now set out a few of the major advantages from my point of view.



1. The range is just incredible. I can go for long walks with my wife, children, and friends.
2. The suspension in this chair makes the ride over rough terrain so much more comfortable, meaning that my stomach does not get rattled and there is far less pressure on my skin.
3. The tilt-in space and the riser both help massively with pressure relief, and from a social point of view.
4. By far the most important part of the new chair is the fact that I can get into a standing position independently and easily. In my work environment it now means that I can see the cars at exactly the same elevation as my perspective buyers, and I can also have discussions with them at the same eye level. From a social point of view, it has transformed how I am treated, particularly in a large group setting when I am at eye level. These two things have been incredible for my own mental health. Apart from these visual differences of course the other massive point is that by *Standing*, it has a major benefit for my skin care, digestive system, bladder and bowel programme (in which I am already noticing a big difference). The fact that I am now 57 years of age means that in the long term this has to give me a much better chance of not getting pressure sores, saving myself the worry of having to miss my work and being confined to bed. The mental relief of knowing that I am doing everything to keep myself in the best possible physical shape is just life changing.
5. On a slightly less serious note, seeing my children's eyes (who are now 26 and 24) when they saw me standing up for the first time, was pretty damn emotional to say the least! (Gosh Dad, I didn't realise you are taller than me!)

Once again, I cannot stress how this has changed my life and I constantly thank my friend who suggested that I should go and get assessed properly at the CRC.

- Gary Smith



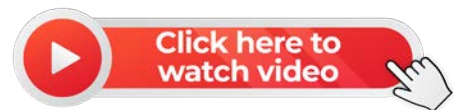
Adult Services

Our CRC Adult Services continued to deliver innovative and meaningful day services to approximately 290 adults in 2021. Notwithstanding the continuing impact of the pandemic, CRC ensured all adults attending our day services and educational training continued to receive services. We work in partnership with those we support by delivering a service to maximise everyone's independence. Working with adults, families and friends and local communities, we deliver our services in response to identified individual needs.

During 2021 we continued to build stronger relationships with families, carers, and other organisations, to ensure that adults had meaningful choices linked to goals in their 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. During the pandemic adults requested more classes and skills to enable them to keep fit and healthy, while others expressed a strong interest in developing independence skills such as cooking skills. In 2021, as the pandemic continued, adults wanted a degree of normality in service delivery and more focus on education, training, seeking employment opportunities, and advocacy. Adults wanted to continue to upskill in the areas of digital communication and this provided an avenue for adults to participate in and speak at online seminars such as Community Hub for Accessible Technology (CHAT), HSE Person Centred Planning Webinars and the HSE Shared Learning Day.



In 2021 our day services were delighted to appoint a person-centred planning development and research officer to support the person-centred planning process to empower adults to live a full and meaningful life in their communities. Our model of service, in line with HSE New Directions policy, is based on person-centredness, self-determination, community inclusion and active citizenship. We were delighted to participate in two webinars on their experience of the National Pilot demonstration project.



Progress on implementing New Directions continued during 2021 and we were pleased to deliver services to adults in their community with the opening of a new location in Clongriffin. Firhouse Local Centre also commenced delivery of classes in 'The Edge' Tallaght, while Hartstown continued to deliver classes in Huntstown Community Centre. CRC Rehabilitative Training Programme also saw new service development in Ongar due to commence in 2022.



Adult Services

CRC obtained €200,000 in funding through Pobal, and in partnership with Ballymun Jobs Centre we designed an exciting programme called 'Employment Plus', centred on supporting adults entering employment. This programme is one year long and based in the heart of the adult community in Ballymun.

Active citizenship and advocacy continued to be an integral aspect to service delivery and twenty adults participated and co-researched the 'Looking Ahead' projects which examined issues in service delivery and in wider society, with adults maximising their independence.

Community Partnerships

During 2021 Adult Services continued to engage and work collaboratively with community partners and we linked in with 116 organisations. We strengthened our partnerships with community organisations, education providers and employers. We continued our partnerships with DCU School of Teaching, Open Doors Mentoring programmes, NYCI, Erasmus, through both virtual and onsite events.

Activists and Self-Advocates

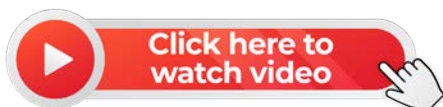
In line with our strategy, we have supported adults in their desire to become self-advocates and community activists. The adults are very active through several internal committees:

- Local Advocacy Groups
- 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 Committee.

Looking Ahead Project

In partnership with Disability Federation Ireland, we successfully obtained funding from Irish Human Rights and Equality Commission (IHREC) for a part-time researcher to explore areas of disability most relevant to adults attending our services. Dr Caroline Winstanley and twelve adults across our day services co-researched areas of importance to people with disabilities such as transport, housing, respite, education, and employment and concluded with recommendations on how to improve the quality of life for people with disabilities



Meet the Research Team



Edel Armstrong



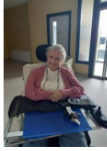
Sarah Fitzgerald



Phillip Noonan



David Geraghty



Joan Roberts



Maeve Kelly



Michael McGeally



Melissa McDonagh



Laura Murphy



Noel Vickers



Emer Keogh



David Geraghty

Make Way Day 2021

Make Way Day 2021 was on 24 September. Its aim was to raise awareness in the minds of the public to keep public areas clear, so that people with reduced mobility can access public buildings, footpaths, and wheelchair-accessible parking.



Disability Action Plan 2022–2025

The Department of Health is talking to people with disabilities about the Disability Action Plan 2022 to 2025. Adults met to discuss what they would like to see in the action plan. We made a list of positive actions that we feel would improve the lives of people with disabilities.

Community Hub for Accessible Technology (CHAT) conference

On 21 May Alan Melvin presented at the CHAT (Community Hub for Accessible Technology) conference. Alan spoke in front of over ninety people from multiple organisations on how he used technology to stay connected to services throughout lockdown, and fielded questions afterwards.

Creative Expression

Twenty-nine authors across CRC life skills and lifestyles programmes launched their book *We Shared Our Stories: A Collection of Short Stories*. This book promotes the talent and creativity of the adults we support. Stories included fantasy, adventure, murder, comedy, disaster, and climate change. The launch of the book was on 29 July 2021 in Deer Park Hotel Howth.

Training, Education and Employment

The C.R.O.W Project (Community involvement, Responsible active citizenship, Observational learning, and Work experience), in partnership with Howth Castle, provided work experience in the castle’s walled gardens, golf clubhouse garden, maintenance, office administration and flower beds in the communal areas. Adults learned new skills and developed their own CRC Golf Society.



Our Services

Transition Programme

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

Rehabilitative Training

We supported around thirty 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 fifty-three adults to broaden their horizons and try new experiences. The programme focuses on providing an individualised, person-centered service for all adults.

CDETБ Raheny

We supported nineteen learners over the course of eighteen months and this programme is 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

€200,000 obtained from Pobal to support our graduates on 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. The centres provide a range of social, education, occupational, complementary therapies, and recreational activities both online and virtually.

Adult Services Contact Activity



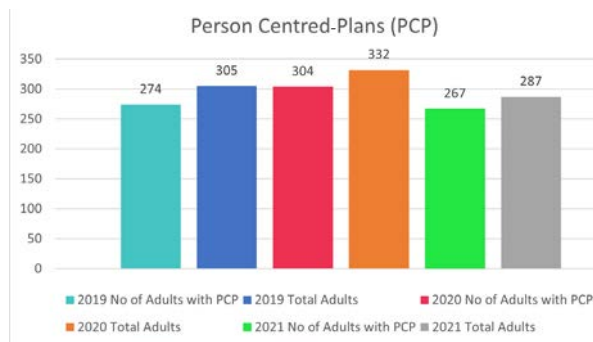
Activity and KPIs

Adult Services delivered 5,805 key worker meetings in 2019. In 2020, due to the pandemic, there was reduced adult face-to-face contact, but our blended approach to service delivery ensured 5,684 key working meetings were delivered. With full resumption of onsite services in 2021 this resulted in an increase of key working meetings to 6,086.



Supporting Adults to Become Active Participants in their Person-centred Planning Process

In 2019, 247 adults had active Person-Centred Plans (PCPs), increasing to 304 adults in 2020. In 2021 CRC Adult Services were delighted to appoint a person-centred planning development and research officer to ensure CRC delivered a meaningful approach to person-centred planning involving 267 adults.

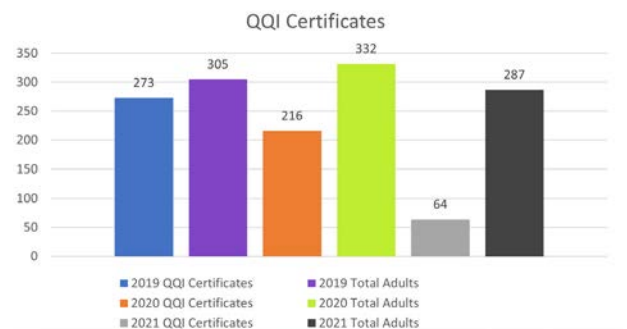


Part of CRC's approach to person-centred planning is to ensure adults are choosing activities meaningful to them, such as kayaking, art, horticulture, and travel training.

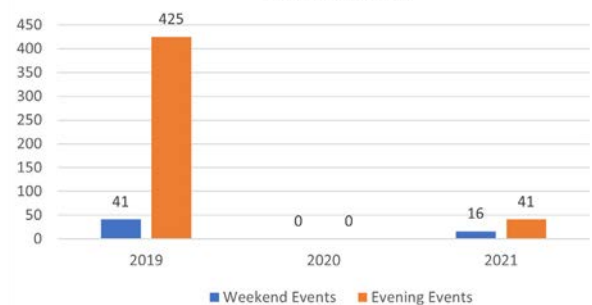


Promote Lifelong Learning, and Educational Opportunities

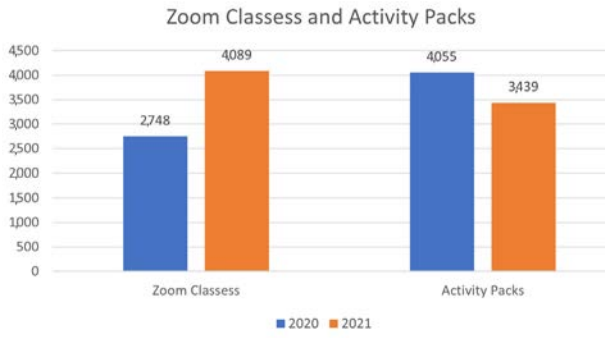
In 2019, adults successfully completed 273 QQI Certificates. In 2020, eleven learners obtained a major award in social care, retail sales and horticulture. A total of 216 minor component Awards were achieved. In 2021, 287 adults achieved QQI certificates which support adults to progress on to further education, lifelong learning, and employment. This enables adults live full lives as equal and valued citizens.



Number of Adults who took part in Weekend and Evening Events

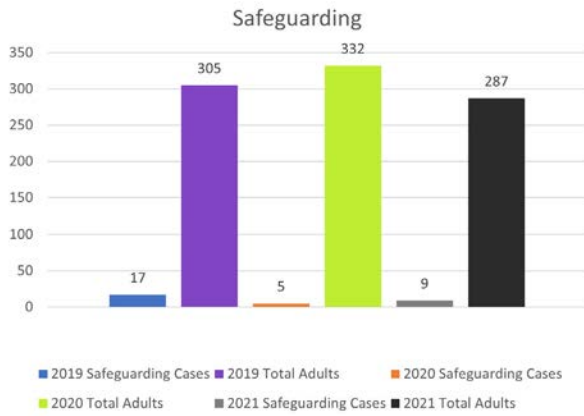


Due to the level of restrictions during 2020, adults were unable to enjoy weekend trips, but staff supported adults with a variety of events, including evening activities to celebrate Culture Night, Halloween Night and Movie Nights. However, in 2021 hospitality reopened and seven adults enjoyed a week-long trip to Galway.



Safeguarding

As detailed in the risk section of this report, safeguarding is a priority for us and throughout 2021 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.





**Changing Places
Presentation to the Oireachtas**

My name is Karen Smith, and I am a member of the National Changing Places Committee. I attend their monthly meetings. Currently I am involved in a government working group that involves the Department of Housing, Local Government and Heritage and other stakeholders. This group was established in December 2020 to examine the provision of a Changing Places toilet in certain buildings. On 14 October I made a presentation to the Oireachtas Joint Committee on Disability Matters about the need for Changing Places toilet facilities. I gave a powerful personal testimony and described how not having access to a toilet is a basic human right which prevents me from doing ordinary things in ordinary places. I have done radio interviews throughout the year to raise awareness about this issue.





Fundraising and The Care Trust

With the continued support of our communities, staff, clients, families, businesses, corporate partnerships, trusts, foundations, and statutory grants, we can go the extra mile and ensure that the people we serve get the best services they need. Trust and transparency are central to all our relationships; they are enshrined in our fundraising relationships and are key to our overall governance approach.

The CRC benefits from two main sources of fundraised income: The Care Trust provides annual fundraising support by raising funds from the public using the car lottery system. The CRC also has a fundraising department of five staff who fundraise from the public, utilising the following income streams: Community, Events and Digital; Trusts, Foundations and Grants and Corporate and CSR.

We record the fundraised income either as restricted or unrestricted. Restricted income is income that is allocated to a particular project and cannot be used for any other purpose. Unrestricted income are funds that the organisation may use for any purpose as deemed necessary, mainly to support operating expenses.

