



2018 Annual Report
and Financial Statements



Established in 1951 the CRC is a voluntary organisation and national charity working with children and adults with disabilities.

Our children's services have two main divisions: the provision of regional general disability services in Dublin City and County and the provision of specialist multidisciplinary services to children with physical disabilities.

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

We are the Trustees for two special schools who are responsible for the education of 165 children with physical and other complex disabilities.

We have an ambitious Strategic Plan that is focused on continuous improvement and growth of services in line with National policy and innovation in disability.

In 2018 we delivered against all our service contracts. We are funded through several HSE and other state Grants and we also rely on donations and fundraising to support our work.

We employ an average of 374 people and are supported by more than 100 volunteers.

Clinical and Children's Services

Clinical Services works together with parents and families to make a positive difference despite the challenges that can come with disabilities. We offer specific medical and clinical services for children, young people and adults with disabilities from birth through to adulthood and all through the life cycle.

Families

3,628

Attendances

68,453

Interventions

123,854



Read more about our Clinical and Children's Services on **page 19**

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.

Consultations by paediatricians specialising in neurodisability

1,259

Orthopaedic Consultations

1,058

Clients seen by Assistive Technology and Specialised Seating

1,390



Read more about our National Specialist Services on **page 29**

Adult Services

Adult Services is 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.

Adults across our five centres

313

Received QQI Certificates

150

Adults on work experience

61



Read more about our Adult Services on **page 39**

Financial

We delivered an agreed break even mandate for the HSE in 2018. The CRC complies with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland, Guidelines for Charitable Organisations on Fundraising from the Public and all registration requirements with the Charities Regulator.

State income

€19.1m

Fundraising & The Care Trust

€1.3m

Other income

€0.9m



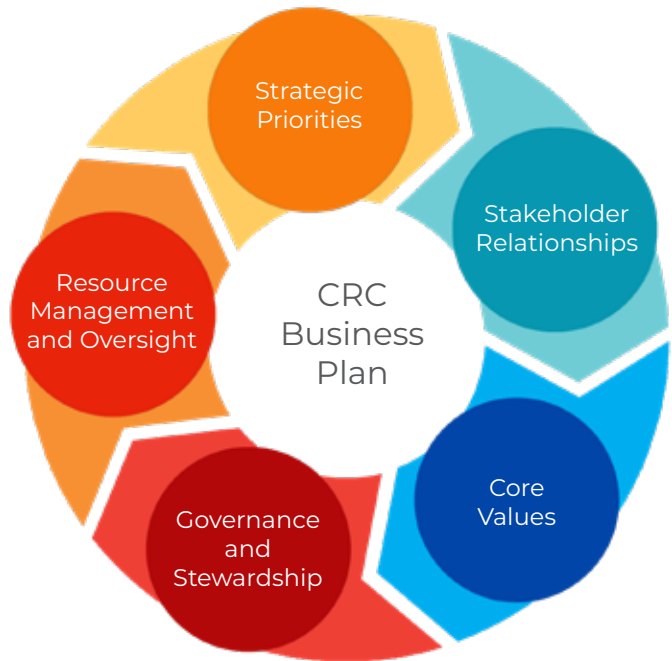
Read our Financial Report on **page 103**

CRC Business Model and Strategic Plan

How we create, sustain and share our value

Our Strategy is underpinned by an annual operational business plan that delivers on several annual service arrangements with our funders. The business plan combines our strategic plan, our key stakeholders and our overarching governance structures.

This is guided by the three themes of our strategic framework –



Service Delivery:

focusing on providing quality services.

Working together:

focusing on collaborating with all our stakeholders.

Organisational Capacity:

Focusing on creating a fit for purpose and well run organisation 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 and 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.

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Administration

REGISTERED OFFICE	Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3.
COMPANY REGISTERED 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	BDO Statutory Audit Firm Beaux Lane House, Mercer Street lower Dublin 2
DIRECTORS	Ms. Carol Ann Casey – appointed as Chairperson on 31st March 2018 Dr. Ian Callanan Mr. Diarmuid Connaughton Ms. Sinead Cooke Mr. Liam Cullen Professor Marie Guidon Mr. Tom Young Mr. Tom Quinn Ms. Marie O’Riordan – appointed as Director on 1st August 2018 Dr. John Ryan – appointed as Director on 1st May 2018 Dr. Martine Smith – appointed as Director on 1st February 2018 Mr. Kieran Timmins – resigned as Director and Chairperson on 31st March 2018 Mr. Sean Hickey – resigned as Director on 30th April 2018 Mr. Damien Daly – resigned as Director on 22nd June 2018 Mr. Tom Fleming – resigned as Director on 22nd June 2018 Mr. Robert Vard – resigned as Director on 22nd June 2018
COMPANY SECRETARY	Ms. Thérèse Allen



Chairperson's Statement



I am delighted to present the 2018 CRC Annual Report and Financial Statements.

My first year as Chairperson has been an exciting and rewarding one. The CRC continues to deliver against our Strategic Plan 'Towards 2021' and 2018 saw some significant developments which are detailed in the pages that follow.

As a Board we review our operations annually and this year we reviewed the structure of our Board meetings and enhanced the operational and executive reporting to the Board, thus ensuring the Board focused on strategy while maintaining an effective level of operational oversight.

Our Board Committees continued an ambitious work plan and you will see in pages 96 to 102 the output of the Committees and their plans for 2019. Following a review of our Board structures we developed two additional Committees in Fundraising and Capital Projects which have greatly added value to the operations of the Board and the CRC. We also established a Research Advisory Committee to assist in the guidance and support of our research objectives.

Furthermore, we continued our commitment to securing independent membership on all our Committees. We can confirm that all our Board Committees have secured independent co-optee members which bring not only diversity and expertise in their area of speciality but an independence of opinion to best inform our deliberations and decisions.

We are also determined to strengthen the independence of our Company Members and in 2018 we welcomed Ann Jackson, former principal of our CRC School, and Leah Goulding, the granddaughter of

our founder Lady Goulding, to the role of Company Members thus further enhancing our governance and the effectiveness of our Annual General Meeting.

We continue to enhance our governance and organisational structure and we were delighted to win an award at the Carmichael Good Governance awards for our Board initiative 'Keeping Connected'. The initiative brings our services into the Boardroom and ensures we hear directly from our front-line services, the clients receiving the service and the staff delivering those services.

I have had the honour of serving on a Board of extraordinary people who have all given their time and expertise voluntarily and most generously. I thank the Board, the CRC management and staff, led capably by Stephanie Manahan, and our company secretary, Thérèse Allen, for their continued commitment to the CRC and most of all I thank the children, adults, families, volunteers and supporters who place their trust in us and who inspire us to be the best that we can be.

Carol Ann Casey
Chairperson



Chief Executive's Review



2018 has been a very busy year for the CRC. We delivered services to over 3,600 children, we supported over 300 adults and we taught 165 students in our schools.

We continued to progress against our Strategic Plan: 'Towards 2021'. We are tracking our delivery against all the strategic objectives and 2018 was a year of acceleration against the five-year plan. In line with the Health Service Executive (HSE) National Policy, Progressing Disability Services (PDS), we have agreed to become a lead agency for a third area adding to our previous commitment to lead on two areas nationally. This will result in the CRC running six children's disability network teams by 2020.

During the year our national specialist services hosted three international conferences welcoming over 1,000 international delegates to Dublin, with speakers and delegates participating in dynamic and vibrant discussions and learnings of how technology and research is changing the face of disability.

Our adult services continued to transform into a modern client centered service putting the adults at the centre of all that we do. We engaged in human rights and advocacy training for all our adult clients and staff. This approach is changing the face of how disability services are provided with our clients now advocating for themselves, reaching out to politicians and making their voices heard.

We also established a Human Rights Committee drawing from external experts to ensure we were getting it right. In 2019 we will move the training to our schools and teach our children that they too can achieve, that they can make a difference and expect more for their futures.

In keeping with that approach, we were delighted to successfully secure a new grant from Pobal and the Department of Social Protection to enable us to deliver a new and innovative service enabling young people to gain access to mainstream education.

Continuing to strengthen the voice of our clients, we established a Parent's Forum which allows for dialogue and feedback between the parents and the staff and management on service delivery, quality and service improvements. This forum, coupled with our Adult Services Council, ensures the voice of our adults and children is heard.

My thanks to an incredible team, staff, supporters and volunteers who continue to make a difference to our Board who give tirelessly of their time and expertise and finally to all our clients, we thank you for your belief, your trust in us and for making us go further.

Stephanie Manahan
CEO



Director's Report

Plans and Challenges

CRC Strategic Plan 2017-2021

‘Towards 2021’

Our five-year Strategic Plan was launched in November 2016 so 2018 saw the delivery of two full years of the Plan and a real sense of delivering against our objectives and moving into a period of growth.

The Plan is built around three key themes of

- **Service Delivery**
- **Working Together**
- **Organisational Capacity**

We have 14 objectives that are linked to our three themes and we have expanded on some key activities and plans for each of these objectives in the following pages. We track our progress against the Plan, we report to the Board and we risk assess any challenges to the Plan to ensure we are best placed to deliver and follow through on all objectives.

Our Board comprehensively reviews the ongoing relevance of the Plan and the long-term strategy for the CRC at their Board meetings and annual Board Strategy day.

Throughout this report we have used the Strategy icon to highlight key activities and outputs that connect our performance to the objectives in the Strategic Plan.





Service Delivery



To build on existing strengths and continue to deliver quality services to children and adults

2018 HIGHLIGHTS

- Completed a data protection audit
- Hosted 4 Board Risk meetings.
- Hosted 6 Quality and Safety Leadership Team (QSLT) meetings.
- Full Review of Risk register every two months.
- Agreed a Risk Appetite statement.
- Trained 367 staff on Child Protection.
- Trained 39 staff on Safeguarding.
- Trained 37 staff on Risk assessment training.
- Introduced a new risk reporting form across our services.

2019 FOCUS

- Recruit a data protection officer.
- Review policies and procedures for data protection.
- Review our Committee structure.
- Review risk reporting structure to the Board.
- Introduce enhanced service user feedback mechanism and client satisfaction survey.
- Complete a review of complaints received.
- Develop a Quality Framework for the CRC.



To transition to the New Directions model of service

2018 HIGHLIGHTS

- CRC became the regional lead for New Directions in CHO 9.
- Undertook a comprehensive mapping exercise to best inform future development of services.
- Commenced delivery of individualised person-centred planning.
- Ran an Erasmus program for young adults.
- Opened a new adult service location in Killester.

2019 FOCUS

- Meet 100% of person centred plans.
- Achieve 100% of relevant staff trained in Safeguarding.
- Become a national pilot location for person-centred planning.
- Carry out adult client satisfaction survey.
- Open new location in Clongriffin.



To transition to the Progressing Disability Services (PDS) model of service

2018 HIGHLIGHTS

- Children's Services and PDS: Engaged with HSE on transition to PDS; CRC represented at local, regional and national fora.
- Ran several staff engagement & PDS preparatory days.
- Prepared PDS transition plans for children.
- In addition to being a lead agency in North Dublin City and County the CRC became a lead agency for Waterford and Clondalkin in South Dublin.

2019 FOCUS

- Transition to the new model of PDS.
- Employ new disability team managers and establish new teams.
- Continue engagement with all stakeholders.
- Carry out parental satisfaction survey.



To ensure continued excellence in the CRC's service delivery knowledge and specialist services

2018 HIGHLIGHTS

- Established Specialist Services as a distinct division in CRC.
- Established a CRC Research Advisory Committee.
- Established a Clinical audit road-map and Audit Framework.
- Held three international conferences.
- Commenced a staff Postgraduate training support programme.

2019 FOCUS

- Agree Clinical audit programme for 2019.
- Host annual Clinical audit feedback day.
- Complete Clinical audit policies.
- Monitor staff training uptake and outcome and launch phase two of programme.
- Plan 2020 International conferences.



To respond to and seek out opportunities to expand existing or deliver new services to those who require them

2018 HIGHLIGHTS

- Secured PDS lead agency for Clondalkin.
- Secured a €695K grant from Pobal to develop a new programme for young adults.
- Joined the Care Alliance and ran a successful week of activities for National Carer's week.

2019 FOCUS

- Work with the HSE and CRC families on transitioning to PDS.
- Implement Ability program funded by Pobal.
- Open a second Hub for adult services.
- Apply for new grants.
- Engage with Children's Health Ireland on improved patient pathways.



To continue to develop, support and respond to the role of our two schools – Scoil Mochua and CRC School Clontarf

2018 HIGHLIGHTS

- Met our obligations with the Department of Education and Skills in running two schools.
- Enrolled 165 children across our two schools.
- Worked with the Department of Education and Skills on a new school building plan for Scoil Mochua in 2020.

2019 FOCUS

- Develop our school websites.
- Sign Memorandum Of Understanding(MOU) with Department of Education and Skills regarding new school build.
- Establish project team on new school building.
- Review School Policies and Procedures.



Working Together



To listen to, communicate with, and meet the needs of our clients and families

2018 HIGHLIGHTS

- Human Rights Committee established.
- Ten Adult Services Council meetings held with senior management and Board present.
- Parent's Forum established.
- Increased engagement across our social media platforms.
- Two School surveys carried out.

2019 FOCUS

- Support refresh of Adult Services Council membership.
- Develop Children's Forum.
- Review Parent Group and Grandparent Group.
- Review the CRC website.
- Establish Parents' Communication Forum on PDS specifically.
- Commence attendance of Board at the Parents' Forum.



To engage with, develop and work with our staff team to ensure that the highest quality of service continues to be delivered by skilled professionals who are highly valued

2018 HIGHLIGHTS

- Staff survey carried out.
- Postgraduate training support fund established with initial investment of €25K in 2018.
- €75K allocated to other staff training & development.
- Town Hall meeting held.
- Communication plan established including managers forum, listening lunches and staff bulletins.
- Manager training in recruitment processes.

2019 FOCUS

- Communicate outcome of staff survey.
- Implement staff survey recommendations.
- Establish a new staff engagement forum.
- Review year one of postgraduate support and progress year two with investment of €35k in 2019.
- Support other staff training & conference attendance.
- Continue staff communication plan.
- Undertake Town Hall meetings.
- Hold a volunteer celebration day.



To work in partnership with key stakeholders to deliver services and develop new opportunities

2018 HIGHLIGHTS

- Held five monitoring meetings with the HSE.
- Membership of umbrella bodies: Disability Federation Ireland (DFI), Not-For-Profit (NFP), Association of Health Care Chief Executives (AHCE).
- Engaged at Board level with Voluntary Healthcare Forum.
- Engaged with Independent Review Group.
- Secured €695k Grant for new adult service from Pobal and resultant new partnerships with City of Dublin Education and Training Board (CDETb).

2019 FOCUS

- Deliver on all service arrangements with the HSE/Pobal/Department of Education and Skills/ CDETb.
- Continue proactive engagement with key stakeholders.
- Seek new opportunities for grant applications for service developments.
- Link with other organisations on service opportunities.



To advocate for disability service provision and equality

2018 HIGHLIGHTS

- Human Rights Committee established.
- Member of staff elected to DFI Board.
- Supported several client housing requests.
- Raised awareness on transport and Changing Places facilities.

2019 FOCUS

- Support adults in self-advocacy.
- Agree focus on Changing Places and agree an adults' plan for action 2019.
- Achieve 50% of policies in EASI read format.
- Carry out a satisfaction survey.



Organisational Capacity



To ensure the CRC's governance is appropriate and represents best practice

2018 HIGHLIGHTS

- Annual Board Strategy day held in November 2018.
- Annual Board review carried out.
- Enhanced co-optee membership on 6/7 Board Committees.
- Two new Committees established: Capital Projects and Fundraising.
- Board attendance at governance training.
- Shortlisted for two categories of the Good Governance awards.
- Winner in one category of the Good Governance awards.

2019 FOCUS

- External Board review to be planned.
- Board Committee annual reviews to be undertaken.
- Board Strategy annual day.
- Co-optees with specialist experience secured on every Board committee.
- Analysis of Board training needs.
- Undertake self-assessment against the New Governance Code from the Charity Regulator.



To develop the right organisational structure to support the work of the CRC

2018 HIGHLIGHTS

- Continue to embed new structures (National Specialist Services, New Board Committees).

2019 FOCUS

- Recruit a New Head of Operations.
- Review of middle management structure.
- Review Adult Services structure.



To ensure the CRC's financial sustainability in the coming years

2018 HIGHLIGHTS

- Delivered an agreed break even end of year position with the HSE.
- Recruited new Head of Finance.
- Delivery of Annual Report and Annual Financial Statements.
- Secured additional grants from Pobal.
- Engaged with HSE on a national finance system.

2019 FOCUS

- Tender to renew External and Internal auditors.
- Delivery of Annual Report and Financial Statements.
- Deliver break even position.
- Support the Fundraising growth plan.
- Work with HSE on new financial system.



To ensure the infrastructure of the CRC – our buildings, our facilities, our IT systems and our support services are fit for purpose and enable the organisation to deliver on its reputation for excellence

2018 HIGHLIGHTS

- Completion of Clontarf drainage works.
- Completion of Clontarf improvement works.
- Tender and appointment of Clontarf site review team.
- Review of maintenance management of all CRC buildings.
- Progress our IT road map.
- Tender for new phone system.
- Wi-Fi enhancements.
- Upgrades to systems and hardware commenced.
- Secured additional HSE funding for IT enhancements.

2019 FOCUS

- Review of Clontarf site to be completed.
- Review our Swimming Pool services.
- Review our transport services.
- Review all HSE liens and other leases/licences.
- Progress plans for Swords site.
- Upgrade our Phone system.
- Upgrade our client management system.
- Enhance disaster recovery systems.
- Roll out of Skype/virtual meetings.



Development of the CRC Fundraising and Philanthropy plan

2018 HIGHLIGHTS

- Established new Board fundraising sub-committee.
- Met and exceeded target income for fundraising.
- Supported six grant applications.
- Carried out six fundraising events.
- Worked with The Care Trust on agreeing a Memorandum of Understanding.
- Approved development plan for fundraising.

2019 FOCUS

- Meet fundraising target of €170,000.
- Deliver agreed fundraising events.
- Recruit additional support to fundraising function.
- Apply for a minimum of 8 new grants.
- Support the work of The Care Trust through enhanced engagement.
- Enhance annual reporting of fundraising activities in annual report.



Children's and Clinical Services

**The CRC offers
specific medical
and clinical
services for
children, young
people and
adults with
disabilities
from birth to
adulthood and
throughout the
life cycle**





What we do

In 2018 we provided a diverse number of medical and therapy interventions for almost 4,000 children and adults nationwide. Multidisciplinary team care is a key feature of the CRC service model provided by a team made up of medical and allied health and social care disciplines all working together.

Our teams work with parents, children and carers to see how best to deliver comprehensive care that addresses as many of the child's needs as possible.

Our multidisciplinary teams work in Clontarf, Clondalkin and Waterford with assessments and interventions also taking place in the child's home, pre-school, crèche and school

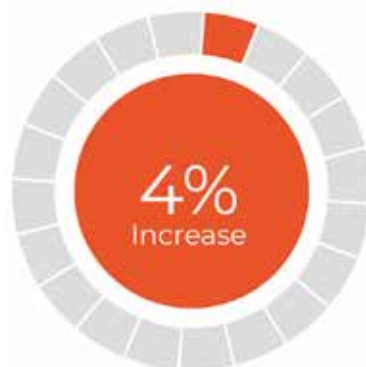
environments. In addition, multidisciplinary teams travel to the Northwest (Donegal) and Midlands (Athlone, Portlaoise) and provide outreach services and clinics in these areas.

Babies who have been born with specific conditions such as cerebral palsy or spina bifida are referred for medical and therapy input, as well as some babies who are born prematurely or with rare and life limiting conditions. Children who have a sudden illness or catastrophic accident are referred from children's hospitals or by their GP's, public health nurses or community therapists. Providing guidance and direction and in many cases a diagnosis from a medical consultant, the overall aim is to assist the family so that the child achieves maximum independence and improvements in their overall quality of life.



Our services are provided on a one to one basis and in a group format, sometimes a family and child might see one therapist or member of the team or on other occasions the child and family might be seen by more than one member of the team. The services are centered around the needs of the child and the family.

In 2018 there was an overall 4% increase in the number of clients seen by clinical services, a 13% increase in the number of attendances and an overall 9% increase in the clinical services interventions.



We are acutely aware of how a disability in the child impacts on the whole family. There are a variety of needs in families and CRC's Mission is to make a positive difference to the lives of people with disabilities, their families and their carers. We run several family support groups which support all family members including siblings and grandparents in the care of the child with a disability.

We are working nationally and locally with the HSE and other voluntary organisations as we prepare for one of the biggest changes in children's disability services, Progressing Disability Services (PDS) for children and young adults. This policy is heralding a change nationally that will see voluntary and statutory agencies deliver disability services in a new and different way.

The aim is to achieve an equitable and consistent approach for all children with complex needs regardless of where they live or the nature of their diagnosis. We have

been actively involved in the preparation and planning for the reconfiguration of services in 2018 and we are the lead agency for the PDS programme in all our locations, i.e. North Dublin City and County, Clondalkin and Waterford.

Consultation and engagement with staff families and children is key to the successful rollout of this and it is planned that all services nationally will be reconfigured by mid 2020.

Since 2015 our School Age Disability Team has been operating under this model of care and it has served as a great pilot as we learn and shape services for the future.

Many of our services happen individually with therapists working on specific goals, however many goals require a multidisciplinary approach and benefit from a group setting where parents, children and siblings can support and learn from one another with the support and guidance of staff.



Early Intervention Groups 0-5 years

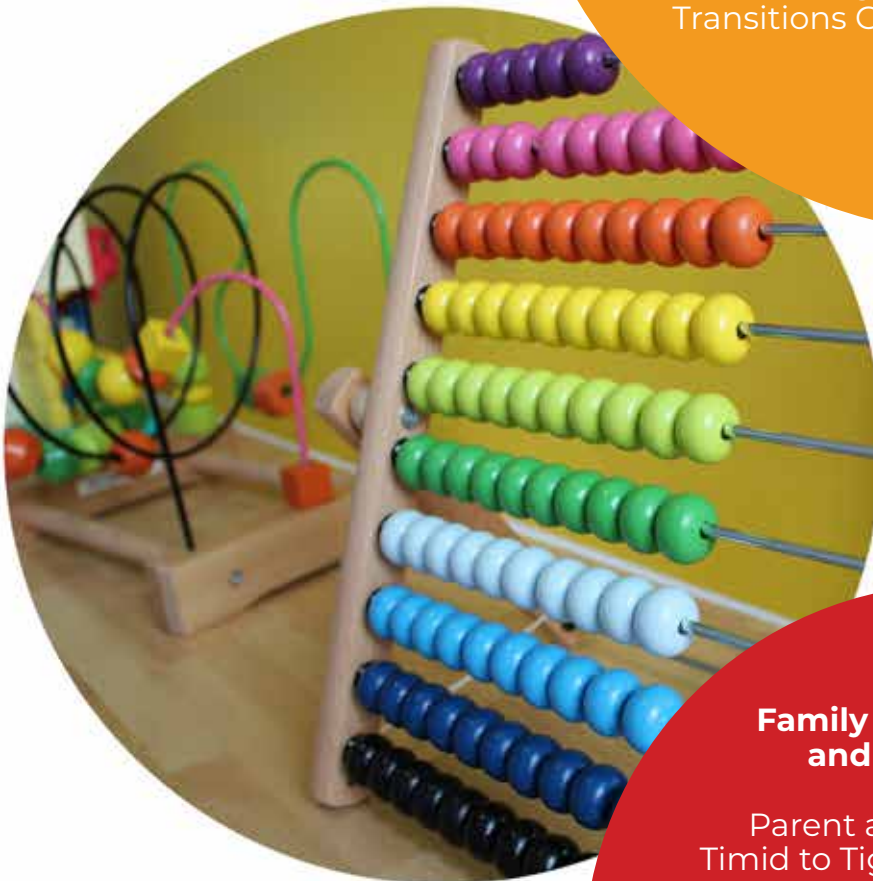
- Babies with complex needs Group
- Play and Social interaction Group
- Hanen parent training programmes
- Feeding Group for children with specific feeding issues
- Articulation Group
- Phonology Group
- Narrative Group
- Get Set for School Group





School aged children Groups 6-18 years

Lego Group
Social skills Group
Higher level language Group
Wheelchair skills Group
Hemiplegia Group
Diplegia Group
Dance Group
Smart Moves Group
Water Confidence Group
Handwriting Group
Sensory Group
After school swimming Group
Therapeutic Hydrotherapy Group
Community Independence skills Group
Teenage Transitioning Group
Transitions Group for 6th class students



Family Centred Support and Interventions

Parent and Toddler Group
Timid to Tiger 6-week parenting
programme
Parent Support Group
Family Carers Group
Parent well-being Group
Parents Forum
Lámh sibling Group
Sibshop Group
Grandparent Support Group

Children's
and Clinical
Services

Some of our
Highlights from
2018



Parents Forum

Established in 2018 the Parents Forum provides a structured opportunity for feedback to CRC on new developments, changes in service, input into decision making and planning.



