



2019 Annual Report  
and Financial Statements



## CRC at a Glance – who we are ...

Established in 1951, the Central Remedial Clinic (CRC) is a voluntary organisation and national charity working with children and adults with disabilities.

The voluntary sector provides 75% of the disability services in Ireland and, alongside a number of voluntary organisations and the Health Service Executive (HSE), the CRC works to provide a variety of services to children and adults with disabilities. We provide general disability services along with and in partnership with the HSE and the wider disability sector, and we also provide highly specialist national services not replicated elsewhere in the sector.

Our children's services have two main divisions, the provision of regional general disability services in Dublin and Waterford and, what sets us apart from other providers, is the provision of specialist multidisciplinary services to children with physical disabilities in every county in Ireland.

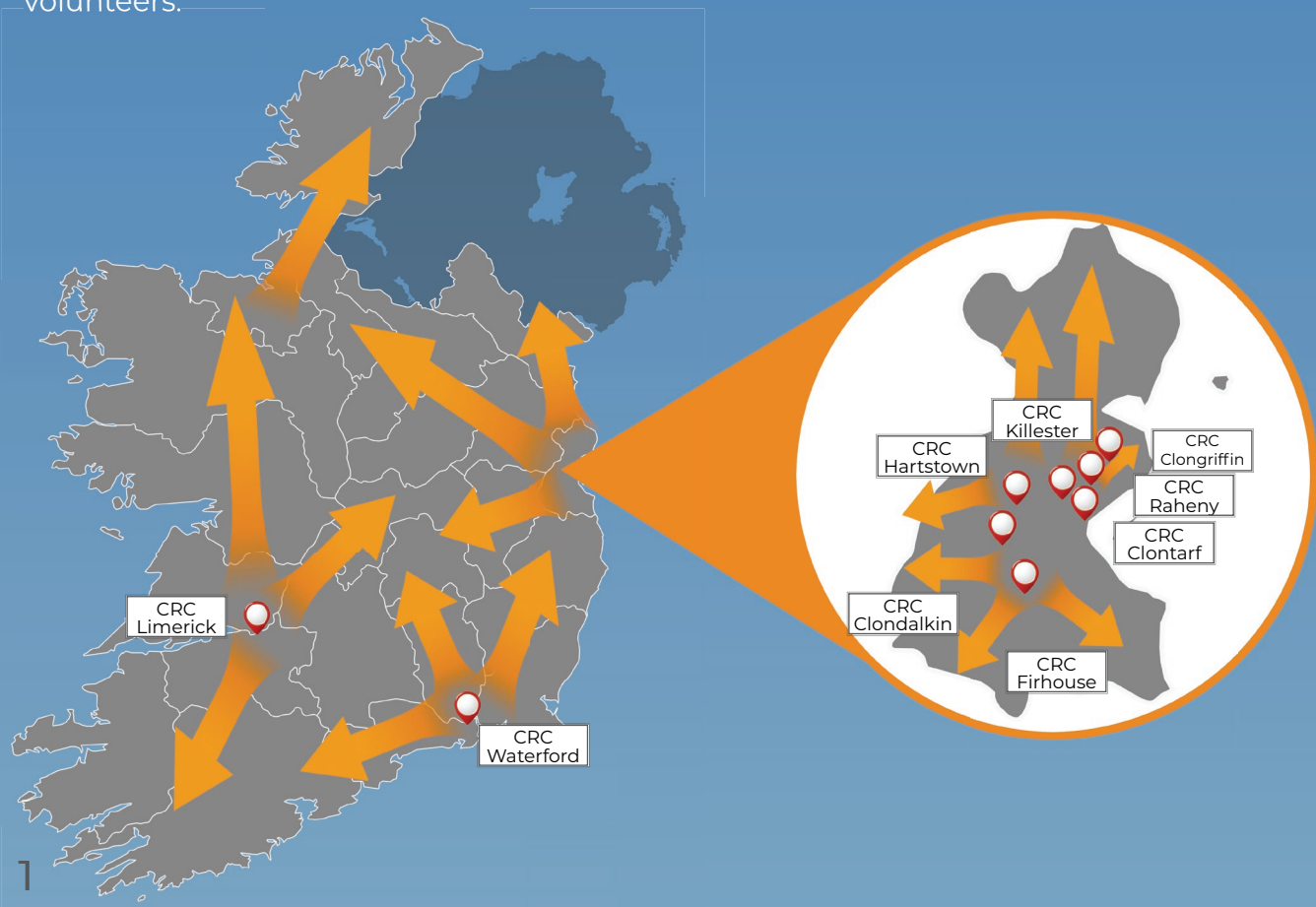
Our adult services are in Dublin and we operate them from five different locations. Adult services are built around individualised and group supports as well as education and work preparation.

We are the Trustees for two special schools which are responsible for the education of 171 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 2019 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 400 people and are supported by approximately 100 volunteers.



## Children's and Clinical Services

Children's and 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.

### Number of Clients in 2019

3,805

↑ 5% on 2018

### Attendances in 2019

70,000

↑ 2% on 2018

### Interventions in 2019

126,400

↑ 2% on 2018



Read more about our Children's and Clinical Services on **page 17**

## National Specialist Services and Research

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

Number of Clients 2019

1,228

↓ 2% on 2018\*

### Orthopaedic Consultations

Number of Clients 2019

904

↓ 15% on 2018\*

### Assistive Technology and Specialised Seating

Number of Clients 2019

1,707

↑ 23% on 2018



Read more about our National Specialist Services and Research on **page 27**

\* Impacted by vacancies

## 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.

### Total Number of Adults in our Services 2019

314

↔ same as 2018

### Number of QQI Certificates 2019

273

↑ 82% on 2018

### Number of Adults on Work Experience

74

↑ 21% on 2018



Read more about our Adult Services on [page 39](#)

## Financial

We delivered an agreed break-even mandate for the HSE in 2019. We complied with the former Governance Code for the Community, Voluntary and Charitable Sector in Ireland and have completed a self-assessment against the new Charities Regulatory Authority (CRA) Charities Governance Code. We also comply with the Guidelines for Charitable Organisations on Fundraising from the Public and all registration requirements with the CRA.

### State Income

€19.8m

↑ 1% on 2018

### Fundraising and The Care Trust

€1.21m

↓ 4% on 2018

### Other Income

€1.2m

↑ 33% on 2018



Read our Financial Report on [page 109](#)

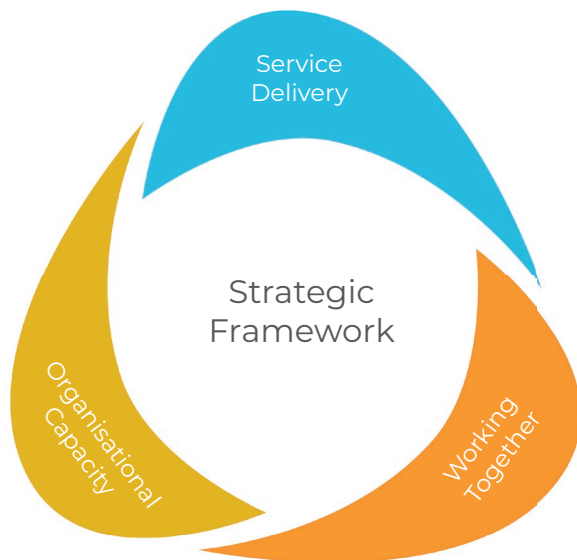
# CRC Business Model and Strategic Plan

## How we create, sustain and share our value and impact


Our Strategy is underpinned by an annual operational business plan that delivers on several Annual Service Arrangements with our funders. The business plan is built on our Strategic Plan; it reflects our relationships with our key stakeholders and incorporates our commitment to our overarching governance structures.

The business model is guided by the three themes of our strategic framework:

- Service Delivery**  
 Focusing on providing quality services to children and adults with disabilities.
- Working Together**  
 Focusing on collaborating with all our stakeholders including clients, funders, supporters, staff and volunteers.
- Organisational Capacity**  
 Focusing on creating a fit for purpose and well run, efficient and effective organisation underpinned by our shared Mission, Vision and Core 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.

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

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# Administration

## REGISTERED OFFICE ADDRESS

Penny Ansley Memorial Building  
Vernon Avenue  
Clontarf  
Dublin 3  
D03 R973

## 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

Mazars  
Chartered Accountants & Statutory Audit Firm  
Block 3, Harcourt Centre  
Harcourt Road  
Dublin 2

## DIRECTORS

**Ms Carol Ann Casey**, Chairperson  
**Mr Diarmuid Connaughton**, Vice Chairperson  
**Dr Ian Callanan**  
**Ms Sinéad Cooke**  
**Mr Liam Cullen**  
**Professor Marie Guidon**  
**Ms Rose O'Donovan** (appointed 28 November 2019)  
**Ms Marie O'Riordan**  
**Mr Tom Quinn** (resigned 31 December 2019)  
**Dr John Ryan** (resigned 3 October 2019)  
**Dr Martine Smith**  
**Mr Edward Ward** (appointed 28 November 2019)  
**Mr Tom Young**  
**Mr David Courtney** (appointed 17 January 2020)  
**Mr Sean McCormack** (appointed 17 January 2020)  
**Mr Joe McGrath** (appointed 17 January 2020)  
**Mr Brian Power** (appointed 17 January 2020)

## COMPANY SECRETARY

**Ms Thérèse Allen**



# Chairperson's Statement





**I am delighted to present the 2019 CRC Annual Report. This is my last statement as Chairperson of the CRC Board; it has been an honour to serve on the Board of the CRC for the last six years. In my time as Vice Chairperson and subsequently as Chairperson I have seen at first hand the CRC grow and indeed thrive as an efficient and effective organisation.**

The CRC has had another good year, providing services to over 3,805 children and adults, supporting 171 children in our schools and securing additional grants based on innovative and creative ways of working. They include projects that bring services into our communities with our Assistive Technology and Specialised Seating (ATSS) Sláintecare innovation award (see page 31) and projects that teach the youngest of our children to mobilise and get around through our Go Baby Go project funded by the National Pyjama Day Fund (see page 31), and the Erasmus project for young adults (see page 47). These are some of the examples of the way CRC staff innovate and secure funds to go the extra mile for our clients. The reach and innovation of the staff in their creativity and commitment to our clients is tireless and inspiring to see. The pages of this Annual Report give in some small way a flavour of the impact and the difference we make as an organisation.

Our Board committees continued against an ambitious work plan during 2019, and you will see in pages 102 to 108 the output of the committees and their plans for 2020. Towards the end of the year, in keeping with our commitment to strive for the best in governance standards and rigor, we commenced an external Board evaluation process that will be concluded in 2020, underpinning our commitment at Board level to continuous improvement and learning, a commitment that permeates throughout the CRC at every level. This is reflected in the theme of education and learning for our 2019 Annual Report.

We continued to secure independent membership in all our Board committees and in doing so we have secured an additional group of volunteers who bring not only expertise in their area of specialty but an independence of opinion to best inform our deliberations and decisions (see pages 93 to 94).

In 2019 we developed and implemented our Strategic Tracker that aims to track our progress against each of our Strategic Goals in a transparent and progressive manner (see page 12).

We were delighted to be awarded the Charities Institute Ireland Excellence Award for Charity Board of the Year in 2019. This was a fitting recognition of the work of the Board over the past 5 years. The CRC is proud of its tradition and history of volunteerism which is celebrated at every level of the organisation and is spoken of in the pages of this Annual Report (see page 71). However, we can often forget that the members of the Board, the trustees of the organisation, are themselves volunteers and give an exceptional service and their personal time to the stewardship and vision of the organisation. The CRC, like many organisations, is contending with the Covid-19 pandemic which is addressed further in this Annual Report.

I have had the honour of serving on a Board of extraordinary people who have given their time and expertise voluntarily and most generously. I thank the Board, the CEO, the Senior Management Team, the Company Secretary and the entire CRC staff 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.

I am confident in the future of the CRC and the incredible contribution it will continue to make in Irish society.