The year 2021 was a very successful one for our CRC fundraising team. Despite the ongoing challenges posed by Covid-19 and carrying vacancies in our team, we raised a total of €916,023, which is an increase of 73% on 2020. The total includes two generous legacies totalling €150,000 and the Strengthening Disability Services grant of €181,964 which is deferred in our accounts for 2022.

In January 2021 we transferred our Community and Events strand of fundraising on to digital platforms and the two strands worked well together throughout the year on hosting events and public engagements online. We had great success with corporate partnerships, continuing our partnership for another year with Proveca and securing two new partnerships – Cuisine de France and MSD. Despite our vacancies, we supported our specialist services in securing the Strengthening Disability Services grant, in partnership with Spina Bifida Hydrocephalus Ireland, and Pobal Employment + Programme.

Target Area	2020 Target	2020 Achieved	2021 Target	2021 Achieved	2022 Target
Community	€60,000	€71,872	€60,000	€108,934	€130,000 (combined with Events for 2022)
Events	€40,000	€41,746	€25,000	€2,201	
Trusts, Foundations and Grants	€150,000	€399,663	€150,000	€327,234	€450,000
Corporate and CSR	€40,000	€17,053	€15,000	€145,690	€100,000
Total	€290,000	€530,334	€250,000	€584,059	€680,000



The Care Trust

We are very proud of our longstanding relationship with The Care Trust, which has been raising vital funds for the CRC for over fifty years through door-to-door fundraising and direct marketing lotteries and for which we are very grateful. We are The Care Trust's beneficiary as well as a shareholder, alongside the Rehab Group. The Mater Misericordiae University Hospital terminated its beneficiary status after thirty-three years and were replaced by two small, mental health charities: Healing Untold Grief Groups (HUGG) and A Lust for Life, funding one-off projects for the next year.

For the second year in a row The Care Trust door-to-door fundraising was suspended for periods of 2021, which greatly impacted its overall donations from the public. In 2021 it raised €680,000, a decrease of 7% on 2020, which generated €733,355. We use The Care Trust funds to support 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 the funds to support several posts across governance, communications, and fundraising.

Digital Events and Community Fundraising

We started the year by building on our work in the digital space. That process started in 2020, when we developed five digital fundraising campaigns to run on our social media platforms, such as Facebook, Instagram, and LinkedIn. We made sure that some of our traditional legacy events were incorporated into our digital fundraising activity to preserve awareness of the CRC in a changing environment.

Our first digital campaign was a digital art sale, where we featured 111 artists, some of whom had previously exhibited in our annual art exhibition that had been held on the Clontarf Campus for over forty years, along with some artists who exhibited with us for the first time. The artists donated a total of 145 pieces with all the proceeds gifted to the CRC. The sale raised €18,928 in support of the refurbishment of our national Feeding Clinic.

In July we launched a very successful 'Get in The Sea for the CRC' campaign, which asked the public to commit to doing ten sea swims in July to raise funds for the front-line service provision. The response was incredible and various communities were created nationally to support this event, which raised a total of just under €34,000.

To mark CRC's seventieth anniversary, we organised a successful '70k Your Way Challenge', asking our supporters to roll, run, cycle, or walk 70 kilometres in October. The campaign was

immensely enjoyable and raised €9,000.

We marked International Day of People with Disabilities (IDPWD) on 3 December by engaging with several companies such as The Irish Film Institute, Indeed and Facebook, who took part in our 'Put Your Hand Up For IDPWD' event. After receiving positive feedback, we will repeat this event in 2022.

We finished the year on a high, with a very successful digital raffle and Christmas appeal which was generously supported by Cuisine de France. The raffle raised funds for the CRC Family Social Work appeal, bringing it to a nationwide audience who bought thousands of tickets and raised over €18,500.

Corporate Fundraising

This year has been very successful in the corporate fundraising strand. We continued our two-year partnership with Proveca and engaged in several staff events during 2021 which generously raised over €6,500 that supported the refurbishment of the Feeding Clinic.

In March we partnered with Cuisine de France as their official charity partner of the year and have worked together during 2021 on a couple of key events that raised a total of over €30,000, part of which funded a refurbishment of a play courtyard in Scoil Mochua.

Cuisine de France helped us celebrate our seventieth anniversary in May, by delivering treats and delicacies from their food range for our staff. They also generously supported our Families Christmas Social Work appeal.

In addition, we were chosen as the official charity partner for MSD Ireland and their Neighbour of Choice programme for 2022, securing funding of €86,370 that will fund the development of the Transition App project in 2022. We continued to develop our relationship with Meta, who have gifted us with Facebook advertising credits of USD \$5,000 as well as supporting our 'Put Your Hand Up' initiative. In total, our corporate strand raised €133,986.

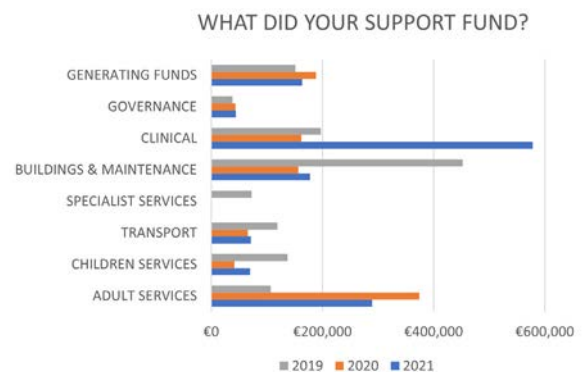
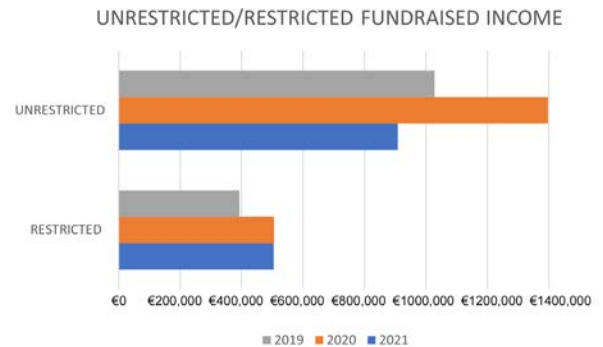
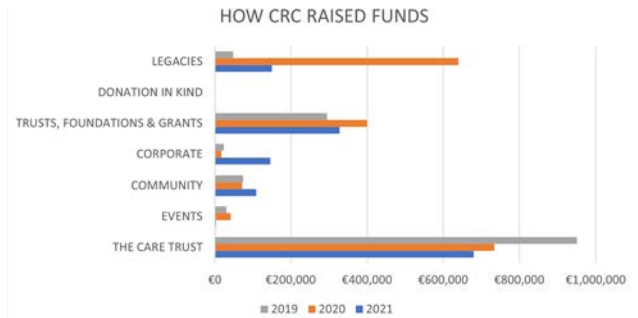
Trusts, Foundations and Grants

Following the huge outpouring of support and emergency funding from donors in 2020 in the wake of the outbreak of Covid-19, we faced uncertainty with the landscape of trusts, grants, and foundations income in 2021. Future funding opportunities were unclear, given shifting priorities with the sector, which was coupled with the difficulty of the Trusts, Grants, and Foundations executive role being vacant for a large part of 2021. This extended vacancy on the team proved to be a great challenge for our trusts, grants, and foundations fundraising, as it significantly reduced our capacity to apply for

grant opportunities. In 2021 we submitted a total of thirty-two applications; thirteen applications were fully funded, four were partially funded, ten were unsuccessful, and five are pending outcome. This compares with forty-eight applications made in 2020, twenty-two of which were wholly and partially funded, twenty were unsuccessful and five were still pending at year end.

Despite such challenges and the reduced number of applications that were made, we nevertheless had great success in securing income from trusts, grants, and foundations in 2021. We were awarded at total of €509,198, against a target of €500,000. However, the HSE Strengthening Disability Services funding of €181,964 was deferred to 2022. Highlights from our successes this year include being awarded the HSE's 'Strengthening Disability Services' grant in partnership with Spina Bifida Hydrocephalus Ireland, the Pobal Dormant Accounts Fund's 'Measure to Support the Employment of People with Disabilities' grant (worth €200,000), and over €100,000 in funding secured from the Mitigating Against Educational Disadvantage Fund for our Adult Services.

In 2022 we will continue to build upon the successes of trusts, grants, and foundations from the past number of years. We will continue to foster relationships with our current donors and will make applications again to already identified opportunities, including those from Léargas, Hospital Saturday Fund, HSE National Lottery, ESB Energy for Generations, ESB Electric Aid and the local authorities of the areas in which we work.



Sarah's Story

Sarah Geoghegan is 10 years old. She recently decided that she had outgrown her favourite play and prize possession of over thirty princess costume dresses, a decision that was not made lightly. Sarah took a step further and gifted her entire collection of dresses, shoes, and fairy wings to the pupils of our two schools, Clontarf School and Scoil Mochua, to play dress-up in class. We are so grateful to Sarah for her most generous act of kindness and we are in full admiration of her strength to share her childhood pastime with our pupils. Here's to an abundance of joy with dress-up play!





Our Schools

CRC School Clontarf

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

During 2021 we had an enrolment of ninety-one 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 of our staff are funded by the Department of Education (DES) including our seventeen teachers, forty-seven SNAs, twenty-seven bus escorts, two school secretaries and one caretaker. The DES also funds the twenty-two 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 preschool bus, school outings, events, and structural improvements throughout the school year. The CRC Fundraising Department supports the school through fundraising events and in supporting applications for grants.

Highlights of 2021

In September, one of our primary pupils transferred to his local mainstream primary school, while six of our post-primary pupils progressed to a number of adult services, including the CRC Transition Programme and the CRC Rehabilitative Training Programme. Seven senior cycle students successfully completed a variety of FETAC/QQI Levels 1, 2 and 3. We were particularly delighted, following a very challenging year, to see the students receive their results in October, making themselves and their families proud.

As with our sister school, Scoil Mochua, Covid-19 continued to have a significant impact on life in the CRC School in 2021. The Department of Education announced an extension to the Christmas holidays, meaning instead of returning on 7 January, this was extended to 10 January. However, just when everybody was set to return, the Department of Education informed schools that everyone would revert to online teaching and learning. With funding from the Department of Education, all teachers were provided with a laptop and all SNAs were provided with a tablet to provide online classes. Each class group accessed two hours of on-line learning per day. In February, special schools were the first of schools to reopen.

In March, the Department of Education allowed special schools to return to 100% capacity, which meant that all pupils could attend school every day. Everyone was so glad to be fully back in school – both staff and pupils. In April our school experienced a Covid-19 outbreak, which was very disappointing considering the measures to which everyone had been so rigidly adhering. This outbreak resulted in a significant number of staff and pupils isolating over the Easter holidays, either because they had contracted Covid-19, or they were identified as close contacts. The school received great support from our CRC colleagues and the local Public Health team in managing the challenges.

In May, we held a Creative Arts Week – the theme being construction. That project was funded by the Arts Council and our school was successful for two years in our application to be a Creative School.

In June, a previously employed PE teacher came back to our school and offered her services for that month. Our patron body kindly funded that project. As we were back in school, each class had a number of PE sessions, and they took full advantage of the DES recommendation for classes to take place outdoors as much as possible. Great fun was had by all, and everybody was thrilled to see our old PE teacher back! Parent/teacher meetings were held in the month of June over the phone or by Zoom, at times prearranged with parents.

In June, school leavers had a graduation ceremony. This was a lovely event that students' families also took part in. Pupils gathered together in school and families and friends linked in on Zoom. The highlight of the day was when the Student of the Year was announced. Also in June, pupils in Preschool 2 had a Zoom graduation ceremony. Unlike last year where everyone attended remotely, this year, the children and staff were in school, and parents and family members linked in over Zoom. Graduation hats and packs were put together by the teachers and SNAs in advance of the ceremony.

In July and August, the Department of Education fully funded extensive electrical works in the school, which included a complete rewiring, including the installation of a PA system. For over twenty-five years CRC School Clontarf has engaged with a local second-level school for the Fast Friends project and paired reading. 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.

The Theme for this year's Christmas Play was What a Wonderful CRC World, when each class recorded a piece which was put together into a video. On Monday, 21 December, all parents were

Our Schools

sent a link to Vimeo which could be accessed from 10 a.m. that day.

Plans For 2022

- Sensory Room – Unfortunately with the continued restrictions during 2021, we did not put our plan into action to build our new sensory room, but we hope that will happen in 2022.
- We will continue to work with the Arts Council for the Creative Schools programme.
- We plan to be part of the wider CRC redesign of its website.
- Upgrade the Wi-Fi system in the school.
- Build stronger links with the FSSU.
- The return of celebrated religious events, including communion and confirmation.
- The return of the school debs for school leavers. Should public health guidelines allow, we will be celebrating up to seventeen school leavers who have left in 2020, 2021 and 2022.

CRC School Clontarf

Board of Management for the year 2021:

- **Alison McCallion**
Chairperson
- **Jenni Crumlish**
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



91
Pupils



47
SNAs



17
Teachers



27
Bus escorts



2
Secretaries



1
Caretaker



Scoil Mochua

Scoil Mochua is based in Clondalkin, Dublin 22. In 2021 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, North Kildare, and County Laois. 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 preschool 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 provide a mixture of the National Primary School Curriculum and differentiated National Council for Curriculum and Assessment (NCCA). For our senior pupils we offer the Junior Cycle Levels 2 and 3. In 2021 we continued to expand our Junior Cycle Level 1 programme which had been piloted in 2020.