**Carer's Week
June 11th - 17th**

As a partner of Care Alliance Ireland we ran a week-long number of activities for our CRC families including advocacy talks, beauty days and fitness activities.



Summer Project

Our Summer Project runs for the month of July for 60 children with disabilities. Our aim is to entertain the children in a fun and safe manner, with trips and indoor activities as part of the daily routine.



AAC Workshop

'Practical Ideas for AAC in the Classroom' workshop was delivered to 55 teachers, SNAs and speech and language therapists.



Sleep Clinic

Sleep Clinic for six families took place in August and September with OT, Psychology and Nursing.



Family Room

In 2018 we opened our new family room with play areas, toys and kitchen facilities for families attending CRC appointments.



Parent and Toddler Book

In February we launched a book of stories written by parents attending the CRC parent and toddler group.



Dance Group

'Supporting Community Participation in Children with Physical Disability through Dance' was a therapeutic 8-week dance programme. This was shortlisted for the HSE Excellence Awards.



Horseriding

Our school children attend Broadmeadow Equestrian Centre school weekly with our physiotherapists to improve their physical wellbeing.



Christmas Toy Showcase

Showcase to help find appropriate toys for children with additional needs



Emma's Story

Emma is 13 years old, nearly 14 and for most of that time we have been attending the CRC. She was born by Caesarean section and all seemed ok for the first few hours but then she had a seizure and everything changed.

After multiple tests she was diagnosed with a Grade 3 intraventricular haemorrhage. This led to hydrocephalus and a shunt being inserted. Luckily for us she was assessed by Dr. Lynch in Holles Street and she had her first appointment with him in CRC and our journey began.

It is very daunting coming to the CRC because you don't know what is ahead for your child and your family. My stomach dipped as I pulled into the car park. But once you get in and get going from day one I always felt supported.

We have been through Physiotherapy, Speech and Language, Dietetics, Occupational Therapy and Psychology. It's always been positive. It's always been about how we can improve life for Emma and my concerns were always taken into account. Emma has a hidden disability.

She has Developmental Amnesia which impacts hugely on her life. Emma also had a left side deficit which has mostly resolved. She is also dealing with the effects of hydrocephalus. Because her disability is not apparent it can be hard to get allowances made for her. But in CRC this is not the case. Her disability is treated according to her needs and never minimised.

I feel we were lucky to be referred to the CRC and I am grateful every day for their care and attention to Emma and our family.

Emma's Mother
Sharon Callan



National Specialist Services and Research

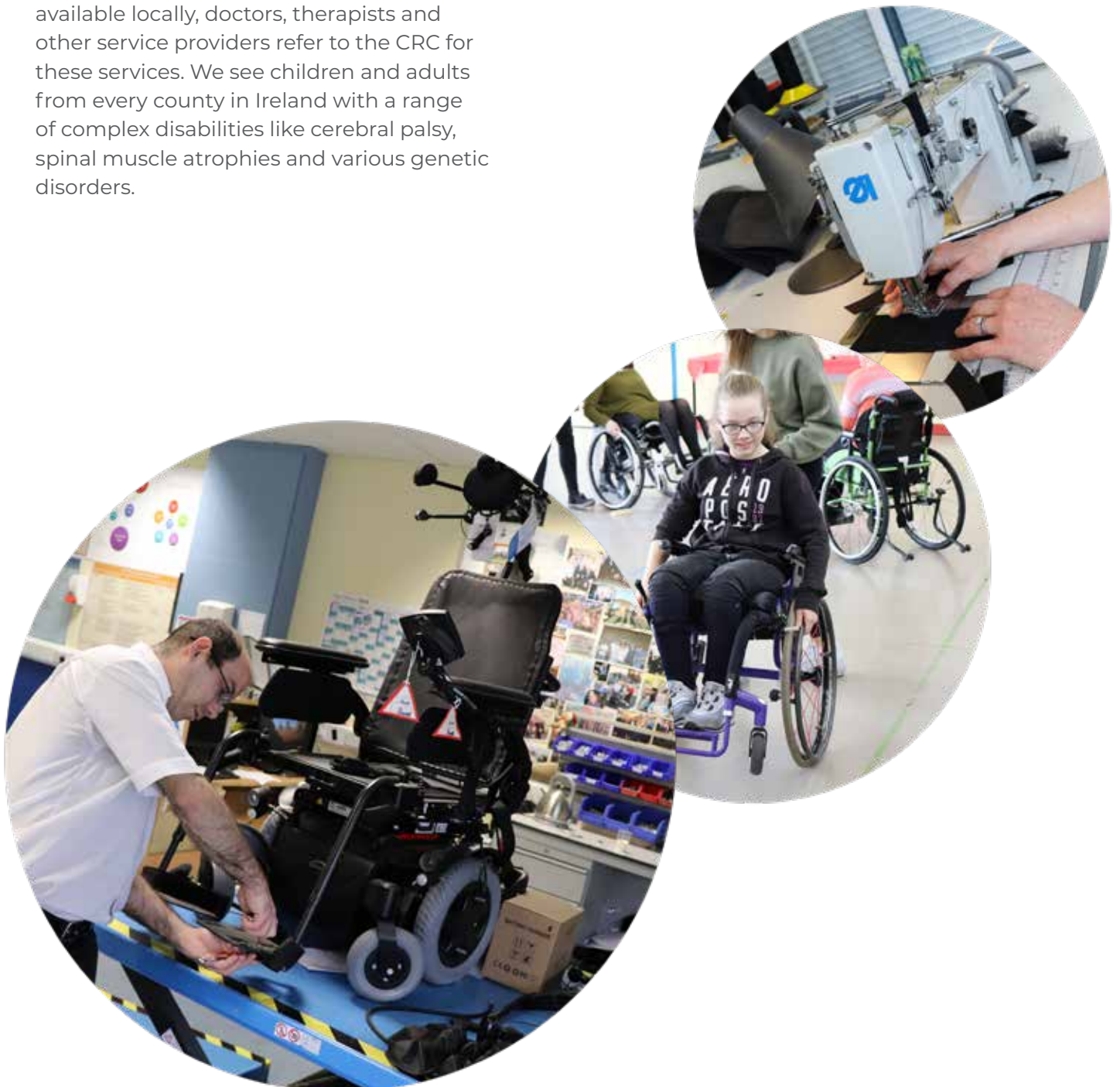
Over the last sixty years the CRC has developed a range of specialist medical, therapeutic and technical services to support people with physical disability and rare conditions.

We focus on fostering a culture of continuous learning and improvement by promoting research and investing in staff development and education.

The majority of our 3,678 clients attended one or more of the specialist services offered by the CRC during 2018.

Some of these are unique National services (e.g. gait and movement analysis lab) and some are delivered in partnership with Children's Health Ireland (e.g. intrathecal baclofen clinics, neuromuscular clinics).

When a problem is very complex requiring specialist expertise or when a service isn't available locally, doctors, therapists and other service providers refer to the CRC for these services. We see children and adults from every county in Ireland with a range of complex disabilities like cerebral palsy, spinal muscle atrophies and various genetic disorders.





Specialist Multidisciplinary Clinics

(e.g. Orthopaedics, Spasticity Management, Feeding Eating, Drinking and Swallowing Clinics)



Medical Consultancy

(e.g. Paediatrics, Paediatric Neurodisability, Ophthalmology, Psychiatry, Neuropsychology)



Assistive Technology and Specialised Seating

(Bespoke, Modular Seating, Communication Systems)



Gait and Movement Analysis Laboratory

(e.g. Orthopaedics, Spasticity, Customised Orthotic Tuning)



National Specialist Services provided by Allied Health Care Professionals

(e.g. Custom Night Positioning, Hand Therapy Clinics, Sleep Clinic)

ASSISTIVE TECHNOLOGY AND SPECIALISED SEATING (ATSS)

In 2018 1,390 clients (825 adults, 565 children) (2017 - 1,424 clients) from around the country were seen by our Assistive Technology and Specialised Seating Department (ATSS). ATSS provides professional evaluation and information relating to all areas of specialised seating and assistive technology (AT) for children and adults with disabilities. AT encompasses a wide range of applications that aim to increase a person's independence and participation in society. These include 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. A highlight for the department in 2018 was the organisation and hosting of the European Seating Symposium in Trinity College Dublin.

GAIT LAB

The Gait and Movement Analysis laboratory is a unique National specialist service which provides important and accurate information to surgeons, doctors and therapists helping them to diagnose and manage walking and movement difficulties with greater efficiency and confidence. In a custom-built room computerised 3-dimensional information on how a person walks and moves is gained from infrared light and other sensors placed on the person's joints and muscles and from force sensors in the floor. 393 gait lab assessments were conducted in 2018 (416 in 2017) with six outreach clinics being delivered in Waterford and Limerick using our award winning mobile gait laboratory. In addition, video vector clinics were conducted allowing 13 clients to have customised orthotic tuning to aid their walking. The team published six research papers in International journals,

presented seven papers at International conferences and delivered several talks and educational courses nationally and internationally including complex case conferences. A highlight for the team was the organisation and hosting of the 2018 Clinical Movement Analysis Society (CMAS) meeting in Dublin.

FEEDING, EATING DRINKING AND SWALLOWING (FEDS) SERVICE

Some children and adults with disability may have difficulty with chewing food, sensory problems, coordinating swallowing, weight loss and a failure to thrive related to these difficulties. In 2018 220 consultations were conducted at our specialist multidisciplinary Feeding, Eating, Drinking and Swallowing (FEDS) clinics for assessment, diagnosis and individualised management plans. We also began the implementation of a new rights-based FEDS policy with some of our adult clients, in line with the passing of the Capacity Act 2017.

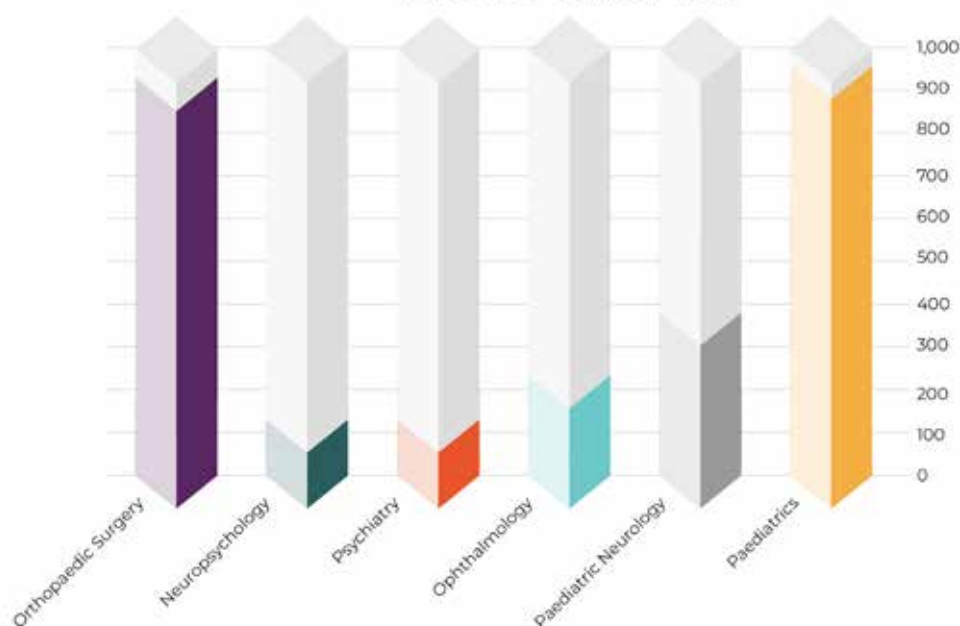
SLEEP CLINIC

The CRC Sleep Clinic is a new service that has been developed to help manage sleep difficulties experienced by some children and families. It is a multidisciplinary clinic consisting of Psychology, Occupational Therapy and Nursing. The team is embarking on a research project in 2019 to assess the effectiveness of this service.

AUGMENTATIVE AND ALTERNATIVE COMMUNICATION SERVICES

Augmentative and Alternative Communication (AAC) are methods of communication which can be used to add to the more usual methods of speech and writing when these are impaired. AAC encompasses a range of modes by which communication may be supported, these include sign language, communication boards, and computerised communication devices.

2018 Clients



PAEDIATRICS

In 2018 there were 1259 consultations with 964 clients (2017 - 1456 consultations with 1140 clients) by paediatricians specialising in neurodisability. Our paediatricians serve an important liaison role in coordinating the overall care of children with paediatric neurodisability including diagnostics and onward referral to other specialist services. Our paediatricians are also the medical leads on some of these multidisciplinary services, e.g. Spasticity Management, Feeding, Eating, Drinking and Swallowing (FEDS) service, Intrathecal Baclofen (ITB) service.

PAEDIATRIC NEUROLOGY

In 2018 there were 366 consultations with 290 clients (2017 - 336 consultations with 264 clients) by paediatric neurologists in the CRC. In partnership with Children's Health Ireland Temple Street and Tallaght Hospital we run a National Neuromuscular Service for children and their families who live with rare conditions.

OPHTHALMOLOGY

In 2018 there were 282 ophthalmology consultations with 165 clients conducted at the CRC.

PSYCHIATRY

In 2018 there were 71 psychiatry consultations with 25 clients conducted at the CRC.

NEUROPSYCHOLOGY

In 2018 the Psychology department saw 15 clients requiring specialist neuropsychological assessments and interventions.

ORTHOPAEDIC SURGERY

In 2018 there were 1,058 specific on-site orthopaedic consultations with 855 clients (excluding gait lab orthopaedic consultations). The CRC's orthopaedic surgeons specialise in orthopaedic problems associated with neuromuscular diseases ranging from assessment and monitoring during growth and development to complex surgical procedures and aftercare. The surgeons are supported by the multidisciplinary team.





INTERNATIONAL CONFERENCES 2018

In line with its remit as a National provider of specialist services in disability the CRC organised and hosted three International conferences in 2018, featuring renowned International, national and CRC expert speakers. A variety of training courses and preconference symposia were delivered around these conferences.

MAKING A DIFFERENCE CONFERENCE - CLONTARF CASTLE, MARCH 2018

We hosted 590 delegates over two days from multiple professional backgrounds throughout Ireland, Northern Ireland, UK and Europe. This conference focused on specialist clinical and medical services ranging from neonatal care and early diagnosis to rights-based approaches to supporting adults with disability.

CLINICAL MOVEMENT ANALYSIS SOCIETY ANNUAL MEETING, APRIL 2018

This is a niche conference attracting clinical and engineering personnel from movement laboratories in the UK and Ireland. It is the first time this forum was hosted in the Republic of Ireland. Seventy delegates attended over the two days.

EUROPEAN SEATING SYMPOSIUM (ASSISTIVE TECHNOLOGY AND SPECIALISED SEATING) - TRINITY COLLEGE DUBLIN, JUNE 2018

The ESS is the leading educational and scientific conference in the field of wheelchair seating and mobility as well as related technologies. We hosted over 1,000 national and international attendees representing 27 countries over four days. The Symposium included scientific and clinical papers, research forums, in-depth workshops, panel sessions, and an extensive exhibit hall.





INVESTING IN AND BUILDING EXCELLENCE

Clinical Audit

In line with our Strategic Plan we established a new organisational Clinical Audit Committee. The purpose of this Committee is to oversee the development and implementation of a comprehensive clinical audit programme which is focused on the needs of persons with disabilities and their families and aligned to the Mission and Values of the CRC organisation. In addition to fostering a culture of reflection, learning and continuous improvement, this Committee will ensure that the CRC's clinical and specialist services operate in accordance with international best practice, national standards and regulations.

There are 16 active research projects ongoing throughout the CRC covering a broad range of topics. Our staff presented numerous papers at national and international conferences in 2018 and published six papers in international medical peer reviewed journals.

We established a higher-level education fund allowing six members of staff to pursue two Ph.D. and four master's level degrees. In addition, the CRC has continued to invest in and facilitate our staff to attend multiple courses and conferences, continually growing the knowledge and competencies required to deliver the quality and types of services which our clients need.

Research and Education



Continuing excellence in service delivery we focus on fostering a culture of continuous learning and improvement throughout our services by promoting research and investing in and facilitating staff development and education. We promote evidence-based practices and treatments throughout our services, underpinned by a programme of client and condition-focused research. In 2018 we established a new research governance structure with external academic appointees to assist and advise the Senior Management team and Board on its research strategy.





Adult Services

Over the past four years our Adult Services have moved from a service dominated by a passive caring approach to a service that is directed by the adults, supporting choice, independence and individuality.



What we do

We support adults with disabilities from 18 years to 65 years. We are committed to supporting individuals through person-centred planning, goal setting and a process of exploration and discovery. Referrals for most of the programmes come through the HSE referral system, however we offer students the opportunity to sample our programmes and see if it suits their needs. Adult Services is about educating, supporting, empowering, training and encouraging everyone to contribute in ways that mean something to them and supporting adults to see the possibilities that life brings.

We offer modules at QQI Level 1 to Level 3. We also provide opportunities to complete Award Scheme Development and Accreditation Network (ASDAN) modules and achieve the GAISCE Presidents Award. Our adults receive training in Human Rights, the UN Convention on the Rights of Persons with Disabilities (UNCRPD), Assisted Decision Making and many other areas. They are encouraged, if interested to become self-advocates and activists, many attending external focus groups, joining Committees and having their voices heard.

Our adults also have the option of attending other classes and group activities, to learn new hobbies, new skills and discover their talents. They are encouraged to try new things and broaden their horizons. This is all driven from our Strategic Plan as we embrace the national change in disability services. Central to this is the New Directions policy encouraging a change to individual personalised services. We also enshrined a commitment to advocacy in our Strategy and have delivered significantly against this in 2018.



Keyworking

Our keyworkers are central to the work in Adult Services and they support the adults on an individual basis in line with New Directions. The keyworker supports each adult in meeting new people, gaining work experience, housing and Personal Assistant (PA) information, accessing Community Employment (CE) Schemes or employment, developing new skills in cookery, art, horticulture or money management to name but a few areas. Adults are also supported by their keyworkers to travel independently or access further education on mainstream programmes. In Q4 in 2018 there were over 1,400 Keyworker meetings. In 2019 we will be focusing on training for staff, to help them in their role as keyworker to support the adults attending our service.

Our adult services are provided through a variety of different service locations, schemes and approaches from local centres, community hubs, training programmes and now supported education in mainstream colleges. We have highlighted these different locations and services on the following pages.



1

Transition Programme – Clontarf

We support school leavers in an intensive programme which focuses on building an individualised service for the students when they transition from school

2

Employability Skills - Raheny

We supported 30 students over the course of the year. This programme is funded by the City of Dublin Education and Training Board (CDETb). The programme runs for 18 months and each adult is given the opportunity to complete a full award at QQI Level 3

3

Rehabilitative Training - Clontarf

We supported approximately 30 students over the course of the year. This programme is for school leavers and older students who want to progress academically at QQI Level 1 to Level 3

4

Lifeskills and Lifestyle Programme – Killester and Clontarf

We supported 53 adults over the course of the year. This programme focuses on areas such as health and well-being by offering yoga, karate, table tennis, fishing and football

5

Local Centres

Coolock, Clontarf, Firhouse, Hartstown, Swords & Clongriffin

Our local centres provide a meeting place for adults, where they can chat and socialise, meet people and make new friends. The adults spend time out shopping, using the library, attending adult education classes in mainstream settings, attending art classes and exhibiting their art work. In each centre there is also a planned schedule of activities for those that prefer to stay indoors and learn about computers, photography, relaxation and music

6

Hubs

Our hubs provide programmes which facilitate personal development in areas such as literacy, numeracy and innovative programmes such as the Award Scheme Development and Accreditation Network (ASDAN) which are widely recognised by educators for providing an engaging curriculum that empowers students through personalised learning and choice. Our adult learners develop core skills in teamwork, communication, problem solving, research and self-management



313

Adults used our service in 2018

Adults received QQI certificates

150



10

Adults achieved a major award

Adults progressed to further mainstream education

25



10

Adults completed GAISCE awards

Adults involved in Amber Flag initiative

29





17

Overnight trips organised

Adults went on overnight trips

108



12

Weekend events held

Adults went on weekend events

39



49

Adults completed travel training

Adults completed money management training

92



A highlight in 2018 was our successful bid for funding from Pobal to establish a new exciting programme in keeping with our Strategic Plan to grow our services and look for new opportunities

ABILITY PROGRAMME



In 2018 we received significant funding of €695k from Pobal which we will receive over a three-year period, to deliver our Ability Programme. The Ability Funded programme is delivered in partnership with City of Dublin Education and Training Board (CDETb) and Colaiste Íde. This groundbreaking initiative sees mainstream education and disability centres partnering and delivering education to students with disabilities in a mainstream setting

Our submission was based on two strands.

A) Support Adults with disabilities to access mainstream education in a Further Education College.

19 students are currently availing of support through the Ability programme and are attending various QQI Level 4 Programmes in areas such as Catering, Horticulture, Retail Sales, Sports and Social Care, IT and Security. They also have an opportunity to access a Hospitality programme at a QQI Level 5.

B) In 2019 we are looking forward to progressing Strand 2 of the programme, rolling out Human Rights training to our two special schools in Clontarf and Clondalkin. We are also aiming to support the senior students in both schools by providing Career Guidance in a move that will support the students to dream big and provide extra support to manage the transition from school.

ERASMUS



Rights to Decide– Making Equality Our Policy

74 adults were involved in the Erasmus project 'Rights to Decide– Making Equality Our Policy.' The project is about their engagement with local and national policy makers in their community on issues about disability and their lives.

Key Outcomes

- 1)** Workshops in Human Rights and Advocacy.
- 2)** Some participants have begun to speak out about the need for young people with disabilities to represent themselves and their struggles, as opposed to others defining them.
- 3)** The group's knowledge on human rights has increased, and the group will shortly begin its influencing work with submissions to the Irish Human Rights and Equality Commission (IHREC) and National Safeguarding Office of Ireland.

We are now a member of the National Youth Council of Ireland. We held two workshops at Zeminar in the RDS – UNCRPD "Find out what it means to me."



FIRHOUSE ART GROUP

Firhouse Local Centre Art Group started looking for an interesting project that would move them out of their artistic comfort zone. The group wanted to try out new ideas and techniques.

They decided to look at the area of disability and came up with the idea of a coloured ribbon worn as a pin badge. The group felt it would be a very appropriate for a fund-raising event, and it was felt that this could be developed into a suitable badge for a fundraising drive on the 3rd of December for International Day of Disability.

The ribbon was launched on the 3rd of December – a fantastic idea that was led by the adults themselves both raising awareness and much need funds.

GAISCE 2018



The Gaisce President Award is a nationally recognised community and personal development award for young people in Ireland. In the CRC 10 students for the transition programme undertook nine bronze and one silver Gaisce awards in 2018.





Activists and Self Advocates

In line with our Strategy, Adult Services ensure that people with disabilities are listened to and heard and that they can promote disability rights and advocate on their own behalf. In Adult Services we have a strong cohort of community activists and self-advocates. This year we were all thrilled to see the ratification of the UNCRPD. Our adults participated in three protests held outside Leinster House, lobbied TDs and engaged in discussions with Ministers to bring about the ratification of the UNCRPD. We will continue our work to influence National Policy and bring about change through the work of our following groups:

Local Advocacy Committees

Adult Services Council

Human Rights Committee

In 2019 our Advocacy Committee, the Adult Services Council and the Human Rights Committee will be focusing on the following themes.

1. **Respite**
2. **Transport**
3. **Homecare packages**
4. **Changing Places (enhanced accessible bathroom facilities)**

The Committees and Council plan to influence national policy and lobby for equality and inclusion in the above areas.