**Carol Ann Casey**  
**Chairperson**



# Chief Executive's Review

## **Our Annual Report gives us an opportunity every year to highlight what we do, to focus on what we achieved in the previous year, share how we used our resources and funds and ultimately to show the impact of the CRC.**

It also gives us an opportunity to highlight challenges and raise awareness on issues that are central to our services and to the lives of people who experience a disability either themselves or with a loved one.

This year in our Annual Report we have chosen a theme of education and learning, and by doing so we have highlighted education in all its different forms and shown how we weave it into all that we do, signified by the education logo.



Education goes to the very heart of independence, autonomy and self-actualisation, and permeates how we live our lives. This is never more acute than when people have the additional challenge of a disability:

- The first day of special school
- Learning to feed an infant with complex disabilities
- Learning independent living skills
- Learning to communicate in a new way
- The first trial in a wheelchair
- The first tentative steps post-surgery
- Grandparents learning relaxation techniques and stress management
- Learning to use public transport
- Filling in a first job application

Our teams support families, children, young adults and older adults in their homes, their schools, their communities, our centres and our clinics. As we work with our clients we are teaching, educating and making a difference to how people can interact with their world and achieve their best potential. Our therapists and doctors working with children and their families, our social workers supporting the parents and grandparents, our specialist services pushing the boundaries on new thinking and innovation, our engineers problem-solving a challenging scenario and our Adult Services supporting young adults to attain a QQI qualification.

At the CRC we are always educating, teaching and learning. We are passionate about educating people in all we do, from teaching the fundamentals of learning to sleep, eat, walk, self-care and develop independence to encouraging our children, parents and adults to believe that there should be no barriers and that we should live in an accessible world that can accommodate difference and ensure that everyone has the opportunity to succeed.

The CRC has a tradition steeped in innovation, research and education. Through this we have developed an expertise in working with complex physical disability. We present at national and international conferences, we lead on innovation in the treatment and management of complex disability and we run national and internationally attended courses and conferences. Every year our undergraduate training programmes are oversubscribed and many of our staff are associate lecturers with the leading Irish universities. We pride ourselves in being a leader in not only innovation and education but in influencing national policy through evidence-based research and a determination to put disability on the national agenda through advocacy and inclusion.

Like many services in the disability sector, we could do so much more if we had access to additional funding. To achieve near break-even we inevitably have to put a halt to some of the additional extras, like training, education and research; we have to create waiting lists and disappoint parents and families who so desperately want individual treatments for their children.

However, despite these constraints, we make a difference and in the pages that follow we have highlighted some of our work from 2019. At the time of writing the Annual Report for 2019, the country and the world found itself at the centre of the Covid-19 pandemic and I refer to this in Plans and Challenges on page 16.

**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 2019 saw us move through our midway point of our 5-year plan and showed a real sense of delivering against our objectives and moving into a period of growth.

Our Strategic Plan is built around three key themes of:

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

We have 14 objectives linked to our three themes. In 2019 we captured our progress against these objectives and measured our performance. Behind each objective are tasks and sub-activities that ensure the delivery of the particular objective; these are measured as a percentage against the achievement of the objective. At the midway point we expect to be at least 50% advanced against the objectives; some are ahead due to their priority, some are on target and some are delayed due to a number of challenges as described below.

We track our progress against the plan through regular senior team meetings and a specific project office led by our Head of Operational Services. These meetings give us an opportunity to review progress and report on the status of being on target, ahead or delayed.

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

At Board level there is comprehensive strategy review including overseeing the performance of the plan, ensuring its ongoing relevance, and monitoring the long-term strategy for the CRC. This happens at Board meetings and at an annual Board Strategy Day.





### Theme 1: Service Delivery

This theme focuses on continuing to build on existing strengths and to deliver quality services to children and adults. We are at 65% completion against our target overall across this theme and as such we are on target.

This theme focuses on our frontline services encompassing children’s services, adult services, specialist services and our two schools. This theme also strives to ensure that we are delivering services that are underpinned by a quality and risk framework that withstands external rigor and assurance.

In 2019 we continued to progress our participation with the new models of care for children and adults, and we delivered new programmes across our services. You can find further details on page 39 for Adult Services, page 17 for Children’s Services, page 27 for National Specialist Services and Research, page 57 for our Schools and page 77 for our Risk and Quality report. These sections focus on the achievements for 2019 and the plans for 2020.

#### Theme 1: Service Delivery

#### Role Responsible

Completion: **65%**

<b>Objective 1:</b> To build on existing strengths and continue to deliver quality national specialist services to children and adults	Head of Quality, Risk and Safety	<b>56%</b>
<b>Objective 2a:</b> To transition to the Progressing Disability Services model	Head of Children’s and Clinical Services	<b>70%</b>
<b>Objective 2b:</b> To transition to the New Directions model	Head of Adult Services	<b>69%</b>
<b>Objective 3:</b> To ensure continued excellence in the CRC’s service delivery and knowledge	Head of Specialist Services and Research	<b>68%</b>
<b>Objective 4:</b> To respond to and seek out opportunities to expand existing or deliver new services to those who require them	Head of Operational Services	<b>64%</b>
<b>Objective 5:</b> To continue to develop, support and respond to the role of the two schools: Scoil Mochua and CRC School Clontarf	Chairs of School Board of Management (BOM) and Principals	<b>66%</b>



## Theme 2: Working Together

This theme focuses on how we work with our stakeholders including our clients, our staff, our funders and our sector in its broadest sense. We are at 68% completion against our target overall across this theme. We have highlighted below where we have shown progress against specific objectives and as such we are on target.

We have actively engaged with our clients and families; we have numerous fora and opportunities for feedback for all our clients to engage in, give feedback and assist us with our planning via committees, surveys, direct engagement and representation.

We have collaborated with our staff; in the lifetime of the strategy to date we have held two comprehensive staff surveys, established staff training supports and reviewed the line management structure across the CRC. In 2019 we also established our first Staff Engagement Team, and we provide more details on page 69.

In 2020 we will focus on developing the staff engagement forum, and we will also review the performance management system for the CRC.

We continued to actively work with the HSE and disability partners and are actively involved in the Disability Federation of Ireland, Not For Profit Association, Voluntary Healthcare Forum and many other bodies. We presented at national and international conferences and secured funding for research and service development.

We developed our advocacy footprint, and our Human Rights Officer started to work with our school children to engage them in advocacy and activism.

### Theme 2: Working Together

### Role Responsible

Completion: **68%**

<b>Objective 6:</b> To listen to, communicate with, and meet the needs of our clients and families	Head of Operational Services	<b>67%</b>
<b>Objective 7:</b> To engage with, develop, and work with our staff team to ensure the highest quality of service ...	Head of Human Resources	<b>58%</b>
<b>Objective 8:</b> To work in partnership with key stakeholders to deliver services and develop new opportunities	Head of Children's and Clinical Services	<b>80%</b>
<b>Objective 9:</b> To advocate for disability service provision and equality	Head of Operational Services	<b>69%</b>



### Theme 3: Organisational Capacity

This theme focuses on our governance, structure, finances, infrastructure and fundraising. We are at 74% completion in this theme, and as such we are ahead of target. Progress against our plans in this theme is highlighted below.

These objectives were subject to particular focus in the early phase of the Strategic Plan and that is reflected in the completion as detailed below. In 2019 we were honoured to be shortlisted again for the Good

Governance Awards: we won an award for Charity Board of the Year from the Charities Institute Ireland and we were winners in two categories of the Irish Healthcare Centre Awards for Day Care Centre of the Year and overall General Healthcare Centre of the Year. Further details of our structures and governance are available on page 87.

We have worked closely with our funders and have delivered within the service arrangements and grant arrangements we are engaged with. Details are in the financial statements and the notes to same on page 109.

In 2019 the Board agreed an ambitious plan to invest the CRC funds in our buildings and in new developments. These are discussed on page 76.

Our fundraising function grew their team as they strengthen the fundraising profile through campaigns and working with our partners in The Care Trust. Further information is available on pages 49–56.

#### Theme 3: Organisational Capacity

#### Role Responsible

Completion: **74%**

Objective	Role Responsible	Completion
<b>Objective 10:</b> To ensure that the CRC's governance is appropriate and represents the highest standards of best practise	CEO	<b>95%</b>
<b>Objective 11:</b> To develop the right organisational structure to support the work of the CRC	CEO	<b>65%</b>
<b>Objective 12:</b> To ensure the CRC's financial sustainability in the coming years	Head of Finance	<b>90%</b>
<b>Objective 13a:</b> To ensure the infrastructure of the CRC – our buildings, facilities, equipment	Head of Capital projects	<b>73%</b>
<b>Objective 13b:</b> To ensure the infrastructure of the CRC – our IT systems ...	IT Manager	<b>60%</b>
<b>Objective 14:</b> To establish departmental structure for Fundraising and to ensure that the CRC's additional income stream supports the overall financial sustainability of the organisation for the future	Head of Fundraising	<b>59%</b>





## Challenges

### Funding and Resources

Access to funding is an annual challenge; we rely on fundraising to bridge the gap of grants received from the HSE and other state agencies and our annual outgoings. Our fundraising is focused on maintaining our plant, buildings, transport fleet and infrastructure. We also fund some client services such as outreach work, summer support for children and specialist behaviour supports as well as staff education and research. Our ambitious plans for the development of our infrastructure will be reliant on the best use of current funds and the potential of seeking additional capital support from the HSE. In 2019 we launched our Big Dreams campaign in Fundraising to focus on maximising our fundraising efforts. Temporary vacancies can be a challenge to fill due to a highly competitive jobs market and lack of available specialist staff.

### Buildings

Some of our buildings require modernisation and investment to enable us to maximise the use of space and to ensure that all our buildings are safe and welcoming. We have reorganised some of our services to ensure that we are prioritising our clients to the best of our abilities. We have been challenged with the property market and competing to secure new locations for services; by way of an example it has taken us from January 2019 to the end of the year to secure a lease for a property in Dublin to deliver a new service for our adults.

## Services

Some of the areas for focus in 2020 for our client services will be continuing to work with the HSE on reconfiguration of disability services into the new models of care for children and adults as outlined in national policy. Delays to this are often due to the timing of the reconfiguration nationally and not locally, and therefore these externally driven delays impact our ability to achieve the specific objective in our Strategic Plan. Access to additional resources will be key to the successful implementation of the national policies and will be the only way that services, not only for the CRC but also nationally, will avoid lengthy waiting lists.

### Covid-19 Coronavirus

This pandemic interrupted service plans and progress across all of our strategic plans. We made significant changes to how services were delivered, we established comprehensive business continuity plans and implemented innovative and diverse solutions to the delivery of our services across all our areas, locations and functions.

The full impact of this pandemic will be more apparent in 2021 but at the time of writing this Annual Report the priority was the safety and wellbeing of our clients and staff. We not only continued to deliver services to our own clients but reached out and managed to support the wider HSE and health services in several areas through the redeployment of over 90 staff. There are no significant impacts to our finances in 2020 other than reduced incomes from some ancillary activities. Our HSE Section 38 funding is not likely to be impacted, and further details on the impact of the pandemic will be detailed in our 2020 Annual Report.

# Children's and Clinical Services



At the CRC we wrap our clinical services around the needs of the child

The focus of our clinical services is to ensure that children and young people living with disabilities thrive, that where possible they achieve their potential, and that their rights as individual members of their family and their community are met. At the CRC we wrap our clinical services around the needs of the child in the context of their family, giving their parents and family members the key tools and guidance to help the child reach their potential.