Covid-19 restrictions continued to impact the school in 2021. Our school was physically closed from Christmas until mid-February, and we continued to provide online learning. Some of our initiatives during lockdown included:

- Zoom meetings with staff, classes, parents, and support services.
- Virtual referral service that allowed families to access services (e.g., social work, nursing, psychology, occupational therapy, physiotherapy, speech, and language therapy) through the principal and/or teachers.
- 'Pen-pal' service where pupils interacted with staff and each other through email, WhatsApp, phone, or letter.
- 'Print and Post' service where each week teachers could email work to the school where it was printed and posted to pupils.
- School video and movie initiatives where staff and all involved with the school put together media clips that were circulated in our school community (this proved particularly popular with our pupils and families).
- Online classes through Zoom for PE, cookery, quizzes, music, and other fun activities.
- Online competitions and games.

Highlights of 2021

Due to the pandemic, 2021 continued to be a very challenging time for everyone, so we were thrilled to be able to welcome back a cohort of pupils for our second July provision. We provided two fun-filled weeks for 44 pupils, who enjoyed much needed respite, social support, and education.

Our July provision focused on fun and provided much needed continuity. Families welcomed the decision to run the provision and staff enjoyed the opportunity to work with their pupils in a more relaxed environment after what was a long and arduous year.

Thankfully school reopened as normal in September, and we continued to implement comprehensive practices, including the use of personal protective equipment (PPE), one-way systems and bubbles and pods. This ensured we could facilitate our small groups of socially-distanced learning within all public health guidelines. Despite the restrictions, the smiles, laughter and sheer resilience of our pupils and staff were to be seen at every turn.

One of the highlights of 2021 was our Santa visit. Santa was able to abide by Covid-19 restrictions and fly into outdoor air space to visit all the pupils. Santa was assisted by army officers from the Air Corps in Baldonnell. We got a beautiful day, and all were very excited by the presents and fun.



Plans for 2022

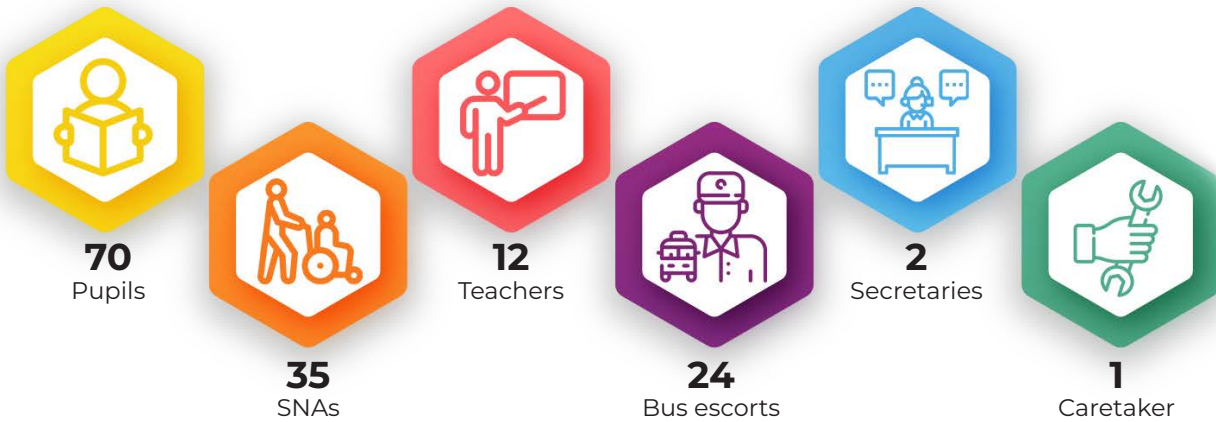
During 2021, our stakeholders worked together to finalise the model for our proposed new school build. It was agreed that the CRC and the Department of Education and Skills would develop the site as a shared project. Full funding was approved towards the end of 2021 and work began in appointing a project manager. Thus began a very exciting time of development for the school and 2022 promises to see an increased momentum in the new build's development.

In 2021, with the help of our CRC fundraising team, €24,000 was raised and we began to plan the redevelopment of our play area. This work will be completed in 2022.

Scoil Mochua

Board of Management for the year 2021

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







Investing in our People

We are nothing without our people, both our staff and volunteers. They are critical to delivering on our mission and to providing essential services to children and adults with disabilities.

Throughout 2021 we supported our staff across all our locations and services. While we continued to deliver a hybrid of services virtually and in person, 2021 saw a near full return to the workplace.

We were committed to providing a safe and supportive workplace and to that end human resources were an integral part of the Covid-19 helpline team.

Covid-19 Support

In 2020 over 100 staff redeployed during the Covid-19 pandemic, but by late summer 2021 we had everyone back to the CRC. The HR team supported the vaccination programme for all staff, providing training for Covid-19 lead workers and co-ordinated the weekly Covid-19 absence statistics to the HSE.

PDS/reconfiguration of Children's Clinical Services

Reconfiguration of children's clinical services took place in September 2021. In preparation for this change, HR processes included an internal expression of interest for staff for roles in PDS or specialist/adult posts. This process was carried out following a transparent procedure with the best interests of the service and the preference of employees in mind.

As part of reconfiguration HR updated and notified staff of changes in reporting structures. HR IT systems were updated, and support was provided to staff relating to queries or concerns. This support extended to groups of staff in the following categories – CRC staff on CRC Children's Disability Network Teams (CDNTs), CRC staff working on other employers' lead agency CDNTs and non-CRC staff joining our CDNTs.

HR delivered induction sessions specifically for new staff joining the CRC, following PDS reconfiguration and these were very well received.

Throughout 2021, in preparation for PDS reconfiguration HR followed policy and procedure to comply with governance structures in obtaining approval for new posts and funding from the HSE. This activity has continued as CDNTs develop and expand post-reconfiguration.

Recruitment and Retention

Recruitment and retention were significantly impacted and disrupted over the past two years. In 2021 we continued to undertake a significant number of interviews virtually with a gradual return to in-person interviews where necessary. Attracting staff remains a challenge in the post-Covid-19 era, with new posts being developed across the country and with increased competition to attract the highest skilled staff, it

challenged us to be creative and innovative in our approach to recruitment. In 2021 we broadened our advertising platforms and exploited our CRC social media channels to increase our visibility in the market. We plan to continue this in 2022, with plans for recruitment fairs and reviews in how we market the CRC, and our staff supports.

We undertook four virtual new staff inductions in 2021. These sessions incorporated the use of on-boarding information sessions coupled with ensuring that new staff were welcomed and had an opportunity to meet the CEO and key management personnel.

Staff Development and Staff Engagement

As previously mentioned in this annual report we are committed to supporting staff training and development with both in-house and external access to training opportunities for staff. We support managers in the probation and performance management of staff and as we plan for 2022, we intend to introduce a formal performance management programme, based on the HSE programme.

Volunteers

Covid-19 had a significant impact on our volunteers as so many volunteer activities were affected by the management of services during the pandemic. Many activities were interrupted and unable to go ahead due to public health restrictions.

As 2021 progressed we were able to engage with the gradual relaxing of volunteer activity and welcomed volunteers to activities such as our summer respite programmes and our Christmas Santa Claus drive-through.





General Services and Capital Projects

Emerging from the pandemic the CRC was supported by critical functions of general services across transport, catering, facilities, and maintenance. Our teams worked hard to ensure our buildings, facilities and buses were accessible, safe, and secure. We progressed both major and minor projects to upgrade our premises, bus fleet and facilities, and we worked alongside our colleagues in the HSE on exciting developments to provide services in new locations to clients and families. We also focused on sustainability and the need to reduce our environmental impact. Our work in these departments made a major difference by ensuring a safe, bright, and inviting environment for our clients, staff, and visitors.

Environmental Impact and Sustainability

We monitored and reported on our energy usage throughout the year through the Sustainability Energy Authority of Ireland (SEAI). The SEAI is tasked with reporting on energy efficiency in public bodies in Ireland. It is set in the context of Ireland's EU and national commitments and wider climate change goals, whereby a target of 33% energy efficiency improvement was to be achieved by all Irish public bodies by 2020.

The EU have set out ambitions to reduce greenhouse gas emissions in Ireland, along with several other member states, by 80% to 95% by 2050, compared with 1990 levels. An EU-wide reduction of 40% by 2030 has already been agreed by member states.

In 2021 we undertook an energy audit of our two largest sites – Clontarf and Clondalkin. The audits were based on electricity, natural gas and gas-oil use at both sites and identified medium- and long-term strategies to improve our energy efficiency. The output of this audit will inform practice and improvements for the years ahead and will be built into the five-year strategic plan from 2022 onwards.

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.

Also in 2021 we established a CRC Green Team to focus on sustainability in the organisation. The Green Team will promote awareness about the use of energy within our services and the valuable and positive impacts that a reduction of energy will have on our service users and our working environment. By implementing sustainable energy measures, a culture of energy conservation and sustainability will be promoted across the organisation, while the resulting savings will be utilised across multiple service areas.

Major Capital Projects

We progressed several major and minor capital projects in 2021, based on our strategic plan. Our capital projects team also worked with HSE Estates in the development of exciting new sites from where we will deliver children's, specialist, and adult services under the national policies of New Directions and PDS. The HSE was hugely supportive throughout 2021 and approved grants in excess of €4 million to upgrade our facilities in Clontarf. Our capital projects are guided by our board through the Capital Projects and Infrastructural Committee.

Our strategic plan for the next five years has an ambitious capital element focused on two key areas.

Clondalkin

In 2021 we signed a service level agreement with the Department of Education and Skills to progress the development of a new DES-funded school and separate specialist and clinical services building. This exciting project is expected to cost in the region of €15 million over four years and 2022 will see an estimated €100,000 being spent on design team consultation.

In addition to this major development, we undertook capital works in 2021 to temporarily accommodate the new PDS team and to address infection-prevention control in the school.

Clontarf

In 2021, we appointed the design team for the Future Fit project, which is a four-year upgrade and reconfiguration of our headquarters and main premises, in response to new disability policies. This project is estimated to cost more than €25 million, with approximately half a million to be invested in 2022. A combination of fundraised income and statutory grant income is being relied upon to fund these essential infrastructural developments. The plans will be developed in a phased manner, ensuring funds are in place to facilitate the phases underway. Now that a design team is on board, this project will move on in 2022 to focus on end-user needs, clinical adjacencies and accommodation design and stakeholder consultation.

Hartstown

Hartstown Local Centre benefitted from smart new bathrooms that are larger, brighter, and more suitable to the needs of clients. New equipment in the kitchen, a new boiler and a change-of-use of internal rooms was also completed. It is now set up to continue to provide a range of programmes in line with the HSE's New Directions policy.

New Services for CRC

In partnership with the HSE, we identified and progressed new premises in Ongar, Swords and Balbriggan for the delivery of services for children and adults. Staff are already in situ at our new location in Balbriggan and providing PDS services to people in the community, while the fitout of Swords and Ongar was completed in 2021 and staff and service users are expected to occupy the new centres in early 2022.

Transport

In 2021 we purchased two fully-adapted buses to upgrade our fleet and enhance our transport services. Our transport fleet continues to respond and adapt to the needs and demands of services. As our services were gradually restored in response to public health policy, the number of our accessible bus passengers increased. Our transport department remains very busy and is much in demand. In 2022 we plan to purchase additional buses to support our services, and to explore the possibility of electric vehicles, with significant support of €350k from the HSE.

Maintenance

Our maintenance, cleaning and facilities teams were central to ensuring all our buildings and sites remained Covid-19 compliant during 2021. They responded swiftly to public health guidelines and ensured our locations were safe for all.







Overview of Risk Management

We encourage a culture of open communication and risk management.

Across all our functions and departments, we are committed to proactively managing all risk associated with providing our services in healthcare, social care supports and education. To this end we have a robust risk management framework in place to guide practice at all levels across the organisation. 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 which hold risk as well as positive benefits. In this context we are committed to promoting a person-centred approach to risk management from the perspective of our clients, their families, carers, and advocates. We work 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.

The past year was another time of dynamic transformation, organisational learning, and dedication to continued service delivery. The National Covid-19 vaccination programmes impacted positively on the risk to service provision and allowed us to provide more face-to-face services than in 2020. However, we continued to adapt and respond to the evolving challenges of the pandemic, using a risk management approach to service provision. Our Covid-19 response task force continues to support the specific management of risk related to the pandemic. We have continued to work in partnership with our staff, clients, stakeholders, funders, and regulators to ensure we continue to provide safe, effective, and person-centred care for all.

CRC Risk Management Framework and Risk Appetite

The effective management of risk requires the involvement of people at every level of our organisation. Identified risks are escalated by the Quality Safety Risk Committee, the Quality Safety Leadership Committee and our board. We are committed to ensuring that risk is identified, managed, and reduced through the implementation of risk management. This framework is based on the ISO 31000 standard and consists of the frontline identification and management of risk at a local level, escalated as appropriate through the medium of the risk register. Local risk management informs the corporate risk register and therefore identifies strategic risk. Risk is governed by our risk and serious incident committee which reports to the quality and safety leadership committee. The Head of Quality, Safety and Risk reports regularly to the board on all strategic matters relating to risk. This comprehensive framework for managing risk ensures the appropriate channels for escalation. Our risk appetite statement sets



out the level of risk acceptable to the CRC in critical areas. Risk tolerance is the minimum and maximum risk we are willing to accept. 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. Our risk appetite statement is reviewed annually by our board audit committee.

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 for safety 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.

Education, Training, and Support

Despite the interruption of Covid-19, we have remained committed to ensuring that our staff have the knowledge, skill and training required to manage risk proactively. Our quality, safety and risk department works collaboratively with all departments, to ensure risk management systems are robust and in place. We encouraged and supported staff to be innovative and transformative when managing risk, particularly when supporting person-centred care. We continue to work closely with our clients and their families, carers, and advocates, to ensure a holistic and personalised approach to risk throughout the Covid-19 pandemic.