Alison Goslin
and Yvonne
Currivan



Deante's Story



When I was a student on the CRC's Rehabilitative Training Course, my key-trainer Peggy told me about a new QQI Level 6 course that was being set up by Northside Partnership and NUI Galway.

Initially I was very excited to hear about this exciting Youth Leadership and Community Action course because I am very passionate about making a difference in my own community and I also always wanted to work as a youth leader. The CRC encouraged me to apply as they believed that I was a good candidate for this course.

The CRC supported me in applying for the course and I linked in regularly with the CRC team throughout. I started attending classes every Tuesday evening from 6:30pm to 9pm where I worked on my life skills and was taught the necessary skills to be an effective youth leader such as communication skills, teamwork and programme leadership. We had many assignments and projects to work on during the one-year course. There was also a lot of information to take in but it was all delivered through fun teamwork and discussions. I never missed any classes because I didn't want to take the risk of falling behind with the work.

For my main project, I chose Youth Homelessness and gave a presentation to the entire class about this topic. I know that it was hard work but I loved every minute of it. This course gave me the opportunity to meet other young people and to learn more about their vision for the future in terms of youth leadership. I was really delighted with myself in successfully completing the course with flying colours and it certainly impacted on my self-confidence in a good way. I attended NUI Galway for the Graduation ceremony and I had a great day. My mother told me how proud she was of me.

I would definitely recommend this course to other people as it challenges you to be self-aware whilst also encouraging you to make a positive difference in your community through action rather than just words. I want to thank the CRC and also Northside Partnership for helping me throughout my studies. Being able to have this Level 6 award on my CV is just amazing and certainly improves my chances of becoming a youth leader in the future.



Fundraising and The Care Trust

We are eternally grateful for the continued support of all our parents, communities, businesses, corporate partnerships, Trusts, Foundations and statutory grants. Their support means the world to us and we thank you most sincerely.

In 2018 we continued to further develop our Fundraising function.

We engaged with funders and partners and exceeded our fundraising income and activities. We developed our fundraising policies in line with the Charities Regulator and also created a Board Fundraising sub-committee which reports on all strategic and operational aspects of the Fundraising Department to the CRC Board of Directors. 2018 was an ambitious year for CRC Fundraising as we set out to secure funding for four main areas of need.

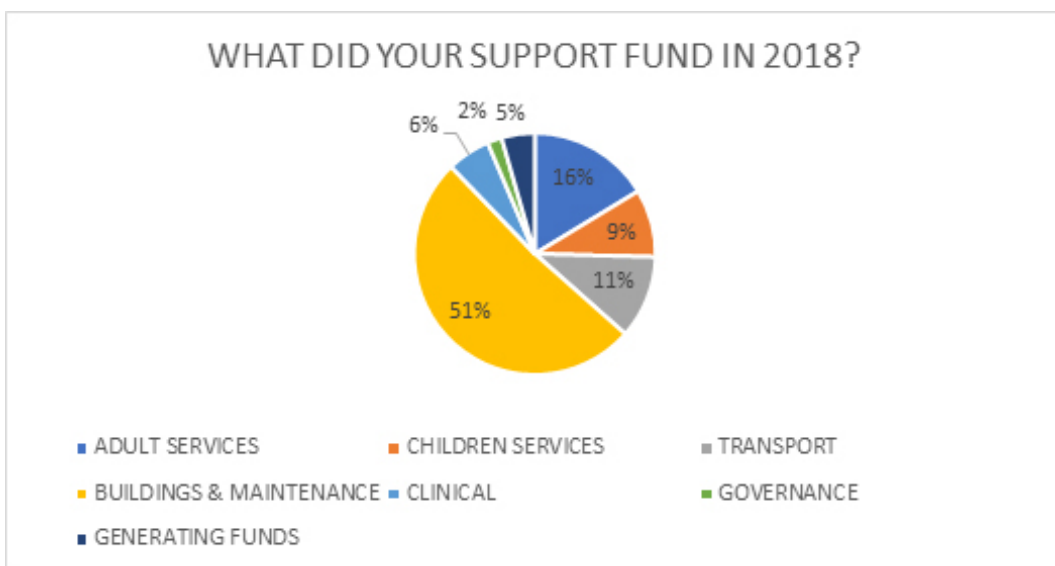
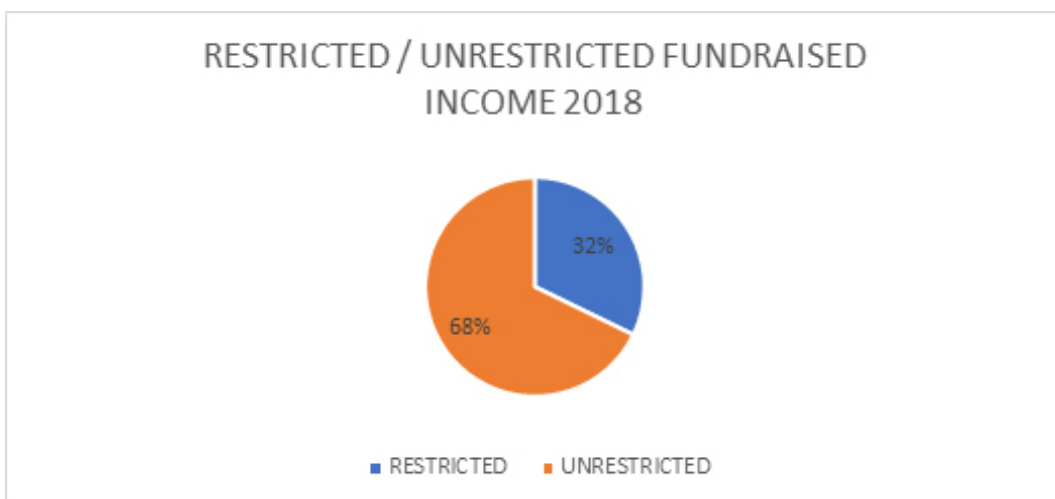
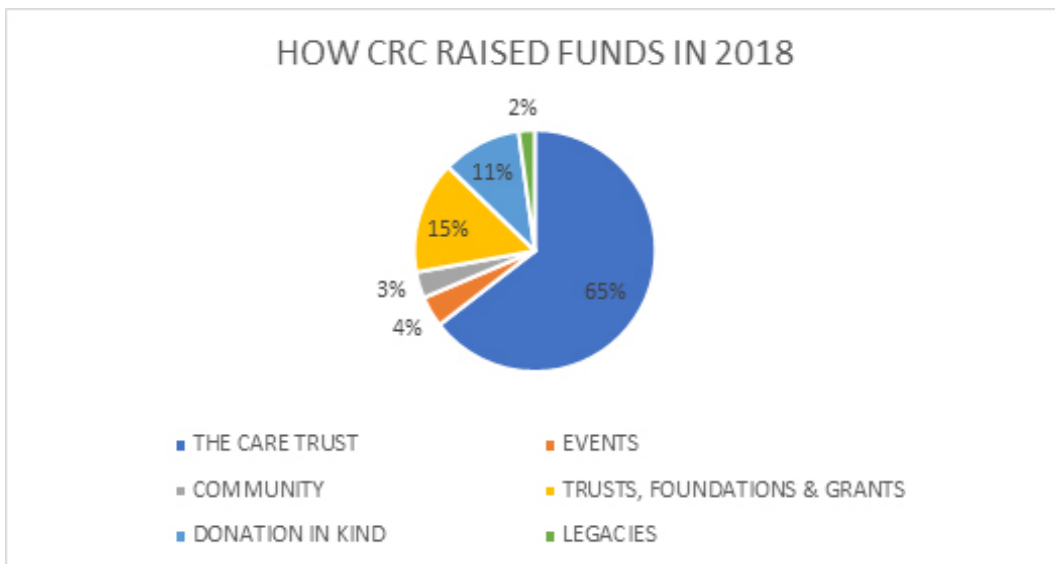
1. In collaboration with Adult Services, we successfully secured a major gift grant from Leargas, which through its Erasmus+ programme supports the Rights to Decide – Making Equality Our Policy programme. In addition, we secured a three-year principle gift co-financed by the European Social Fund (ESF) and the Department of Employment Affairs and Social Protection (DEASP), and administered by Pobal. This grant supports students accessing further education in mainstream college and supports young people with disabilities in our two schools through the Human Rights Officer and Career Guidance posts.

2. We focused on securing funds to run CRC's Summer Project in CRC School Clontarf and Scoil Mochua Clondalkin for children age 7-18. We successfully raised 75% of the funds but our aim is to raise 100% of the necessary funds for next year. The Summer Project has been running over twenty years and it has grown from humble beginnings to a camp that sees up to 70 children participate in a 4-week summer

camp in July. We rely on over 40 volunteers, 25 staff including SNAs, Nurses, Speech and Language therapists and our fleet of drivers transporting students to many different activities. Each year the demand on the camp is greater and we try to offer new activities and experiences to our pupils. This year we were fortunate to have financial support from The Hospital Saturday Fund.

3. We continued to grow our Corporate Social Responsibility (CSR) relationships with our corporate partners who supported some of CRC's capital projects. Ulster Bank refurbished our Clontarf School Sensory Garden, Acorn Life DAC painted feature walls in our Clontarf Local Centre and Training and Development department. Deloitte refreshed our Scoil Mochua garden and painted Firhouse Local Centre.

4. We raised funds towards the purchase of a specialist wheelchair accessible bus through our main event of the year, the CRC Winter Gala Ball held in November 2018. The event was attended by CRC staff, parents, local businesses, corporates and friends. The Gala Ball was a great success raising €14,000 towards the purchase of a specialist bus for Adult Services.



THE CARE TRUST

We successfully continued our relationship with The Care Trust, a charitable organisation that has supported us for the last 50 years by raising essential funds to support the work of the CRC. In 2018 The Care Trust raised €940,000 for the CRC.

In 2018 we worked closely with The Care Trust on drafting a new Memorandum of Understanding and this was subsequently agreed by all parties in 2019. We also participated in their strategic review.

The Care Trust generates a vital source of additional income which is allocated to a broad range of projects and services that support children and adults availing of our services. Critical building projects are all made possible from this essential income stream. The funds received from the Care Trust made it possible to open the Adult services Hub in Killester.

The Care Trust allowed us in 2018 to fund capital and non-capital additions of €843,604 and the purchase of additional vans for €138,175. We were also able to fund clinical costs of €80,201, operational costs of €45,000 and governance costs of €33,391. Finally, The Care Trust also funded costs of €77,342 enabling us to generate funds.

Fundraising Department Priorities for 2019

2019 is going to be a very dynamic year for the Fundraising Department as we will build capacity by adding to our team. Based on exceeding our 2017/8 targets in the grants area, the Fundraising Department will employ a Trusts, Foundations and Grants Executive to further grow this area of support. An Events Intern will also join us to support our growing diversity of events.

Our Fundraising Team will continue to develop the established strands of fundraising, such as events, grant applications and community fundraising. In 2019 we will increase engagement with major gift donors and progress corporate relationships.

We will continue with our two annual events, the CRC Art Exhibition and Women's Mini Marathon, which raise funds for our annual Summer Project. In addition, we will raise funds for two sensory rooms for both our schools, respite holidays, specialised transport, Christmas children's party and clinical research activities.



Senan Mullins, CEO, The Care Trust; Carol Ann Casey, Chairperson, CRC; Stephanie Manahan, CEO, CRC; Ziva Newman, Head of Philanthropy, Partnerships and Fundraising, CRC.

Some Fundraising Highlights from 2018



Connie Richardson with MC Eric Lalor at the CRC Gala Ball



The Hospital Saturday Fund



Gala Ball



Pobal Grant



Seafield Singers Event



Summer Project Paul O'Toole Golf Classic



Mini Marathon



Conor Dillon Valentine's Rose Event



School Art Exhibition



Acorn Life CSR



Ulster Bank CSR



Deloitte CSR



Luke's Extra Mile



CRC Swing Launch



Frank Black Christmas Swim



John Sisk Annual Toy Donation



Aldi Donation October 2018



IMC Event Carlow



Local Community Development Committee (LCDC)



CRC Bridge Club



Our Volunteers

Volunteering is at the heart of the CRC. We firmly believe in the ethos and value of volunteering and believe that volunteers make a vital contribution to society and to the Mission of the CRC.

During 2018 the CRC had 70 volunteers working in the following areas:

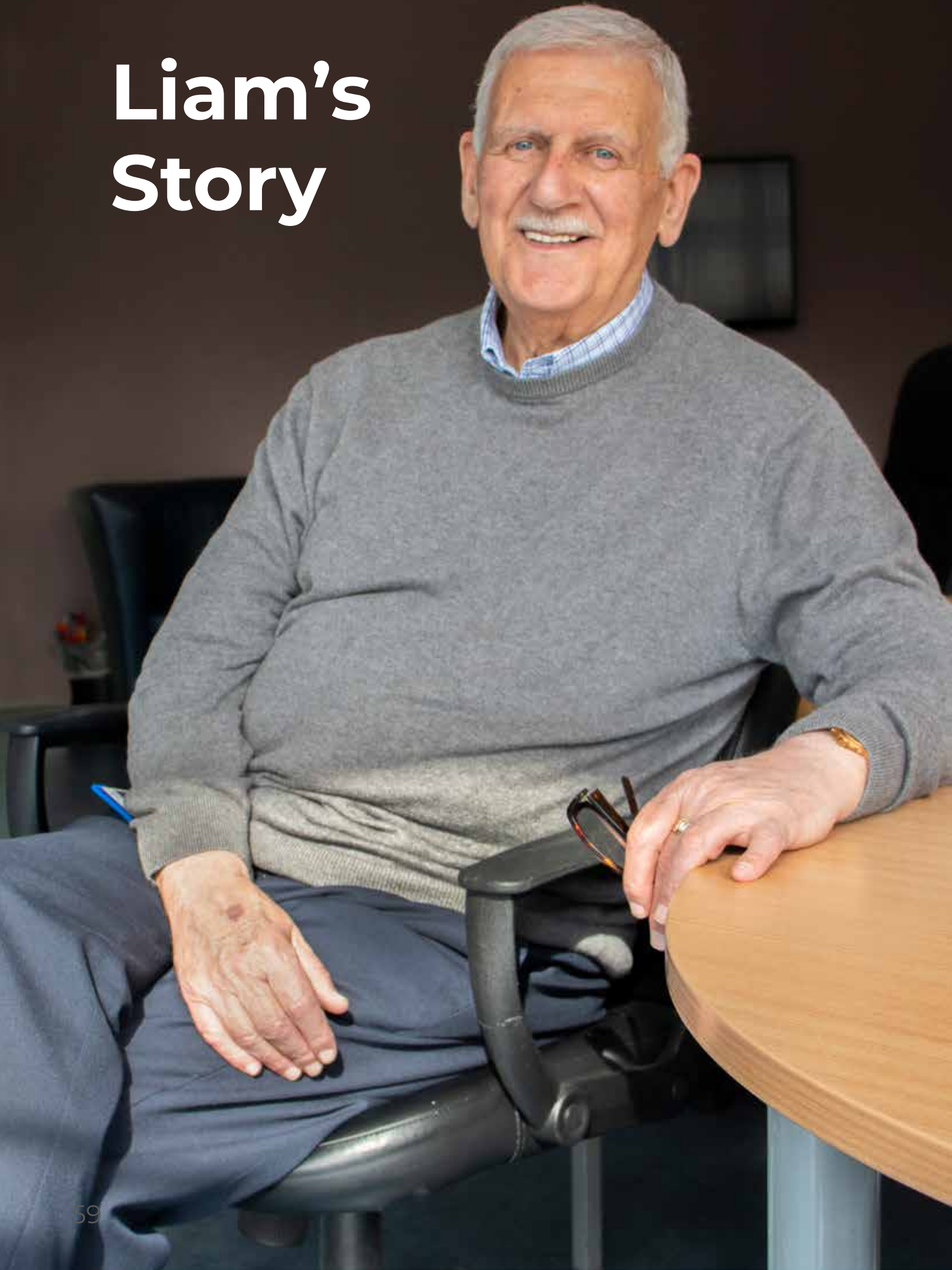
- **Catering Department**
- **CRC Schools Swim Programme**
- **Horseriding**
- **CRC Summer Project**
- **Training & Development**
- **Local Centres**

During 2018 several volunteers completed the CRC Child Protection Awareness Training Day and were awarded Certificates of Attendance.

For the month of July, 40 additional volunteers are recruited to support the CRC Summer Project. A one-day training course is organised which includes, Full induction, Manual Handling training, information talks on communication aids, nursing needs and Child and Adult protection awareness. Ongoing support is offered during the month of July for all Summer Project volunteers.

All our volunteers are an integral part of the CRC and bring an enrichment and diversity to our services. In 2019 we plan to host an event to celebrate our volunteers to thank them for all the amazing work they do.

Liam's Story



My first connection with the CRC was in 1964 when I started a part time office job with the CRC pools, a fundraising company in Cathal Brugha Street.

The company changed its name to The Care Trust and moved to Blackrock. On several occasions during my time with the pools, I had the privilege of visiting the old CRC in Goatstown and saw the great work that was being done for the disabled.

At the time, the CRC was run completely as a voluntary organisation without Government assistance. The first occasion a large amount of money was donated was when the work was underway for the move to Clontarf. A french financier, George Ansley, offered to donate his late daughters trust fund on two conditions. The first was that the building would be named after his daughter Penny and the second was that the Government would match his donation. The Government agreed and that is how the building is named after Penny Ansley and the CRC School Clontarf is named after her father, George.

As I attended the official opening of the CRC Clontarf in November 1968, little did I know that on February 10th, 1969 I would be employed there as a funds organiser. Tom Egan was the other organiser and we split the country in two (Dublin - Galway) and I worked the Northern area.

Our jobs involved organising and attending at flag days, quiz nights, Church gate collections, fashion shows and race nights. The CRC film had to be shown around the country to sports clubs, schools, I.C.A. Guilds, Scout Units and Ladies Clubs to let people know the work of the CRC.

Tom died in 1981 and I had the job of looking after the whole country. This proved very difficult as it could involve two functions at the same time in different parts of the country. Also, this meant a lot more time away from home.

In 1987 I felt like all this travelling (weekends and bank holidays) was having an affect on my health and I was lucky enough to get a driving job in the CRC workshop. I also did proof reading for the printing department. I stayed there until I retired in 2005.

Then I applied for voluntary work and was delighted to be accepted. I am now based in the Training and Development department and my work involves supporting adults with numeracy and literacy. I work mornings only and have five adults and we work on a one to one basis.

In 2019 I will celebrate my 50th year with the CRC. Although I have seen many changes, I have no regrets in spending so many years here and meeting some wonderful people and making so many friends.

So, to all personnel past and present a very big **“Thank you”**.

Liam Heuston



CRC School Clontarf

The CRC School Clontarf provides differentiated and individualised education to pupils with physical/multiple disabilities from its North City and County Dublin catchment area.

Pupils also access health and social services and other essential services mainly during the school day. During 2018, the school had an enrolment of 92 pupils. All pupils have a primary physical disability in line with our official school designation but most pupils present with multiple disabilities.

Several pupils have complex medical needs and this year we catered for children with tracheotomies and other serious conditions. Up-skilling of special needs assistants enabled the school to enrol pupils that could not be catered for in other schools. The Department of Education and Skills directly funded the salaries of the teachers and SNAs, and grant funded the salaries for ancillary staff. The 24 bus escorts were employed by the CRC School Board of Management and were paid by the Board with all payments reimbursed by the Department of Education and Skills at the end of the year.

Grant-aided hot lunches and free school transport continued to be provided for all pupils. The CRC as Trustees of two schools supports the school to fund equipment, trips, events and structural improvements throughout the year.

In September, two of our younger pupils transferred to their local primary schools.

Three of our older students transferred to our various services in CRC Adult Services.

Our senior pupils accessed the state certified courses as appropriate with a number completing their Junior Certificate Schools Programme and ECDL. Most of our school leaver successfully completed FETAC Levels 1, 2 and 3. Eight senior post primary students sat their Junior Certificate exams in CSPE, Music and Art. They received their results on Wednesday, September 12th and made themselves and their families proud.



Nathan Chaney-Kiely, of CRC School Clontarf, presents The Duke and Duchess of Sussex with a hurley in Croke Park during the Royal Visit



School Christmas Play
'How to Be a Superhero'



Fast Friends Project

For 25 years we have engaged with a local school for the fast friends project



Gaisce

Three school leavers achieved their bronze Gaisce - President's Award



Our main highlight of the school year was the CRC School Art Exhibition. RTE's News2day came out to the school to interview a number of pupils about the exhibition was also shown on RTE 6 O'Clock and 9 O'Clock news.

We were chosen by the Arts Council to participate in an initiative called Creative Schools. The aim is to enable the creative potential of every child.



We continue to be involved at a competitive level in wheelchair hurling. This year, the Leinster GAA team won the All-Ireland Championship and two All-Ireland awards. Loui Cleary, a student of CRC School Clontarf, was part of the winning Leinster team.

We installed a wheelchair swing which has proved a hit with young and old wheelchair users.



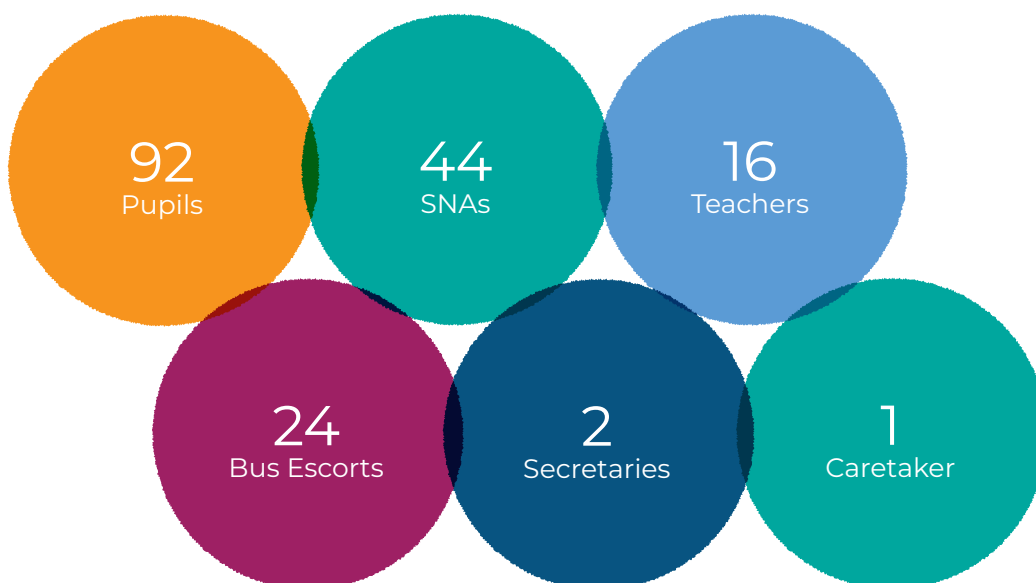
As part of our SPHE programme we fundraise for other charities outside of the school. This year we raised money for St Francis Hospice, the Irish Cancer Society, the Simon Community, Temple St Children's Hospital. This reinforces the message that it is always good to help others as well as ourselves.

Plans for 2019

- With the appointment of a Human Rights Officer who is working with the senior end of the school, it is planned to look at our local area and the facilities within the area. Senior students will work with the Human Rights Officer to look at ways of tackling facilities that are not wheelchair friendly.
- We have started and plan to continue fundraising to revamp our Sensory Room. The Sensory Room is a very important facility within the school especially for younger pupils. We hope to update some of the equipment and install additional equipment to improve the experience of the children who use the Sensory Room.
- To continue to work with the Arts Council for the Creative Schools programme.
- To develop a school website.

CRC School Clontarf Board of Management

- Stephanie Manahan
Chairperson
- Dr. Owen Hensey
Patron's Nominee
- Mary Collins
Principal and Secretary
- Gus O'Hara
Community Representative
and Treasurer
- Chris Hoey
Community Representative
- Audrey Fagan
Teacher Nominee
- Carol Kelly
Parents' Nominee
- Alin Jaleru
Parents' Nominee





Scoil Mochua

Scoil Mochua caters for students aged 3 to 18 years who have a primary diagnosis of a physical disability and other additional significant disabilities.