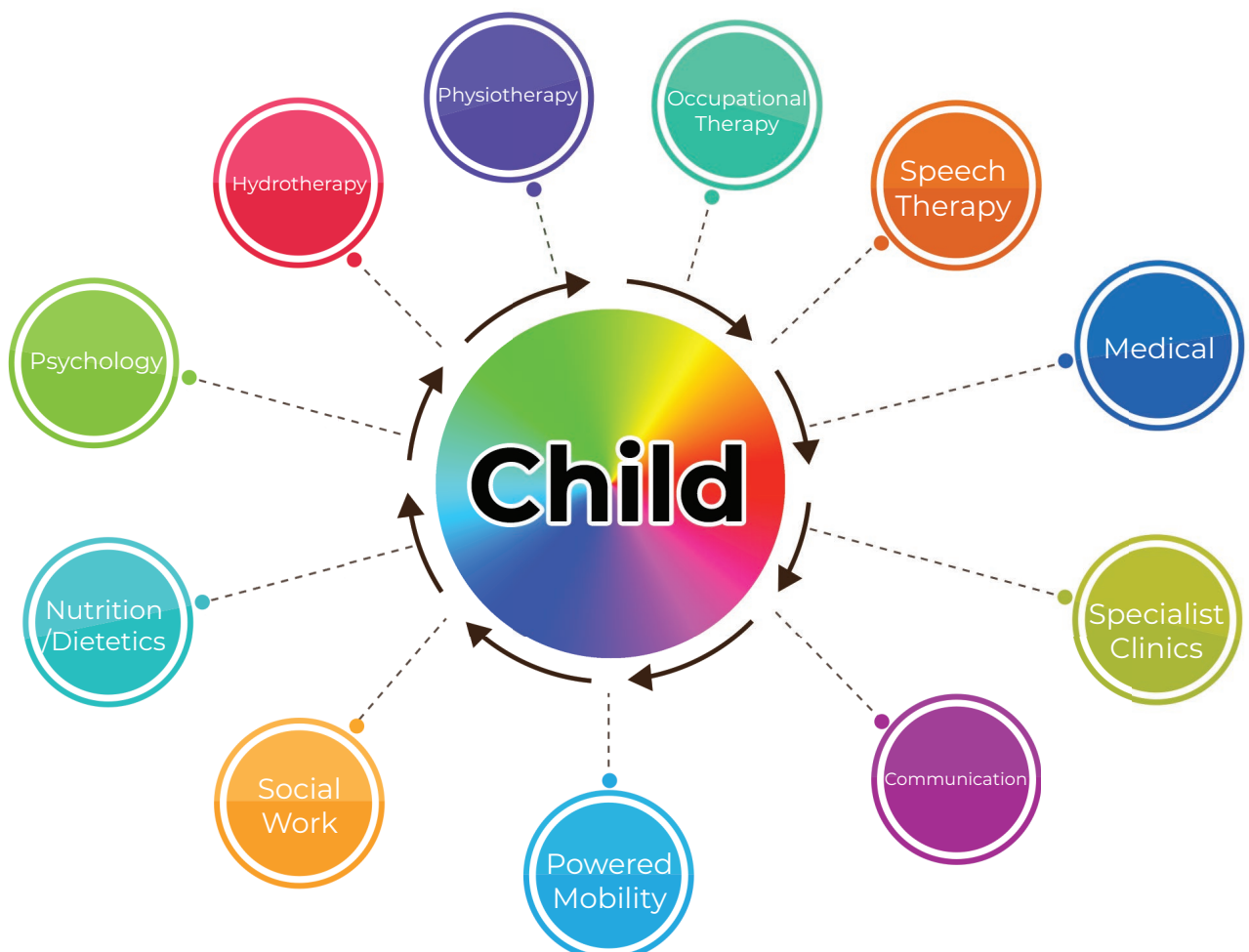
In keeping with our mission to make a positive difference to the lives of people with disabilities, their families and their carers, our emphasis is on 'Having a childhood' – seeing children with disabilities as children first and foremost and having a right to all aspects of childhood that children without disability are afforded. We place the parent and families at the core of our services and provide a comprehensive range of medical interventions and therapies, such as:

1. Medical consultations – assessments, diagnosis, continuing care, monitoring and surgery where appropriate.

2. Therapeutic assessments, individual and group interventions consisting of:

- occupational therapy
- physiotherapy
- speech and language
- dietetics
- social work
- nursing
- psychology
- family supports, including home respite provision

With our bases in Clontarf, Clondalkin and Waterford, our services were provided to 3,805 children and adults in 2019. In addition, a multidisciplinary team travelled to the North West (Donegal) and Midlands (Athlone, Portlaoise) to provide outreach services and clinics. Our clinical services have developed a historical expertise in all areas of physical disabilities, such as cerebral palsy, spina bifida, muscular conditions, and also rare and significant syndromes. As a national provider with specialist services, we provide clinics for rare and specific physical disabilities.



Overall in 2019, there were 70,000 attendances and 126,400 interventions which took place in clinical settings and children's homes, pre-schools, creches and schools. All of the assessments and services were available free to children and adults. Babies born with specific conditions were referred from the maternity hospitals, as well as some babies born prematurely and children with a sudden illness or catastrophic accident. Referrals came from GPs, hospitals and public health nurses as well as parents and adults who contacted us themselves.

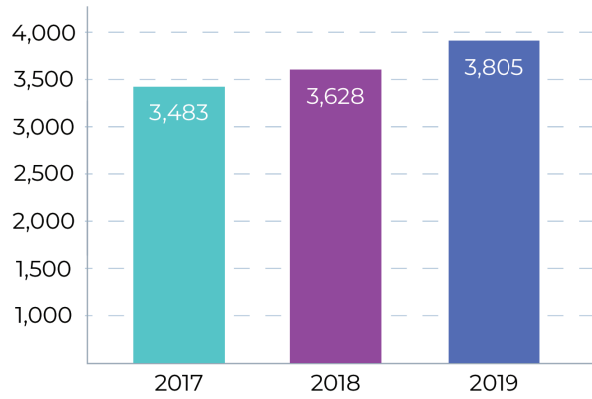
Our dedicated Child and Adult Protection and Welfare Committee met on four occasions in 2019, ensuring full compliance with the Children's First Act 2015. The committee is dedicated to promoting the safety and wellbeing of all children and adults attending CRC in all its locations.



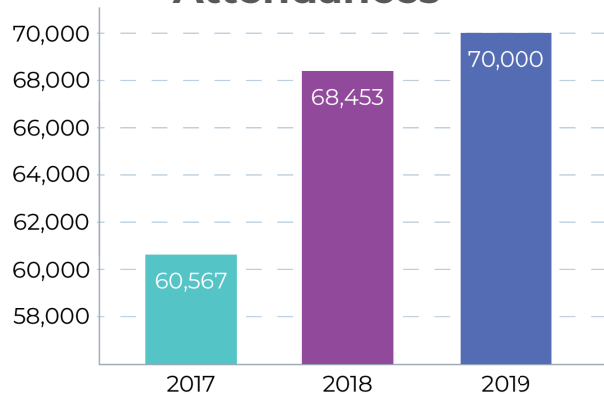
**'Parents are children's first and most enduring educators.'**

Bunreacht na hÉireann identifies parents as the primary educators of their children. We recognise that parental involvement from the earliest age is a key factor in child development; engagement with parents is well established in research and much referenced in literature. Training and education for parents was a key feature of clinical services throughout 2019, providing information and bespoke training sessions designed to equip parents and family members with the skills and tools to help their child reach their potential. For example, tailor-made supports and bespoke home support programmes were offered to parents on the management of percutaneous endoscopic gastrostomy (PEG) feeds, tracheostomies, enteral feeding, seizure management, respiratory care, suctioning and continence advice.

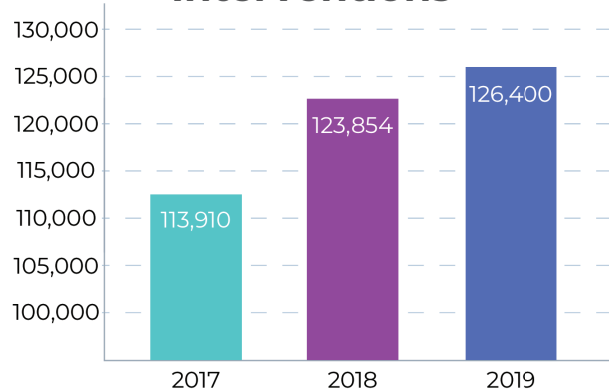
## Clients

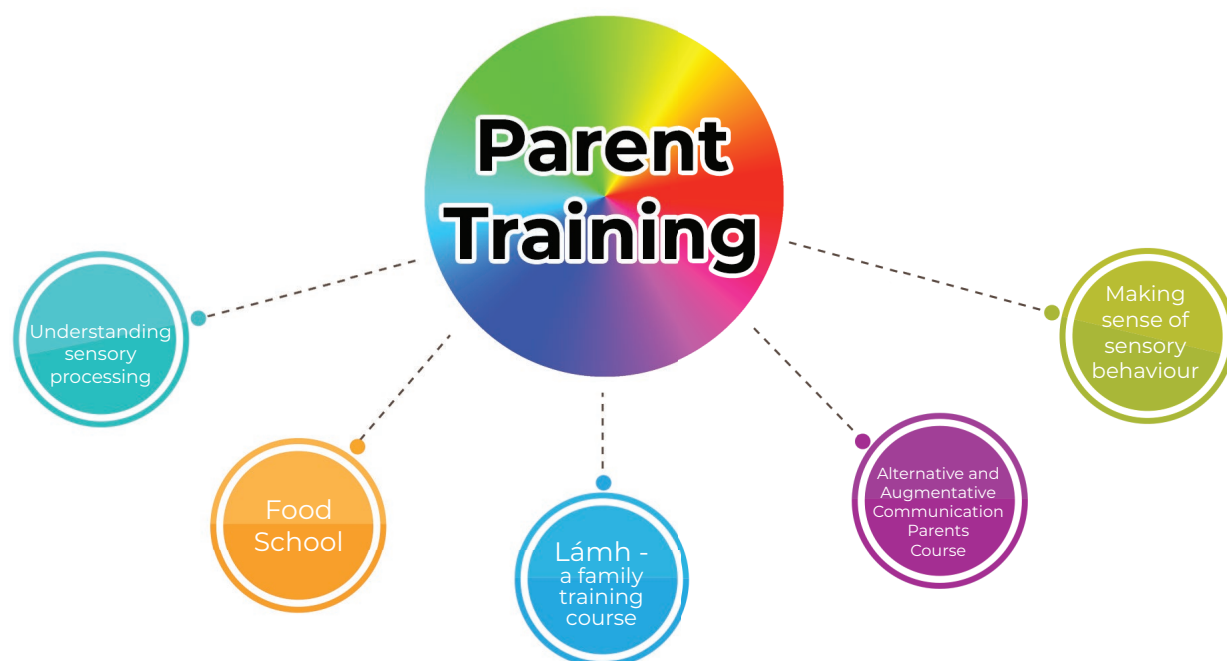


## Attendances



## Interventions





## WORKING WITH FAMILIES – SUPPORTING FAMILY RESILIENCE

For parents of children with a disability, the physical and emotional toll can be significant. Personal and familial adjustments at every level are necessary. In particular, stressors can reach their peak during periods of transition from one developmental stage to another, e.g. from infancy to school-going age, from childhood to adolescence and on into adulthood. While supporting their child to achieve their developmental potential symbolises wonderful growth and hope, it can also leave parents feeling depleted.



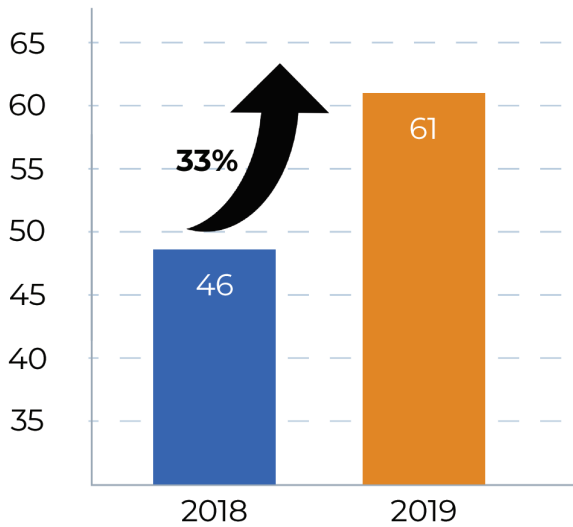
In 2019 we offered an array of parent-to-parent initiatives and workshops aimed at promoting parent self-care, wellbeing and resilience. Among these initiatives were:

- supportive meetings with first-time parents to the CRC aimed at welcoming and easing parents' transition into the service
- parent support groups
- parent and toddler groups
- grandparents group and Sibshops (a support group for siblings of children with disability)
- seminars on parents' rights and entitlements
- workshops on Understanding Your Child's Sensory Processing

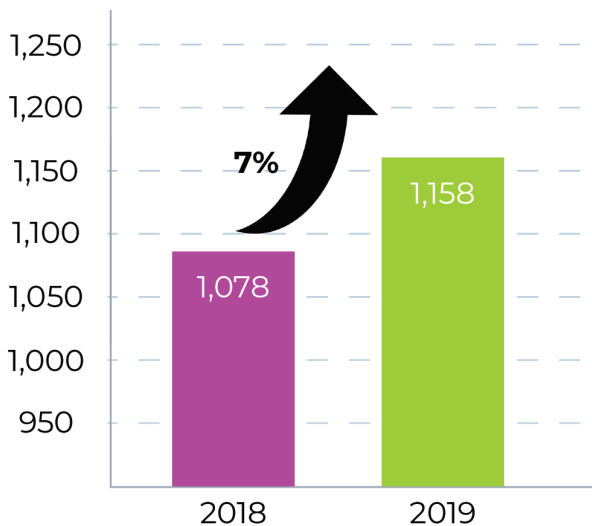
## HOME SUPPORT

Throughout 2019, our Home Support service continued its work, offering over 3,127 hours of practical support to 61 clients and 1,158 interventions compared, to 46 clients and 1,078 interventions in 2018. This service is invaluable as it supports families in their homes giving parents and carers much needed respite.