Plans for 2022

In 2021 we continued our work on embedding a risk management culture throughout the organisation, supporting staff to think differently around the management of risk in order to foster a safety culture where risk management becomes part of our daily activities, rather than a separate task. The quality, safety and risk board sub-committee reporting to the board of directors continued to ensure that all crucial areas of concern were risk assessed and progressed as appropriate. Heading into 2022 the quality, safety, and risk function in collaboration with the board and senior management team will agree a priority listing for progression, such as:

- Continue to support the effective implementation of risk management at all levels and in all areas.
- Continue to promote a culture of health and safety throughout the organisation.
- Develop 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 the CRC against the unauthorised penetration/erroneous use of CRC network and information systems via malware/ virus/ cyber-attack.

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 do not restrict internal audits to financial-related matters but include all risk profile areas across the CRC for inclusion in the annual audit plan. The board audit committee set the audit plan for the year ahead and track progress against audits throughout the year. In 2021 Deloitte (internal auditors for the CRC)

undertook the following internal audits:

- Business continuity planning, including disaster recovery.
- Communications, including social media.
- Payroll, including travel and subsistence.
- The agreed plan for internal audits in 2022.
- Policy governance review.
- Review of health and safety.
- Review of internal financial controls.

Risk description and movement in the year 2021
<p>Overall management of CRC during the Covid-19 pandemic</p> <p>Movement This continued as an evolving risk in 2021</p>
<p>Principal control measures</p> <ul style="list-style-type: none"> • Comprehensive business continuity planning in response to national guidance and directives for living with Covid-19. • Covid-19 specific risk register in place and managed by a specific task force reporting to the CEO and board of directors. • Covid-19 specific policies and procedures in place and updated as required. • Compliance with up-to-date infection control and public health guidelines. • Covid-19 task force and Covid-19 lead workers in place. • Staff education and communication plan in place on all related Covid-19 matters. • Internal audit of BCP completed in 2021.
<p>Risk tolerance</p> <p>Strongly Averse.</p>
<p>Focus for 2022</p> <ul style="list-style-type: none"> • Continue to review and manage Covid-19 risk register. Update and refresh documentation in line with public health guidance/ HSE directives and the updated National Framework for Living with Covid-19.

Risk description and movement in the year 2021
<p>Service arrangement and grant agreement obligations</p> <p>Movement No movement from the previous year.</p>
<p>Principal control measures</p> <ul style="list-style-type: none"> • 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.
<p>Risk tolerance</p> <p>Strongly averse.</p>
<p>Focus for 2022</p> <ul style="list-style-type: none"> • Continue close engagement with all funders. • A date has been scheduled for February 2022 for the board to meet the HSE. • Continue to monitor all Covid-19- related impacts and risks to service provision. • Continued use of the OGP/HSE frameworks to meet procurement requirements.

Risk description and movement in the year 2021**Safeguarding of vulnerable adults and child protection****Movement**

No movement regarding the CRC-held risk.

Principal control measures

- Child and adult safeguarding committee in place.
- HSE trust in care policy in place.
- Child protection and safeguarding policies and training in place for all staff.
- Designated liaison persons and designated officers in place as appropriate.
- All mandated persons aware of their responsibilities and training is provided.
- Garda vetting process and strict controls in place.
- CRC policy reviewed and updated in accordance with the National Vetting Bureau 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.

Risk tolerance

Zero tolerance.

Focus for 2022

- Continuing review of on-line training opportunities to ensure all mandatory training is achieved for all CRC staff working with vulnerable adults and children.
- Continue to meet legislative requirement regarding child protection.
- Continue to meet obligations regarding safeguarding of vulnerable adults in line with the HSE Safeguarding Vulnerable Persons at Risk of Abuse: National policy and procedures.

Risk description and movement in the year 2021**Financial management and sustainability****Movement**

No movement from the previous year.

Principal control measures

- 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.
- Annual budgeting cycle in place and break-even mandate achieved in 2021.
- Annual Internal audit plan agreed by the board.
- Annual external audit plan agreed by the board.
- Monthly reporting to HSE and bi-monthly reporting to CRC board on management accounts.
- Comprehensive fundraising plan in place to support financial diversification.
- Fundraising plan and activities overseen by board sub-committee.
- Shareholder agreement in place with The Care Trust to oversee and govern relationship.

Risk tolerance

Strongly averse.

Focus for 2022

- CRC corporate procurement plan to be finalised and approved by the board.
- Continue to engage with The Care Trust on furthering the relationship and supporting the case for support.
- Continue to work with the HSE regarding securing funding for major capital developments and infrastructural improvement.

Risk description and movement in the year 2021**Sustainable and safe service delivery****Movement**

PDS reconfigured fully in late 2021. CDNTs in place in Swords/ Clontarf/ Balbriggan/ Clondalkin and Waterford.

Principal control measures

- Five-year strategic plan in place (2021–2026) to govern CRC service priorities and developments.
- 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.
- Children's Disability Network Managers and Teams [CDNM/ CDNT] in place to lead the development of national children's services (PDS).

Risk tolerance

Moderately Averse.

Focus for 2022

- Agree and publish a new strategic plan for the CRC for 2022 to 2027
- Continue to support the transition to a new model of care (PDS)
- Monitor PDS team and service establishment and report on waiting list and challenges nationally
- Continue to support an effective communication plan with all stakeholders

Risk description and movement in the year 2021**Information governance, cyber security and security, protection****Movement**

No movement from the previous year.

Principal control measures

- Information governance committee established and meets regularly.
- IT vulnerability testing completed.
- IT security processes and policy in place.
- Website cookie policy and information statement in place.
- 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.
- Significant additional hardware and software in place.
- Policies and procedures in place to support remote working and telehealth.
- Business continuity and disaster recovery audit conducted.

Risk tolerance

Zero tolerance.

Focus for 2022

- All processing contracts to be reviewed to ensure a data processing addendum is in place in line with legislative requirements.
- Article 30 requirements – record of processing activities will be maintained.
- Continual IT support to enhance remote working and policy review.
- Review of current information governance and data protection risks ensuring they are comprehensive.
- Cyber security as a risk to the CRC will be investigated and control measures developed.



Structure and Governance

Established in 1951, the CRC was incorporated on 8 October 1953 as a company limited by guarantee and not having a share capital. The CRC was established under a Memorandum of Association which recognised the objects and powers of the company, and it is governed under its Articles of Association and by the board of directors.

Our activities are charitable in nature and all our income is applied solely in promoting our charitable objectives.

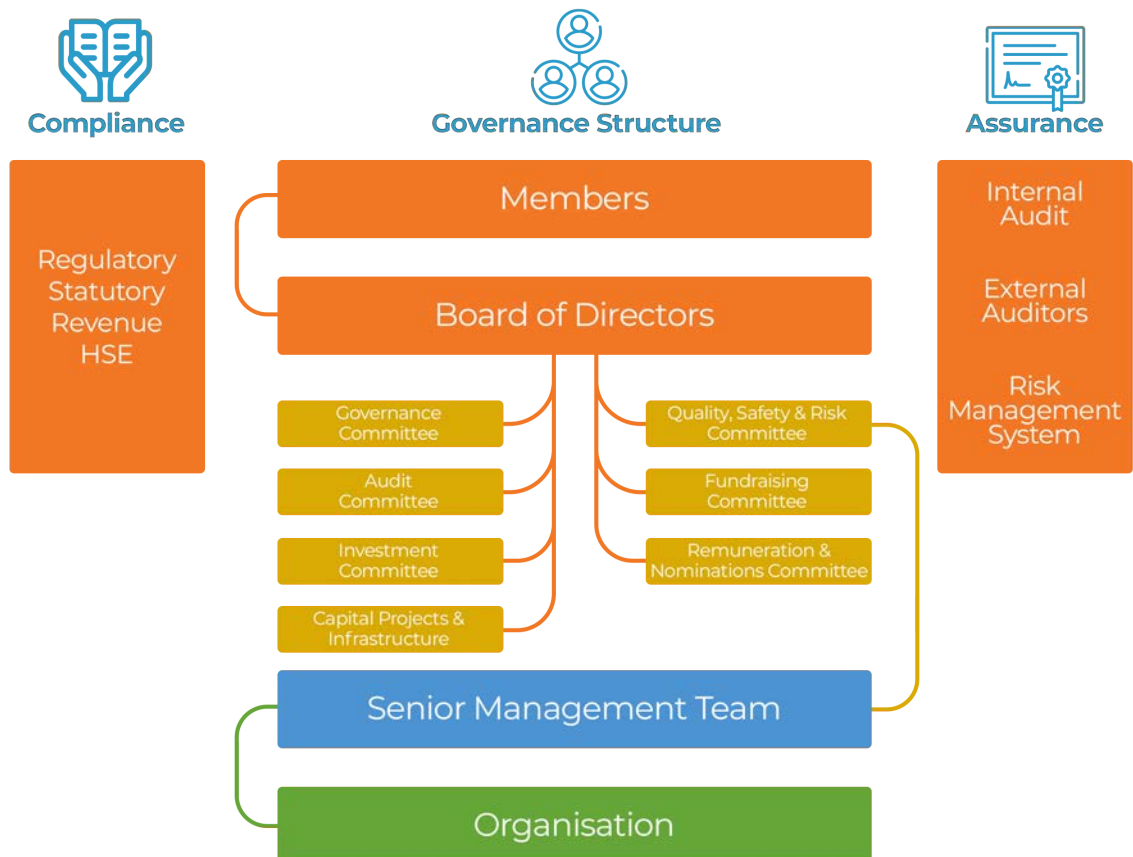
2021 saw the board engaged and informed throughout the year, and again like 2020, they conducted their entire calendar of board and committee meetings via a virtual format.

The board continued to focus on ensuring that governance was maintained to a very high standard and that all commitments and deadlines were met during the year.

The CRC is registered with the following bodies:

- 
Charities Regulatory Authority
 Registration Number **20006938**
- 
Revenue Commissioners
 Charitable status granted under Sections 207 and 208 of the Taxes Consolidation Act 1997
Charity Number 4998
- 
Companies Registration Office
Company Number 14880

Governance Structure Hierarchy



We are committed to improving and enhancing our governance structures and we continually strive to achieve better than best practice in corporate governance.

Legal and Regulatory Governance Hierarchy



CRC Board of Directors

 CRC Board of Directors	 Brian Power Chairperson (Appointed 16 December 2020)	 Sean McCormack Vice Chairperson (Appointed 26 March 2021)	 Ian Callanan Non-Executive Director (Appointed 1 December 2017)	 David Courtney Non-Executive Director (Appointed 17 January 2020)	 Edward B. Ward Non-Executive Director (Appointed 28 November 2019)	 Gillian Harford Non-Executive Director (Appointed 23 July 2021)
	 Liam Cullen Non-Executive Director (Appointed 1 December 2017)	 Joseph McGrath Non-Executive Director (Appointed 17 January 2020)	 Rose O'Donovan Non-Executive Director (Appointed 28 November 2019)	 Kieran McCarthy Non-Executive Director (Appointed 26 March 2021)	 Tony Golden Non-Executive Director (Appointed 28 May 2021)	 Una Ryder Non-Executive Director (Appointed 23 July 2021)

Director	Appointment	Term (Years)
Mr Brian Power (Chairperson)	17 January 2020	2
Mr Sean McCormack (Vice Chairperson)	17 January 2020	2
Mr Ian Callanan	1 December 2017	5
Mr Liam Cullen	1 December 2017	5
Mr Edward Ward	28 November 2019	3
Ms Rose O'Donovan	28 November 2019	3
Mr David Courtney	17 January 2020	2
Mr Joseph McGrath	17 January 2020	2
Mr Kieran McCarthy	23 March 2021	1
Mr Anthony Thomas Golden	28 May 2021	1
Ms Gillian Harford	7 July 2021	1
Ms Una Ryder	23 July 2021	1
Company Secretary	Appointment	Term (Years)
Ms Thérèse Allen	12 September 2016	6

The CRC is governed by the board of directors who provide 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 2021.

There were no instances or arrangements during 2021 whereby a director was materially interested in the company's activities. There is a conflict 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.

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 have 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 have delegated some responsibilities to board committees, as detailed on pages 63 – 66. Details of the separation of duties and responsibilities of the chairperson and the CEO are clearly documented and defined in our directors' handbook.

The directors' handbook, which is reviewed annually, 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 handbook contains a schedule of matters reserved for the board. The handbook also contains the directors' code of conduct.

Members

On 31 December 2021, the company members were Mr Tom Quinn, Ms Ann Jackson, and Ms Leah Goulding.

Company Secretary

Central to governance oversight and the efficient workings of the board, is our company secretary, Ms Thérèse Allen, who was appointed on 16 September 2016.

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 2021 were as follows:

- Dr Anne Matthews – appointed to the Quality, Safety and Risk Committee on 30 November 2017 (Retired 23 February 2021).
- Mr Darren Peavoy – appointed to the Capital Projects and Infrastructure Committee on 20 November 2018.
- Professor Thilo Kroll – appointed to the Research Committee on 13 November 2018.
- Professor Pamela Gallagher – appointed to the Research Committee on 13 November 2018.
- Mr Enda O'Riordan – appointed to the Remuneration and Nominations Committee on 3 April 2019.
- Mr Myles Daly – appointed to the Governance Committee on 3 April 2019 and appointed to the Quality, Safety and Risk Committee on 7 October 2019.
- Ms Aoife Cooney – appointed to the Fundraising Committee on 14 May 2019.
- Mr Daniel Curran – appointed to the Fundraising Committee on 14 May 2019.
- Ms Fiona Sweeney – appointed to the Audit Committee and Investment Committee on 8 February 2019.
- During 2021, two new Independent co-optees were added to the following committees:
- Ms Lucy Tierney – appointed to the Remuneration and Nominations Committee on 28 May 2021.
- Ms Deirdre O'Reilly – appointed to the Capital Projects and Infrastructure Committee on 28 May 2021.