Many of our students have co-occurring needs and we also cater for students who present with mild to moderate general learning disabilities along with complex medical conditions.

Our student population is currently 73 from the catchment areas of West Dublin (Lucan, Tallaght, Ballyfermot, Clondalkin and surrounding areas) along with West Wicklow and North Kildare.

The school currently provides pre-school, primary and secondary curricula. The Aistear programme is run in our preschool classrooms, a mixture of the National Primary School Curriculum and differentiated NCCA curriculum for students aged 5-12 and we offer the Junior Cycle Levels 2 & 3 to our senior students. Junior Cycle Level 1 is being piloted this year. All these programmes are supported by onsite CRC therapy services such as Occupational therapy, Physiotherapy, Speech and Language Therapy, Psychology and Nursing.

Our Board of Management had two changes in 2018. Mary Smyth from the Irish Wheelchair Association joined the Board as our second community representative and Sarah Ryan replaced Eamon Kilbane as our teacher representative.





Green Schools Award – Scoil Mochua is working towards their next award Marine Environment.

The Erasmus+ project continued to flourish and came to an end in June 2018. This was a hugely beneficial project, especially for our non-verbal students. Much good practice was both learned and demonstrated between schools in Northern Ireland, Wales and Scotland.



The Food Dudes programme was run within the school ensuring that healthy eating continued to be top of our agenda – lots of fun was had with new tastes and flavours.

Our students continue to participate in links programmes with Collinstown Community College and the Irish Wheelchair Association. We held a very successful Halloween Extravaganza, Christmas Grotto Event, Valentine's Disco, St Patrick's Day Parade and Easter Bonnet Spectacular. Finally, there were many sporting events, day trips, visits from the FAI, The Irish Cricket Club and the IRFU along with musicians, authors, the mobile library and many more.



In December almost 40 brave souls took to the water on Portmarnock Strand to raise funds for a whole school trip to Lullymore Discovery and Heritage Park. €4,500 was raised and this meant that on December 14th, 65 students along with 70 staff and parents made the trip to Allenwood – it was a great day out and really started the Christmas season in style.

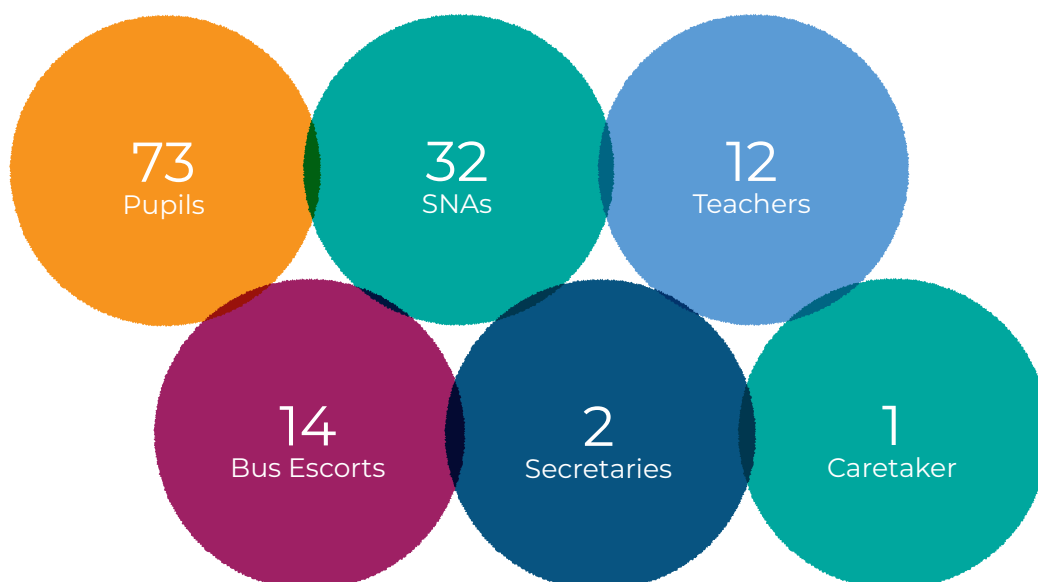
Plans for 2019

In 2019 our main aim will be to continue to work with the Department of Education and Skills together to plan for our new school build. This will have a significant positive impact on students, staff and families alike.

In the interim, we are fundraising to update our Sensory room, and this will hopefully help a lot of our students with needs in this area.

Scoil Mochua Board of Management

- Stephanie Manahan
Chairperson
- Dr. Owen Hensey
Patron's Nominee
- Vivienne Wynne
Principal
- Sarah Ryan
Teacher Nominee
- Louise O'Hanlon
Parents' Nominee
- Rory Byrne
Parents' Nominee
- Tom Scott
CEO SBHI,
Community Representative
- Mary Smyth
IWA, Community Representative





General Services and Capital Projects

CRC is supported by many essential often unseen services. The organisation would not operate effectively without the dedication and commitment of our support staff in facilities, catering, transport, clerical and administration.

Our Support and General Services begin from the first welcome at the front door, to the provision of safe buildings, to the organisation of clinics.

General Services and Capital Development aims to keep CRC buildings accessible, safe, secure, and suitable for everyone who uses them. General Services is concerned with transport, catering, facilities, maintenance and swimming pools while Capital Development oversees upkeep, development and expansion of CRC premises and accommodation.

2018 saw the completion of some capital and building projects, and the start of others. All these projects have the aims of improving and enhancing our existing portfolio of premises.

Upgrade and refurbishment works included the following:

- Smart new look and more efficient layout in our nursing department in Clontarf.
- Improvements to our clinical consulting room in Clondalkin to provide a proper orthotics sink for therapists.
- A new meeting room for parents and staff in Scoil Mochua.
- Completion of significant drainage works in the car park at Clontarf to protect the Clontarf building from flooding.
- New dedicated car parking spaces for our clients, their families and our school buses in Clontarf.

- Upgrade of a new sensory room in Speech and Language therapy department in Clontarf.
- New chairs for our dining area in Clontarf.
- We leased new premises in Clongriffin for use by our adults' services users in the provision of community-based services.

These works have made a major difference to people using and working in our various sites and created a bright and inviting environment for service users, staff and visitors.

PRIORITIES FOR 2019

As set out in our Strategic Plan CRC will continue to develop our infrastructure and plan for PDS and expansion of our adult services in line with New Directions. We are looking forward to fitting out our newly leased premises in Clongriffin and will plan for redevelopment of a site in Swords.

We continue to work with the Department of Education and Skills on the next stage for our new school development at Scoil Mochua in Clondalkin. We will be installing a new heating system in Clontarf Nursing department and smartening up our Local Centre in Hartstown. We will also purchase two buses to replace older buses on our fleet.





Risk Report

The Board of the CRC is responsible for setting the organisation's risk appetite and ensuring that appropriate risk management and internal control systems designed to identify, manage and mitigate possible risks to the achievement of the CRC's strategic and operational objectives are in place.

In 2018, the Board of the CRC approved a Risk Appetite Statement which details the levels of risk that it is prepared to accept in certain key areas of activity in achieving its strategic objectives. This statement informs the risk management and internal control systems in place within those areas.

CRC Risk Management Framework

The effective management of risk requires the involvement of people at every level of the organisation including our service users, their family, carers and advocates.

The CRC seeks to encourage this through a culture of open communication in addition to the operation of formal risk management processes. The Board recognises that positive and managed risk taking is essential for growth, development and innovation. Risks are not seen as barriers to change and improvement; instead they are recognised, considered and managed effectively as part of service improvements.

The CRC recognises that on occasion service users, as per their rights and wishes to live a fulfilled life, may choose to engage in activities which hold risks as well as positive benefits. In this context the CRC is committed to promoting a person-centered and positive approach to risk management from the perspective of the person, their family, carers and advocates.

The CRC commits to involving service users and persons of their choosing in the assessment and management of risk in a manner which promotes their rights, independence and social inclusion.

The risk management framework in the CRC is based on the ISO 31000 standard and consists of frontline management of risks by department managers through their departmental risk register. The next level of oversight in the risk framework is the executive Risk and Serious Incident Committee which meets five times per year and reviews the corporate risk register at each meeting. The Quality, Risk and Safety Board Committee also monitors the corporate risk register which in turn reports upward to the Board. The review of quality and risk is a standing item on the Board's agenda for each meeting. This robust governance framework for the management of risks ensures the appropriate channels of escalation of risk as required.

2018 saw the launch of the updated HSE Incident Management Framework. CRC policy continues to be updated in line with this framework which included the adoption of the National Incident Reporting Forms (NIRFs) to replace locally developed incident reporting forms which occurred in Quarter 4 2018. Significant training across the organisation was undertaken which was supported by the State Claims Agency. All incidents and near misses continue to be reported via the National Incident Management System (NIMS).



Risk Assessment and Risk Register Process

The Board and management of the CRC recognise the need for a robust focus on the identification and management of risks and therefore places risk as an integral part of its overall approach to quality. Each identified risk is assessed in line with the organisational Risk Management policy which rates the risk using the HSE risk assessment tool which measures the impact and likelihood of the risk on a 5 x 5 scoring matrix. The threshold for reporting of risks on a corporate risk register will depend on the risk rating as well as the extent to which the risk affects multiple locations and/or services.

Internal Audit

Deloitte, who were appointed as internal auditors of the CRC in 2015, continued a programme of internal audits in 2018. This audit plan was developed through discussion with members of the Audit Committee, the Senior Management team and the Board to identify a range of key risk areas. In 2018, audits took place in the areas of Risk Management, Review of Recruitment Processes, and Internal Financial Controls. Findings and recommendations from all audits are tracked and monitored by the Audit Committee and implemented by the Senior Management Team.

Plans for 2019

The key areas of focus for Internal Audit in 2019 are in the areas of Procurement, which was initially audited in 2016, and the second area of focus will be Schools Governance. In 2019, it is planned to conduct a tender for the Internal Audit function as the current contract is due for renewal.

Principal Risks and Uncertainties

The principal risks and uncertainties which have the potential, in the short to medium-term, to have a significant impact upon the CRC's strategic objectives are set out below, together with an indication of the strategic priorities to which they relate, the principal mitigation measures and the movement in the risk in the past year. These represent the Board's view of the principal risks now. The mitigation measures that are maintained in relation to these risks are designed to provide a reasonable and not an absolute level of protection against the impact of the event in question.

RISK

Protection of Children, Young People and Vulnerable Adults

IMPACT

The CRC is exposed to potential risk of safeguarding and child protection incidents due to the vulnerable nature of clients and service users availing of our services.

PRINCIPAL MITIGATION MEASURES

The CRC adheres to strict recruitment and selection processes for all staff and volunteers as well as pre-approval and vetting of any contractors in line with legislation.

Mandatory Child and Adult Protection and Welfare training is provided for all staff on an on-going basis.

Clear reporting processes for concerns are established both internally and externally to relevant agencies and authorities.

CRC promotes a culture of protection of the welfare of our service users through organisation-wide policies and procedures, advocacy supports, programmes and engagement with service users, their families, carers and community supports.

MOVEMENT AND DEVELOPMENT

No change ↔ in risk exposure

Update of key policies as identified in Children First risk assessment commenced in 2018 and will be completed by Q1 2019.

In line with the Children First Act (2015) which commenced in full in December 2017 – the CRC along with both CRC schools have developed and published child safeguarding statements.

Training and information sessions for Mandated Persons, as identified under Children's First legislation, were provided across all relevant CRC locations in 2018.

RISK

Compliance, legislation and regulations (statutory, clinical, professional, ethical)

IMPACT

A material failure to comply with applicable legislation, regulations and standards across a wide range of compliance areas including procurement, clinical risk, governance, charity regulator, HIQA etc could result in penalties, reputational harm and damage to relationships with clients, funders and donors.

PRINCIPAL MITIGATION MEASURES

The CRC complies with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland, The Guidelines for Charitable Organisations on Fundraising from the Public and is committed to complying with the new Charities Governance Code within the recommended timelines set out by the Charities Regulator. The CRC is also fully compliant with the requirements of registration with the Charity Regulatory Authority.

The CRC engages in four to five monitoring meetings with the HSE annually against our Service Arrangement.

A range of compliance audits and controls continue to be reviewed as part of the CRC internal audit plan.

Employees and members of the public can raise concerns via Protected Disclosure and Good Faith reporting processes in place within the CRC.

MOVEMENT AND DEVELOPMENT

Area of increased risk ↑

2018 saw several significant developments which will have implications for CRC compliance levels - such developments include

- Civil Liabilities (Amendment) Act
- Patient Safety Bill
- HIQA Standards for Infection Prevention and Control in Community Services
- Health Research Regulations
- General Data Protection Regulations
- Updated Charities Regulator Charities Governance Code

The above, along with many other legislative, regulatory and policy changes may pose challenges to the CRC in relation to service delivery and development. The trend of increased regulation is expected to continue in 2019.

RISK

Information Technology and Cyber Security

IMPACT

Maintaining adequate IT systems and infrastructure to support growth and development of CRC services may be affected by accidental or deliberate exposure to risks, theft of sensitive information or loss of service or system availability.

PRINCIPAL MITIGATION MEASURES

The IT Strategic Roadmap including several significant upgrades of the IT infrastructure continued in 2018.

Strict policies are in place to ensure appropriate use of CRC systems by all users.

Cyber security reviews are conducted on a periodic basis; alert system in place to highlight any concerns and clear response protocol in place with IT team and key vendors.

Ongoing engagement with HSE to support development and improvements.

MOVEMENT AND DEVELOPMENT

Reduction in Risk Exposure ↓

Full end user refresh and upgrade of all machines across all CRC sites took place in 2018

Further significant investment is planned for 2019 in conjunction with the IT Strategic Roadmap.

Some key elements of disaster recovery have been incorporated into the significant upgrades that occurred in 2018

An upgrade of CRC telecommunications system to improve connectivity and voice quality scheduled for January 2019

RISK

Service Delivery Model Transformation

IMPACT

The implementation of National Policy such as Progressing Disability Services and New Directions creates uncertainty for the CRC. These will require significant changes that will impact on service delivery across all service areas.

PRINCIPAL MITIGATION MEASURES

The CRC has detailed implementation plans to underpin these changes.

The CRC continues to work closely with the HSE and other agencies within the relevant CHO structures. The CRC has played and continues to play a key role on national forums regarding the restructuring of service delivery models.

Significant support structures are in place for service users which include Advocacy groups, Adult Services Council, a newly established Parents' Forum, Human Rights Committee. All staff continue to be supported and communicated with.

MOVEMENT AND DEVELOPMENT

No change ↔

Additional training and guidance continues to be provided to Adult Services staff to support the changing role of the key worker in line with national policy.

Identifying how specialist services will be structured and staffed continues to carry some uncertainty into 2019.

Future changes in service delivery models as proposed by the Sláintecare report and the implications of the review of 'Role of Voluntary Organisations in Publicly Funded Health and Personal Social Services' may impact further on CRC into 2019.

RISK

Information Governance

IMPACT

The CRC must comply with the General Data Protection Regulations (GDPR) which came into effect in May 2018. Non-compliance with these regulations could result in significant financial and reputational damage for the CRC.

PRINCIPAL MITIGATION MEASURES

The CRC currently has structures and processes in place for appropriate governance of data including

- Information Governance committee,
- Data Protection Officer (Interim)
- Policies and procedures that support individual's rights under current legislation

Data Protection training is provided to all CRC employees.

On-going management and learning from reported data breaches.

A compliance road map is in place and is monitored by the Board. CRC staff are involved in the National Information Governance group.

MOVEMENT AND DEVELOPMENT

No change ⇆

Data Protection Champions across all CRC locations were identified in 2018 and specific training for these employees is planned for 2019.

A review of arrangements with third party data processors commenced and will continue in 2019.

Policy development commenced in 2018 and will continue into 2019.

Awareness programme for all service users to inform them of their rights under the GDPR commenced in 2018.

RISK

Buildings and Estate Management

IMPACT

The CRC aims to deliver services in buildings that meet the needs of our clients and staff and that are safe and fit for purpose. Insufficient investment in maintaining our buildings may lead to inadequate service provision and business interruption threats. The changes in service delivery models will also require the identification and development of suitable community-based locations to comply with national policy.

PRINCIPAL MITIGATION MEASURES

An on-going buildings upgrade programme is being managed by CRC Capital Projects department which identifies priorities for current and future sites.

Health and Safety inspections of CRC sites continued in 2018 carried out by CRC Quality, Risk and Safety department. Action plans have been put in place to address all findings.

Insurance cover is maintained for all significant insurable risks related to buildings and infrastructure.

MOVEMENT AND DEVELOPMENT

No change ⇆

A Board Capital Projects and Infrastructure Committee was established in 2018 to support and oversee short, medium and long-term capital project developments in line with the CRC Strategic Plan. The Committee has also focused on securing satisfactory agreements on property used to provide CRC services but not owned by CRC.

Internally-led Health and Safety inspections of all CRC sites are due to be completed by early 2019.

Engagement with the HSE on securing locations for service delivery commenced in 2018 and will continue into 2019.

A review of the CRC Clontarf site was approved by the CRC Board in late 2018.

RISK

Closure of the CRC Defined Benefit IPT pension scheme in 2016

IMPACT

There persists a risk concerning industrial relations and cost implications arising from the cessation of contributions and subsequent wind-up of the Defined Benefit Pension scheme.

PRINCIPAL MITIGATION MEASURES

The financial risks posed by the IPT Scheme reduced dramatically during 2016, 2017 and 2018 because of the actions taken by the CRC and the outcome of the Labour Court hearing rejecting the Unions claim for the introduction of pension bridging payments.

MOVEMENT AND DEVELOPMENT

Reduction in Risk Exposure ↓

The CRC continues to engage with staff and their representatives on outstanding items. Further details of outcome of Labour Court decision can be found on Page 107

FINANCIAL RISK

Compliance with Public Pay Policy, Procurement, Break Even Mandate

IMPACT

The CRC is confident that strong progress on compliance has been made across a number of areas reflected in the HSE Service Arrangement and annual HSE Compliance Statement. We are aware that non-compliance constitutes a risk to the funding from the HSE and a reputational risk to the CRC.

PRINCIPAL MITIGATION MEASURES

The CRC has provided an unconditional statement of compliance with Public Pay Policy.

The CRC engage with the Office of Government Procurement and the Health Business Service (a division of the HSE) to access existing procurement frameworks where appropriate. Further work in this area will reduce the risk and should lead to savings on operating costs.

The CEO and Head of Finance monitor income and expenditure monthly and submit detailed financial reports to the HSE. Activities are adjusted in line with income and expenditure rates to ensure that the CRC achieves its break even mandate with the HSE.

MOVEMENT AND DEVELOPMENT

No change ↔

Further details on Key Financial Risks and Uncertainties can be found on Page 107

FINANCIAL RISK

Guarantee to The Care Trust DAC

IMPACT

On an annual basis the shareholders of The Care Trust DAC (The Care Trust) are asked to provide assurances that The Care Trust will continue as a going concern for the next 12 months.

PRINCIPAL MITIGATION MEASURES

The CRC has the power to appoint half of the Directors of The Care Trust and has access to the monthly management accounts of the company.

MOVEMENT AND DEVELOPMENT

No change ↔

Further details on Financial Risks and Uncertainties can be found on Page 107

FINANCIAL RISK

Absence of Formal Lease Agreements/Memorandums of Understanding

IMPACT

There are certain commercial arrangements between the CRC and third parties for which there are no formal lease agreements or memorandums of understanding.

PRINCIPAL MITIGATION MEASURES

The CRC is seeking to finalise a formal licence agreement with Waterford Hospital for the premises. The CRC is seeking a formal Memorandum of Understanding between the CRC and the Mater Hospital to govern the administration of pensions.

MOVEMENT AND DEVELOPMENT

No change ↔

Further details on Financial Risks and Uncertainties can be found on Page 107

FINANCIAL RISK

Funding Requirements for Capital Developments

IMPACT

Further funds will be required to meet the costs of all projected capital projects to ensure implementation of the CRC Strategic Plan.

PRINCIPAL MITIGATION MEASURES

It is expected that capital grants from state bodies and annual funding from The Care Trust will contribute to meeting these costs.

MOVEMENT AND DEVELOPMENT

No change ↔

Further details on Financial Risks and Uncertainties can be found on Page 107

FINANCIAL RISK

Administration of Single Public Service Pension Scheme

IMPACT

The CRC has responsibilities as a relevant authority for the purposes of SPSPS

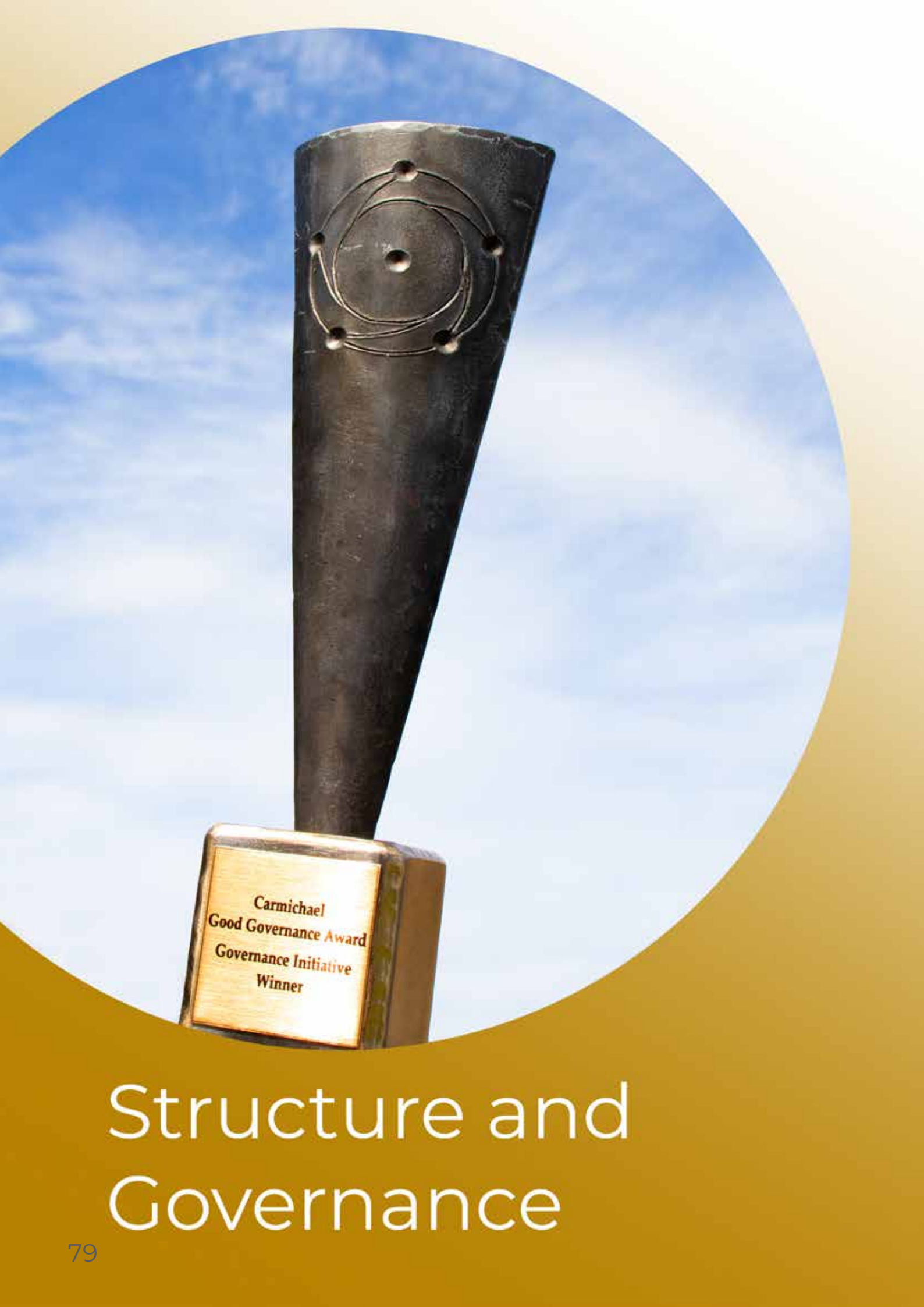
PRINCIPAL MITIGATION MEASURES

The CRC is still in the process of developing systems and procedures to meet its responsibilities as a relevant authority for the purposes of SPSPS

MOVEMENT AND DEVELOPMENT

No change ↔

Further details on Financial Risks and Uncertainties can be found on Page 107



Structure and Governance

GOVERNANCE STRUCTURE

The CRC was incorporated on the 8th day of 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.