### Clients



### Interventions



New in 2019 was the introduction of the 'Circles of Security' group, aimed at supporting parents to understand their child's behavioural challenges through the lens of the parent-child attachment relationship.

## SLEEP CLINICS

Sleep disorders can present themselves in many ways. A child may be unable to fall asleep, may wake often during the night or be awake and ready for the day early in the morning. Sleep deprivation can have a fundamental detrimental impact on the wellbeing of both child and parents, and our sleep clinics are designed to provide practical advice and interventions to parents. In 2019 we worked with 13 families to support them with their children who were experiencing sleep difficulties.

## INDEPENDENCE AND COMMUNITY PARTICIPATION

Our vision is that 'people with disabilities achieve their potential and live full lives as equal and valued citizens'. An emphasis on community participation and independence, enabling access to mainstream extra-curricular activities and facilitating participation in daily life is a key focus of clinical services for our young people with disabilities.



In 2019 our Physiotherapy Teenagers Activity Groups were based in Santry Sports Stadium, where the young people participated in 'work outs' as part of their treatment blocks. Other groupwork emphasised the need to learn skills that could assist them to join mainstream gyms and community groups such as yoga. In addition to the physical benefits, participants enjoyed the social aspects and having fun!



## 'SING ME TO THE SEA'

This was a creative multi-sensory adventure for children and young people with complex needs created by Bray-based theatre director Anna Newell (Draíocht Arts Centre) and facilitated by our physiotherapists. The group took place over a two-week period in our hydrotherapy pool and was targeted at children with physical disabilities from CRC and other organisations.



## THERAPEUTIC HORSE RIDING

We do this in conjunction with Riding for the Disabled in Broadmeadows Stables, Swords. In 2019 during term time, on a weekly basis our children from our special schools attended horse riding sessions. As well as being an enjoyable activity, therapeutic horse riding can target specific areas to promote improved balance, posture and strengthening and overall improving core strength.



One of our young riders who attended the Dublin Horse Show in the summer with the Riding for the Disabled Association Ireland (RDAI).

## COMMUNICATION ACCESS PROJECT (CAP)

The goal of this project is to make the CRC a communication-friendly environment for every type of communicator – those who use speech, who use sign language, who use communication boards, who use communication devices and who use a combination of systems. Service users have undertaken to assess individual departments and staff within CRC who have met communication-friendly standards. The Catering Department was presented with an award of excellence for their demonstration of facilitating multi-modal communication.



## PROGRESSING DISABILITY SERVICES (PDS)

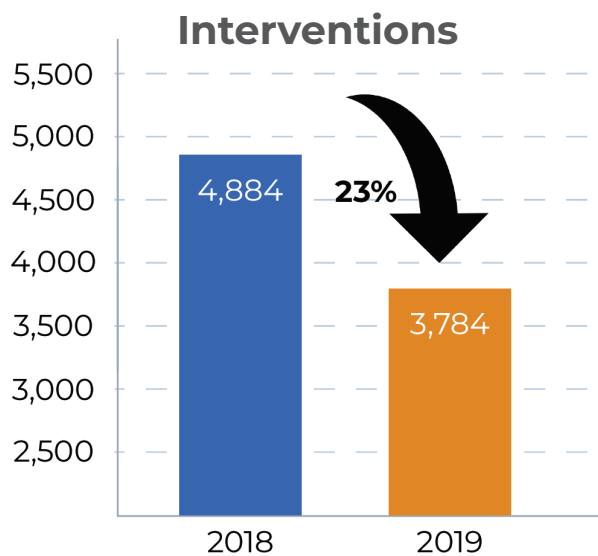
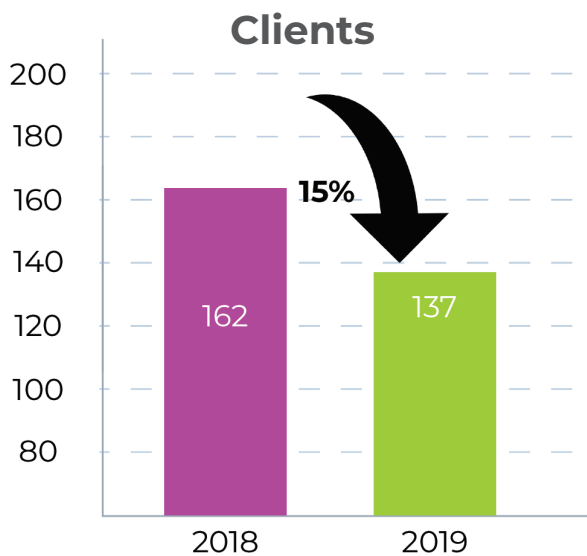
PDS is a national restructuring of the provision of mainstream disability services involving significant change management in the delivery of services nationally for children, families and staff. It is the most significant change programme in disability services for a generation. Throughout 2019 we continued to work in the preparation and planning with the HSE and other voluntary agencies for the reconfiguration of services under the new model of PDS. The aim is to ensure that all children with additional complex needs have equal access to a service regardless of where they live or the nature of their diagnosis. The model is based on Family-Centred Practice and there is a strong emphasis on identifying goals in collaboration with parents and children.

As part of this change, our School Age Disability Teams (SADT) were established in 2015 to cater for children who had autism and autism spectrum disorder (ASD) needs. These children were previously on HSE waiting lists in North Dublin and receiving no services. In 2019, 137 children received services with 3,784 interventions from our SADT in CRC. In 2019 there were challenges filling several vacancies which resulted in a slightly lower number of children seen in comparison to 2018.

A 15% decrease in clients and 23% decrease in interventions was due to a vacancy and maternity leave. By the end of 2019 all vacancies were filled.

One parent spoke at the second National PDS Conference in December 2019 about her son Ben aged 13 years who attends the CRC SADT services.

**'Through all of this, our lives started to change for the better. I can't express how much these small and big things did to change us as a family. And as for Ben he can now ... ride a bike ... read a book ... get on a bus unaided daily ... do a show and tell ... participate in group activities ... He's even giving his dear ol' Granny hugs now! He is the beautiful, kind, caring, straightforward special boy we always knew he was – we just need the tools and guidance to get us there.'**





# HIGHLIGHTS IN 2019

## CRC PARENTS FORUM

Our Strategic Plan 2017–2021 emphasises the need ‘to listen to those who use our services, to inform them of aspects of our services and other issues that impact upon them and to involve them in decisions about service provision and the organisation as a whole’.

Established in 2018, the CRC Parents Forum is a representative parents’ group. It had six meetings in 2019 where they were consulted on the future development of the CRC. The aim of the group is to keep parents updated regarding information on our services and developments and to encourage feedback on services. Our CEO and Board members attended several sessions. Parent representatives organised many events in 2019, e.g. a Christmas Toy Showcase in November in CRC, where toy suppliers displayed a range of toys and activities suitable for children of all ages.

## CARERS WEEK

We were partners again in 2019 with Care Alliance Ireland for the 13th National Carers Week (11–15 June). Organised by the CRC Parents Forum, we celebrated the week with a range of events – starting with a drop-in coffee morning in the canteen with music, information stands from Citizens’ Information, the FAI and horse riding schools, beauty treatments, yoga, and mindfulness art.

A Self-Care and Resilience workshop was delivered by a psychologist with tips on self-care and mindfulness. Of special interest was a First Aid Awareness course.

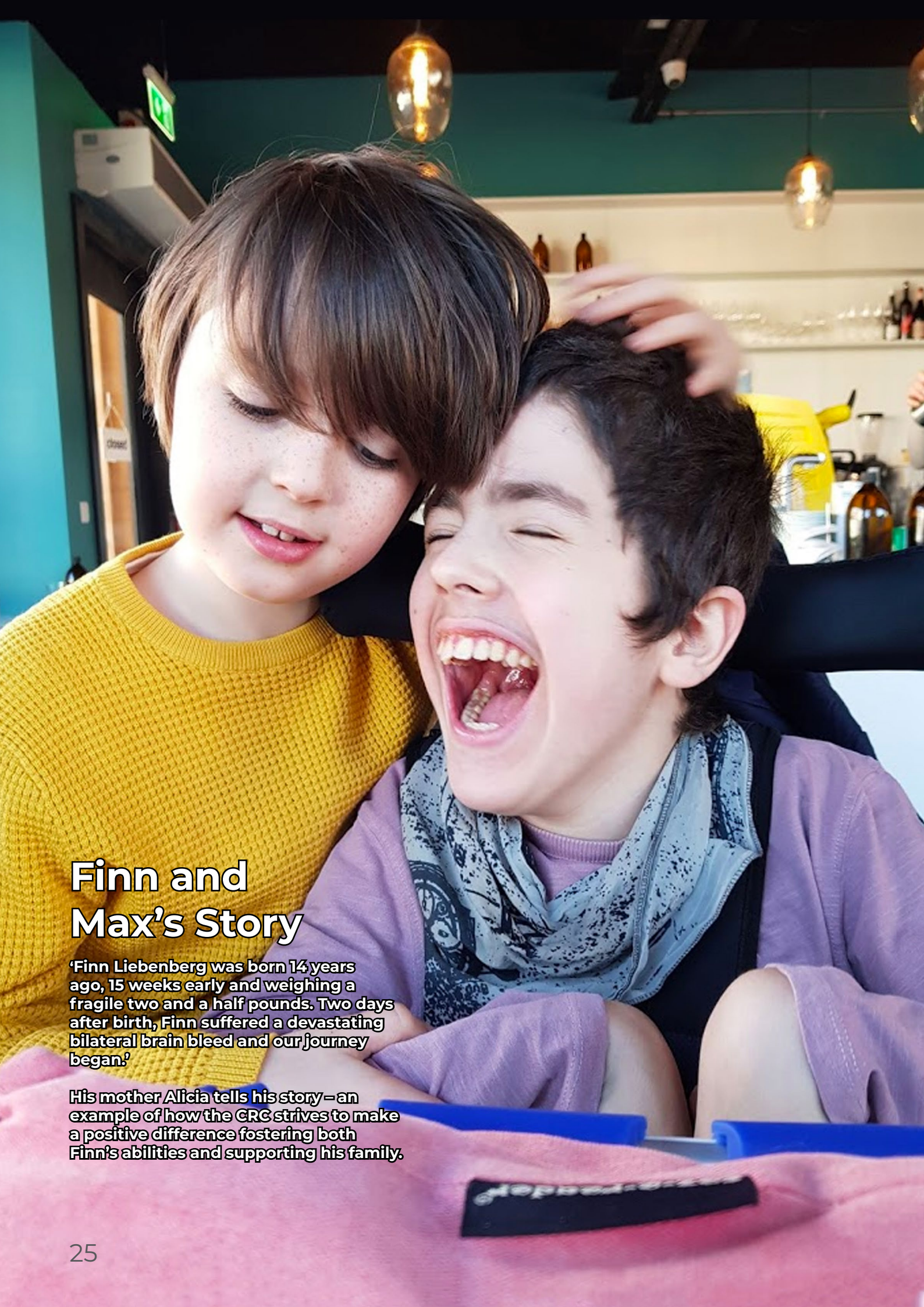
## SUMMER PROJECT

The Summer Project is a summer camp for the pupils of CRC School in Clontarf and Scoil Mochua in Clondalkin which runs for the month of July. The project is organised and staffed by us, and is supported by the Parents Associations and our volunteers. In 2019 we had 63 children supported over 4 weeks. The project provides the children with fun, activities, new experiences, outings and entertainment over the summer holidays. We run the project because it is an unfortunate reality that our pupils are unable to access mainstream summer camps as they are often not wheelchair accessible and they are not set up to cater for the personal care, communication and/or nursing needs of children with disabilities. The project also provides families with 2 weeks of respite care and for some families this is the only organised activity for their child during school summer holidays.