Appointments/Resignations

The following were the changes to the board of directors during 2021:

Appointments:

- Mr Kieran McCarthy was appointed as a director and chairperson of the Audit Committee and Investment Committee on 26 March 2021.
- Ms Una Ryder was appointed as a director and member of the Fundraising Committee on 23 July 2021.
- Ms Gillian Harford was appointed as a director and member of the Remuneration and Nominations Committee on 7 July 2021.
- Mr Tony Golden was appointed as a director and member of the Governance Committee and Investment Committee on 28 May 2021.

Retirements:

- Ms Sinead Cooke retired as a director and member of the Audit Committee and Investment Committee on 12 January 2021.
- Mr Tom Young retired as a director and Chairperson of the Governance Committee and member of the Remuneration and Nominations Committee on 12 February 2021.
- Mr Diarmuid Connaughton retired as director and Chairperson of the Audit Committee and Investment Committee on 12 April 2021.
- Ms Martine Smith retired as a director and Chairperson of the Research Committee on 31 August 2021.
- Ms Marie O’Riordan retired as a director and Chairperson of the Capital Projects and Infrastructure Committee and member of the Governance Committee on 24 June 2021.
- Ms Marie Guidon retired as a director and Chairperson of the Quality, Safety and Risk Committee and member of the Governance Committee on 3 December 2021.

Term of Office

Members of the board 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 their appointment, new members are invited to attend an induction meeting(s) with the chairperson, the CEO and company secretary. The induction meeting(s) involve an overview of the organisation, including receipt of the directors’ handbook, organisation chart, annual report, strategic plan and finally a tour of the CRC, including the schools, and an introduction to members of the senior management team and staff. New directors also receive training on the board reporting software.

Skills Matrix and Gap Analysis

A skills matrix review was conducted twice during the year. The first review took place at the start of the year and the second at year end. During these reviews, a re-organisation of committee membership was required and actioned, following the appointment of new directors and the resignation of existing directors. In addition, it was agreed to appoint vice chairpersons to all committees going forward as part of our succession planning initiatives for committee membership. A number of skills gaps were noted during the reviews, and the Remuneration and Nominations Committee began a targeted recruitment drive for new directors to satisfy the skills gaps identified on the board.

Board Diversity

Our values are built on the concept of inclusion and equality. We recognise the benefits of having a diverse board that respects and embraces inclusion and equality to enhance the quality of our performance as an 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. All our board committees now have independent co-optees appointed as part of their membership.

The addition of these co-optee members adds to the diversity, experience, and knowledge of our organisation, bringing independence and objectivity to discussions and deliberations of committee structures which, in turn, enrich the overall board decisions. They also add an external opinion, perspective, and rigour to our committee structures. Our co-optees were appointed from a broad range of backgrounds, including the academic, health, private and charity sectors.

We continually monitor diversity on the board in line with our diversity and inclusion policy. On 31 December 2021, 35% of our board members were female. Our adult services 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.

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, IBEC and the Charities Regulator to name a few. In addition, several in-house training sessions were held during the year, including SMT board briefings.

General Data Protection Regulations (GDPR)

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

Ms Lynch joined a Quality, Safety and Risk Board Committee meeting during the year to present on CRC compliance with GDPR regulations. In addition, she outlined how Covid-19 had impacted us in terms of the additional work undertaken to ensure that the highest levels of security were maintained to protect our data and enhance protocols and procedures in this regard.

Governance 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 providing background and an overview of their area to the board. This is then followed by a question and answer session. The initiative enables a direct link and connection between the board and our clients and staff, it enhances the ability at board level to understand and experience the impact of the work of the CRC and it helps maintain a focus on diversity and inclusion. During 2021, the board received training and presentations from the following areas of the organisation:

Board Meeting Month	Presentation area
29 January 2021	Assisted Technology and Specialist Seating (ATSS)
26 March 2021	Human Resources Update – Pulse Staff Survey
24 September 2021	CRC Waterford – Introduction to staff and overview of services
3 December 2021	Adult Services Users Council – reflection on the year and achievements

This initiative for service user engagement continued throughout 2021, whereby a member of the board attended one of the monthly Adult Services Council meetings. These meetings are usually held in various CRC locations and hubs and consist of representatives from our adult services team and CRC senior staff. During 2021, the council held virtual meetings via Zoom call and the meetings continued as scheduled. These meetings afford adult clients an opportunity to offer feedback to the board and provide an opportunity for board member engagement with the adults.

The following meetings were attended by board members:

Month	Director
January 2021	Mr Edward Ward
February 2021	Mr Diarmuid Connaughton
March 2021	Ms Marie Guidon
April 2021	Mr David Courtney
May 2021	Mr Joseph McGrath
June 2021	Mr Ian Callanan
July 2021	Mr Brian Power
August 2021	Mr Liam Cullen
September 2021	Ms Rose O'Donovan
October 2021	Mr Sean McCormack
November 2021	None held
December 2021	The Council were invited to attend the board meeting

The new training initiative for the board launched in 2020, SMT board briefings continued into 2021 with updates from a different member of the senior management team (SMT) presenting an overview of their area, their achievements, and their challenges to the board. The table below details the briefings held during 2021:

Month	Department
25 January 2021	Human Resources Department Overview
26 February 2021	Fundraising Department Update
31 March 2021	Specialist Services Department Update
26 April 2021	Risk Department Update

4: Early Morning Education Training

A new learning initiative was launched by the Research Department, entitled 'Early Morning Education Training' whereby on the first Wednesday of each month, the research team offered access to a presentation on a particular area of research to the CRC staff and board of directors. Further details of these meetings can be located on pages 24.

Charities Governance Code

During 2021, the Charities Governance Code ('the Code') was a regular feature on the agendas for our Board and Governance Committee meetings. The annual return was filed in October 2021 with the Charities Regulator and noted full compliance with the Code, and a Declaration A was submitted.

During the year, we registered the two CRC Schools as Charities with the Charities Regulator. Next year (2022) will be the first year for reporting to the Charities Regulator for both schools. This registration is a requirement for any school with a roll number allocated by the Department of Education.

Beneficial Ownership Register

The members were disclosed and recorded on the central register as beneficial owners.

New CRC Strategic Plan

The board and senior management team met on numerous occasions during the year, assisted by an external agency, to define and develop the next CRC strategic plan. See pages 16 for more detail on the new CRC strategic plan.

Board and Committee Evaluations and Review

The last external board evaluation began in Q4, 2020 and concluded in Q1 2021. All of the actions and recommendations arising from the review have now been implemented. An internal board evaluation for 2021 commenced in November 2021 with the circulation of the state boards board evaluation template, adjusted accordingly, for completion. Results from this review were discussed by the Governance Committee and recommendations implemented. Each committee of the Board also conducted an annual effectiveness review in Q4 2021.

Board Performance

As part of the annual performance review of the board, the chairperson conducted one-to-one meetings with each of the board and co-optee committee members during Q1 2022 in respect of the year ended 31 December 2021.

The agenda for these meetings covered performance, term of office, training needs and development, and succession planning for board and committees, and feedback for the chairperson.

Succession Planning

At the start of 2021, 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 to following retirements from the board and committees to ensure the corporate memory of the company is always preserved.

Board Meetings

The board met on seven occasions during the year, including six scheduled board meetings, one additional ad-hoc board meeting and two written resolution in lieu of a board meeting. As noted earlier in the report, all board business continued, in accordance with the board diary and annual board plan, and all board and committee meetings were held virtually in 2021 in line with HSE Guidelines and public health recommendations.

Membership of the board and its committees at 31 December 2021 is detailed here.

CRC Board of Directors and Committees – Table of Membership – 31 December 2021									
	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	✓			✓					✓
Diarmuid Connaughton ~	✓	✓©	✓©						
Sinéad Cooke ~	✓	✓	✓				✓		
David Courtney	✓					✓©		✓	
Liam Cullen	✓				✓		✓©		
Marie Guidon ~	✓			✓©		✓			
Joseph McGrath	✓				✓		✓		
Rose O'Donovan	✓				✓©		✓		
Marie O'Riordan ~	✓					✓		✓©	
Martine Smith ~	✓								✓©
Edward Ward	✓	✓		✓©					
Tom Young~	✓				✓	✓©			
Una Ryder ~	✓						✓		
Tony Golden ~	✓		✓			✓			
Gillian Harford ~	✓				✓				
Kieran McCarthy ~	✓	✓	✓						

© Chairperson ~ partial year

Co-Optee/Independent Committee Members – Table of Membership – 31 December 2021								
	Audit	Investment	Quality, Safety & Risk	Remuneration & Nominations	Governance	Fundraising	Capital Projects & Infrastructure	Board Advisory Committee: Research
Aoife Cooney						✓		
Daniel Curran						✓		
Myles Daly			✓		✓			
Prof Anne Matthews			✓					
Enda O'Riordan				✓				
Darren Peavoy							✓	
Fiona Sweeney	✓	✓						
Prof Thilo Kroll								✓
Prof Pamela Gallagher								✓

© Chairperson

Schedule of meetings – 31 December 2021										
Month 2021	Board meetings/ Written Resolutions (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	✓	✓(WR)	✓	✓	✓		✓			✓
October						✓				
November			✓		✓		✓	✓	✓	
December	✓	✓(WR)		✓						✓

Board Committees

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

Board Advisory Committee

1. 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 2021, all committee meetings were held via Zoom video call.

The activities of the committees for 2021 are detailed below.

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

1. Review terms of reference for the committee
2. Create and review a programme of work for the committee
3. Conduct an annual effectiveness evaluation of the committee

In line with each committee’s terms of reference, an annual effectiveness review of all committees was conducted in Q4 2021 via a survey, with results communicated to each committee for discussion, and further action where required, in Q1 2022.

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

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 make recommendations to ensure the board is effective and fit for purpose. Considering the requirement to comply with the HSE and public pay policy, the committee will review and report 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 will monitor the membership of the board and its committees and report to the board on any recommendations for change.

Key Achievements and Focus Areas in 2021	Priorities for 2022
Monitor compliance with public pay policy for CEO and SMT.	CEO recruitment and induction.
Skills matrix review and gap analysis.	Review human resources strategy plan in line with new strategic plan.
Board and committee recruitment of members.	Monitor compliance with public pay policy.
Succession planning for board.	Board and committee succession planning and skills review.
Review CEO objectives.	Enhance human resource reporting to board.
Review human resource reporting to committee and board and development of KPIs.	Focus on diversity, equity & inclusion practices.
Review all relevant policies.	Ensure human resource policies are appropriate.
Further enhance the diversity and inclusion agenda.	Consider terms of reference and remit of the committee.
Oversight of SMT nominations and appointments.	

Governance Committee

The Governance Committee is responsible for making recommendations to the board on matters of governance, compliance, and regulation. The committee met formally on four occasions during the year, with additional projects assigned to the company secretary and senior management team.

Key Achievements and Focus Areas in 2021	Priorities for 2022
Continued to monitor and update the Compliance Schedule for the Charities Governance Code issued by the Charities Regulator and monitor compliance.	Implementation of all governance objectives for the CRC in line with the new strategic plan.
Finalised any outstanding actions and recommendations arising from the external board evaluation review.	Monitoring of relevant legislative and regulatory requirements to ensure our obligations are met.
Reviewed Policies Register and made recommendation to board on CRC policies.	Continue oversight of CRC Policies and implementation of all recommendations arising from Internal Audit review.
Enhanced committee membership.	Review of HSE Compliance documentation and returns.
Reviewed policy documentation, policy register, and recommendations from Policy Committee.	Review and implementation of any recommendations from Internal Audit.
Monitored the board's relationship with service users.	Review the board handbook and matters reserved for the board.
Monitored board training record and continued focus on professional development for the board and committee members.	Ensure annual board declarations are completed and signed within deadlines.

Quality, Safety and Risk Committee

The purpose of this committee is to oversee quality, safety, and risk across the CRC on behalf of the board.

Key Achievements and Focus Areas in 2021	Priorities for 2022
Continued focus on GDPR compliance.	Continue to embed the Risk Management Framework in all departments within the CRC.
Enhancement of dashboard for risk reporting.	Conduct risk assessments of all agile working proposals.
Further consideration of new risk management model.	Finalise Business Continuity and Disaster Recovery Policy and Implement BC planning and recovery in all areas.
Reviewed risk appetite statement.	Re-commence the quality & safety walkarounds for the QRS Committee at the CRC.
Risk management training for the board.	
Reviewed all relevant policies.	
Annual review of risk trends in CRC.	
Reviewed Quality, Safety Leadership Team Subcommittee structure.	
Annual review of incidents and accidents.	

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 subcommittee 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 are responsible for the internal controls and the preparation of the financial statements.

Key Achievements and Focus Areas in 2021	Priorities for 2022
Review of 2021 annual report and financial statements cognisant of reporting requirements of Charities SORP (FRS102).	Ensure compliance with SORP and all relevant accounting standards .
Ongoing review of documentation of the Internal control framework and financial authority levels.	Oversight of outsourced internal audit function and review of all internal audit reports issued.
Review and consideration of internal audit reports.	Continued oversight of all outstanding recommendations from previous internal audits.
Enhancement of the committee membership.	Review of all relevant policies to ensure appropriate.
Review of relevant policies.	Review of new strategic plan objectives for finance function.
Meet auditors without management present.	
Review all internal audit reports.	
Review of Financial Risk Register at each meeting.	
Updated bank mandates.	