The purpose of the CRC is to provide a range of services to people with disabilities, including medical, therapeutic, social and recreational. Within the parameters and language of the Charities Act 2009 description of charitable activities, the CRC provides for:

- the integration of those who are disadvantaged, and the promotion of their full participation, in society.
- the advancement of community welfare including the relief of those in need by reason of disability.
- the advancement of education.

The CRC has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997 with the Charity Number 4998.

The activities of the Company are charitable in nature and all income is applied solely towards the promotion of the charitable objectives of the Company.

MEMBERS

The members of the CRC are Ms. Sinead Cooke, Mr. Tom Quinn, Ms. Ann Jackson and Ms. Leah Goulding. At the 2018 Annual General Meeting ('AGM'), two new members, Ms. Ann Jackson and Ms. Leah Goulding, were approved as members in place of Ms. Carol Ann Casey and Mr. Tom Fleming. Ms. Jackson, now retired, was principal of the CRC School for 8 years and has devoted her lifetime to working with children. Ms. Goulding is a granddaughter of CRC founder Lady Valerie Goulding and is a welcome link to her grandmother whose vision made the CRC possible.

BOARD OF DIRECTORS

The Board of Directors for the period 1st January 2018 to 31st December 2018 is noted on the following pages.



L to R: Leah Goulding, Stephanie Manahan and Ann Jackson.

MS CAROL ANN CASEY

Chairperson (Appointed 31st March 2018)
Non-Executive Director
(Appointed 27th March 2014)

Carol Ann Casey is Managing Director of CA Compliance Limited specialising in HR and governance advice. Concurrently she provides an Independent Reviewer service to include holding the statutory office as The Independent Adjudicator of the Law Society, providing the Independent Reviewer service for a UK Public Services Ombudsman and being the Independent Reviewer for a chartered body in Ireland. Carol Ann is a Chartered Fellow of the Chartered Institute of Personnel and Development and a Chartered Director of the Institute of Directors. She holds a master's degree in human resource strategies along with qualifications in dispute resolution, regulatory affairs and corporate governance. Carol Ann is a Non-Executive Director of The Blarney Woollen Mills Group. She is also a National Council Member of the Small Firms Association. Prior to appointment as Chairperson, Carol Ann joined the CRC Board as Vice-Chairperson in March 2014.

DR IAN CALLANAN

Non-Executive Director
(Appointed 1st December 2017)

Ian Callanan is the Group Clinical Audit Facilitator for St Vincent's University Hospital, St Vincent's Private Hospital and St Michaels Hospital and Medical Director for Irish Life Health Insurance Ireland. In the past, he was National Lead for Clinical Audit within the HSE, and, as a member of the Professional Competence Committee of the Medical Council, he was involved in the initiation and rollout of the CPD programme requirements for doctors in Ireland. Previously a Board member of the Health Information and Quality Authority (HIQA) from 2005-10, past president of the Irish Society for Quality and Safety in Healthcare and a board member of the European Society for Quality in Healthcare, he has been involved in several EU initiatives on patient safety, measurement of risk and publication of guidance on safety initiatives. He is co-editor of the International Journal of Healthcare Quality Assurance and has recently been appointed to the editorial advisory Board of the journal, Clinical Governance.



L to R: Damien Daly, Liam Cullen, Martine Smith, Robert Vard, Marie Guidon, Tom Young, Carol Ann Casey, Tom Quinn, Sinead Cooke, Tom Fleming, Diarmuid Connaughton, John Ryan.
Absent from Picture: Marie O’Riordan, Kieran Timmins, Sean Hickey, Ian Callanan.

MR DIARMUID CONNAUGHTON

Vice Chairperson
 (Appointed 31st March 2018)
 Non-Executive Director
 (Appointed 13th February 2017)

Diarmuid Connaughton retired from Bank of America Merrill Lynch in 2013. During his 29-year career with the bank, he was Country Executive for Ireland and gained extensive financial services experience at Managing Director level in corporate and investment banking, capital markets, treasury services, investment management and credit risk assessment. He managed a portfolio of clients split between indigenous European Healthcare names and large Irish Corporate clients. Following a successful career with Bank of America Merrill Lynch, Diarmuid spent two years as Finance Director at Future Finance Loan Corporation Limited. Future Finance, a private student lending company, was established in 2013 and is backed by private equity. Diarmuid was Chairman of Peamount Hospital and a Director for various Bank of America and other multinationals Irish subsidiaries. Diarmuid qualified as a Chartered Accountant with KPMG and is a Fellow of the Institute of Chartered Accountants in Ireland. He holds an Honours Bachelor of Commerce degree from UCD.

MS SINEAD COOKE

Non-Executive Director
 (Appointed 14th November 2016)

Sinéad is a fellow of the Institute of Chartered Accountants of Ireland. She is a graduate of UCD, where she obtained a Bachelor of Commerce Degree and a postgraduate Diploma in Professional Accounting. Sinéad started her career in audit in the accountancy firm BDO and later moved to PWC, first in Dublin and then San Francisco. She also worked as Financial Controller in Xtra-Vision. Sinéad also lectured in Accounting and Finance in Griffith College after which she took a career break to mind her three young children. Sinead joined the CRC Board of Directors in November 2016.

MR LIAM CULLEN

Non-Executive Director
 (Appointed 1st December 2017)

Liam Cullen is the Director of External Affairs and Public Policy with GSK Ireland. Prior to joining GSK, Liam was the CEO of the Irish Foster Carers' Association. He has worked as a Government Special Adviser in the Department of Health and Children and was previously a political and economic specialist in the US State Department. Liam graduated with a master's degree in Economic Science from University College Dublin. He holds a Certificate and Diploma in Company Direction from the Institute of Directors and a Diploma in Management Practice from National University of Ireland Galway.

PROFESSOR MARIE GUIDON

Non-Executive Director
(Appointed 1st December 2017)

Marie Guidon is Head of the RCSI School of Physiotherapy. During her clinical career, she worked in Connolly, Jervis St., Richmond and Beaumont Hospitals. She was subsequently appointed Physiotherapy Manager in St. James's Hospital. She completed postgraduate education in sports medicine, hydrotherapy and cardio respiratory physiotherapy, was awarded an MSc (Research) from Trinity College Dublin and a PhD from NUI/RCSI. In 1998 she moved to RCSI to take up the position as Head of School of Physiotherapy and the first graduates from the School were conferred in 2002. She is a member of RCSI Academic Council and Senior Leaders Group. She has been actively involved in the Irish Society of Chartered Physiotherapists (ISCP), the professional body for physiotherapy in Ireland, for many years and has served on several committees including Education and International Affairs. She is currently President of the ISCP and chairs the ISCP Professional Procedures/Ethics Committee. She has represented the ISCP at regional, national and international level.

MS MARIE O'RIORDAN

Non-Executive Director
(Appointed 1st August 2018)

Marie O'Riordan is a Partner in Eversheds Sutherland Solicitors and practices in the area of commercial real estate. Prior to joining Eversheds Sutherland in 2014, Marie worked in the property department of Hayes Solicitors following her qualification as a solicitor in 2007. She is a graduate of UCD where she obtained a Bachelor of Civil Law and a Masters of Commercial Law. Marie has extensive experience in all areas of commercial real estate law and commercial leases and acts for a wide range of investors, developers, banks and state bodies in dealing with acquisitions, disposals, lettings and property management issues. Marie joined the CRC Board of Directors in August 2018.

DR JOHN RYAN

Non-Executive Director
(Appointed 1st May 2018)

Dr. John Ryan is Principle of John Ryan Consulting Ltd. John works as a business advisor to both private sector and public sector clients in areas such as business development, strategy and governance. He has held various executive roles including COO, Commercial Director, Director of Services and Strategy and his commercial acumen includes managing Sales and Marketing functions and driving new business development; the diversification of product and service offerings; the oversight of major contracts; working in a regulated industry; management of external regulatory body relationships and development of new markets. He is also an experienced non-executive director and Chairman, both in the commercial and not for profit sectors.

MR TOM QUINN

Non-Executive Director
(Appointed 27th March 2014)

Tom Quinn retired in 2009 as RTÉ Group Secretary after 40 years' service. His previous positions included Staff Relations Executive, Job Evaluation Manager, New Administration Manager and Director of Corporate Affairs/Secretary. He is a founding Director of TG4 and former Chairman of Radio Tara Limited (Atlantic 252). Tom is currently a Trustee of the RTÉ Benevolent Society. As a former representative of the Corporate Governance Association, Tom was a member of the working group that produced the Governance Code for Community, Voluntary and Charitable Organisations that was issued in 2012. A Barrister-at-Law and Chartered Fellow of the Chartered Institute of Personnel and Development, Tom holds a B.A. and Postgraduate Diplomas in Social Science, European Law and Corporate Governance from UCD.

MR TOM YOUNG

Non-Executive Director
(Appointed 13th February 2017)

Tom Young is an independent non-executive Director. He is a Director of BNY Mellon Trust Co. (Ireland), Chairman of Cunamh Adoption Services and on the Audit Committee of the Public Appointments Service. Tom had an extensive career in international banking and financial services in Ireland, with Citibank, HSBC and BNY Mellon. He has extensive experience of the regulatory licensing process in several EU jurisdictions and is a specialist in governance compliance and risk management, in banking and funds trustee and depositary services. Tom is a graduate of UCC. He is a Chartered Secretary and Chartered Director with the Institute of Directors. Tom is former Chairman of the Federation of International Banks in Ireland (FIBI) and a current member of the Irish Funds Directors Association (IFDA).

DR MARTINE SMITH

Non-Executive Director
(Appointed 1st February 2018)

Martine Smith is a Speech and Language Therapist and a Fellow and Associate Professor of Speech Language Pathology at Trinity College Dublin. Having started her career working as a therapist in the CRC, she pursued both master's and PhD research degrees and joined the academic staff in the Department of Clinical Speech and Language Studies in TCD. Her research and teaching interests are in developmental speech and language impairment, and particularly in augmentative and alternative communication (AAC). These interests include a focus on literacy skills in children and adults who use AAC and the impact of severe speech impairments on participation in society. A past President of the International Society for Augmentative and Alternative Communication, she is currently Editor in Chief of the AAC journal and Head of the School of Linguistic, Speech and Communication Sciences in TCD. She is also a member of the SLT Registration Board of CORU.

MR KIERAN J. TIMMINS

Chairperson
Appointed 27th March 2014
Resigned on 31st March 2018

Kieran J Timmins is currently Chief Executive Officer and a founding member of SmartCentric Technologies International Ltd, a software solutions company focused on secure payments. Kieran has extensive experience in the financial services and card payments industry, both domestically and internationally.

With a career spanning 37 years, he has held a number of management, marketing and technical positions in companies such as Fujitsu Services (formerly ICL), Kindle Banking Systems (now part of Misys Group), IBM and Smurfit Computing. A graduate of Trinity College Dublin with a Masters in Management (organisational behaviour), Kieran was formerly a Director of the Rise Foundation, a charity founded by Frances Black in 2009 and a member of the Professional Conduct Committee of the Pharmaceutical Society of Ireland.

MR DAMIEN DALY

Non-Executive Director
 Appointed 14th April 2014
 Resigned on 22nd June 2018

Damien Daly was appointed as Head of Customer Experience and Products, Ulster Bank Ireland DAC in April 2018. Damien has extensive experience in the financial services industry across retail banking, capital markets and treasury management. Damien previously worked in Bank of Ireland where he held a number of senior roles over 13 years including most recently Managing Director of Bank of Ireland UK's AA Financial Service Business and a member of the BOI UK Executive Management Team. Other roles include Director of Marketing and Customer Analytics, Retail Ireland Division, Head of Customer Deposits, Group Treasury Division and Head of Strategy and Marketing, Global Markets Division. Prior to joining Bank of Ireland, Damien held a number of senior product management and customer acquisition roles at Eir (formally Eircom), Ireland's national telecommunications carrier. Damien holds an MSc Business Administration from Trinity College Dublin and is a Certified Bank Director (Institute of Bankers).

MR ROBERT VARD

Non-Executive Director
 Joined on 22nd January 2016
 Resigned on 22nd June 2018

Robert Vard is an associate in the Pensions Department of the law firm Eversheds Sutherland, where he advises on all aspects of pensions law, practice and regulation and the interpretation of trust deeds. He also provides advice on financial services and regulatory issues.

He has a long-standing relationship with the CRC, having been diagnosed with cerebral palsy at the age of 9 months and was a frequent user of services until he was 18. Robert has continued his connection with the organisation through fundraising and active volunteering. He is a graduate of Trinity College Dublin, where he obtained a Masters in Arts and a Masters in Law. Robert also holds a Postgraduate Diploma in Law from Dublin Institute of Technology and a Diploma in Finance Law from the Law Society of Ireland. Robert previously served as a Board member of the Hibernian Law Journal and is currently a Council member of the Association of Pension Lawyers in Ireland (ALPI).

MR THOMAS FLEMING

Non-Executive Director
Joined 27th March 2014
Resigned on 22nd June 2018

Tom Fleming joined Volkswagen Group Ireland as Director of Human Resources in 2011. Tom has a Business Degree from NIHE Dublin and a Postgraduate qualification in the Psychology of Organisational Development and Change from Herriot-Watt University, Edinburgh. He has been a member of the Chartered Institute of Personnel and Development for over 25 years. After graduation, Tom spent 14 years in the UK working in various human resources and operational roles with leading multinational organisations including Alstom, PepsiCo, B&Q and Jewson. Tom returned to Ireland in 2001 to join Diageo where he spent eight years in senior HR and commercial roles. He has also worked as an Organisation Development Consultant in both Ireland and the UK.

MR SEAN HICKEY

Non-Executive Director
Joined 27th March 2014
Resigned on 30th April 2018

Sean is CIO of Abcam, the leading global supplier of protein research tools, based in Cambridge, UK. He graduated from UCD in 1989 and subsequently spent eight years working within the Irish Health Service. His wide ranging career in the private sector has spanned a number of different industries with the last 15 years primarily spent in IT Director roles with Boots, H&K International, Kepak, Kingspan, TOP and BWG Foods. He brings practical experience of building IT and Business Strategy, and of leading major transformation programmes across a number of different industries. He grew up locally in Clontarf and as a child benefitted from the CRC's services. As a student, he worked part time developing assistive technology computer programmes for the CRC.

GOVERNANCE

We, the Board of Directors, are responsible for the overall control, governance and management of the CRC.

We delegate the day-to-day management of the CRC to the Senior Management Team ('SMT'), which comprises the Chief Executive Officer and several key senior managers.

The Board are trustees of our two schools, CRC School Clontarf and Scoil Mochua, which provide primary and post primary special needs education under the auspices and governance of two school Boards of management.

The Board and our eight Board Sub Committees (the Committees) oversee the organisation to ensure transparency and best practice in all areas of the business. All Directors are employed on a voluntary basis.

In accordance with best practice for charitable and not for profit entities, the Charities Statement of Recommended Practice (SORP) FRS102 has been adopted for this set of financial statements.

We confirm that we comply with Section 225 of the Companies Act 2014 and are not required to provide a Directors' Compliance Statement this year and this is set out in further detail on page 110.

We confirm that our organisation complies with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland and are committed to complying with the new Charities Governance Code within the recommended timelines set out by the Charities Regulator.

In March 2018, we adopted The Guidelines for Charitable Organisations on Fundraising from the Public, (the 'Guidelines') issued by the Charities Regulator in September 2017, and we are committed to being accountable and transparent so that donors, prospective donors and fundraisers can have full confidence in the CRC.

The CRC is registered with the Charities Regulatory Authority ('CRA') and we file our Annual Report and Financial Statements with the CRA each year along with maintaining our Charity information on the CRA website.

The CRC is registered with the Companies Registration Office ('CRO') and we file our Annual Return and Financial Statements each year with the CRO, in addition to maintaining the corporate information on the CRO website.

The CRC is a registered Charity, (CHY No: 4998) and has charitable status under S207 of the Taxes Consolidation Act 1997, and we file our Annual Report with the Revenue Commissioners each year.

The Annual Service Arrangement with the Health Service executive ('HSE') and the CRC was agreed and signed in February 2018. The CRC also completes and returns a Compliance Statement for S.38 agencies to the HSE on an annual basis.

We launched our five-year strategic plan in November 2016 following considerable collaboration and consultation with all key stakeholders; more detail is outlined in the beginning in this annual report. We are committed to achieving all that we have set out for the CRC during the lifecycle of the Strategy.

We are committed to improving and enhancing our governance structures and continually strive to achieve best practice in corporate governance. During 2018, we entered and won Best Governance Improvement initiative in the Carmichael Good Governance awards. This award recognises initiatives that have been taken to improve the quality of a non-profit's governance. The award was in recognition of the CRC stakeholder engagement programme 'Keeping Connected' which sets out to identify opportunities to receive

greater impact from Board engagement with key stakeholders. 'Keeping Connected' is a standing order on the CRC Board agenda and is an interactive presentation which enables clients and the staff to meet and engage with the Board and to communicate in a forum that is welcoming, direct, challenging and responsive. It gives a voice to all corners of the organisation to its highest level and is a great opportunity for real partnership.

BOARD OF DIRECTORS

The CRC is governed by its Board of Directors and we all work in a voluntary capacity and have not received any remuneration in respect of our services to the Charity. We are entitled to avail of out of pocket expenses for Board business. No Director expenses have been claimed during the period 1 January 2018 to 31 December 2018.

There were no instances or arrangements during the period 1 January 2018 to 31 December 2018 whereby a Director was materially interested in the Charity's activities. We have a Conflict of Interest Policy in existence in the CRC which outlines the procedure and process to deal with and manage all potential and existing conflicts, as and when they arise. In addition, the CRC maintains a Register of Directors' Interests which identifies any interests that could give rise to a conflict of interest. In addition we are requested to declare our interests annually.

During 2018, we updated our Directors Handbook, which serves as the internal written Code of Governance for the Board and includes systems of internal controls and core governance standards to ensure compliance with the CRC's obligations. The Handbook also contains the Directors' Code of Conduct.

We are also requested to have the following schedule of matters reserved for the Board which are detailed in full in the Directors' Handbook:

1. Strategy and management
2. Financial reporting and control
3. Internal controls
4. Contracts
5. Communication
6. Membership of the Board and other appointments
7. Remuneration
8. Delegation of authority
9. Corporate Governance matters
10. Policies
11. Other Matters

Membership of the Board and its Committees at 31 December 2018 is detailed below:

Membership Of Board Of Directors and Committees

	Board of Directors	Audit Committee	Quality, Safety and Risk Committee	Governance Committee	Investment Committee
Dr Ian Callanan	✓		✓ ©		
Ms Carol Ann Casey	✓ ©			✓	
Mr Diarmuid Connaughton	✓	✓ ©	✓		✓ ©
Ms Sinead Cooke	✓	✓			✓
Mr Liam Cullen	✓	✓	✓	✓	
Prof. Marie Guidon	✓			✓	
Ms Marie O'Riordan	✓				
Mr Tom Quinn	✓			✓	
Dr John Ryan	✓				
Dr Martine Smith	✓				
Mr Tom Young	✓			✓ ©	
Mr Damien Daly *	✓				✓
Mr Robert Vard *	✓			✓	
Mr Tom Fleming *	✓				✓
Mr Kieran Timmins *	✓				
Mr Sean Hickey *	✓	✓	✓		

© Chairperson

* Resigned during the year

	Fundraising Committee	Capital Projects and Infrastructure Committee	Research Advisory Committee	Remuneration and Nominations and Committee
Dr Ian Callanan			✓	
Ms Carol Ann Casey				✓
Mr Diarmuid Connaughton				
Ms Sinead Cooke	✓			✓
Mr Liam Cullen				✓
Prof. Marie Guidon	✓	✓		
Ms Marie O'Riordan		✓ ©		
Mr Tom Quinn				✓ ©
Dr John Ryan	✓ ©	✓		
Dr Martine Smith			✓ ©	
Mr Tom Young				✓
Mr Damien Daly *				
Mr Robert Vard *				✓
Mr Tom Fleming *				✓
Mr Kieran Timmins *				
Mr Sean Hickey *				

© Chairperson

* Resigned during the year

APPOINTMENTS/RESIGNATIONS

Noted below were changes to our Board of Directors during the period 01/01/2018 to 31/12/2018:

Appointments:

- Appointment of Dr. Martine Smith as Director on 1st February 2018
- Appointment of existing Board member, Ms. Carol Ann Casey, as Chairperson on 31st March 2018
- Appointment of Dr. John Ryan as Director on 1st May 2018
- Appointment of Ms. Marie O’Riordan as Director on 1st August 2018

Resignations:

- Resignation of Mr. Kieran Timmins as Director and Chairperson on 31st March 2018 (appointed 27th of March 2014)
- Resignation of Mr. Sean Hickey as Director on 30th April 2018 (appointed 27th March 2014)
- Resignation of Mr. Damien Daly as Director on 22nd June 2018 (appointed 14th April 2014)
- Resignation of Mr. Tom Fleming as Director on 22nd June 2018 (appointed 27th March 2014)
- Resignation of Mr. Robert Vard as Director on 22nd June 2018 (appointed 22nd January 2016)

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. Mr Timmins, Mr Hickey, Mr Daly and Mr Fleming all served one term of three years plus one additional year to preserve the corporate memory on the Board and to ensure continuity while new members were appointed to the Board. We are grateful to our outgoing Board members who have worked tirelessly and given their time so freely to ensure that the CRC is in the great position it is in today.

SKILLS MATRIX & GAP ANALYSIS

Following notification of a resignation / retirement from the Board of Directors, the Remuneration and Nominations Committee reviews any skills gaps resulting from the resignations and seeks to identify any areas of expertise required to ensure we are operating and performing to our fullest potential and in the best interests of our stakeholders. During early 2018, and in anticipation of the on-going changes, the Secretary, in conjunction with the Remuneration and Nominations Committee, conducted a skills matrix review of the Board and this information was used to shape our recruitment of new Board members.

As outlined above, the Board has undergone various changes in recent years and the allocation of Board members to Committees was reviewed in this regard to ensure that each Committee had the correct composition of skills required to carry out its function. In addition, the Board were asked to consider if the number and type of Committees are appropriate to ensure the Board are acting as effectively as possible. This resulted in the creation of two new Board Committees in Q4 2018.

INDUCTION

Following the appointment of a Director to the Board, and once all formalities, such as Letter of Appointment and Companies Registration Office Returns are filed; all new Board members are invited to meet the Chairperson and to attend an induction meeting with the CEO. The induction meeting involves 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 school, and an introduction to members of the Senior Management team. New Board members also receive formal desk-based training on our Board reporting software.

BOARD DIVERSITY

The CRC is built on the concept of inclusion and equality. We recognise the benefits of having a diverse Board that respects and embraces diversity and inclusion to enhance the quality of our performance. We take Board diversity seriously and in line with our Strategic Plan, we approved a Board Diversity Policy in 2018, which sets out our approach to achieving diversity on the Board of the CRC. We will continue to monitor diversity on our Board on an on-going basis.

CO-OPTEE COMMITTEE MEMBERSHIP

In line with the HSE Compliance Statement-Board Corporate Governance Requirements, which states that “Membership of each committee should comprise of non-executive and independent members” and in compliance with the Code of Practice for the Governance of State Bodies where it is stated that for the Audit and Risk Committee it is recommended to have members drawn from outside the Board, we have adopted these recommendations and have implemented same across all our Committees. We acknowledge that our Committees are more likely to have a more diverse range of skills and experience where their membership is not restricted to Board members. During the year, we have drawn up guidelines for the appointment of co-optee members to our Committees and our Committees are empowered to co-opt members to provide specialist skills at any time to assist the Committees. We appointed co-optees to all Committees in Q4 2018 and Q1 2019.

TRAINING

We are a member of various bodies who provide training events throughout the year to the Board.