## SIBSHOPS

It was a very active year for Sibshops, with sibling support programmes taking place in Waterford, Clondalkin and Clontarf during 2019.





## **Finn and Max's Story**

**'Finn Liebenberg was born 14 years ago, 15 weeks early and weighing a fragile two and a half pounds. Two days after birth, Finn suffered a devastating bilateral brain bleed and our journey began.'**

**His mother Alicia tells his story – an example of how the CRC strives to make a positive difference fostering both Finn's abilities and supporting his family.**

At 10 months Finn was referred to the CRC. On his very first appointment I mentioned that I was worried he was making an unusual jerking movement, which his keen-eyed physiotherapist picked up immediately and called a neurologist to come down to the gym to have a look. I was told to bring Finn straight into Temple Street Hospital to Neurology with suspected infantile spasms. This was later confirmed and he was treated immediately. Infantile spasms can be devastating to a child and if it were not for the quick thinking of his physiotherapist and the multidisciplinary team available on-site, Finn's outcome may have been very different.

From this time forward we have had amazing support from every department in the CRC. Finn has dystonic quadriplegic cerebral palsy and Asperger's. He has been fortunate enough to be offered support from a wide range of the professionals here.

At 3 years of age Finn attended the CRC pre-school and as the following years rolled in, it became obvious that Finn loved learning. So much so that we decided with the help of his team to enrol him in mainstream education. Finn's school life could only have been successful if he had the support of his speech therapist, physiotherapist, occupational therapist and psychologist. Finn's team was incredible throughout Finn's time in primary school. They attended all IEPs [individual educational plans] and were always at hand to answer questions or to put forward ideas that might help Finn access mainstream education and in turn reach his full potential.

Finn did however have a turbulent academic career, due to increasing hip deterioration and excruciating pain. With the help of the Physio department and Psychology we were able to understand what Finn was going through. In 2018 Professor Damian McCormack came to our aid and over the next two years Finn underwent four extensive hip surgeries.

In September 2019 Finn began the next chapter of his young life, secondary school. Finn was adamant that he was going to the local secondary school with his friends. To say that Finn is determined is very much an understatement. He dug his heels in and myself and his amazing team here at the

CRC went to work. Each professional was there to speak with the school and advise them in ways they could best accommodate Finn. Thanks to their hard work and dedication to Finn he has had the very best start. Finn is like a new child. He loves school and the school love him. This is in no small part down to the dedicated and passionate professionals that have supported Finn over the past 14 years. Finn is a bright, driven and determined young man. A young man I hope they can all be proud of.

Finn's brother Max Liebenberg aged eight was diagnosed with Asperger's at the age of four and was referred to the CRC School Age Team in September 2016.

Max is a very complex child who struggles with dyslexia and has been more recently privately diagnosed with ADHD [attention deficit hyperactivity disorder]. The School Age Team was incredibly helpful in getting Max diagnosed with dyslexia in 2018. They have also run many fun and engaging courses to help Max with both his fine and gross motor skills and his social skills. Max loved the bicycle riding course that was run in Holywell community centre. Riding a bicycle seemed an unattainable skill for Max until we started the course. Everyone was so patient and they made learning the skill fun.

Max also had a block of one-on-one OT [occupational therapy] sessions with the School Age Team. Max lived for these sessions. His OT made the motor skills games so much fun. They were fighting dragons one week and finding treasure in caves the next. Max has an incredibly vivid imagination and he would get so caught up in the games, he never wanted to leave. He would be busy telling his therapist what adventure they would be going on the following week. As Max has gotten older, he has had ups and downs with anxiety and panic attacks. The School Age Team is an invaluable resource for parents like me who are trying to help their neurodiverse children navigate a world that to them is scary and filled with uncertainty. We rely heavily on them to help our children reach their full potential and stay engaged in life and education.

**Alicia Liebenberg**  
Finn and Max's mother

# National Specialist Services and Research



In Specialist Services we focus on fostering a culture of continuous learning and research

We offer a range of specialist medical, therapeutic and technical services to support children and adults with physical disability from all over the country. These children and adults have specific issues requiring specialist expertise that is not available locally. They may be referred by doctors, therapists or other service providers to us to access these services.

Throughout 2019, 3,074 clients attended one or more of our specialist 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.

Some of our services are delivered in partnership with Children’s Health Ireland (e.g. intrathecal baclofen clinics, spasticity management services, and neuromuscular clinics).

In Specialist Services we focus on fostering a culture of continuous learning and improvement by promoting research, encouraging publications and sharing our expertise through presentations at conferences around the world.

Our specialist services include the following:



## OUR GAIT LAB SERVICE

The Gait and Movement Analysis Laboratory is a national specialist service whose detailed assessments inform and enhance clinicians' decision-making to achieve best outcomes with respect to an individual's gait. We generate computerised three-dimensional information on how a person walks and moves from placing sensors on the person's joints and muscles and from force sensors in the floor. We are the only accredited laboratory in the Republic of Ireland and we were re-accredited in 2019 following a rigorous external audit process. In 2019 we carried out an audit of parents' satisfaction with the service and all respondents rated the service as very good (36%) or excellent (64%) and rated the staff as very good (16%) or excellent (84%).

### Parent 1

*'From the first day I spoke to Niamh in the office to the day Eric had the gait analysis done everyone we dealt with was fantastic. Keep doing what ye are doing!'*

### Parent 2

*'Going to the gait lab is always a good experience for parent and child. We are really appreciative that this service is there for our child.'*



## Clinical

### Assessments

465 gait lab assessments conducted in 2019 (393 in 2018)

### Video vector clinics

4 video vector clinics conducted in 2019, allowing 12 clients (13 in 2018) to have customised orthotic tuning to aid their walking

### Staff rating

Staff rated as very good (16%) or excellent (84%) in a 2019 audit of parents' satisfaction

### Service rating

Service rated as very good (36%) or excellent (64%) in a 2019 audit of parents' satisfaction

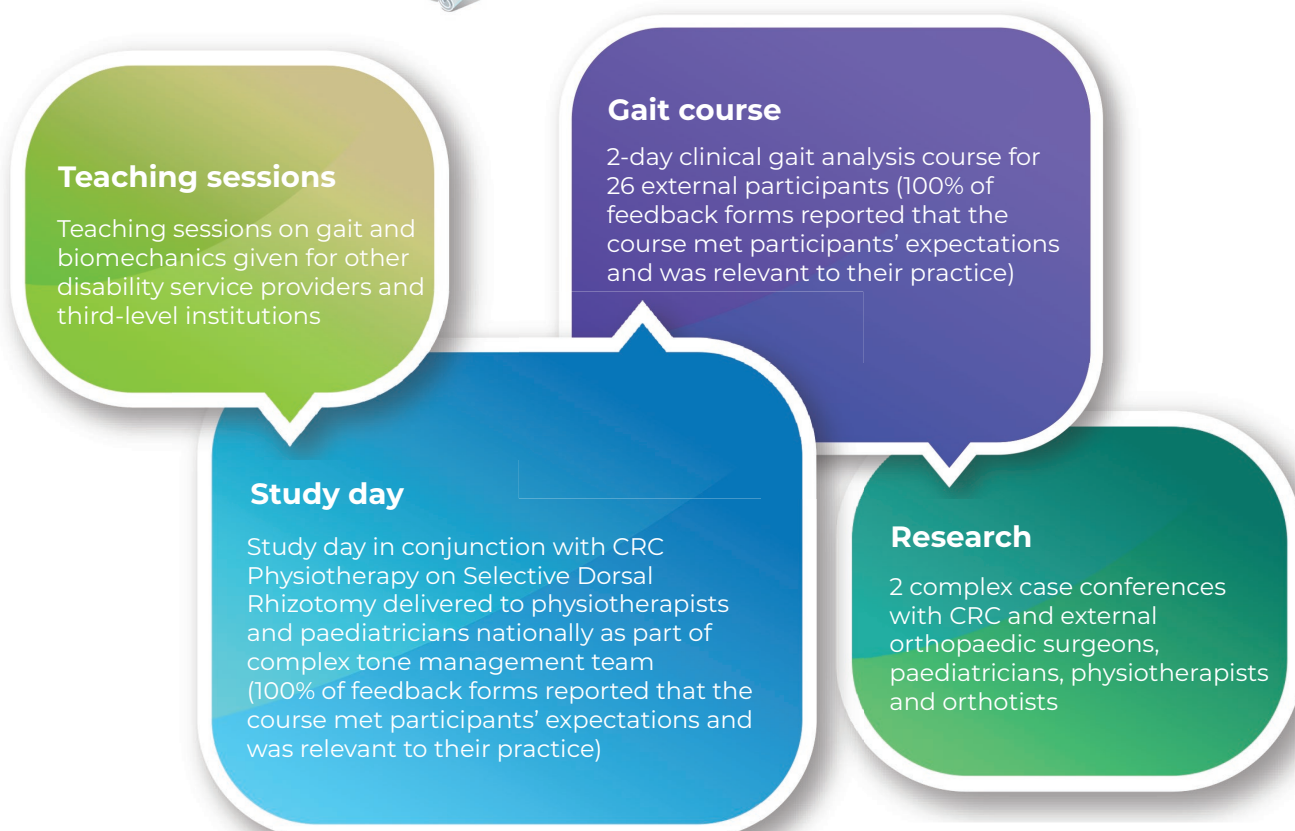
### Outreach clinics

7 outreach clinics delivered (6 in 2018) in Waterford and Limerick using our mobile gait laboratory, meaning 57 clients and their families did not have to travel to Dublin for assessment

## Research



## Education



## ASSISTIVE TECHNOLOGY AND SPECIALIST SEATING

In 2019 1,707 clients, 996 adults and 711 children (2018, 1,390 clients, 825 adults, 565 children) from around the country were seen by our Assistive Technology and Specialised Seating Team (ATSS). ATSS provides professional evaluation and information relating to all areas of specialised seating and assistive technology (AT) for children and adults

with disabilities. ATSS 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.



### Why Sit If You Can Stand

We are currently engaged in research that explores the benefits of using a powered wheelchair to assist with standing.



### Go Baby Go

This project aims to get kids moving at an earlier age and enhance their overall development. It has been awarded significant funding from Early Childhood Ireland: The National Pyjama Day Fund.



### Wheelchair Skills

We provided training to CRC children, adults and other therapists to support manual wheelchair skills in Ireland.



### Irish Message Banking Project

In 2019 we started working with TCD and Beaumont Hospital to develop an online tool to support people with progressive medical conditions, who are at risk of losing their speech and who want to make recordings of their speech. This project was funded by the Research Motor Neurone Foundation.



### Sláintecare – Assistive Technology Specialised Seating Mobile Community Service

In 2019 we were successful in securing funding through the Sláintecare Integration Fund for an ATSS Mobile Unit. This will be used in outreach assessments covering the south/west and north/east regions of Ireland.





## INTERNATIONAL SEATING SYMPOSIUM: USA

Our ATSS specialists were accepted to present at this prestigious conference. Both papers focused on the area of complex moulded seating. The topics covered were 'Creative Seating Solutions for Complex Shapes and Goals' and 'A Collaborative Approach: Moulded Seating for Self-Propulsion'. Providing custom moulded seating for clients with complex needs requires a high level of skill and expertise.