Investment Committee

The Investment Committee is responsible for making recommendations to the board on investment of funds.

Key Achievements and Focus Areas in 2021	Priorities for 2022
Review investments for the CRC and receive performance updates from advisers.	Continue oversight of CRC Investments and receive regular updates from investment manager.
Oversight of investments and reporting to board.	Recommendations to board on CRC Investment opportunities and proposals.
Monitoring of investment plan.	Review of investment strategy.
Enhancement of the committee membership.	
Review all relevant policies.	

Fundraising Committee

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

Key Achievements and Focus Areas in 2021	Priorities for 2022
Track progress of fundraising campaigns.	Devise a strategic response to fundraising requirements to support the overall objectives of the strategic plan 2022-2026
Review fundraising budget and resources.	Agreement of fundraising department's annual activities and schedule of events.
Enhancement of the committee membership.	Support the fundraising team to fulfil their strategic objectives.
Review of all relevant policies.	
Review and agree the fundraising plan of events for 2021.	
Evaluation and testing of new fundraising initiatives.	

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.

Key Achievements and Focus Areas in 2021	Priorities for 2022
Recommendation to board on capital projects and infrastructure decisions.	Review of minor and major capital projects for the CRC.
Reviewed budget.	Ensure budget is reviewed and relevant.
Enhancement of the committee membership.	Support the capital projects team to implement the relevant new strategic objectives.
Resourcing of capital projects team.	Oversight of CRC property management.
Monitored capital projects plan for the CRC.	Oversight of relevant policies .
Reviewed list of CRC properties, leases, and titles.	

Research Advisory Committee

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

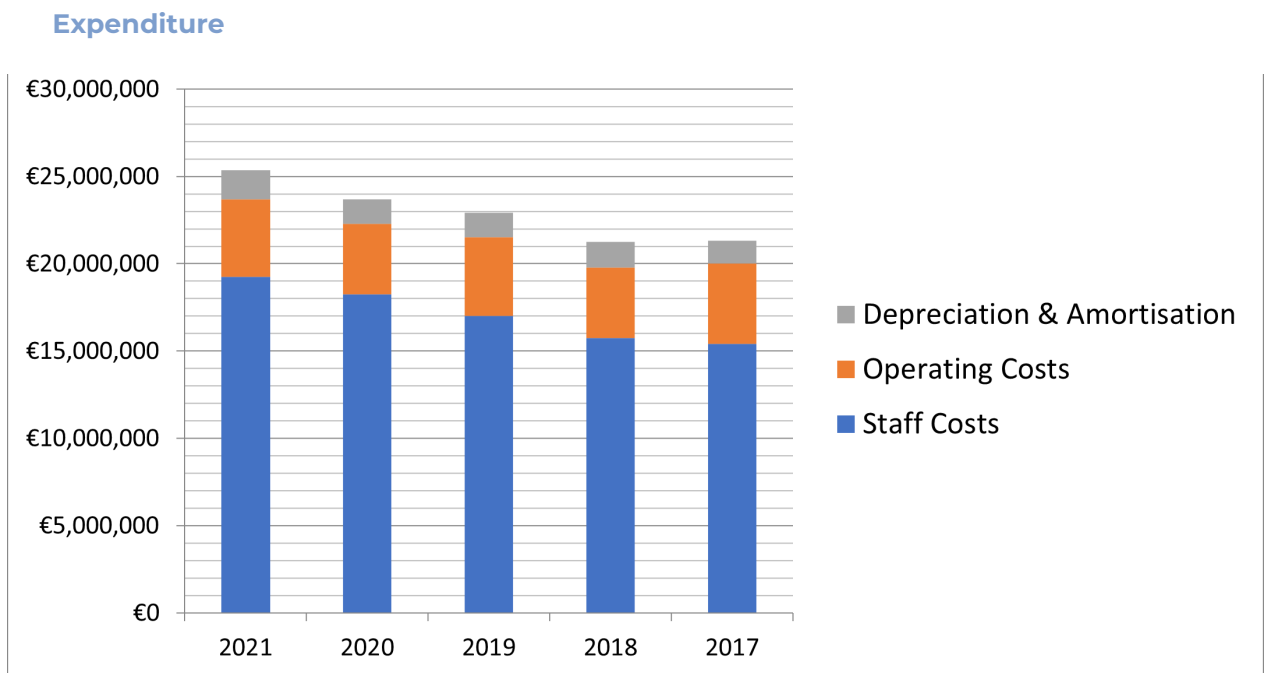
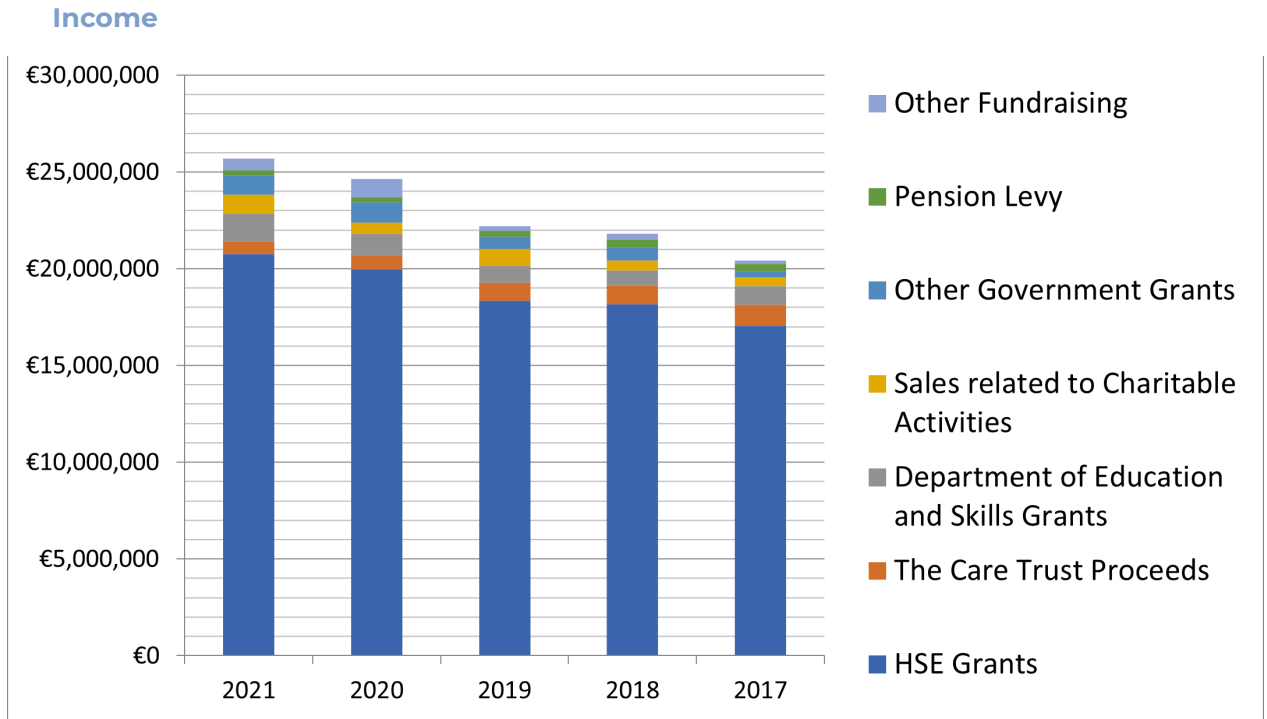
The committee held three meetings in 2021. Members of the committee also supported the development and implementation of a survey of staff engagement with research, co-facilitated a research workshop for staff in CRC and met with the Parent Support Committee of the CRC as part of a consultative process to guide research strategy planning.

Key Achievements and Focus Areas in 2021	Priorities for 2022
Defining and articulating a vision for CRC research.	Implementation of objectives for research department from new strategic plan.
Stakeholder engagement and consultation in elaborating on agreed research priority areas.	Continued stakeholder engagement for key research areas.
Research strategy development.	Monitoring of guidance and policy in line with best practice and legislation.
Monitoring and review of new ethics review structures and policy in line with HRR and GDPR.	



Financial Review and Performance

Financial Review



Financial Performance

Our primary income source is state grant income which grew by approximately 4.5% during 2021 compared to 2020. 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 2021 over 2020. We greatly appreciate the financial supports from the HSE and the Department of Education and Skills. We continued our services across Assessment of Needs in 2021 and we were successful in receiving an Adult Services grant of €107,000 for resumption of services. Progressive Disability Services started with initial funding received of €290,994 across pay and non-pay costs and €351,632 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 €67,839 for a pension lump sum.

During 2021 additions to fixed assets totalled €967,089 as per Note 9 to the accounts. The main spend was on items such as: €180,000 on minor capital works, including replacing failed heating/cooling units; €211,323 on the Clontarf school emergency electrical works and €117,836 on short-term Clondalkin remedial works. We invested a further €111,957 on our van fleet to renew our vehicles and to purchase grant-funded vans. We also spent a further €40,912 on the Clongriffin adult service hub.

Excluding grants for costs to be incurred for 2022, we achieved a break-even position versus budget 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. The purchase of some equipment in 2021 has been expensed in the grant reporting to the HSE but capitalised in the Balance Sheet.

As detailed on page 37, fundraised income in 2021 totalled €680,000 (in Note 3(c) to the accounts) relating to the income from The Care Trust, which decreased in 2021 from €733,355 in 2020. This decrease was because of the reduced funds generated due to 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 led to a diversity of and an increase in direct fundraising income during 2021, from €302,873 in 2020 to €319,753 in 2021 (in Note 3(d) to the accounts). In addition to the

direct fundraising income of €319,753, a Pobal government grant of €152,018 and a Mitigating Against Educational Disadvantage Fund (MAEDF) government grant of €112,288 (detailed in Note 3(a) to the accounts) combined to achieve €584,059 fundraised income as detailed in our fundraising section on page 36.

We spend significant CRC-fundraised resources in a manner to complement the resources deployed by the core state grant income. As detailed above, expenditure of these funds in 2021 included expenditure on capital buildings projects, equipment purchases, staff training and salaries for specific staff members.

Reserves Policy

In 2021 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 48 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 €12,978,835 (2020: €13,607,156). The restricted fund amounted to €16,621,942 (2020: €15,665,235).

Based on the 2021 financial statements and the 2022 approved budget, the minimum reserves under this policy at 31 December 2021 would have been €2,000,914. Our current assets at year end are €14,208,567, as shown in our balance Sheet. When this amount is reduced for restricted funds in Note 16 (excluding tangible fixed assets €2,812,080, intangible assets €1,314,285 and long-term cash investments of €5,727,751) at year end of €6,767,826 and for capital commitments (Note 21, €3,500) a balance of €7,437,242 remains, giving a surplus of €5,436,328 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 2021 to ensure compliance with this reserves policy. These reviews deemed the surplus appropriate in light of future capital plan requirements. The CRC has an ambitious multi-million capital development plan in Clontarf, Clondalkin and Swords, the cost of which is estimated to be in the region of €30 million. The current available funding may not be sufficient to implement each of the potential capital investments and it will be crucial for the CRC to

accurately identify priority investments which best align with the emerging organisational strategy and represent the best value for money. It appears likely that additional funding will be required to progress the desired capital development plan and to mitigate against capital expenditure deficits.

Investment Policy

During 2021 our investment committee met to continue implementing our investment strategy Policy agreed in 2016. This committee's detailed work can be reviewed on page 65. As a result of our investment strategy, allocated available funds of €5m were invested throughout 2021 into a long-term, low-risk investment product that was valued at €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.

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 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 particular 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 2021 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 24 in research and education under our national specialist services and Research section, €13,320 was spent in 2021 (€28,481 in 2020) on the higher education fund.

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, CRC owns 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 Rehab. 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 appoint 50% 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 2021.

Transactions with related parties

Details of transactions between the CRC and our related parties during 2021 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 taken into account all relevant information covering a period of at least twelve months from the date of signing the financial statements.

The directors do not consider that the current Covid-19 circumstances present a material uncertainty to the ability of CRC to continue as a going concern. 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. We had to invest in IT technologies to enable our services to continue online during Covid-19 restrictions, but the HSE has been supportive of such specific incremental expenditure. We are broadening our fundraising channels, including using more online initiatives, in response to fundraising challenges.

The directors take comfort from the ongoing financial support from the HSE and note that the HSE has not identified any issues during the

course of 2021 and to date in 2022 which would imply that we are not meeting our ongoing obligations within the service arrangements. We delivered on all service arrangements in 2021. 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 2021. This will continue in 2022 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 of 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 with regard to 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

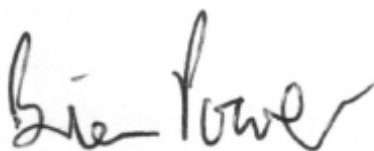
In the case of each of the persons who are directors at the time this report is approved in accordance with Section 332 of Companies Act 2014:

- (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.

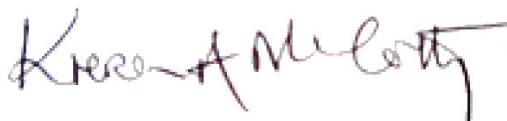
Auditors

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



Kieran McCarthy
Director

Date: 03 June 2022

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.

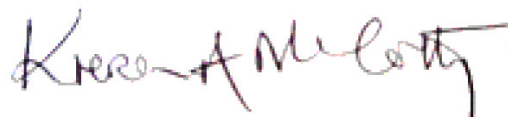
The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position, and results of the company to be determined with reasonable 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



Kieran McCarthy
Director

Date: 03 June 2022

**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 The Central Remedial Clinic for the year ended 31 December 2021, 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 of 31 December 2021 and of its result 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 72, 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.