Examples of some events attended by representatives of the Board during the year are as follows:

- 22nd February 2018 – Board Effectiveness Reviews - IPA
- 3rd May 2018 – Governance, Culture, Values & Behaviour - IPA
- 24th May 2018 – Board Member Roles & Responsibility Training -IPA
- 5th July 2018 – Finance and Reporting for Board Members -IPA
- 20th September 2018 – Effective Strategy & Performance Reporting -IPA
- 4th October 2018 – Board Member Roles & Responsibilities -IPA
- 11th November 2018 – Liz Roche – Fundraising Consultant
- 12th November 2018 - Bolder Board Training with Dan Pallotta – Charities Institute of Ireland
- 6th December 2018 – Audit & Risk Committees -IPA

GENERAL DATA PROTECTION REGULATIONS (GDPR)

We, the Board, are aware of our obligations relating to compliance with GDPR and the updated Irish Data Protection Act (2018). In March 2018, the Board were presented with the findings from a gap analysis that was completed late 2017/early 2018 by an external consultancy firm in this regard. These findings have provided the basis for an agreed programme of work to achieve compliance with the regulations which is monitored on an on-going basis within our existing governance structures.

GOVERNANCE INITIATIVES

We previously introduced a training initiative at Board meetings titled “Keeping Connected” and we continued with this initiative during 2018. The initiative involves inviting a service area to attend Board meetings and providing background and an overview of their area to the Board. This is followed by a Questions & Answer session. In 2018, we received training and presentations on the following areas of the organisation:

2018 Board Meetings	Keeping Connected Presentation
March 2018	Assistive Technology and Seating Services (ATSS) Seating Symposium-International Conference Overview
May 2018	Assistive Technology and Seating Services- Departmental Update
June 2018	Social Work Department- Introduction to Parent and Toddler Group
September 2018	CRC Waterford overview including a meet and greet with staff and client
October 2018	Adult Services Department – Presentation on the Firhouse Project
December 2018	Adult Services Council- presentation and meeting with council members

In addition, our initiative for service user engagement continued throughout 2018, whereby a member of the Board attends one of the monthly Adult Service Users Council Meetings. These meetings are held in various CRC locations and hubs and consist of representatives from the Adult Services clients and CRC senior staff. These meetings allow the CRC Adult Services Users an opportunity to offer feedback to the Board and provide an opportunity for Board member engagement. The following meetings have been attended by Board members:

Adult Services Users Council Meetings	Attendance from Board Members
January 2018	Mr Tom Young
February 2018	Postponed
March 2018	Dr Ian Callanan
April 2018	Mr Robert Vard
May 2018	Meeting with Minister in lieu
June 2018	Ms Carol Ann Casey
July 2018	Mr Tom Quinn
August 2018	Dr Martine Smith
September 2018	Mr Diarmuid Connaughton
November 2018	Prof. Marie Guidon & Mr Liam Cullen
December 2018	Board Meeting attendance in lieu of council meeting

In addition, during 2018, we adopted another governance initiative - CRC Site visits. The September 2018 Board meeting was held offsite in our CRC Waterford Clinic, with each member of the Board attending in person.

This initiative was implemented to enhance oversight and governance of the various CRC locations in Ireland and provides an opportunity for the Board to meet the staff and clients at these locations.

BOARD STRATEGY DAY

In November 2018, the Board and the SMT held their second off-site Strategy Day. During the first half of the day we discussed four major strategic initiatives and recorded the outputs for further action and attention. Various presentations were scheduled during the day covering relevant topics such as infrastructure and fundraising with guest speakers invited to present.

BOARD AND COMMITTEE EVALUATIONS AND REVIEW

The Board is required to conduct an internal Board evaluation on an annual basis and an external Board evaluation every three years. An external evaluation was conducted in 2017 by an external consultant with the recommendations arising from the review now completed. Examples of some recommendations included enhancements to information governance and Board reporting, increased focus on succession planning and development of a reporting dashboard. The next external evaluation will be conducted in 2020.

The 2018 Board evaluation was conducted internally. The HSE compliance statement recommends that Section 38 agencies use the Code of Practice for the Governance of State Bodies as a guide in drawing up codes of Governance. We adopted the Code of Practice for the Governance of State Bodies Self-Assessment Evaluation Questionnaire

as the annual internal Board evaluation tool. Each Board member was asked to complete the questionnaire independently. The results were presented to the Board in Q1 2019 for discussion and an action plan prepared in this regard.

In addition, during 2018, we conducted an internal annual evaluation of each of our Committees via a survey and the results were presented back to each Committee for discussion, and further action, where required.

SUCCESSION PLANNING

The Board has considered and reviewed Succession Planning for the Board in detail during the year to ensure the corporate memory of the Company is preserved always. In addition, the Board reviewed the Succession Planning Policy for the Chief Executive Officer and the SMT.

BOARD MEETINGS

The Board met on six occasions during the year for scheduled Board meetings. The Chief Executive Officer was invited and attended all six Board meetings. In addition, representatives from the SMT were invited to attend the Board meetings throughout the year. The attendance record at the Board Meetings is noted below:

Attendance Record - 2018 Board and Committee Meetings

	Board Meetings	Audit Committee Meetings	Quality, Safety and Risk Committee Meetings	Investment Committee Meetings	Governance Committee Meetings	Remuneration and Nominations Committee Meetings	Fundraising Committee Meetings	Capital Projects and Infrastructure Committee Meetings
CRC Board of Directors								
Ian Callanan	5/6		4/4					
Carol Ann Casey	6/6				2/3	5/5		
Diarmuid Connaughton	5/6	5/5	4/4	1/1				
Sinead Cooke	6/6	5/5		1/1		2/2	2/2	
Liam Cullen	6/6	2/2	4/4	1/1	2/2	2/2		
Damien Daly	2/3	1/3						
Tom Fleming	3/3					3/3		
Marie Guidon	6/6				2/2	2/2	2/2	2/2
Sean Hickey	1/3	0/1	1/1					
Marie O'Riordan	2/2							2/2
Tom Quinn	6/6				2/2	3/3		
John Ryan	3/5						2/2	0/2
Martine Smith	6/6							
Kieran Timmins	1/1							
Robert Vard	3/3				2/2	3/4		
Tom Young	5/6				4/4	2/3		
Independant Committee Co-optees								
Darren Peavoy								2/2
Anne Matthews			4/4					
Company Secretary								
Thérèse Allen	6/6	5/5	3/4	1/1	4/4	4/6	2/2	2/2
Senior Management Team								
Stephanie Manahan Chief Executive Officer	6/6	3/5	4/4	0/1	4/4	6/6	1/2	2/2
Yvonne Donohoe, Acting Head of Finance	3/6	4/5						
Patrick Hall, Head of Finance	1/1							
Stephanie Kilrane, Head of Risk	4/6	1/1	4/4					
Gerry Fallon, Head of Human Resources	2/2					4/6		
Bettina Jeffers, Manager, CRC Waterford	1/1							
Geraldine Prunty, Head of Children's Services	1/1							
Mike Walsh, Head of Specialist Services & Research	1/1	1/1						
Jane Mitchell, Head of General Services & Capital Projects	2/2							2/2
Alison McCallion, Head of Adult Services	2/2							
Ziva Newman, Head of Fundraising & Philanthropy							2/2	

BOARD COMMITTEES

The Board has seven Committees and one Advisory Committee, as set out below.

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
8. Board Research Advisory Committee

The Board delegates specific responsibility to these Committees as set out in their Terms of Reference which are reviewed annually. During 2018, we conducted a review of the composition of each Committee to ensure the Committees had the correct skill set and membership to operate effectively. We also focused on recruiting independent members outside of the Board and CRC to bring a different perspective and input to the meetings. We successfully co-opted independent members to all our Committees during Q4 2018 and Q1 2019.

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 within their remit. The CEO and members of the SMT are invited to attend these Committee meetings. Committee meetings were held in person but included attendance facilitated by teleconference.

The activities of the Committees for 2018 are detailed in the following pages.

BOARD REMUNERATION & 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 Health Service Executive (“HSE”) and Public Pay Policy, the Committee will review, report and make recommendations to the Board on:

- All matters relating to the remuneration package of the Chief Executive Officer; and
- All matters relating to the remuneration packages of the SMT, recommended by the Chief Executive Officer.

In addition, the Committee will review, report on and make recommendations to the Board on:

- The election of new Directors to include in its Committees; and
- The selection of new Members of the Company.

The Committee met on six occasions throughout 2018.

During 2018, the key achievements and focus areas of the Committee were as follows:

- Monitoring compliance with public pay policy for CEO and SMT
- Review and agreement of CEO's Objectives for the year
- Review of CEO Contract
- Update and review of Directors Skills Matrix, including gap analysis, and review of Board and Committee composition
- On-going review of nominations to the Board including review of job descriptions, CV review and interview panel
- Appointment of a new Chairperson and Vice Chairperson and two Board Directors
- On-going review of nominations to the Committees including the nomination of co-optee, independent Committee members to the Committees.
- Oversight on induction of new Board members and Committee members
- Review of membership of CRC and proposal to Board regarding changes
- Receive regular updates on Human Resource matters
- Oversight of distribution of 2018 Employee Survey
- Oversight of key staff policies
- Finalisation of a Board Diversity Policy and proposal to Board for decision
- On-going Succession Planning for Board and SMT

- Oversight of SMT nominations and appointments including attending interviews for Head of Finance and proposed Head of Operations positions
- Oversight of key human resource risks on behalf of the Board
- Completion of Annual Committee Evaluation Survey
- Annual review of the Committee Terms of Reference

THE PRIORITIES FOR 2019 ARE:

- Review of key Human Resource Policies including Dignity and Respect Policy
- Preparation of a Programme of Work for the Committee for 2019
- Recruitment of Chairperson of Board (current term ending 31 March 2020).
- Skills Matrix Review and Gap Analysis
- Monitor compliance with Public Pay Policy for CEO and SMT
- Review CEO Objectives and succession planning
- Enhancement of the Committee membership

BOARD GOVERNANCE COMMITTEE

The Governance Committee is responsible for making recommendations to the Board on matters of governance policy, compliance and regulation but not limited to:

- Compliance with Codes of Governance;
- The HSE Compliance Statement;
- The Board of Directors Handbook;
- Matters reserved for the Board and
- The Boards relationship with the CRC Service Users

The Committee met on four occasions during the year.

During 2018, the key achievements and focus areas for the Committee were as follows:

- Review of the HSE Service Arrangement document and recommendation to Board for approval and submission by the deadline of 28th February 2018.
- Review of the Governance Self-Assessment Form, to accompany the Annual HSE Service Arrangement and recommendation to Board for completion of same.
- Review and recommendation to Chairperson regarding communications to the HSE, on behalf of the Board, regarding the rolling over of Part 1 of the HSE Service Arrangement.
- Review of the HSE Annual Compliance Statement ('ACS') and recommendation to Board for approval and submission prior to the deadline of 31st May 2018.
- Review and recommendation to Board to use the Board Self-Assessment Evaluation Questionnaire', which is based on the Code of Practice of State Boards, for the annual internal Board evaluation tool for 2018.
- Completion of the Annual Evaluation of the Committee.
- Review and adoption of the Annual 2018 Programme of Work for the Committee .
- Review of relevant policies for recommendation to the Board.
- Monitoring the Board's relationship with service users.
- Monitoring of Board training record and continued focus on professional development for the Board and Committee members.
- Review and recommendation to Board on changes following the annual review of the Directors Handbook.
- Review and recommendation to Board on new template for CEO reporting to Board.
- Review of Board and Committee reporting software package and recommendation to Board.
- In relation to executive reporting to the Board, reviewing report formats, consulting with the Board, recommending and overseeing implementation of agreed improvements.
- Participating in consultations regarding governance matters for the sector.
- Review of the revised Guidelines for Charitable Organisations Fundraising from the Public, issued by the Charities Regulator in September 2017 and recommendation to Board to approve same and sign the required Board Resolution.
- Review of recommendations arising from the Carmichael Review: Improving the quality of board packs for better decision making in Irish Non-profits.
- Review of the Matters Reserved for the Board, and recommendation to Board on updates.
- Review of agenda and attendance for the Annual General Meeting for 2018
- Review and recommendation to Board on the agenda for the Board Strategy Day.
- Annual Review of the Committees Terms of Reference for 2018.
- Recommendations to Board on Risk Register.

PRIORITIES FOR 2019

- Detailed review of the Charities Governance Code issued by the Charities Regulator in November 2018 against previous Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland
- Review alternate online survey providers with a view to moving from a paper-based self-assessment survey to an online survey
- Monitoring Board training record
- Review and recommendation to Board on relevant CRC policies
- Enhancement of the Committee membership

BOARD QUALITY, SAFETY & RISK COMMITTEE

The purpose of the Committee is to oversee quality, safety and risk across the CRC on behalf of the Board. To seek assurance that necessary standards, systems and actions relating to quality, safety and risk are being adhered to and taken throughout the service and that all relevant and required reporting and monitoring are carried out. To support the Quality, Safety and Risk team to develop a culture of Quality, Safety and Risk management within the CRC, and to ensure alignment with the overall CRC Governance Framework.

The Committee met on four occasions during the year.

During 2018, the key achievements and focus areas of the Committee were as follows:

- Oversight and review of the Risk Register and associated controls
- Approval of relevant Health, Safety and Risk Policies
- Review annual programme of work
- Review of Risk Reporting to Board and implementation of recommendations
- Review Risk Management Policy and recommendation for approval to Board
- Compliance with Data Protection legislation
- Appointment of a Risk, Health and Safety Officer
- Review of Data Retention Policy
- Review of Civil Liability (Amendment) Act and implications
- Review of HIQA IPC Standards for Community Services and agreed plan of action
- Review of Quality, Safety Leadership Team (QSLT) Sub Committee structure
- GDPR compliance review
- Consideration of a new Risk Management Reporting Model
- Consideration of a revised Dashboard for reporting
- Review of commissioned Reports / briefings
- Committee membership review and appointment of an independent, co-optee member

PRIORITIES FOR 2019

- Continued focus on GDPR Compliance
- Enhancement of Dashboard reporting
- Further consideration of new Risk Management Model
- Risk Management training

BOARD 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 an advisory Committee to 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 whilst cognisant of the fact that the management of the CRC are responsible for the internal controls and the preparation of the financial statements.

The Committee met on six occasions during the year. During the year Mr. Liam Cullen was appointed to and Mr. Sean Hickey and Mr. Damien Daly resigned from the Committee.

During 2018, the key achievements and focus areas of the Committee were as follows:

- Review and recommendation to the Board of the 2017 Annual Report and Financial Statements cognisant of reporting requirements of Charities SORP FRS102.
- Met with the auditors without Management present and were pleased to record that no matters of concern had arisen.
- Review of the 2018 Audit Plan/Audit Fees for CRC.
- Review of one-year renewal of External and Internal Audit contracts pending full contract tenders in 2019.
- Consideration of Internal Audit Reports on Risk Management, Recruitment

Processes and Clinical Audit Processes including management responses and agreed action items.

- Met with Internal Auditors to agree scope of Internal Audit Planning and priorities.
- Satisfactory completion of the Taxation Compliance Review.
- Review and consideration of documentation relating to The Care Trust DAC.
- On-going review of documentation of the Internal Control Framework and Financial Authority Levels.
- Bi-annual review of Reserves Policy.
- Review of Financial Risk register at each meeting.
- Annual Review of the Committee membership and Terms of Reference.
- Annual Committee Evaluation.

PRIORITIES FOR 2019

- Review of 2018 Annual Report and Financial Statements cognisant of reporting requirements of Charities SORP FRS102.
- Assisting with tenders for the External and Internal Audit contracts.
- On-going review of documentation of the Internal Control Framework and Financial Authority Levels.
- Review and consideration of Internal Audit reports on Internal Financial Controls, Procurement and Schools Governance.
- Enhancement of the Committee membership.

BOARD INVESTMENT COMMITTEE

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

The Committee met on two occasions during the year. Meetings were held in person but included attendance facilitated by teleconference. During the year Mr. Diarmuid Connaughton, Ms. Sinead Cooke and Mr. Liam Cullen were appointed to the Committee replacing the previous appointees.

During 2018, the key achievements and focus areas of the Committee were as follows:

- Met with Investment Advisors to review current CRC investments and explore future investment options.
- Updated Investor Advisors mandates and agreed operating procedures.
- On-going review of deposit allocation.
- Review of Terms of Reference and policies and procedures.
- Annual Committee Evaluation.

PRIORITIES FOR 2019

- Review Investment Policy and investment options for the CRC
- Enhancement of the Committee membership

BOARD FUNDRAISING COMMITTEE

The Board Fundraising Committee is a newly formed Board Committee, established on 19th October 2018, with responsibility for making recommendations to the Board on all aspects of CRC Fundraising.

The Committee met on two occasions during the year.

During 2018, the key achievements and focus areas of the Committee were as follows:

- Drafting and approval of Terms of Reference for the Committee.
- Review of CRC Fundraising history.
- Review the Strategic Plan for the Fundraising Department.
- Compliance with The Guidelines for Charitable Organisations on Fundraising from the Public.
- Review of resources and recruitment for Fundraising Team.
- Committee membership review.

PRIORITIES FOR 2019

- Enhancement of the Committee membership.
- Develop a Programme of Work for the Committee.
- Resourcing of Fundraising Department
- Actions arising from Fundraising. Presentation at the Board Strategy Day.

BOARD CAPITAL PROJECTS AND INFRASTRUCTURE COMMITTEE

The Board Capital Projects and Infrastructure Committee is a newly formed Board Committee, established on 9th October 2018, with responsibility for making recommendations to the Board on CRC capital projects and infrastructure matters.

The Committee met on two occasions during the year.

During 2018, the key achievements and focus areas of the Committee were as follows:

- Drafting and approval of Terms of Reference for the Committee.
- Review list of CRC properties and their status.
- Review of priority decisions for capital projects and recommendations to Board.
- Committee membership review and appointment of an independent, co-optee member.

PRIORITIES FOR 2019

- Agree a programme of work for the Committee.
- Enhancement of the Committee membership.
- Recommendation to Board on capital projects and infrastructure decisions.
- Resourcing of Capital Projects Team.

RESEARCH ADVISORY COMMITTEE

The Research Advisory Committee is a Board Advisory Committee established on 13th November 2018 and is responsible for making recommendations to the Board on research matters.

The purpose of the Committee is

1. to develop and articulate a research vision for the CRC focussed on the needs of persons with disabilities and their families and aligned to the Mission and Values of the CRC.
2. To 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.
3. To promote a strong research culture and evidence-based practice throughout the CRC.
4. To influence and respond adequately to policy trends and drivers of research funding.

The Committee held one inaugural meeting in 2018.

During 2018, the key achievements and focus areas of the Committee were as follows:

- Establishing Committee, membership and election of honorary chairperson.
- Establishing Terms of Reference for the Committee.
- Defining Priority Areas.

PRIORITIES FOR 2019

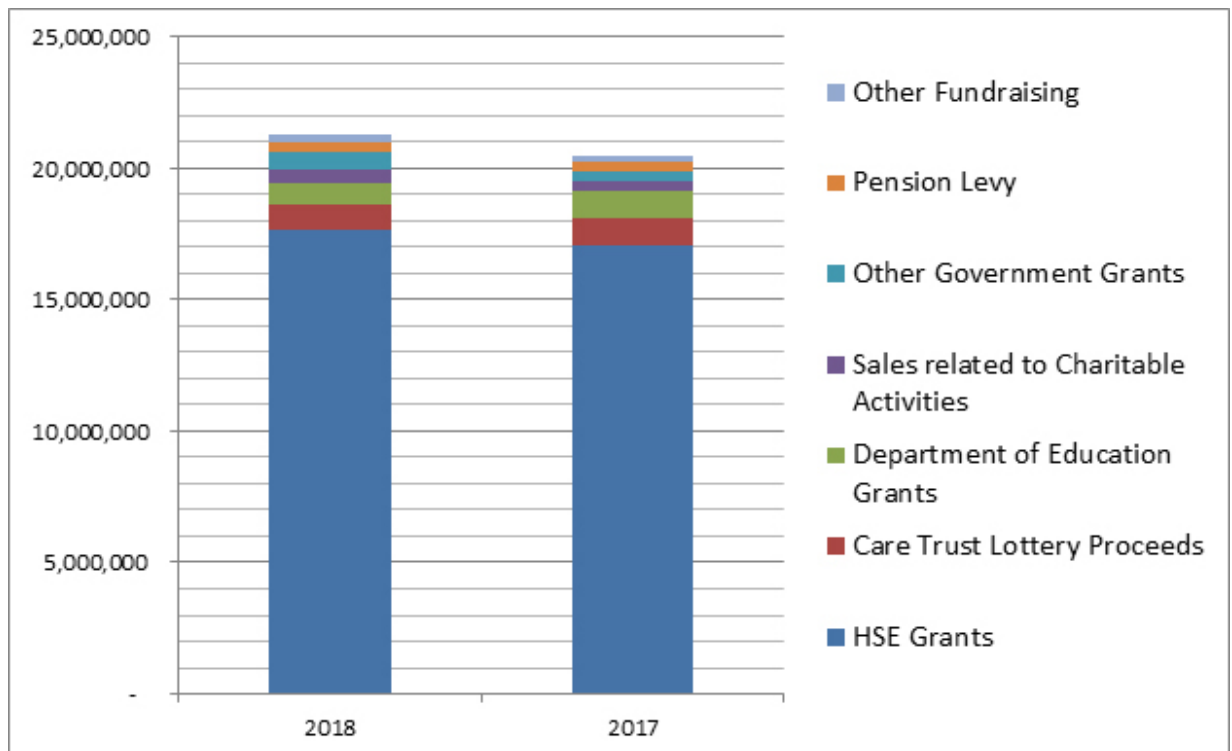
- Defining and articulating a vision for CRC research.
- Stakeholder engagement and consultation.
- Research strategy development.
- Advisory on Ethics review structures and policy in line with new Health Research Regulations (HRR) and GDPR.



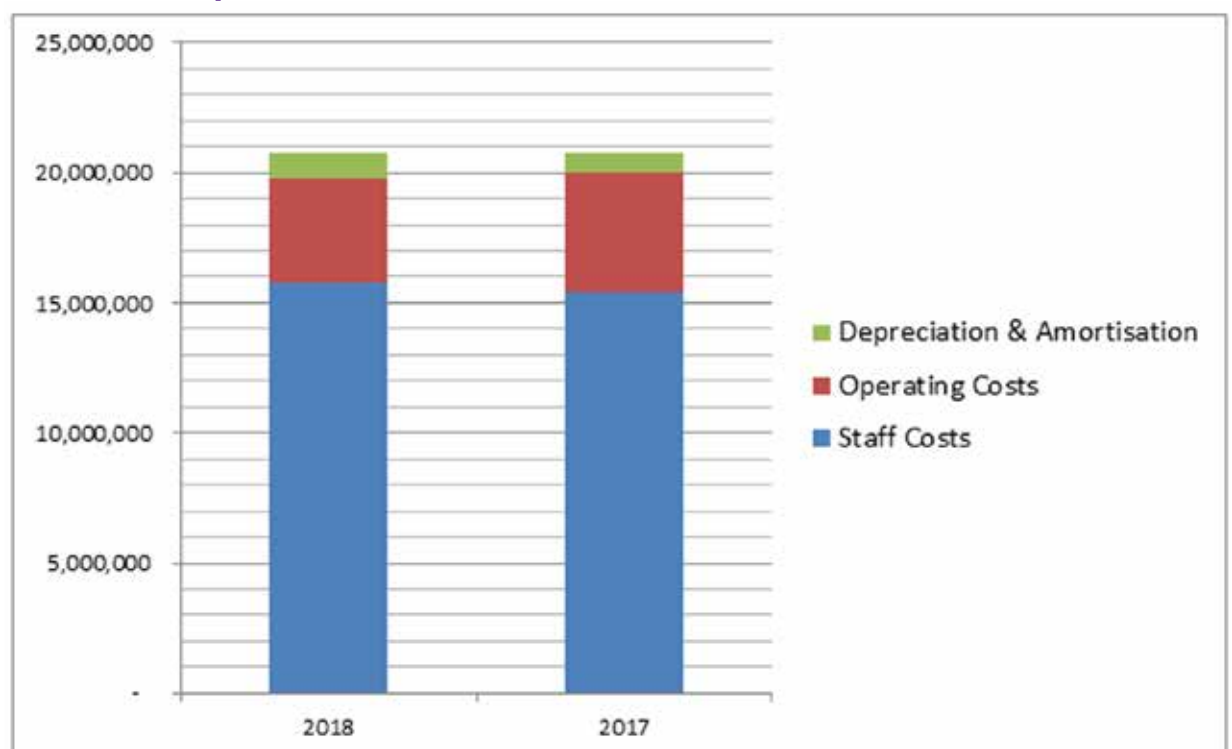
Financial Review and Performance

Financial Review

Income



Expenditure



THE DIRECTORS PRESENT THEIR FINANCIAL REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2018.