## OTHER SERVICES

Here is a focus on some of our other CRC specialist programmes and services and some of the educational work they are doing.

### ALTERNATIVE AND AUGMENTATIVE COMMUNICATION (AAC)

Our speech and language therapists are specialists in Alternative and Augmentative Communication (AAC) and in addition to providing therapy directly they also engage in training, education and research.

AACs are methods of communication which can be used to add to the more usual methods of speech and writing when these are impaired; these include sign language, communication boards and computerised communication devices.



- **AAC in the classroom** – a one-day course for teachers supporting children who use AAC in both mainstream and special education settings. The aim of the course is to support the teachers to develop ways for students to achieve academic goals, engage with their peers and participate in everyday activities
- **AAC course** – three-day specialist training for speech and language therapists (SLTs) working in the community who see children and adults

with developmental and acquired disabilities requiring AAC. This course is run by our SLTs in conjunction with Dr Martine Smith, TCD

- **Third-level education** – our SLT Department delivers lectures at undergraduate and postgraduate level covering AAC and paediatric motor speech disorders (TCD, UL and UCC)

### 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 fail to thrive in relation to these difficulties. In 2019 we saw 220 clients, which was the same as in 2018. Consultations were conducted at our specialist multidisciplinary Feeding, Eating, Drinking and Swallowing (FEDS) clinics for assessment, diagnosis and individualised management plans. Our core FEDS team is composed of speech and language therapists, an occupational therapist, a dietitian and a paediatrician/adult rehabilitation specialist.

- **FEDS therapy** – a pilot project was rolled out during the summer months of 2019 to determine the nature of FEDS therapy needs.



• **Supporting Oral Feeding in Fragile Infants (SOFFI)** – a two-day advanced FEDS course was facilitated by our FEDS team as part of building the evidence base for clinical working in the area of neonatal and infants with oral feeding difficulties.



## COMPLEX TONE MANAGEMENT SERVICE

The multidisciplinary complex tone management service addresses significant tone issues in children with cerebral palsy. It has been an exciting year for the service. The intrathecal baclofen programme has hugely improved since the establishment and appointment of a dedicated nurse specialist. The appointment of this Clinical Nurse Specialist (CNS) also facilitated the change in location of intrathecal baclofen pump refills from the acute hospital setting in Beaumont Hospital to our premises. This is in keeping with the philosophy of Sláintecare and how services can be provided outside the hospital setting.



## HAND THERAPY SERVICES

In November 2019, our occupational therapy hand therapists ran a two-day practical course on splinting to address tone in children with cerebral palsy. We were also involved in the production of a new Clinical Guidance on Botulinum Toxin-A Upper Limb Intervention, which was launched in Ireland and the UK in November 2019.



## NEUROMUSCULAR SERVICES

Our Neuromuscular team works across CRC and Tallaght Hospital sites and had a productive 2019, working on a range of practical resources to support families, children and young people with a neuromuscular condition. The resources support the standards set out in the integrated care pathway for children and families with a neuromuscular disorder, which was co-designed with families and includes a patient-held folder to help families gather relevant information related to their needs.

## PAEDIATRIC NEURO-DISABILITY

In 2019 there were 1,228 consultations with 926 clients (in 2018 there were 1,259 consultations with 964 clients) by our paediatricians specialising in neuro-disability. Our paediatricians serve an important liaison role in coordinating the overall care of children with paediatric neuro-disability. Our paediatricians are key members of the following multidisciplinary services: Spasticity Management, FEDS service, Complex Tone Management and outreach services.

## PAEDIATRIC NEUROLOGY

In 2019 we had 327 consultations with 277 clients (in 2018 there were 366 consultations with 290 clients) by our paediatric neurologists.

## OPHTHALMOLOGY

In 2019 we delivered 314 consultation with 192 clients (in 2018 there were 282 consultations with 165 clients). Eye issues occur more frequently in a child with a disability than in a typical-developing child. Detecting and managing these issues will have a significant impact on the child's ability to participate fully in educational curriculum.

## PSYCHIATRY

In 2019 we had 95 consultations with 35 clients (in 2018 there were 71 psychiatry consultations with 25 clients). We value our access to a child psychiatrist on-site to support children with mental health issues.

## ORTHOTICS

A total of 510 clients were seen in 2019 for assessment and provision of orthosis. This service is provided by a Clinical Specialist Orthotist from Ottobock Ltd, Cappagh Hospital. The service is provided weekly, primarily in Clontarf but also available in Clondalkin and Waterford.

## ORTHOPAEDIC SURGERY

Our orthopaedic surgeons are a critical part of our specialist services and in the overall management of children with physical disabilities. In 2019 we had 904 consultations, which was slightly lower in comparison with 1,058 consultations in 2018. We had a reduction in our services due to an inability to cover a gap in a post, which posed a challenge for us and the children we serve. Our 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.



## INVESTING IN OUR SPECIALIST SERVICES AND BUILDING EXCELLENCE

### CLINICAL AUDIT

In line with our Strategic Plan, the Clinical Audit Committee, established in 2019, led 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, vision and core values of our organisation. In addition to fostering a culture of reflection, learning and continuous improvement, this committee will ensure that our clinical and specialist services operate in accordance with international best practice, national standards and regulations. Each clinical department in 2019 has completed or is completing an audit relevant to their core departmental work. The Clinical Audit Committee plans to have an audit-based study day in early 2020, at which the learning from the completed audits will be shared.



### 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. The Research Advisory Committee, established in 2018, with external academic appointees, has developed an appropriate governance structure to assist and advise the Senior Management Team and Board on its research strategy. In developing these structures, representatives from the committee have consulted with parents and CRC staff. In 2020 it is planned to consult with service users. The appointment of the Research Coordinator in 2019 will greatly

facilitate, and motivate, the development and carrying out of research activities in all our departments in the coming years.

There are 16 active research projects ongoing throughout the CRC covering a broad range of topics. On one of these projects we are co-funding 20% of the total award grant, requested from the Health Research Board. In 2019 we contributed €16,500, and the remaining balance of €17,700 will be paid in 2020. We are collaborating with the Royal College of Surgeons in Ireland on this research project.

Our staff presented numerous papers at national and international conferences in 2019 and published six papers in international medical peer-reviewed journals.

In 2019 our higher-level education fund invested €19,539 in supporting six members of staff to pursue two PhDs and four master's level degrees. In addition, we have 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 our clients need.

Across our Specialist Services, we continue to support and train undergraduate students from all the major Irish universities, and many of our staff lecture on these programmes.



Conference presentations of CRC gait lab research



# Lara's Story



At just six weeks old, Lara was diagnosed with spinal muscular atrophy (Type 1). SMA is the number one killer of children under the age of two. It is a genetic disease and 1 in 40 people carry this gene.

When Lara was diagnosed there was no treatment and we were sent home from Temple Street Hospital to enjoy the little time we had with our beautiful baby; as she was diagnosed so young we were told she may only live for 6 months.

We were linked in to the CRC in Clontarf where Lara would receive OT and physio. We enjoyed every second of Lara but life at this time was very difficult. At first, the CRC seemed daunting but very quickly it became our second home and Lara's 'Happy Place'.

Just before Lara turned six months her neurologist called to say that the FDA [Food and Drug Administration] in America had fast-tracked a drug from a clinical trial that may keep Lara alive.

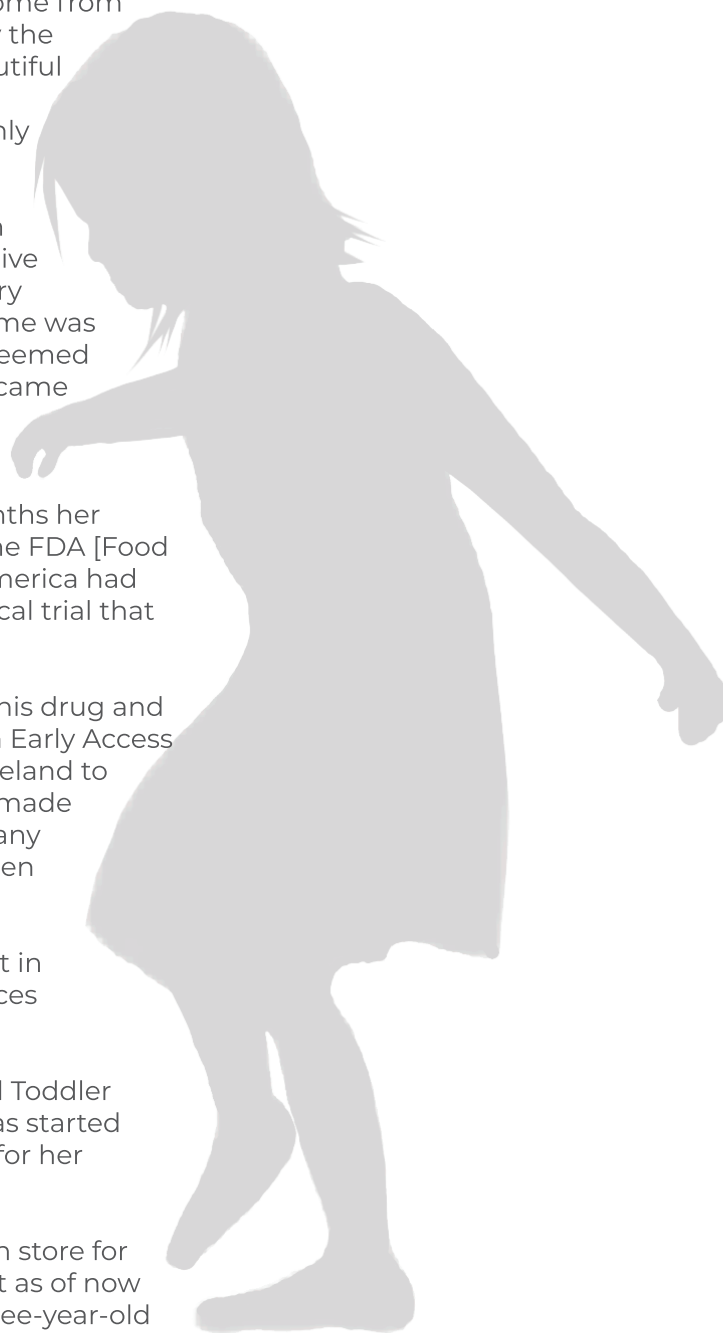
We campaigned for access to this drug and Lara was accepted as part of an Early Access trial. She was the first child in Ireland to receive the treatment and has made huge progress, and reached many milestones, which has never been seen before with SMA patients.

The CRC has played a huge part in Lara's success with all the services offered.

She attends OT, SLT, Physio and Toddler Group but more importantly has started pre-school. She is also training for her powerchair.

We have no idea what life has in store for Lara, but we are so grateful that as of now we have our beautiful, sassy three-year-old daughter who loves going to pre-school, who loves her teacher and friends and who is well looked after by her SNA [special needs assistant]. She has made great progress since starting school. The same building that was once daunting is our 'Happy Place', full of friends and we call her team 'Lara's Tribe'.

**Celine Power**  
**Lara's mother**



# Adult Services

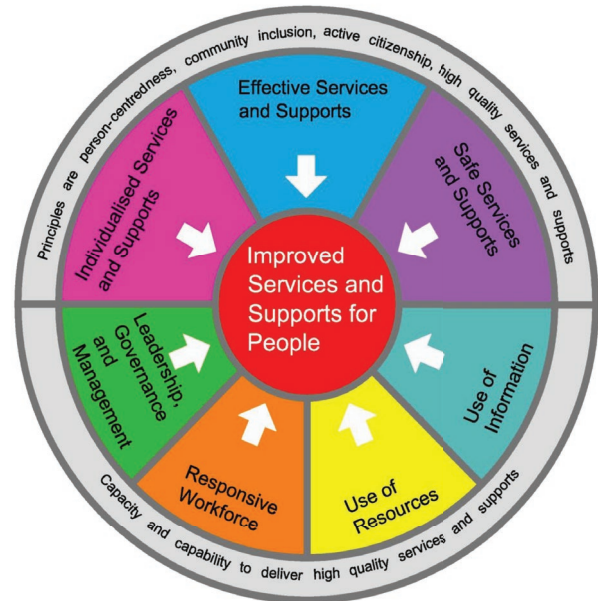


We work in partnership with those we support by delivering a service to maximise each individual's independence



Our Adult Services continued to deliver an innovative and meaningful service to over 300 adults with disabilities. In line with our core values, people are at the heart of what we do. We work in partnership with those we support by delivering a service to maximise each individual's independence. Working with adults, families and friends and local communities, we deliver our services in response to identified individual needs.