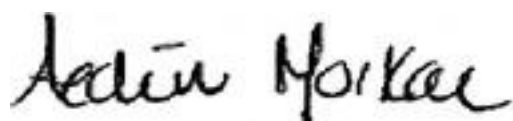
***Auditor's responsibilities for
the audit of the financial statements***

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: http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/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.



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

Date: 04 August 2022

Statement of Financial Activities

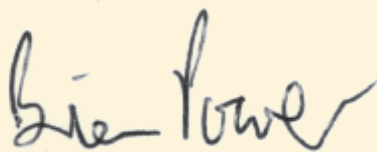
Incorporating the Income and Expenditure Account

For the year ended 31 December 2021

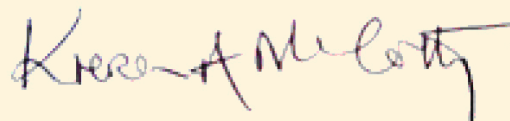
		Restricted Funds 2021 €	Unrestricted Funds 2021 €	Total 2021 €	Total 2020 €
INCOME FROM:	Notes				
Charitable activities	3(a)	23,287,380	-	23,287,380	22,157,705
Other income	3(b)	702,126	542,341	1,244,467	813,065
Other trading activities	3(c)	-	680,000	680,000	733,355
Donations and legacies	3(d)	240,701	229,052	469,753	942,873
Total		24,230,207	1,451,393	25,681,600	24,646,998
EXPENDITURE ON:					
Charitable activities	4	(22,935,442)	(2,159,551)	(25,094,993)	(23,461,313)
Raising funds	5	-	(258,221)	(258,221)	(221,477)
Total		(22,935,442)	(2,417,772)	(25,353,214)	(23,682,790)
NET INCOME / (EXPENDITURE)	18	1,294,765	(966,379)	328,386	964,208
Transfer between funds	17	(338,058)	338,058	-	-
EXCESS OF INCOME / (EXPENDITURE)		956,707	(628,321)	328,386	964,208
NET MOVEMENT IN FUNDS		956,707	(628,321)	328,386	964,208
RECONCILIATION OF FUNDS:					
TOTAL FUNDS BROUGHT FORWARD	17	15,665,235	13,607,156	29,272,391	28,308,183
TOTAL FUNDS CARRIED FORWARD	17	16,621,942	12,978,835	29,600,777	29,272,391

All the activities relate to continuing activities.
There are no recognised gains and losses other than as stated above.
The notes on pages 78–91 form part of these financial statements.

The financial statements are signed on behalf of the Board by



Brian Power
Director



Kieran McCarthy
Director

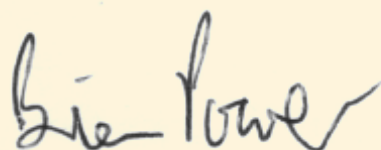
Date: 03 June 2022

Balance Sheet

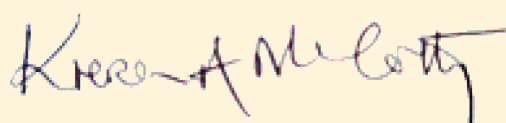
As at 31 December 2021

	Notes	2021 €	2020 €
FIXED ASSETS:			
Tangible fixed assets	9	12,385,244	13,043,429
Intangible assets	10	1,314,285	1,371,428
Investments	11	<u>5,727,816</u>	<u>5,292,705</u>
Total fixed assets		<u>19,427,345</u>	<u>19,707,562</u>
CURRENT ASSETS:			
Stocks	12	26,015	34,333
Debtors	13(a)	489,458	265,663
Grants receivable	13(b)	2,943,616	3,069,716
Cash and cash equivalents	14	<u>10,749,478</u>	<u>9,712,987</u>
Total current assets		14,208,567	13,082,699
CURRENT LIABILITIES:			
Creditors: Amounts falling due within one year	15	<u>(4,035,135)</u>	<u>(3,517,870)</u>
NET CURRENT ASSETS		<u>10,173,432</u>	<u>9,564,829</u>
TOTAL NET ASSETS		<u>29,600,777</u>	<u>29,272,391</u>
THE FUNDS OF THE CHARITY:			
Unrestricted funds	17	12,978,835	13,607,156
Restricted funds	17	<u>16,621,942</u>	<u>15,665,235</u>
TOTAL CHARITY FUNDS	16	<u>29,600,777</u>	<u>29,272,391</u>

The notes on pages 78–91 form part of these financial statements.
The financial statements are signed on behalf of the Board by



Brian Power
Director



Kieran McCarthy
Director

Date: 03 June 2022

Statement of Cash Flows

For the year ended 31 December 2021

	Notes	2021 €	2020 €
Cash flows from operating activities			
Net income for the year		328,386	964,208
Adjustments for:			
Amortisation of intangible assets	10	57,143	57,143
Depreciation	9	1,625,274	1,498,182
Decrease in stocks		8,318	5,739
Decrease in debtors		(97,695)	(1,186,934)
Increase in creditors		562,592	692,343
Net cash provided by operating activities		2,484,018	2,030,681
Cash flows from investing activities			
Payment to acquire fixed assets		(967,089)	(1,158,666)
Cash used in investing activities		(967,089)	(1,158,666)
Cash flows from financing activities			
Repayment of lease interest		(10,093)	(4,913)
Repayment of capital element of finance leases		(35,234)	(19,409)
Cash used in investing activities		(45,327)	(24,322)
Increase in cash and cash equivalents		1,471,602	847,693
Cash and cash equivalents at the start of the year		15,005,627	14,157,934
Cash and cash equivalents at the end of the year		16,477,229	15,005,627

The notes on pages 78–91 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), for the financial year ended 31 December 2021. 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 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 particular 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 and Skills. 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.

The Company operated a separate defined benefit pension plan for eligible employees. The Defined Benefit Pension Scheme has been closed to new members since 1 January 2007. The Company ceased paying contributions to the scheme in May 2016 and as a result the scheme went into a wind-up status in 2016.

(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 on the basis of 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 35 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 a 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 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 gains 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 24 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 into 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.

Pension Estimates

While the financial risks posed by the Irish Pensions Trust Defined Benefit Pension Scheme (IPT Scheme) have reduced dramatically as a result of the actions taken by the CRC, there persists a limited risk. Negotiations have concluded and associated matters have now been finalised. The CRC has made accruals relating to the IPT Scheme, and these accruals are available at year end to meet further administrative costs that may arise relating to the closure of the scheme.

Going Concern

As described in the Directors' Report regarding going concern and the impact of Covid-19 on the CRC, 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 12 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. In making this assessment, the Directors have considered the ongoing impact of Covid-19 and do not consider the impact will be so significant as to cast doubt on the ability of the organisation to continue in operational existence. The assessment performed is based on a number of key judgements and assumptions, including as a Section 38 organisation, public funding will continue at a level similar to 2022 for the remainder of 2022 and will continue into 2023; services will continue to be delivered where possible as was the case in 2021; and the known cost impacts of Covid-19 have been considered and the organisation will continue to manage costs where possible. On the basis of 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 2021. The estimated useful lives increased in 2020 but did not result to a significant impact on depreciation charges.

3 Income

3(a) Charitable Activities (Government Grants)

Grant Name and Purpose	Grant Term	Grant Source	2021 €	2020 €
HSE CHO 9 (Dublin Northeast)	Annual recurring	S38	18,371,500	17,495,168
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	925,944	925,944
HSE CHO 9 (Dublin Area 8 – Nursing Homes Seating Programme)	Annual recurring	S38	54,910	54,910
HSE CHO 9 (Swords – Transition Programme)	Annual recurring	S38	171,974	171,974
Department of Education School Grants	Annual recurring	Department of Education and Skills	1,442,540	1,121,592
Léargas Grant	Once Off	Léargas	-	21,262
HSE IT Capital Grants	Once Off	HSE	-	123,007
Pobal Grant	Annual	European Social Fund and Department of Social Protection	152,018	206,199
School Meals Grant	Annual recurring	Dublin City Council	11,465	11,463
School Meals	Annual recurring	Department of Social Protection	28,013	12,350
HSE CHO 9 (Dublin North West – School leavers day service)	Annual recurring	S38	461,316	442,065
CDET – Vocational Training Programme	Annual recurring	Department of Social Protection	375,000	374,998
MAEDF	Once off	Department of Further and Higher Education	112,288	-
Arts Council – Charitable Activity	Once off	Arts Council	1,200	4,080
Community Employment Scheme – Pay and General Administration*	Annual recurring	Department of Social Protection	426,941	440,422

Grant Income

23,287,38022,157,705

*The Community Employment Scheme Grant €426,941 consisted of: Wages €409,557, Materials €9,850 and Training €7,534 (2020: Wages €430,656, Materials €4,849 and Training €4,917). All income from Charitable Activities are classified as restricted funds.

3(b) Other Income

	Restricted Funds 2021 €	Unrestricted Funds 2021 €	Total 2021 €	Total 2020 €
Pension levy	294,189	-	294,189	265,106
Seating sales	-	32,969	32,969	63,697
Swimming pool, catering and other activities and insurance compensation	407,937	74,202	482,139	191,082
Interest from non-property investments	-	435,170	435,170	293,180
	<u>702,126</u>	<u>542,341</u>	<u>1,244,467</u>	<u>813,065</u>

3(c) Other Trading Activities

	Restricted Funds 2021 €	Unrestricted Funds 2021 €	Total 2021 €	Total 2020 €
The Care Trust DAC – lottery proceeds (Note 22)	-	680,000	680,000	733,355
	<u>-</u>	<u>680,000</u>	<u>680,000</u>	<u>733,355</u>

3(d) Donations and Legacies

	Restricted Funds 2021 €	Unrestricted Funds 2021 €	Total 2021 €	Total 2020 €
Donations and fundraising	240,701	79,052	319,753	302,873
Legacies	-	150,000	150,000	640,000
	<u>240,701</u>	<u>229,052</u>	<u>469,753</u>	<u>942,873</u>

All income is derived in the Republic of Ireland.

4. Expenditure on Charitable Activities

	Restricted Funds 2021 €	Unrestricted Funds 2021 €	Total 2021 €	Total 2020 €
Staff costs – direct	16,778,898	264,898	17,043,796	16,098,216
Staff costs – support costs	2,037,319	-	2,037,319	2,000,686
Operating costs – direct	2,246,805	6,169	2,252,974	2,035,799
Operating costs – support costs	1,872,420	1,888,484	3,760,904	3,326,612
	<u>22,935,442</u>	<u>2,159,551</u>	<u>25,094,993</u>	<u>23,461,313</u>

Support costs are further detailed in Note 6. The above 2021 costs include an amount of €31,579, relating to advocacy.

5. Expenditure on Raising Funds

	Restricted Funds 2021 €	Unrestricted Funds 2021 €	Total 2021 €	Total 2020 €
Staff costs – direct	-	163,030	163,030	152,148
Operating costs – direct	-	35,529	35,529	10,373
Operating costs – support costs	-	59,662	59,662	50,290
Events	-	-	-	8,666
	<u>-</u>	<u>258,221</u>	<u>258,221</u>	<u>221,477</u>

Support costs are further detailed in Note 6. The above 2021 costs, an amount of €32,606, relating to advocacy.

6. Support Costs and Allocation of Expenditure

6(a) Support Costs

	2021 €	2020 €
Depreciation and amortisation	1,682,417	1,555,325
Unrestricted expenditure on buildings, equipment, training, and research	425,637	222,980
Management and administration	1,743,150	1,647,828
IT	674,422	817,568
HR	459,757	426,002
Cleaning	186,454	174,707
Maintenance	285,536	211,729
Quality standards, health and safety	289,373	215,074
Governance costs – detailed in 6 (b)	111,139	106,375
	<u>5,857,885</u>	<u>5,377,588</u>

6(b) Governance Costs

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

	2021 €	2020 €
Company secretarial costs	44,142	43,385
External auditor - Statutory Audit Services	21,077	22,698
Internal audit	45,920	40,292
	<u>111,139</u>	<u>106,375</u>

6(c) Allocation of Expenditure

	Charitable activities €	Cost of raising funds €	Total Expenditure €
Current 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	<u>25,094,993</u>	<u>258,221</u>	<u>25,353,214</u>
Prior Year			
Direct expenditure	18,134,015	171,187	18,305,202
Allocation of support costs	<u>5,327,298</u>	<u>50,290</u>	<u>5,377,588</u>
Total expenditure	<u>23,461,313</u>	<u>221,477</u>	<u>23,682,790</u>

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

	2021 €	2020 €
Children's and Clinical Services	9,366,686	8,461,162
National Specialist Services and Research	2,611,341	2,745,505
Adult Services	4,995,480	4,803,417
Fundraising	198,559	171,187
Schools	1,428,678	1,252,943
Ancillary services (swimming pool, canteen, transport)	894,585	870,988
	<u>19,495,329</u>	<u>18,305,202</u>

6(e) Support Costs by Key Area of Activity

	2021 €	2020 €
Children's and Clinical Services	2,814,467	2,485,668
National Specialist Services and Research	784,646	806,557
Adult Services	1,501,024	1,411,118
Fundraising	59,662	50,290
Schools	429,284	368,082
Ancillary services (swimming pool, canteen, transport)	268,802	255,873
	<u>5,857,885</u>	<u>5,377,588</u>

7. Employees and Staff Costs

The Company employed an average of 454 people in 2021 (440 in 2020). 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. Due to Covid-19, the Company had zero hours of volunteer work in 2021 (303 hours of work in 2020). €10,000 was administered under ex-gratia payments in 2021.