FINANCIAL PERFORMANCE

In line with our Strategy 'Towards 2021', 2018 was a year of ongoing capital investment by the CRC. Following the transfer of €13,775,566 from Friends and Supporters of the Central Remedial Clinic Limited ("F&S") to the CRC in 2016, we continued a series of capital projects for the long-term benefit of those who use the CRC. During 2018 we spent €691,462 on Phase 2 of the major flood defense project at the CRC's Clontarf premises to ensure the long-term sustainability of this building. This premises suffered two major flooding incidents in the past ten years. Completion of the major internal redevelopment of the main public facing spaces of the Clontarf premises including the refurbishment of the reception and canteen as well as the development of a new family room for clients was at a cost of €117,831. We opened a new Adult Services hub in Killester in early 2018 and €51,320 was spent on finalizing these premises to make it suitable for use by our Adult Clients. A further €266,299 was spent on other internal improvements, which included a kitchen drainage project, reflooring, remodelling and ensuring the Nurses station is fit for purpose. We also converted from oil heating to gas heating. Additions of €218,424 were made to computer equipment, €154,500 of which was donations in kind. €138,175 was spent on renewing our van fleet. In 2019 the CRC Board intend to continue an ambitious schedule of €3.2m capital development and maintenance projects as part of the remainder of the Strategic Plan 'Towards 2021'.

A leak in the CRC swimming pool during 2017 led to significant costs of €238,113. These costs will be met from insurance compensation which will be received in early 2019.

The primary income source for the CRC is State Grant income which grew by approximately 3% during 2018 compared to 2017. The growth in state income was driven by increased grant funding for new client placements as well as funding to meet the costs of public pay agreements. Following negotiations with the HSE on the closure of a building we ran a service from, a HSE contribution of €1m was agreed towards the relocation of the service. We received the final €500,000 in capital contribution from the HSE in 2018 in addition to State Grant funding for current expenditure.

Excluding the €500,000 capital contribution mentioned above, the CRC achieved a break even position on its HSE funding i.e. it 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 the Statement of Financial Activities is due to the inclusion of items such as fundraised income and expenditure, capital expenditure out of 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 2018 has been expensed in the grant reporting to the HSE, but capitalised in the Balance Sheet.

Fundraised income in 2018 totaled €1,107,230. The largest portion of this is the income from The Care Trust which declined modestly in 2018 to €940,000 from €1,057,500 in 2017. The remaining €167,230 was earned from local CRC fundraising initiatives. However, The Care Trust remains an essential source of

investment in capital projects as well as recurring expenditure. An investment in direct fundraising by the CRC in 2016 and 2017 has led to a diversity of direct fundraising income during 2018. It is anticipated that this direct fundraising will be built on in 2019 and future years with continued investment.

Fundraised resources are spent in a manner to complement the resources deployed by the core state grant income. Expenditure of these funds in 2018 includes expenditure on capital buildings projects, equipment purchases, staff training and salaries for specific staff members.

There were no material post balance sheet events.

RESERVES POLICY

In 2018 the CRC Audit Committee reviewed the reserves policy, and this was approved by the Board of Directors, which is in keeping with the Strategic Plan for the CRC. This reserves policy provided 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 readily accessible funds. Significant plans are in process to utilise reserve funds received from the Friends and Supporters of the Central Remedial Clinic Limited ("F&S") to the CRC in 2016.

Based on the 2018 financial statements and the 2019 approved budget, the minimum reserves under this policy at 31 December 2018 would have been €1,719,192. The current assets of the CRC at year end are €16,662,654 as shown in the Balance Sheet. When this amount is reduced for Restricted Funds at year end (Note 15, €13,255,344) and for Capital Commitments (Note 21, €173,402) a balance of €3,233,908 remains.

This unrestricted amount of current assets exceeds the target minimum reserves level. Fixed Assets do not need to be realised to provide this amount. The Head of Finance and the Audit Committee reviewed reserves levels twice during 2018 to ensure compliance with this reserves policy.

INVESTMENT POLICY

During 2018 the Board Investment Committee met to continue implementation of the Investment Strategy Policy agreed in 2016. The detailed work of this Committee can be reviewed on page 101. The focus of this work was to consider investment options for the funds that were transferred from F&S during 2016. Under the direction of the Investment Committee the CRC maintained deposits in low risk bank accounts. The levels of these deposits are monitored to ensure that the CRC has sufficient liquid funds to meet the Reserves Policy and to meet planned capital expenditure.

INTERNAL AUDITORS

Since 2015 Deloitte has been carrying out internal audits of the CRC. In 2019 it is planned to conduct a tender for the Internal Audit function due to the expiration of the contract with Deloitte. During 2018 audits took place in the areas of Risk Management, Review of Recruitment Processes and Internal Financial Controls and the Audit Committee was presented with reports for Risk Management and the Review of Recruitment Processes; the Internal Financial Controls report is due to be presented in early 2019. Since these reports have been issued the Senior Management team has been implementing agreed actions in response to issues identified in the internal audit. During 2018 the team continued to implement agreed actions in the response to previous internal audit modules. These actions are monitored by the Audit Committee.

INTERNAL CONTROLS

The Board of Directors are responsible for the Internal Controls of the CRC. The Audit Committee reviews the adequacy and effectiveness of the CRC's internal financial controls and financial risk management systems, alongside the compliance requirements of the HSE, which underpins 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 management with responsibility assigned to the Head of Finance and the CEO. Although the Directors have no reason to believe that internal controls within CRC are ineffective, it is always prudent to independently test that such controls are (1) in existence and (2) operating as intended.

As noted above a programme of internal audit commenced at the end of 2015 and this continued in 2018. Work continued in 2018 to improve and strengthen financial processes and procedures. The Head of Finance will ensure ongoing progression is achieved in all areas of internal control.

KEY FINANCIAL RISKS AND UNCERTAINTIES

Closure of the Defined Benefit Pension Scheme

As detailed in the 2016 Annual Report, the CRC board took the decision on 17th May 2016 to cease contributions to the Irish Pensions Trust Defined Benefit Pension Scheme (IPT Scheme) with immediate effect and this was communicated to the pension plan trustee on 18th May 2016. This action triggered a wind-up of the scheme.

During 2017 the CRC secured entry into the Voluntary Hospital Superannuation Scheme (VHSS Scheme) for the group of staff who were previously members of the IPT Scheme. Eligible staff were enrolled in the VHSS Scheme backdated to 18th May 2016. The CRC provided for independent financial advice to be available for this staff group.

Since the closure of the IPT Scheme CRC management engaged with the Trade Unions FORSA and SIPTU in the Workplace Relations Commission on issues concerning this closure.

The CRC attended a Labour Court hearing on 16th November 2018. On 16th January 2019 the Court issued a recommendation rejecting the Unions claim for the introduction of pension bridging payments. The recommendation also directs the CRC and Unions to engage at local level on the matters of the Income Continuance (IC) and Death in Service Benefit (DISB) with an option to revert to the Court for final clarification. While the financial risks posed by the IPT Scheme have reduced dramatically because of the actions taken by the CRC, there persists a limited risk as negotiations continue. The CRC made accruals during 2016 and 2017 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.

COMPLIANCE WITH HSE SERVICE ARRANGEMENTS

Since 2013 there has been a higher level of regulation by the HSE of its Service Arrangements with agencies funded under Section 38 of the Health Act 2004, including the CRC. This compliance is subject to a high degree of scrutiny by the HSE.

The compliance includes governance arrangements, compliance with public sector pay policy and procurement. The CRC reports on compliance annually to the HSE as part of a formal compliance statement as well as responding to queries from the HSE as they arise.

While the CRC are confident that strong progress on compliance has been made since March 2014, and that any exceptions have been communicated clearly to the HSE in the annual Compliance Statements, non-compliance constitutes a risk to the funding from the HSE and a reputational risk to the CRC. Three areas of risk within the scope of the Compliance Statement; the Break Even Mandate, Procurement, and Compliance with Public Pay Policy are addressed separately below.

COMPLIANCE WITH PUBLIC PAY POLICY

The CRC has provided an unconditional statement of compliance with public pay policy. The CRC has regular Pay Control meetings chaired by the CEO which approve all recruitment including awarding new contracts and amending existing contracts. The purpose of Pay Control Meetings is to ensure all recruitment and amendments to contracts are done in line with Public Pay Policy and the pay control circulars as laid out by the HSE.

The CEO is on an approved HSE pay scale commensurate with the responsibility of the post which ranges from €90,092 to €109,545. The CEO is currently on the fourth point of the scale earning up to a maximum of

€101,762 for 2018. Other management staff salaries are detailed at Note 6.

PROCUREMENT

In compliance with the terms of the HSE Service Arrangement, procurement funded by HSE grant income must be in compliance with public sector procurement regulation. The Board of the CRC has also determined that procurement funded by fundraised income should also be carried out in compliance with public sector procurement regulation. An internal audit of procurement carried out at the end of 2015 resulted in two significant findings and two important findings. Two significant findings remain both of which the CRC is awaiting the creation of HSE / Office of Government Procurement (OGP) Frameworks due in 2019 to close out. Since the report of this internal audit was issued in February 2016 several additional measures have been put in place by management. Since June 2014 all new contracts above €25,000 have been awarded in line with public sector procurement regulations. Key staff members have taken part in external procurement training. A new procurement policy was drafted and approved in 2016. A third-party consultant was retained for assistance with major procurement processes. The CRC engage with the Office of Government Procurement and the Health Business Service (a division of the HSE) to access existing procurement frameworks where appropriate.

With non-staff operating costs exceeding €4m and €2.1m of Capital Investment in 2018, compliance with public procurement regulation remains a key risk. A new internal audit of Procurement is scheduled for 2019 and further work in this area will reduce the risk and should lead to savings on operating costs. There is a related risk that adherence to public procurement regulation delays business processes.

BREAK EVEN MANDATE

As the CRC is funded under Section 38 of the Health Act 2004 and a 'not for profit' company, it is essential that the CRC manages its operational costs in respect of HSE funded activities on an annual basis to ensure those costs do not exceed the related HSE funded income. This is articulated in the Service Arrangement governing the relationship between the CRC and the HSE. The grant income from the state accounts for approximately 89% of the funding and the CRC relies on ongoing generation of income to fund the shortfall in grant allocation.

In addition to the risk of spending more than the grant allocation provides for, there is also a risk that the CRC may spend less than the grant allocation provides. This may arise due to once off factors such as a series of temporary staff vacancies. If the CRC does not spend all its grant allocation in the year, excess funding must be returned to the HSE, and there is a risk that this would result in a permanent reduction of the annual allocation.

Costs have risen in 2018 including non-pay costs of maintenance and infrastructure. The CRC took actions during 2018 including temporarily delaying some staff recruitment to reduce pay costs. Because of this, excluding the €500,000 capital contribution from the HSE mentioned on page 105, the break even position was achieved. But there remains a risk that the HSE grant funding will be insufficient to meet the running costs of the CRC and that this would threaten the break even position. During 2018 the CRC has been proactive in seeking additional grant funding from the HSE for infrastructure, IT, maintenance and capital project costs.

The CEO and Head of Finance monitor income and expenditure monthly and submit detailed financial reports to the HSE. Activities are adjusted in line with income and expenditure rates to ensure that the CRC achieves its break even mandate with the HSE.

GUARANTEE TO THE CARE TRUST DAC

On an annual basis the shareholders of The Care Trust DAC (The Care Trust) are asked to provide assurances that The Care Trust will continue as a going concern for the next 12 months. On 15th March 2019 the CRC provided a letter of support in which it agreed equally with the Rehab Group to provide adequate funds to The Care Trust to meet limited liabilities of that Company as they fall due during the period of 12 months from the date of approval on The Care Trust 2018 Financial Statements. As the budgeted expenditure of The Care Trust for 2019 is €1,500,564, if this support was called upon, it is expected that the CRC exposure would be limited to €750,282 i.e. 50% of operating expenditure. The CRC has the power to appoint half of the Directors of The Care Trust and has access to the monthly management accounts of the company. The CRC worked closely with The Care Trust in 2018 on a Memorandum of Understanding.

FUNDING REQUIREMENTS FOR CAPITAL DEVELOPMENTS

During 2017 a set of projections for capital projects planned from 2018 to 2021 was developed and presented to the Board. These projections estimated capital projects costs of €22.5m in the years from 2018 to 2021. It is expected that capital grants from state bodies and annual funding from The Care Trust will also contribute to meeting these costs. Delays in these Capital Developments would hinder the implementation of elements of the CRC Strategic Plan.

ABSENCE OF FORMAL LEASE AGREEMENTS/MEMORANDUMS OF UNDERSTANDING

There are certain commercial arrangements between the CRC and third parties for which there are no formal lease agreements or Memorandums of Understanding. One instance is the CRC premises built on the grounds of Waterford Hospital. The CRC is seeking to finalise a formal lease agreement with Waterford Hospital for this premises. Another instance is the arrangement between the CRC and the Mater Hospital concerning the administration of the Voluntary Hospital Superannuation Scheme (VHSS) for CRC staff and pensioners. The CRC is seeking a formal Memorandum of Understanding between the CRC and the Mater Hospital to govern the administration of these pensions. Progress was made during 2018 on the memo between the CRC and the Mater Hospital with both organisations contributing to a draft document, but this draft Memorandum of Understanding was not agreed and signed by the year end. Negotiations are continuing, and it is expected to be finalised in 2019.

ADMINISTRATION OF SINGLE PUBLIC SERVICE PENSION SCHEME

The CRC is a relevant authority for the purposes of the Single Public Service Pension Scheme (SPSPS). This is a relatively new pension scheme and is in place for public sector workers hired since 1 January 2013. It is funded and underwritten by the Department of Public Expenditure and Reform. In common with many agencies funded under Section 38 of the Health Act 2004, the CRC is still in the process of developing systems and procedures to meet its responsibilities as a relevant authority for the purposes of SPSPS.

DIRECTORS' COMPLIANCE STATEMENT

The Board of Directors acknowledge their responsibility under Section 225 of the Companies Act 2014. While the CRC are below the required threshold to provide a Directors Compliance Statement, they have put in place appropriate arrangements or structures designed to secure material compliance with company law and tax law. These arrangements and structures are reviewed during the financial year.

RELATED PARTIES

The Care Trust DAC

Since March 2016 the CRC has owned 50% of the issued share capital of The Care Trust DAC, a company set up to operate pools and lotteries for charitable purposes for the benefit of the CRC, Rehab and the Mater Hospital. With effect from 1 September 2014 the share of these lottery proceeds attributable to the CRC have been paid directly to the CRC by The Care Trust DAC. The CRC has the power to appoint 50% of the Directors of The Care Trust DAC, and there are common Directors between the CRC and The Care Trust DAC. In 2018 these common Directors were Tom Quinn (resigned 31st August 2018), Tom Fleming and Martine Smith (appointed 27th July 2018). Members of the CRC Management Team, Ziva Newman (Head of Fundraising) and Michael Wickham Moriarty (former Head of Finance) (resigned February 2018) were Directors of The Care Trust DAC during 2018. Following his appointment as CRC Head of Finance in 2018, Patrick Hall became a Director of The Care Trust in 2019.

Transactions with related parties

Details of transactions between the CRC and its related parties during 2018 are set out in Note 22.

GOING CONCERN

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

As an agency funded under Section 38 of the Health Act 2004, the CRC relies heavily on funding from the HSE and all indications are that this funding will continue in line with signed service arrangements 2015 to 2020. In addition, the CRC relies 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.

The Directors take comfort from the ongoing financial support from the HSE and note that no issues have been identified by the HSE during 2018 and to date in 2019 which would imply that the Company is not meeting its ongoing obligations within the Service Level Agreements. The CRC delivered on all service level agreements in 2018.

The Company will continue to operate its 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 activities, during 2018. This will continue in 2019 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 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.

On this basis, the Board of Directors has concluded that it is appropriate to continue to adopt the going concern basis in preparing the financial statements.

ACCOUNTING RECORDS

The measures that the Directors have taken to secure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014 regarding the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting records. The books of account for the Company 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:

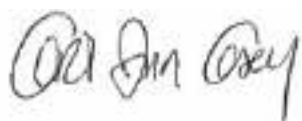
- (a) so far as that Director is aware, there is no relevant audit information of which the Company's statutory auditors are unaware, and
- (b) that Director has taken all the steps that he or she ought to have taken as a Director to make himself or herself aware of any relevant audit information and to establish that the Company's statutory auditors are aware of that information.

APPOINTMENT OF EXTERNAL AUDITORS

A competitive process to appoint external auditors which was managed in conjunction with assistance from the HSE resulted in the appointment, in December 2015, of BDO as external auditors for a period of three years. The year ended 31 December 2017 represented the third year of BDO's three-year term as external auditors, and this was extended for an additional year to 31 December 2018. The Audit Committee reviews the performance of the auditors on an annual basis. In accordance with Companies Act 2014, section 383(2), BDO continue in office as auditors of the CRC. In 2019, it is planned to conduct a tender for the External Audit function due to the expiration of the contract with BDO.

On behalf of the Board

Carol Ann Casey



Diarmuid Connaughton



Date: 30th May, 2019



Director's Responsibility 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 Companies Act 2014 and FRS 102 'The financial reporting standard applicable in the UK and Republic of Ireland' issued by the Financial Reporting Council. 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 profit or loss 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:

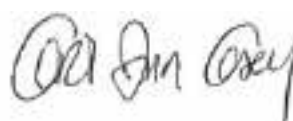
- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and reasons for any material departure from those standards; and
- 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 profit or loss 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 hence for taking reasonable steps for the prevention and detection of 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

Carol Ann Casey



Diarmuid Connaughton



Date: 30th May, 2019



Independent Auditors' Report

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRAL REMEDIAL CLINIC COMPANY LIMITED BY GUARANTEE

Report on the audit of the financial statements

Opinion

We have audited the Financial Statements of the Central Remedial Clinic for the financial year ended 31st December 2018, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the Financial Statements:

- give a true and fair view of the assets, liabilities and financial position of the Company's affairs as at 31st December 2018 and of its surplus for the financial year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been properly prepared in accordance with the requirements of 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 below in the auditors' 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 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

We have nothing to report in respect of the following matters in relation to which the ISAs (Ireland) require us to report to you where:

- the Directors' use of the going concern basis of accounting in the preparation of the Financial Statements is not appropriate; or
- the Directors have not disclosed in the Financial Statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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 auditors' 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.

Opinion on the 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; and
- in our opinion, the Directors' Report has been prepared in accordance with the Companies Act 2014.

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

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

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 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, 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 the directors 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 the management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

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

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at:

https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8fa9802dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf.

The description forms part of our auditors' report.

The purpose of our audit report 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 auditors' 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.



John O'Callaghan
for and on behalf of
BDO
Dublin
Statutory Audit Firm
AI223876

Date: 30th May, 2019

Statement of Financial Activities

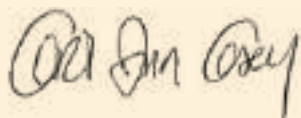
Incorporating the Income and Expenditure Account

For the financial year ended 31 December 2018

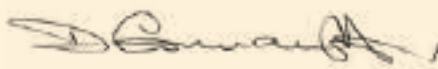
	Notes	Restricted Funds 2018 €	Unrestricted Funds 2018 €	Total 2018 €	Total 2017 €
INCOME AND ENDOWMENTS FROM					
Charitable activities	3(a)	19,142,120	-	19,142,120	18,368,653
Other Income	3(b)	747,360	162,241	909,601	824,266
Other trading activities	3(c)	119,478	987,752	1,107,230	1,198,305
Donations & Legacies	3(d)	154,500	-	154,500	42,410
TOTAL INCOME AND ENDOWMENTS		20,163,458	1,149,993	21,313,451	20,433,634
EXPENDITURE ON:					
Charitable activities	4	(19,501,810)	(1,115,260)	(20,617,070)	(20,656,583)
Raising funds	5		(126,380)	(126,380)	(89,722)
TOTAL EXPENDITURE		(19,501,810)	(1,241,640)	(20,743,450)	(20,746,305)
NET INCOME / (EXPENDITURE)		661,648	(91,647)	570,001	(312,671)
Transfer between funds	15	(757,403)	757,403	-	-
EXCESS OF (EXPENDITURE) / INCOME BEFORE OTHER RECOGNISED GAINS/(LOSSES)		(95,755)	665,756	570,001	(312,671)
OTHER RECOGNISED GAINS/(LOSSES):					
Gain on revaluation of fixed assets		-	-	-	86,250
NET MOVEMENT IN FUNDS	15	(95,755)	665,756	570,001	(226,421)
FUND BALANCES BROUGHT FORWARD	15	13,351,099	7,381,469	20,732,568	20,958,989
FUND BALANCES CARRIED FORWARD	15	13,255,344	8,047,225	21,302,569	20,732,568

All the activities relate to continuing activities.

There are no recognised gains and losses other than as stated above.
The financial statements are signed on behalf of the board by



Carol Ann Casey



Diarmuid Connaughton

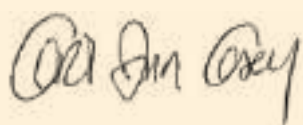
Date: 30th May, 2019

Balance Sheet

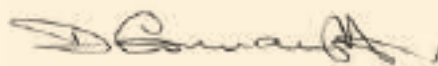
as at 31 December 2018

	Notes	2018 €	2017 €
FIXED ASSETS			
Tangible fixed assets	8	13,939,790	13,138,894
Intangible assets	9	1,485,714	1,542,857
Shares	10	65	65
		<u>15,425,569</u>	<u>14,681,816</u>
CURRENT ASSETS			
Stocks	11	41,893	46,510
Receivables	12(a)	294,639	168,448
Grants receivable	12(b)	2,306,373	1,674,394
Cash & Cash Equivalents	13	14,019,749	15,058,440
		<u>16,662,654</u>	<u>16,947,792</u>
CREDITORS FALLING DUE WITHIN ONE YEAR			
Payables	14	(3,067,539)	(3,186,877)
NET CURRENT ASSETS			
		13,595,115	13,760,915
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>29,020,684</u>	<u>28,442,731</u>
FUNDS			
Unrestricted funds	15	8,047,225	7,381,469
Restricted funds	15	13,255,344	13,351,099
Capital grants	17	7,718,115	7,710,163
TOTAL CHARITY FUNDS			
		<u>29,020,684</u>	<u>28,442,731</u>

The financial statements are signed on behalf of the board by



Carol Ann Casey



Diarmuid Connaughton

Date: 30th May, 2019

Statement of Cash Flows

For the financial year ended 31 December 2018

	2018 €	2017 €
Net cash inflow from operating activities	650,087	1,130,044
Cash flow from investing activities		
Capital expenditure and related grants:		
Payment to acquire fixed assets	(2,188,778)	(2,302,983)
Capital Grants Received	500,000	586,000
DECREASE IN CASH	(1,038,691)	(586,939)
 RECONCILIATION OF NET CASH FLOW		
Decrease in cash and cash equivalents	(1,038,691)	(586,939)
Cash and cash equivalents at beginning of financial year	15,058,440	15,645,379
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	14,019,749	15,058,440

	2018 €	2017 €
RECONCILIATION OF NET INCOMING (OUTGOING) RESOURCES TO CASH INFLOW FROM OPERATING ACTIVITIES		
Net incoming / (outgoing) resources	570,001	(312,671)
Loss on disposal of Fixed Assets	9,246	-
Amortisation of intangible assets	57,143	57,143
Depreciation	1,378,636	1,220,566
Amortisation of Capital Grants	(492,048)	(556,729)
Actuarial Gain/ (Loss)	-	-
Decrease / (Increase) in stocks	4,617	(2,044)
Increase in debtors	(758,170)	(188,287)
(Decrease) / Increase in creditors	(119,338)	912,066
Net cash from operating activities	650,087	1,130,044

Notes to the Financial Statements

1. ACCOUNTING POLICIES

The Central Remedial Clinic (CRC) is a company limited by guarantee incorporated on 8th October 1953. Its registered office is at Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3. The company registered number is 14880 and the Charity number is CHY4998. The Company's purpose is to provide a range of services to people with disabilities and its activities are charitable in nature.