We have chosen Self Supported Directed Living (SSDL) to support the person-centred planning process to empower adults to live a full and meaningful life in their communities. Our model of service in line with the HSE's New Directions Policy is based on person centredness, self-determination, community inclusion and active citizenship.



to achieve. Our person-centred model ensures an individualised approach to the delivery of our programmes and supports adults to develop social roles within their communities. In 2019, we were delighted to be one of five organisations nationally that participated in the Person-Centred Planning National Pilot Demonstration Project.



Person-centred planning supports enable a person to make informed choices about how they want to live their life, now and in the future. It supports the person to identify their dreams, wishes and goals, and what is required to make these possible. Person-centred planning requires the supports available to be responsive to the person and to focus on the outcomes they want

In line with HSE's National Policy, New Directions, and our Strategic Plan we were delighted to officially open our Killester Hub in March this year. Delivering on our commitment to provide services within the community we plan to open a second service location in 2020. Now many adults are supported to participate in community classes such as pottery, wellbeing, healthy eating and sports.



Education, training and lifelong learning are an integral part of our service delivery. We work collaboratively with the City of Dublin Education and Training Board (CDETB) Finglas and Coláiste Íde to support learners engage in a more inclusive learning environment. Our training programmes offer a flexible curriculum which enables adults to become active participants in their learning. Our teams support adults to live a full and active role in all areas of social and

economic life. Our programmes identify access opportunities into mainstream education by embedding progression supports within our delivery. We have a Job Liaison Officer, Employment and Education Coordinator and a Community Link Officer to support adults to progress onto further education and employment.

Adults across all our services are offered opportunities to complete modules accredited by the Award Scheme Development and Accreditation Network (ASDAN), and 12 adults have successfully completed modules in Money Management and Current Affairs during 2019. A number of adults are now completing ASDAN modules in Cooking, Relationships and Sports.

### COMMUNITY PARTNERSHIPS

During 2019, Adult Services strengthened partnerships with community organisations, education providers and employers. Dogs Trust supported us with the introduction of its ASDAN Animal Care module, Fighting Words supported adults with the illustrations for its Advocacy Booklet, National Gallery of Ireland with art projects, FAI with a football tournament, Irish Life supported adults with work placements, and six students from DCU's Institute of Education undertook their teaching practice with us in the CRC.



### ACTIVISTS AND SELF-ADVOCATES

In line with our Strategic Plan 2017–2021 Objective 9, we have a strong cohort of adults who are developing their community activism role as self-advocates. These adults are very active through several internal committees:

- Local Advocacy Groups
- Equality Committee
- Adult Services Council
- Human Rights Committee

These adults have been supported in becoming confident self-advocates, rights-focused and powerful in advocating for the necessary changes to funding, legislation and changing attitudes towards disability in society. In 2019, adults campaigned outside Leinster House for more respite, personal assistant (PA) hours, accessible transport and Changing Places, and were interviewed on national radio and television. These adults have linked in with the Disability Federation of Ireland, Inclusion Ireland, Irish Human Rights Equality Commission, local TDs and ministers. Three adults also participated in Pre-Budget-Submission talks in Leinster House. The committees and Adult Services Council plan to influence national policy and lobby for equality and inclusion in the above areas.

# OUR ADULT SERVICES

## TRANSITION PROGRAMME

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



## REHABILITATIVE TRAINING

We support approx. 30 learners over the course of a year, and this programme offers QQI level 1-3 modules in Drama, Woodwork, Art and Design, Life Science, and Literacy.



## LIFE SKILLS/ LIFE STYLES AND KILLESTER HUB

We support 53 adults to broaden their horizons and try new experiences. This programme focuses on providing an individualised, person-centred service for all adults.



## CDETB RAHENY

We supported 25 learners over the course of 18 months and this programme is funded by the City of Dublin Education and Training Board. This programme offers learners a QQI Level 3 Major Award in Employability Skills.



## CRC COLÁISTE ÍDE ABILITY PROGRAMME

In 2019 we saw our Ability programme go from strength to strength with learners completing 73 QQI modules in catering, sports, work placements and horticulture. Pobal allocated €695,000 over a three-year period. In 2019 we received €134,117.



## LOCAL CENTRES

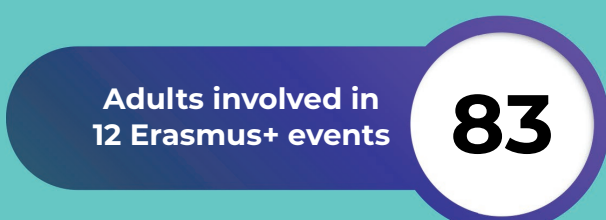
**Coolock, Clontarf, Firhouse, Hartstown**

Our CRC local centres provide a social environment where adults can be supported with shopping, attending classes, computers and photography.

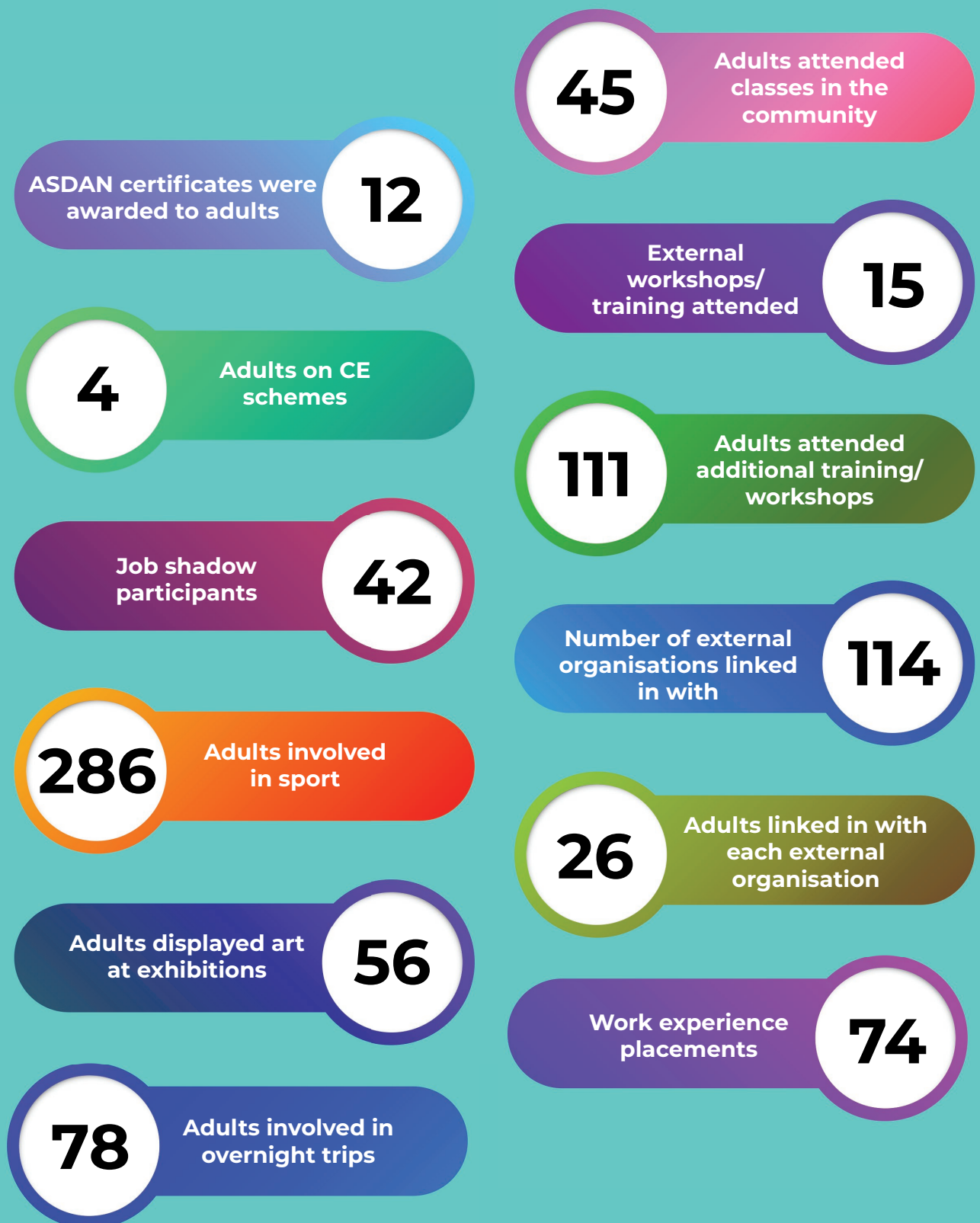
The centres provide a range of social, education, occupational, complementary therapies and recreational activities.



# ACTIVITIES AT A GLANCE



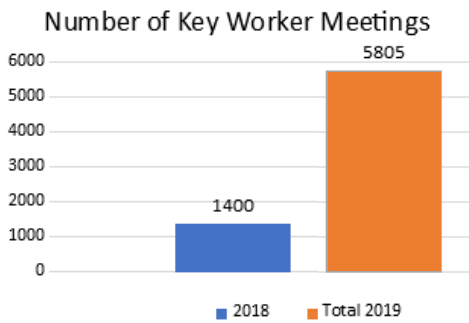
# ACTIVITIES AT A GLANCE



## ACTIVITY REPORTS

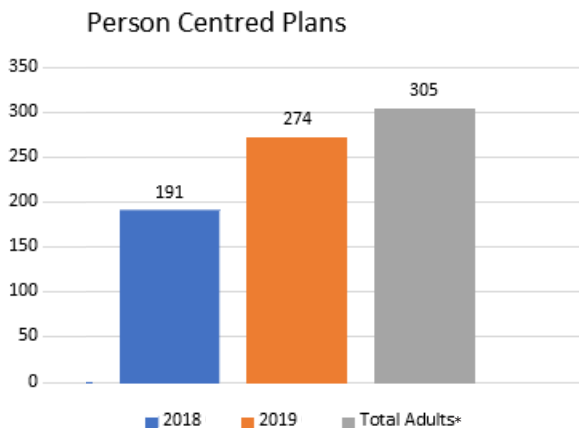
### 1. Increase number of keyworker meetings by over 100%

Supporting adults to achieve their goals is significantly influenced by the number of key worker meetings delivered. During 2018 we introduced a method to record our keyworker meetings, and therefore we have a full year's data for 2019. This will enable us to compare activity year on year and to continue to develop key performance indicators.



### 2. Support adults to become active participants in their person-centred planning process

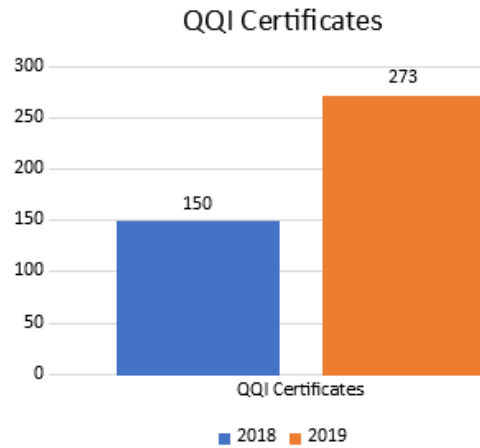
Building on a human rights-based approach to the delivery of our services, central to this are individual Person-Centred Plans (PCPs)\* for all the adults across our services. In 2019, 274 adults have active PCPs and the remaining 31 adults are working towards developing a PCP. In comparison in 2018 there were 191 adults that had active PCPs.



\*Adults have a choice to opt in or opt out of having a PCP.