7(a) Number of Employees

	Monthly Average Number 2021	Whole Time Equivalents 2021	Monthly Average Number 2020	Whole Time Equivalents 2020
Medical and nursing	154	131	150	122
Clerical and administration	71	59	66	55
Patient and client care	136	116	133	113
Invoiced doctors	5	2	6	2
Community Employment Scheme	28	17	28	15
Support staff on flexible contracts	60	24	57	24
	<u>454</u>	<u>349</u>	<u>440</u>	<u>331</u>

7(b) Total Staff Costs

	2021 €	2020 €
Wages and salaries	17,240,387	16,036,093
Social welfare costs	1,682,494	1,525,244
Pension costs	311,264	689,713
Other Compensation costs	10,000	-
	<u>19,244,145</u>	<u>18,251,050</u>

7(c) Senior Staff Remuneration

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

	2021	2020
Band: €60,000 – €69,999	22	14
Band: €70,000 – €79,999	21	14
Band: €80,000 – €89,999	4	2
Band: €90,000 – €99,999	2	2
Band: €100,000 – €109,999	2	2
Band: €140,000 – €149,999	-	-
Band: €160,000 – €169,999	-	-
Band: €170,000 – €179,999	-	-
Band: €180,000 – €189,999	1	1
	<u>52</u>	<u>35</u>

Total benefits are calculated after deducting pension related deduction (PRD) which is retained as income by the Company. Total benefits do not include employer pension contributions. The above numbers include senior medical consultants. The orthopaedic surgeon received remuneration of €186,782 in 2021 (€183,357 in 2020).

Note 6 Support Costs and Allocation of Expenditure continued

7(d) Key Management Remuneration

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

	2021 €	2020 €
Key management staff costs		
Wages and salaries	974,776	965,659
Social welfare costs	97,119	89,190
Pension costs	55,281	54,649
	1,127,176	1,109,498

These figures include senior clinical posts. The whole time equivalents of key management decreased by 0.4 in 2021 to 11.2 (11.6 in 2020). The CEO received remuneration of €115,116 in 2021 (€112,019 in 2020). 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 2020

	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €
INCOME AND ENDOWMENTS FROM			
Charitable activities	22,157,705	-	22,157,705
Other income	358,126	454,939	813,065
Other trading activities	-	733,355	733,355
Donations and legacies	278,707	664,166	942,873
Total	<u>22,794,538</u>	<u>1,852,460</u>	<u>24,646,998</u>
EXPENDITURE ON:			
Charitable activities	(21,639,623)	(1,821,690)	(23,461,313)
Raising funds	-	(221,477)	(221,477)
Total	<u>(21,639,623)</u>	<u>(2,043,167)</u>	<u>(23,682,790)</u>
NET INCOME / (EXPENDITURE)	1,154,915	(190,707)	964,208
Transfer between funds	-	-	-
EXCESS OF INCOME/ (EXPENDITURE)	1,154,915	(190,707)	964,208
NET MOVEMENT IN FUNDS	1,154,915	(190,707)	964,208
RECONCILIATION OF FUNDS:			
TOTAL FUNDS BROUGHT FORWARD	<u>14,510,320</u>	<u>13,797,863</u>	<u>28,308,183</u>
TOTAL FUNDS CARRIED FORWARD	<u>15,665,235</u>	<u>13,607,156</u>	<u>29,272,391</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 2021	805,181	32,093,501	2,161,071	86,250	1,611,517	3,709,069	921,883	881,148	42,269,620
Additions	-	688,244	37,432	-	36,068	289	93,099	111,957	967,089
Disposals and write-offs	-	-	(21,215)	-	(17,525)	(45,475)	(140,830)	(135,383)	(360,428)
At 31 December 2021	<u>805,181</u>	<u>32,781,745</u>	<u>2,177,288</u>	<u>86,250</u>	<u>1,630,060</u>	<u>3,663,883</u>	<u>874,152</u>	<u>857,722</u>	42,876,281
Depreciation									
At 1 January 2021	-	(21,023,332)	(1,876,147)	-	(1,208,455)	(3,674,025)	(821,369)	(622,863)	(29,226,191)
Charge for the financial year	-	(977,740)	(175,297)	-	(250,114)	(30,544)	(76,862)	(114,717)	(1,625,274)
On disposals	-	-	21,215	-	17,525	45,475	140,830	135,383	360,428
At 31 December 2021	-	<u>(22,001,072)</u>	<u>(2,030,229)</u>	-	<u>(1,441,044)</u>	<u>(3,659,094)</u>	<u>(757,401)</u>	<u>(602,197)</u>	(30,491,037)
Net Book Value									
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
At 31 December 2020	<u>805,181</u>	<u>11,070,169</u>	<u>284,924</u>	<u>86,250</u>	<u>403,062</u>	<u>35,044</u>	<u>100,514</u>	<u>258,285</u>	13,043,429

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 2021

Depreciation Charge for the year

At 31 December 2021

Equip (Office & Other) €	Total €
87,464	87,464
(24,450)	(24,450)
<u>63,014</u>	<u>63,014</u>

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

10. Intangible Fixed Assets

Cost:

At 1 January 2021 and 31 December 2021

**Operating
Licences
€**

2,000,000

Amortisation:

At 1 January 2021

Charge for the financial year

At 31 December 2021

628,572

57,143

685,715

Net book amounts:

At 31 December 2021

At 31 December 2020

1,314,285

1,371,428

In respect of previous financial year:

Cost:

At 1 January 2020 and 31 December 2020

**Operating
Licences
€**

2,000,000

Amortisation:

At 1 January 2020

Charge for the financial year

At 31 December 2020

571,429

57,143

628,572

Net book amounts:

At 31 December 2020

At 31 December 2019

1,371,428

1,428,571

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

	2021 €	2020 €
Long-term investments	5,727,751	5,292,640
The Care Trust shares	65	65
	<u>5,727,816</u>	<u>5,292,705</u>

Movements in the long-term investments is as follows:

	2021 €	2020 €
Beginning balance	5,292,640	5,000,000
Gain on change in fair value	<u>435,111</u>	<u>292,640</u>
Ending balance	<u>5,727,751</u>	<u>5,292,640</u>

12. Stocks

	2021 €	2020 €
Wheelchair materials and sundry stock	26,015	34,333

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

13(a) Debtors

	2021 €	2020 €
Patients' fees and appliances	48,965	64,385
Other debtors	144,757	44,371
Prepayments and accrued income	295,736	156,907
	<u>489,458</u>	<u>265,663</u>

13(b) Grants Receivable

	2021 €	2020 €
HSE CHO 9 (Dublin Northeast)	2,792,428	2,980,652
HSE CHO 9 (Transition Programme)	115,147	40,753
Dublin City Council School Meals Grant	14,766	11,617
CDETB	5,859	36,694
Léargas	15,416	-
	<u>2,943,616</u>	<u>3,069,716</u>

14. Cash and Cash Equivalents

	2021 €	2020 €
Short-term investments: Prize bonds	800	800
Bank balances	10,745,133	9,708,713
Petty cash	3,545	3,474
	<u>10,749,478</u>	<u>9,712,987</u>

15. Creditors

Amounts falling due within one year

	2021 €	2020 €
Accruals	1,347,050	1,291,423
Accruals (related to IPT pension scheme in wind-up)	245,000	510,805
Other creditors	485,461	460,997
Deferred grant income (15a)	1,463,786	791,570
Tax creditor (15b)	493,838	463,075
	<u>4,035,135</u>	<u>3,517,870</u>

Included within accruals is an amount for annual leave of €84,594 (€126,472 in 2020).

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

	2021 €	2020 €
Deferred grant income balances at start of the year	791,570	597,034
Deferred grant income received	1,874,580	1,149,645
Deferred grant income released	(1,202,364)	(955,109)
Net movement on deferred grant income	672,216	194,536
Deferred grant income balances at end of the year	<u>1,463,786</u>	<u>791,570</u>

Included in deferred income are 2022 Department of Education and Skills grants of €821,282 (€716,150 in 2020) which are deferred as they relate to the school year ended 31 August 2022, a HSE grant for 2022 rental costs of €47,140 (€75,420 in 2020), a HSE grant for 2022 bus costs of €350,000 (€0 in 2020), a HSE grant for 2022 Strengthening Disability Services costs of €181,964 (€0 in 2020) and a Pension Lump Sum for 2022 costs of €63,400 (€0 in 2020).

15(b) Tax Creditors

	2021 €	2020 €
Payroll taxes (PAYE, PRSI, etc.)	489,135	451,561
Professional Services Withholding Tax	4,703	11,514
	<u>493,838</u>	<u>463,075</u>

16. Statement of Funds

	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
Shares	65	-	65
Stocks	26,015	-	26,015
Debtors	489,458	-	489,458
Grants receivable	2,943,616	-	2,943,616
Long Term Investments	5,727,751	-	5,727,751
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>

In respect of the prior financial year

	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €
Tangible fixed assets	2,113,745	10,929,684	13,043,429
Intangible assets	1,371,428	-	1,371,428
Shares	65	-	65
Stocks	34,333	-	34,333
Debtors	265,663	-	265,663
Grants receivable	3,069,716	-	3,069,716
Long Term Investments	5,292,640	-	5,292,640
Cash and cash Equivalents	6,803,405	2,909,582	9,712,987
Creditors	(3,285,760)	(232,110)	(3,517,870)
Total	<u>15,665,235</u>	<u>13,607,156</u>	<u>29,272,391</u>

17. Movement in Funds

	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

In respect of the prior financial year

	At start of financial year 2020 €	Income 2020 €	Expenditure 2020 €	Transfers between funds 2020 €	At end of financial year 2020 €
HSE grant funding	1,329,559	22,515,831	(21,472,399)	-	2,372,991
Restricted donation from Friends and Supporters	10,890,021	-	-	-	10,890,021
Restricted funds for research purposes	32,517	-	-	-	32,517
Restricted funds – other fundraised income	182,564	278,707	(167,224)	-	294,047
Restricted capital grants	2,075,659	-	-	-	2,075,659
Total Restricted funds	14,510,320	22,794,538	(21,639,623)	-	15,665,235
Unrestricted funds	13,797,863	1,852,460	(2,043,167)	-	13,607,156
Total	28,308,183	24,646,998	(23,682,790)	-	29,272,391

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.

* Reflects the usage of F&S restricted funds for the restricted purpose of capital expenditure in 2021 and reflects the classification of assets and liabilities to their respective class of restricted/unrestricted.

18. Net Movement in Funds

Net movement in funds is stated after charging:

	2021 €	2020 €
Depreciation of tangible fixed assets and amortisation	1,682,417	1,555,325
Operating lease charges	90,400	95,400
Auditor's remuneration – external audit services (incl. VAT)	21,077	22,698
Auditor's remuneration – non-audit services (incl. VAT)	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 Tax 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 €311,264 (€689,713 in 2020) and the amount due at year end was €255,180 (€264,935 in 2020).

Defined Benefit Pension Scheme

The CRC operated a funded defined benefit pension scheme. The CRC communicated to the Trustees of the scheme that the Company was ceasing contributions to the scheme on 18 May 2016, and this triggered a wind-up of the scheme on that date.

At the date of wind-up 44 CRC staff members were active members of the scheme. Included in Creditors Note 15 are accruals of €245,000 (€510,805 in 2020) which have been accrued for pension wind-up costs and related costs. The CRC made no further contributions to the scheme after the wind-up date. As such, the CRC had no liability in relation to the pension scheme post wind-up, and this is reflected in the net liability at 31 December 2020 and 31 December 2021.

The assets of the scheme are vested in independent trustees for the benefit of the employees. All of the scheme assets have now been paid out to provide pension benefits to scheme members. Employer contributions to the scheme are charged to the Statement of Financial Activities as they are incurred. The cost of employer pension contributions in 2021 was nil (nil in 2020).

21. Commitments

Capital Commitments

At 31 December 2021, the Company had entered into commitments of €3,500 (€20,880 in 2020) in relation to capital work to be carried out during 2022.

Operating Lease Commitments

The operating lease charged to expenditure in 2021 was €90,400 (€95,400 in 2020). At 31 December 2021 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2021 €	2020 €
Not later than 1 year	76,050	77,300
Later than 1 year and not later than 5 years	225,000	226,250
After 5 years	210,000	255,000
	<u>511,050</u>	<u>558,550</u>

Obligations under Finance Leases

At 31 December 2021 the Company had future minimum lease payments under finance leases as follows:

	2021 €	2020 €
Not later than 1 year	31,227	35,267
Later than 1 year and not later than 5 years	70,232	101,458
After 5 years	-	-
	<u>101,458</u>	<u>136,725</u>

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 Company and Rehab. 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 €680,000 during 2021 (€733,355 in 2020).

The Company has the power to appoint 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 due to be called on in the foreseeable future.

24. Financial Instruments

	2021 €	2020 €
Financial Assets		
Financial assets measured at amortised cost	13,886,816	12,891,459
Financial assets measured at Fair Value	5,727,751	5,292,640
Financial Liabilities		
Financial liabilities measured at amortised cost	485,461	460,997

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. Reclassification

Certain prior year comparatives have been reclassified on a basis consistent with the current year.

27. Approval of Signing of the Financial Statements

The financial statements were approved for signing and authorised for issue by the Board of Directors on 03 June 2022.

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), Patrick Hall (Head of Finance), our finance team, Alison McCallion (Head of Operational Services), Dan Curran (Digital Officer), Thérèse Allen (Company Secretary) 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.

Central Remedial Clinic
Penny Ansley Building
Vernon Avenue
Clontarf
Dublin 3
D03 R973
Ireland

 **+353 1 854 2200**

 **info@crc.ie**

 **www.crc.ie**

 **@centralremedial**

 **centralremedialclinic**

Charity No. CHY4998