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 and Going Concern

The individual financial statements have been prepared under the historical cost convention with reference to the recommendations of the revised Statement of Recommended Practice (SORP), Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102). The financial statements are prepared under the Companies Act 2014.

Departure from the format set out in the Companies Act 2014:

In accordance with Section 291 of the Companies Act 2014, the charity is required to prepare, in respect of each financial year, entity financial statements which comply with the format as set out in Schedule 3 of the Companies Act 2014. The company has availed of Section 291(5) of the Companies Act 2014, and has prepared the financial statements under the format as set out under SORP. The company is a public benefit entity. The Directors of the company believe that the information provided under this format, better reflect the activities of the charity.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the company's accounting policies.

As noted in the Directors' Report, the financial statements have been prepared on a going concern basis.

(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 charity. 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) Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the company is entitled to the income and the amount can be measured with reasonable accuracy and is probable. The following specific policies are applied to particular categories of income:

- Grant and Service Income: Grant income from the Health Service Executive, other Government Agencies and other sources is credited when receivable to the Statement of Financial Activities. Expenditure and service-related grants are credited to the Statement of Financial Activities upon the recognition of the associated expense for which the grant was originally received.
- Fundraising Income: Fundraising income is credited to the Statement of Financial Activities in the year in which it is receivable by the company.
- Investment Income: Income earned on funds held on deposit is treated as unrestricted income and is credited when earned.
- 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 receivable 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.

(e) Resources Expended

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 generating funds comprise the costs associated with attracting voluntary income. Expenditure on charitable activities is those costs incurred by the charity in the delivery of its services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity. Where costs cannot be directly attributed, they have been allocated in proportion to attributable costs. The allocation of these support costs are shown in Note 7.

(f) Capital Grants

Grants received specifically as a contribution towards the cost of land, buildings and bus fleet are credited directly to the capital fund in the year of receipt. Such grants are amortised to the Statement of Financial Activities on the same basis as the assets are depreciated.

(g) Tangible Fixed Assets

Tangible fixed assets currently in use in furtherance of the charity's objectives are stated in the balance sheet at cost less accumulated depreciation. Depreciation is provided on tangible assets with the exception of land, 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 rates:

Land	Nil
Buildings	4% per annum
Medical equipment	10% per annum
Office equipment	10% per annum
Other equipment	10% per annum
Fixtures and fittings	10% per annum
Computer equipment	25% 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 art work 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.

(h) 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 9. The amortisation is spread evenly over the lifetime of the asset, which is 35 years as per the Health Service Executive ('HSE') 'Heads of Terms' agreement.

(i) 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.

(j) 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 & Supporters of the Central Remedial Clinic Limited ("F&S") are managed by this broker.

(k) Receivables

Short term receivables are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

(l) 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 position.

(m) Payables

Short term payables are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

(n) Deferred Grant Income

Deferred Grant Income arises where grant income has been received during the financial period, but the grant income or a portion of the grant income is for use in a future financial period. In accordance with SORP, the company recognises grant income only when it has fulfilled all conditions contained in the related funding agreements, and therefore is legally entitled to the income. Deferred Grant Income typically arises in relation to grants for the CRC schools including grants from the Department of Education & Science. Grants for the schools are typically paid based on the school year from September to August, rather than on the calendar year.

(o) 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 six months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

(p) Financial Instruments

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, 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 payables or receivables 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, like 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 out-right 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.

(q) 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.

(r) Termination Payments, Redundancy Payments & 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 6 to the financial statements.

(s) Pensions

The company provided for two pension schemes for the benefit of its employees during 2018.

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 under funding of the scheme. There is a draft MOU in place, negotiations are continuing and is due for sign off between both parties in 2019.

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.

(t) Currency

The company's functional and presentational currency is Euro. 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.

(u) Reserves

This reserves policy provided 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 readily accessible funds.

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 as negotiations continue. The CRC made accruals during 2016 and 2017 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.

3. Charitable Activities

	Notes	Restricted Funds 2018 €	Unrestricted Funds 2018 €	Total 2018 €	Total 2017 €
Government Grants	3(a)	19,142,120	-	19,142,120	18,368,653
		<u>19,142,120</u>	<u>-</u>	<u>19,142,120</u>	<u>18,368,653</u>

3(a). Government Grants

	Grant Term	Grant Source	2018 €	2017 €
HSE CHO 9 (Dublin Northeast)	Annual recurring	S38	15,324,886	14,754,405
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 8 (Dublin Mid-Leinster)	Annual recurring	S38		11,157
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 & Science	795,200	985,528
Leargas Grant	Once Off	Leargas	32,534	-
Pobal Grant	Annual	European Social Fund & Department of Social Protection	162,604	-
School Meals Grant	Annual recurring	Dublin City Council	21,224	21,224
School Meals	Annual recurring	Department of Social Protection	17,820	17,820
National Lottery	Once off	National Lottery	7,200	7,500
HSE CHO 9 (Dublin North West - School leavers day service)	Annual recurring	S38	448,405	393,831
CDET B- Vocational Training Programme	Annual recurring	Department of Social Protection	427,328	272,089
Grant Income			<u>19,142,120</u>	<u>18,368,653</u>

3(b). Other Income

	2018 €	2018 €	2018 €	2017 €
	Restricted Funds	Unrestricted Funds	Total	Total
Pension Levy	389,852	-	389,852	387,619
Seating Sales	73,200	-	73,200	70,898
Swimming pool, catering and other activities	284,308	-	284,308	238,695
Insurance Compensation			-	120,925
Conference Income		153,166	153,166	1,480
Interest from Non-Property Investments		9,075	9,075	4,649
	<hr/> 747,360	<hr/> 162,241	<hr/> 909,601	<hr/> 824,266

3(c). Other Trading Activities

	2018 €	2018 €	2018 €	2017 €
	Restricted Funds	Unrestricted Funds	Total	Total
<u>Fundraising campaigns and events</u>				
The Care Trust Limited- Lottery Proceeds (Note 22)	-	940,000	940,000	1,057,500
Friends and Supporters of the Central Remedial Clinic Limited			-	6
Donations and Fundraising	119,478	47,752	167,230	140,799
	<hr/> 119,478	<hr/> 987,752	<hr/> 1,107,230	<hr/> 1,198,305

Other fundraising income comes from events organised by supporters of the CRC and donations from supporters of the CRC.

3(d). Donations & Legacies

	2018 € Restricted Funds	2018 € Unrestricted Funds	2018 € Total	2017 € Total
IT equipment – HSE Donation in Kind	154,500	-	154,500	42,410
				83
	<u>154,500</u>	<u>-</u>	<u>154,500</u>	<u>42,410</u>

4. Expenditure on Charitable Activities

	Restricted Funds 2018 €	Unrestricted Funds 2018 €	Total 2018 €	Total 2017 €
Staff costs	15,554,798	114,453	15,669,250	15,347,819
Operating costs	3,945,578	57,077	4,002,655	4,587,784
Depreciation and amortisation	-	1,435,779	1,435,779	1,277,709
Loss on sale of fixed assets	1,434		1,434	0
Capital Grants Amortisation	-	(492,048)	(492,048)	(556,729)
	<u>19,501,810</u>	<u>1,115,260</u>	<u>20,617,070</u>	<u>20,656,583</u>

5. Expenditure on Raising Funds

	2018 €	2017 €
Staff costs	74,765	72,610
Operating costs	51,615	17,112
	<u>126,380</u>	<u>89,722</u>

6. Employees and Staff Costs

Central Remedial Clinic employed an average of 374 people in 2018 (2017: 367). 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 eight doctors and the CEO who are not direct employees of the CRC 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.

(a) Number of employees	2018		2017	
	Monthly Average Number	2018 Whole Time Equivalents	Monthly Average Number	2017 Whole Time Equivalents
Medical & nursing	130	106	131	108
Clerical & administration	65	54	61	51
Other	119	103	115	100
Invoiced doctors	8	3	8	3
Support staff on flexible contracts	52	19	52	17
	<u>374</u>	<u>285</u>	<u>367</u>	<u>279</u>

(b) Total staff costs	2018	2017
	€	€
Wages & salaries	13,747,217	13,158,561
Social welfare costs	1,309,695	1,258,056
Pension costs	687,104	1,003,812
	<u>15,744,016</u>	<u>15,420,429</u>

(c) Senior staff remuneration	2018	2017
	The number of staff earning salaries over €60,000 is:	
Band: €60,000 - €69,999	13	15
Band: €70,000 - €79,999	10	5
Band: €80,000 - €89,999	3	2
Band: €90,000 - €99,999	3	1
Band: €100,000 - €109,999	-	-
Band: €140,000 - €149,999	-	-
Band: €160,000 - €169,999	-	1
Band: €170,000 - €179,999	1	-
	<u>30</u>	<u>24</u>

Total benefits are calculated after deducting pension related deduction (PRD) which is retained as income by the CRC. Total benefits do not include employer pension contributions. The above numbers include senior Medical Consultants.

(d) Key Management Remuneration

Key management personnel comprise of senior management and they received the following remuneration;

	2018	2017
	€	€
Key management staff costs		
Wages & salaries	696,287	703,549
Social welfare costs	64,173	64,346
Pension costs	34,890	29,715
	<u>795,351</u>	<u>797,610</u>

These figures include senior Clinical posts.
The CEO received remuneration €99,152 in 2018 (€93,198 in 2017).

7. Support Costs and Allocation of Expenditure**(a) Support Costs**

	2018	2017
	€	€
Depreciation & amortisation	1,435,779	1,277,709
Unrestricted expenditure on buildings, equipment, training & research	117,713	845,463
Management & administration	1,479,127	1,462,490
IT	592,221	472,916
HR	400,229	393,660
Cleaning	225,651	230,338
Maintenance	123,878	352,517
Quality standards, health & safety	222,865	165,452
	<u>4,597,463</u>	<u>5,200,545</u>

(b) Allocation of expenditure

	Charitable activities	Cost of generating funds	Total Expenditure
	€	€	€
Direct expenditure	16,047,617	98,370	16,145,987
Allocation of support costs	4,569,453	28,010	4,597,463
Total resources expended	<u>20,617,070</u>	<u>126,380</u>	<u>20,743,450</u>

(c) Governance costs

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

	2018	2017
	€	€
Company Secretarial Costs	33,134	32,564
External audit	21,310	21,300
Internal audit	17,060	12,318
Tax Review	8,241	13,837
	<u>79,745</u>	<u>80,019</u>

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 CRC have claimed any expenses since their appointment.

Other governance costs relate to company secretarial costs, the annual external audit and the external

8. Tangible Fixed Assets

	Land	Buildings	Medical Equipment	Office Artwork	Equipment (Office & Other)	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	€	€	€	€	€	€	€	€	€
Cost									
At 1 January 2018	805,181	29,341,492	1,936,088	86,250	1,427,151	3,823,743	1,620,133	696,744	39,736,782
Additions	-	1,572,047	113,724	-	135,129	11,279	218,424	138,175	2,188,778
Disposals and write-offs	-	-	(3,943)	-	(81,709)	(47,185)	(806,255)	(166,594)	(1,105,686)
At 31 December 2018	805,181	30,913,539	2,045,869	86,250	1,480,571	3,787,837	1,032,302	668,325	40,819,874
Depreciation									
At 1 January 2018	-	(18,101,439)	(1,628,631)	-	(1,095,997)	(3,731,819)	(1,412,120)	(627,882)	(26,597,888)
Charge for the financial year	-	(994,226)	(75,841)	-	(73,282)	(23,509)	(150,898)	(60,880)	(1,378,636)
On disposals	-	-	3,774	-	81,301	47,141	806,255	157,969	1,096,440
At 31 December 2018	-	(19,095,665)	(1,700,698)	-	(1,087,978)	(3,708,187)	(756,763)	(530,793)	(26,880,085)
Net Book Value									
At 31 December 2018	805,181	11,817,874	345,171	86,250	392,593	79,650	275,539	137,532	13,939,790
At 31 December 2017	805,181	11,240,053	307,457	86,250	331,154	91,924	208,013	68,862	13,138,894

8. Tangible Fixed Assets - continued

In respect of the prior financial year:

	Land	Buildings	Medical Equipment	Office Artwork	Equipment (Office & Other)	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	€	€	€	€	€	€	€	€	€
Cost									
At 1 January 2017	805,181	27,343,380	2,028,508	-	1,509,298	3,999,180	1,875,755	679,556	38,240,858
Revaluation	-	-	-	86,250	-	-	-	-	86,250
Additions	-	1,998,112	38,472	-	149,689	5,110	94,412	17,188	2,302,963
Disposals and write-offs	-	-	(130,892)	-	(231,836)	(180,547)	(350,034)	-	(893,309)
At 31 December 2017	805,181	29,341,492	1,936,088	86,250	1,427,151	3,823,743	1,620,133	696,744	39,736,782
Depreciation									
At 1 January 2017	-	(17,213,914)	(1,682,132)	-	(1,233,779)	(3,880,500)	(1,671,114)	(589,192)	(26,270,631)
Charge for the financial year	-	(887,525)	(77,391)	-	(94,054)	(31,866)	(91,040)	(38,690)	(1,220,566)
On disposals	-	-	130,892	-	231,836	180,547	350,034	-	893,309
At 31 December 2017	-	(18,101,439)	(1,628,631)	-	(1,095,997)	(3,731,819)	(1,412,120)	(627,882)	(26,597,888)
Net Book Value									
At 31 December 2017	805,181	11,240,053	307,457	86,250	331,154	91,924	208,013	68,862	13,138,894
At 31 December 2016	805,181	10,129,466	346,376	-	275,519	118,680	204,641	90,364	11,970,227

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

9. Intangible Fixed Assets

	Operating Licences €
<i>Cost:</i>	
At 1 January 2018 & 31 December 2018	2,000,000
<i>Amortisation:</i>	
At 1 January 2018	457,143
Charge for the financial year	57,143
At 31 December 2018	514,286
<i>Net book amounts:</i>	
At 31 December 2018	1,485,714
At 31 December 2017	1,542,857
 In respect of previous financial year:	
 <i>Cost:</i>	
At 1 January 2017 & 31 December 2017	2,000,000
<i>Amortisation:</i>	
At 1 January 2017	400,000
Charge for the financial year	57,143
At 31 December 2017	457,143
<i>Net book amounts:</i>	
At 31 December 2017	1,542,857
At 31 December 2016	1,600,000

In 2009 and 2010 the CRC paid the above amount to the Health Service Executive ('HSE') under a 'Heads of Terms' agreement in respect of an anticipated future license 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.

10. Shares	2018	2017
	€	€
The Care Trust Shares	65	65

11. Stocks	2018	2017
	€	€
Wheel chair materials and sundry stock	41,893	46,510

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

12. a) Receivables	2018	2017
	€	€
Patients' fees and appliances	29,821	28,723
Other debtors	188,009	96,515
Prepayments	76,808	43,210
	<u>294,639</u>	<u>168,448</u>

12. b) Grants Receivable	2018	2017
	€	€
HSE CHO 9 (Dublin Northeast)	2,200,636	1,556,098
HSE CHO 9 (Transition Programme)	78,663	74,407
Dublin City Council School Meals Grant	7,516	4,018
Department of Education School Grants	-	13,985
CDET B	19,558	25,886
	<u>2,306,373</u>	<u>1,674,394</u>

13. Cash & Cash Equivalents	2018	2017
	€	€
Short term investments : Prize bonds	800	800
Short term investments	6,123,358	6,122,547
Bank balances	7,894,523	8,933,513
Petty cash	1,068	1,580
	<u>14,019,749</u>	<u>15,058,440</u>

14. Payables

Amounts falling due within one year

	2018 €	2017 €
Accruals	982,160	1,305,606
Accruals (related to IPT pension scheme in wind-up)	438,323	399,482
Other creditors	829,932	569,314
Deferred Grant Income (14a)	448,038	393,836
Tax Creditor (14b)	369,086	518,639
	<u>3,067,539</u>	<u>3,186,877</u>

Included within Accruals is an amount for Annual Leave of €12,383 (2017: €16,188)

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.

14(a) Deferred Grant Income

	2018 €	2017 €
Deferred grant income balances at start of the year	<u>393,836</u>	<u>360,822</u>
Deferred grant income received	799,862	763,195
Deferred grant income released	<u>(745,660)</u>	<u>(730,181)</u>
Net movement on Deferred grant income	54,202	33,014
Deferred grant income balances at end of the year	<u>448,038</u>	<u>393,836</u>

Department of Education grants of €448,037 (2017: €313,166) are deferred as they relate to the school year ended 31 August 2019.

No formal lease arrangements had been entered into on Clongriffin premises at year end.

14(b) Tax Creditors

	2018 €	2017 €
Payroll Taxes (PAYE, PRSI, etc)	356,804	326,808
VAT	2,815	177,152
Professional Services Withholding Tax	<u>9,467</u>	<u>14,679</u>
	<u>369,086</u>	<u>518,639</u>

15. Movement in Funds

	At start of financial year 2018 €	Incoming Resource 2018 €	Outgoing Resource 2018 €	Transfers between funds 2018 €	At end of financial year 2018 €
Restricted Funds	13,351,099	20,163,458	(19,501,810)	(757,403)	13,255,344
Unrestricted Funds	7,381,469	1,149,993	(1,241,640)	757,403	8,047,225
Total	20,732,568	21,313,451	(20,743,450)	-	21,302,569

In respect of the
prior financial year

	At start of financial year 2017 €	Incoming Resource 2017 €	Outgoing Resource 2017 €	Transfers between funds 2017 €	At end of financial year 2017 €
Restricted Funds	14,280,867	19,335,390	(19,029,974)	(1,235,184)	13,351,099
Unrestricted Funds	6,678,122	1,184,494	(1,716,331)	1,235,184	7,381,469
Total	20,958,989	20,519,884	(20,746,305)	-	20,732,568

Funds are held with the intention of continuing with an ambitious schedule of capital development over the remainder of the Strategic Plan Towards 2021.

16. Restricted Funds

An analysis of Restricted Funds at the end of the financial period is outlined below:

	2018 €	2017 €
HSE Grant Funding	1,330,873	717,016
Restricted Donation from Friends & Supporters of the Central Remedial Clinic Limited	11,782,985	12,540,388
Restricted Funds for Research Purposes	32,517	32,517
Restricted Funds – Other Fundraised Income	108,969	61,178
	<hr/>	<hr/>
Total Restricted Funds	13,255,344	13,351,099

17. Capital Grants

	2018 €	2017 €
Capital grant balances at start of the year	7,710,163	7,680,892
Capital grants received	500,000	586,000
Amortisation of capital grants	(492,048)	(556,729)
Net movement on capital grants	7,952	29,271
Capital grant balances at end of the year	7,718,115	7,710,163

The Capital Grants received in 2018 were from the HSE, for the purpose of Capital Development projects, specifically the Coolock site (€500,000). The HSE intend on placing a lien on these sites to the value of monies received to date. This proposed lien is still awaiting final confirmation at present.

18. Net Movement in Funds

	2018 €	2017 €
Net movement in funds is stated after charging / (crediting):		
Depreciation of tangible fixed assets & amortisation	1,435,779	1,277,709
Amortisation of capital grants	(492,048)	(556,729)
Loss on disposal of tangible fixed assets	9,246	-
Auditors' remuneration – external audit services (inc VAT)	21,310	21,300

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 Tax Consolidation Act 1997. While the charity does not incur corporation tax it does remit significant payroll taxes and incurs significant costs in irrecoverable VAT.

20. Pensions

The Charity operated a defined benefit scheme in 2016, and as detailed in Note 1 (s) the CRC has access to the VHSS and the SPSPS public plans.

Defined Benefit Pension Scheme

The Central Remedial Clinic operated a funded defined benefit pension scheme. The Central Remedial Clinic communicated to the Trustees of the scheme that the company was ceasing contributions to the scheme on 18th 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 accruals at Note 14 Payables of €438,323 have been accrued for pension wind-up costs and related costs. With the exception of the wind-up and related costs of €438,323, 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 2017 and 31 December 2018.

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 2018 was Nil (2017: Nil).

The amount of pension costs recognised in the Statement of financial activities during the year was €687,104 (2017: €1,003,812) and the amount due at year end was €516,009 (2017: €520,220).

21. Commitments

(a) Capital Commitments

At 31 December 2018, the company had entered into commitments of €173,402 in relation to capital work to be carried out during 2019.

(b) Operating Lease Commitments

At 31 December 2018 the company had future minimum lease payments under non-cancellable operating leases as follows:

	2018	2017
	€	€
Not later than 1 year	85,800	92,900
Later than 1 year and not later than 5 years	237,250	278,050
After 5 years	345,000	390,000
	<u>668,050</u>	<u>760,950</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, Rehab and the Mater Hospital. 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 €940,000 during 2018 (2017: €1,057,500).

The Company has the power to appoint 50% of the Directors of The Care Trust DAC, and there are common Directors between the Company and The Care Trust DAC.

Friends and Supporters of the Central Remedial Clinic Limited

Related parties include Friends and Supporters of the Central Remedial Clinic Limited ('F&S'), a company with which the Company had, in 2016, a common member and Director.

During 2016, F&S transferred assets totalling €13,677,186 to the Company. These assets were made up of the following:

50% issued share capital of The Care Trust Limited	€65
Cash at bank	€7,557,135
Financial Investments (account with Davy)	<u>€6,119,986</u>
Total	€13,677,186

The final amount paid to the CRC by F&S in 2017 was €98,380, which represented the balance of the assets of F&S after discharging all costs including liquidators' fees.

A liquidator of F&S was appointed on 30 November 2016 at a Members Voluntary Liquidation meeting. At the year-end F&S held residual assets which were to be transferred to the CRC on the completion of the liquidation process. The Companies Registration Office records F&S as being dissolved from an effective date of 22nd August 2017.

Key Management

Key management disclosure is contained in Note 6(d)

23. Contingent Assets & Liabilities

As disclosed in the Directors' Report on 15th March 2019 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.

The CRC is a joint guarantor together with The Rehab Group on a lease relating to the offices of The Care Trust DAC. The lease expires in December 2019.

The CRC received notification after the year end that it would receive €325k insurance proceeds in respect of costs incurred for a leak in the swimming pool.

24. Financial Instruments

	2018	2017
	€	€
Financial Assets		
Financial assets measured at amortised cost	<u>16,543,952</u>	<u>16,858,072</u>
Financial Liabilities		
Financial Liabilities measured at amortised cost	<u>829,932</u>	<u>569,314</u>

Financial assets measured at amortised cost comprise cash at bank and in hand, fees, grants receivable and other debtors.
Financial liabilities measured at amortised cost comprise of other creditors.

25. Post Balance Sheet Events

There were no material Post Balance Sheet Events.

26. Approval of Signing of the Financial Statements

The financial statements were approved for signing and authorised for issue by the Board of Directors on 30th May 2019.

We would like to acknowledge the work and efforts of the following people who assisted in the production of this year's annual report: Patrick Hall, Head of Finance, the Finance Team, Michelle Merrigan, Communications Manager, Dan Curran, Digital Officer, Thérèse Allen, Company Secretary and as always the children, families and adults who shared their unique stories with us and help make this report a more meaningful and enriched publication.

Joshua and Olivia's Story



Following a difficult pregnancy our son Joshua was born six weeks prematurely. He was measuring small during the pregnancy but once born we expected him to catch up and grow at a normal rate.

However this was not to be the case. Joshua was a tiny size at birth and remained tiny. His sister Olivia followed two years later under similar circumstances and so we knew what to expect. Recently the children have been diagnosed with an extremely rare form of primordial dwarfism. This means they are counted among a very special group, the smallest people in the world.

The Central Remedial Clinic has been a lifeline for our family as we navigate through these early childhood years. We began our journey in the toddler group which was an amazing opportunity to meet other families with young children in similarly difficult circumstances. It was a wonderful feeling to be within an environment that allowed us a sense of normality. The therapies provided by the CRC have been essential in helping our children to develop their physical and communication abilities.

Joshua and Olivia have complex medical needs and we are very fortunate to have the care of the paediatric and nursing team. Having a specialised team of people who are dedicated to bringing out your child's potential in all aspects of their development is very comforting. We all look forward to meeting the remarkable staff each week. Through the CRC we have a wonderful sense of community and belonging.

Joshua attends preschool in the CRC and his little sister is soon to follow in his footsteps. Through the high standard of care we as a family receive in the CRC the future feels very positive for our two incredible children.

Laura & Jamie