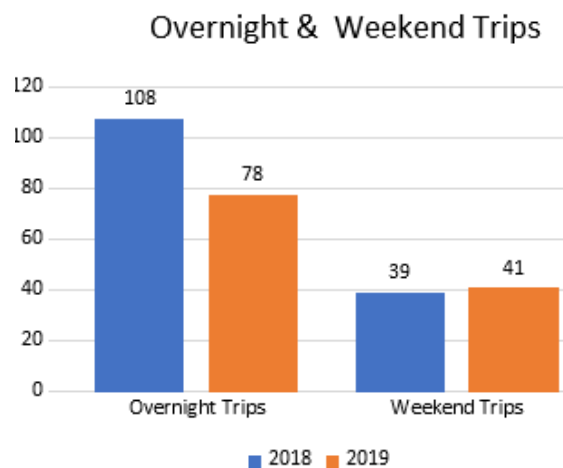
### 3. Promote lifelong learning, and educational opportunities

Our programmes are designed and delivered to support adults to progress onto further education, lifelong learning and employment. This enables adults to live full lives as equal and valued citizens. In 2018, adults successfully completed 150 QQI certificates and this increased to 273 QQI certificates awarded in 2019.



### 4. Offer new experiences and service delivery which is responsive to the person

As part of implementing New Directions Policy and transitioning from the traditional model of service delivery, in 2019 we supported 78 adults on overnight trips and 41 adults were supported on 25 weekend events in comparison with 2018, when 108 adults took part in overnights trips and 39 adults were supported on 12 weekend events.



## EDUCATION AND EMPLOYMENT

In line with our mission, vision and core values we support adults in our services to achieve their full potential through encouraging lifelong learning, formal and informal learning and the attainment of qualifications.



### Goal 1

Improve the learning experience of adults and learners.

### Goal 2

Supporting and engaging with staff to ensure the highest quality of service delivery continues to be delivered by skilled professionals.

### Goal 3

Supporting adults to progress to further education and work placements.

## ADULT SERVICES CONFERENCE

Adult Services delivered their second conference in March 2019 and over 100 staff attended. The day provided an opportunity and space for staff to reflect, learn and share, and the conference explored some interesting topics that are relevant to the adults attending the service such as Relationship and Boundaries, and Capacity and Mindfulness.



**1 staff member  
completed  
a QQI Level 7**



**6 staff members  
completed  
QQI level 6**



**4 staff members are  
pursuing post  
graduate certificates  
and degrees**



**Awards**

In September 2019, we won Day Care Centre of the Year at the Irish Healthcare Centre Awards.



**Launch of Killester Hub – Life Skills Programme**

In March 2019 Miriam O'Callaghan officially opened our Killester Hub.



**Erasmus+**

In June 2019, we were allocated funding of €49,710 to continue with the Erasmus+ The Right to Decide Project Phase Two. The programme has progressed from being a programme delivered solely in the CRC to a project delivered to the wider disability community.



**Celebrating achievements**



**Promoting disability awareness**





## Liam's Story

I was privileged to be asked to attend and represent the CRC at the Access City Awards event in Brussels in November. I enjoy travel and the opportunity to do so while representing my fellow students was an honour. The Access City Awards promote and mark accessible cities for inclusive tourism, with this year's Gold winner being Warsaw in Poland.

The event itself was bigger than I expected but it was great to see such a much-needed topic and scheme get some well-deserved limelight. Personally, Brussels is a fantastic city well worth visiting but it has a number of access issues itself: many cobbled streets and high raised paths with little or no ramps in many areas.

It would be my hope that continued promotion of such events and awards would help encourage access improvements in such major cities.

I thoroughly enjoyed my experience in Brussels and I'm very grateful to Noel and the CRC for giving me the opportunity to experience such a great event. I hope that this award grows in stature each year with the benefits of improved access in our cities growing.

**Liam Daly**  
Coláiste Íde Student, Ability Programme

# Fundraising and The Care Trust



Trust and transparency are central to  
the fundraising relationship

We are so grateful for the continued support of all our parents, communities, staff, clients, businesses, corporate partnerships, trusts, foundations and statutory grants – your support enables us to go the extra mile and ensure the people we serve get the best of services that they need. Trust and transparency are central to the fundraising relationship and are key to our overall governance approach.

We rely on two streams of fundraising income: our CRC Fundraising Team and The Care Trust fundraising team. Below we detail the highlights from both streams of fundraising.

## CRC FUNDRAISING TEAM HIGHLIGHTS

Our CRC Fundraising Team raises income from individuals, companies, organisations and community fundraisers to help the running of our services, supporting children, adults, families and enabling our staff to make a difference every day.

Thanks to our supporters' continued generosity, in 2019 we raised a total of €423,194. This represents a 27.9% increase on 2018 (excluding a once-off donation in kind of €154,500 in 2018).

In 2019 we continued to develop our Fundraising function by adding two new roles to our team: a Trusts, Foundations and Grants Executive and an Events Administrator.

A key project for 2019 was the development of a flagship campaign. With the direct support of the Board, we developed a case for support underpinning our Big Dreams campaign that has an ambitious plan to raise €2 million by 2022 in support of five much-needed projects that support the delivery of our Strategic Plan.

In 2019 we also ventured into a new area of fundraising applying for a variety of Charity of the Year (COTY) programmes, such as Spar, Dublin Airport Authority (DAA), Oracle and Applegreen. Although we were unsuccessful, this process enabled us to learn so much; it opened up new relationships and we will continue to apply for COTY in 2020.

Our fundraising targets have been achieved year on year and are detailed below:

Target area	2018 target	2018 achieved	2019 target	2019 achieved	2020 target*
Community	€30,000	€51,380	€50,000	€74,096	€60,000
Events	€25,000	€60,140	€29,000	€30,582	€40,000
Trusts, foundations and grants	€20,000	€219,258	€60,000	€294,767	€150,000
Corporate and Corporate Social Responsibility (CSR)	€0	€0	€10,000	€23,749	€40,000
<b>Total</b>	<b>€75,000</b>	<b>€330,778</b>	<b>€149,000</b>	<b>€423,194</b>	<b>€290,000</b>

\*Target was planned pre-Covid-19 pandemic and will be impacted in 2020 income.

**Trusts, foundations and grants:** to enable us to increase our income, we applied for a total 35 grants, compared to 17 in 2018. In 2019 we were awarded 11 grants from various trusts and foundations compared to 6 grants in 2018.

**Community fundraising** continues to grow bringing in more than €74,000 compared to €51,380 in 2018. Our local supporters put on various events, challenges, marathons, winter ice dips, tractor runs, golf classics, coffee mornings and bake sales to name just a few.

**Corporate fundraising and CSR relationships** raised over €20,000, doubling our targets. Most notably, we developed our relationship with Irish Life which has supported our Adult Services very generously gifting €10,000 towards funding a Job Coach post starting in 2020, with a second instalment of €10,000 pledged for 2020.

We continued to grow our CSR relationships, most notably with Facebook, Oracle, Allergan and HR Block. Due to the experiences of a parent in our services, a new relationship was developed with Ecocem, which made a very generous donation of €10,000 in support of our School Age Disability Team.

**Legacy gifts** can be big or small, and we are grateful that we have been thought of by some people who wish for our work to continue long after they've gone. In 2019 we received a generous legacy gift from one bequest of more than €48,000.

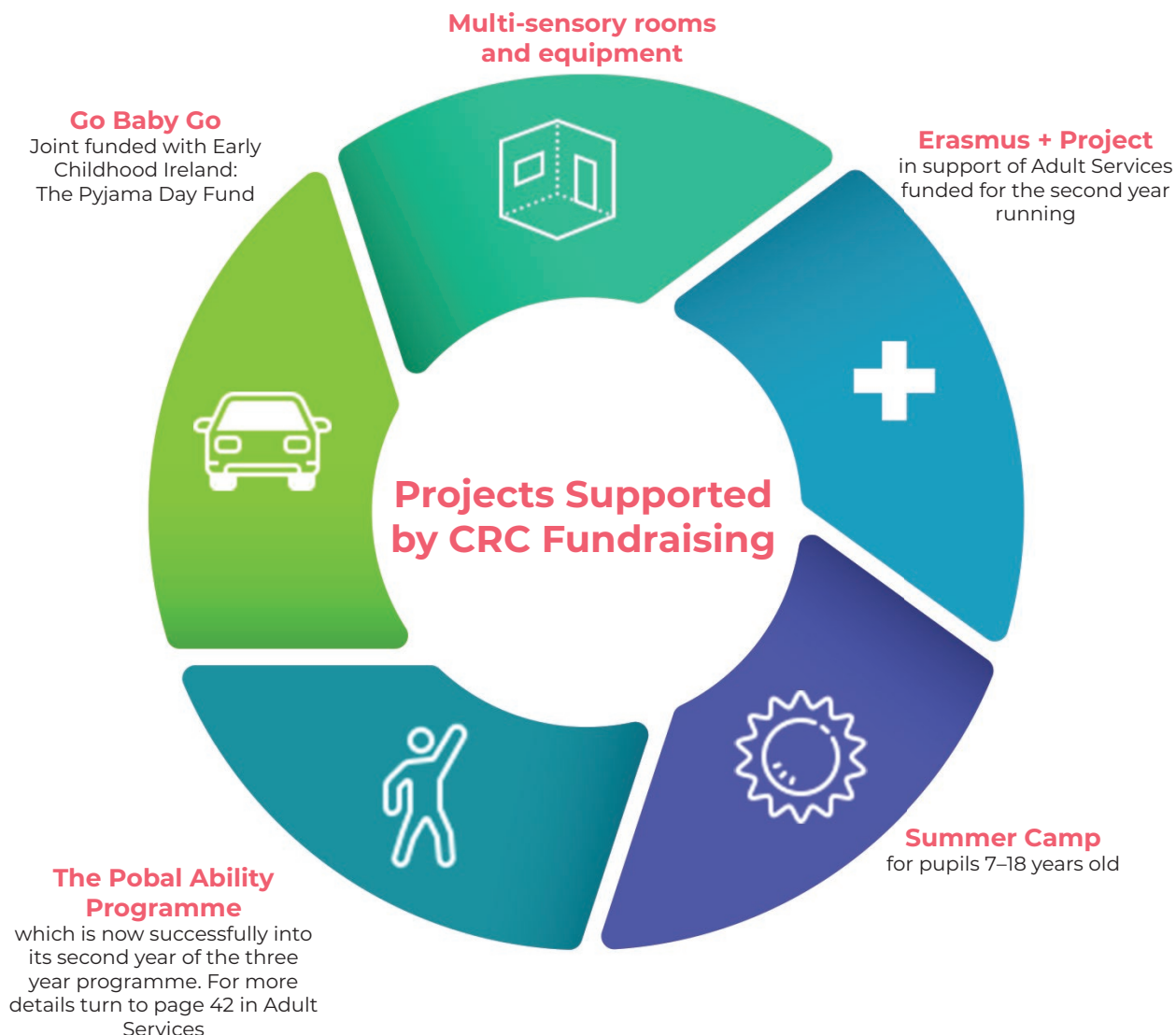
**Events** are a central element to our fundraising annual calendar and in 2019 we hosted the annual Art Exhibition, run with the Clontarf School Parents and Friends Association in support of the CRC Schools' Summer Camp for our pupils.

We also held our second flag day on 3 December raising awareness and marking the International Day of Persons with Disabilities collaborating with all our Adult Services local centres selling the purple ribbons in the local shopping centres and immediate localities. We were delighted that Minister of State for Disabilities, Finian McGrath TD, launched the event from our Firhouse local centre.

Our fundraising events raised just over €30,000 in 2019, which is 50% less than raised in 2018. This was due to a focus in 2019 on growing the other streams of work coupled by an absence of a major fundraising event in 2019. We have planned an event for early 2020, as our second Gala Ball is due to be held in February 2020.

**Governance:** in 2019 we approved our fundraising policies in line with the guidelines issued by the Charities Regulator. Our Fundraising Department started to roll out training on cash handling when fundraising from the public to the staff and clients in Adult Services. More training is being planned for 2020. We also worked closely with a Board Fundraising sub-committee which reports on all strategic and operational aspects of the Fundraising Department to the Board. In 2020 we will continue our preparations to be compliant with the Charities Governance Code launched by the Charities Regulator.

In 2019 fundraised income supported some of our projects such as:



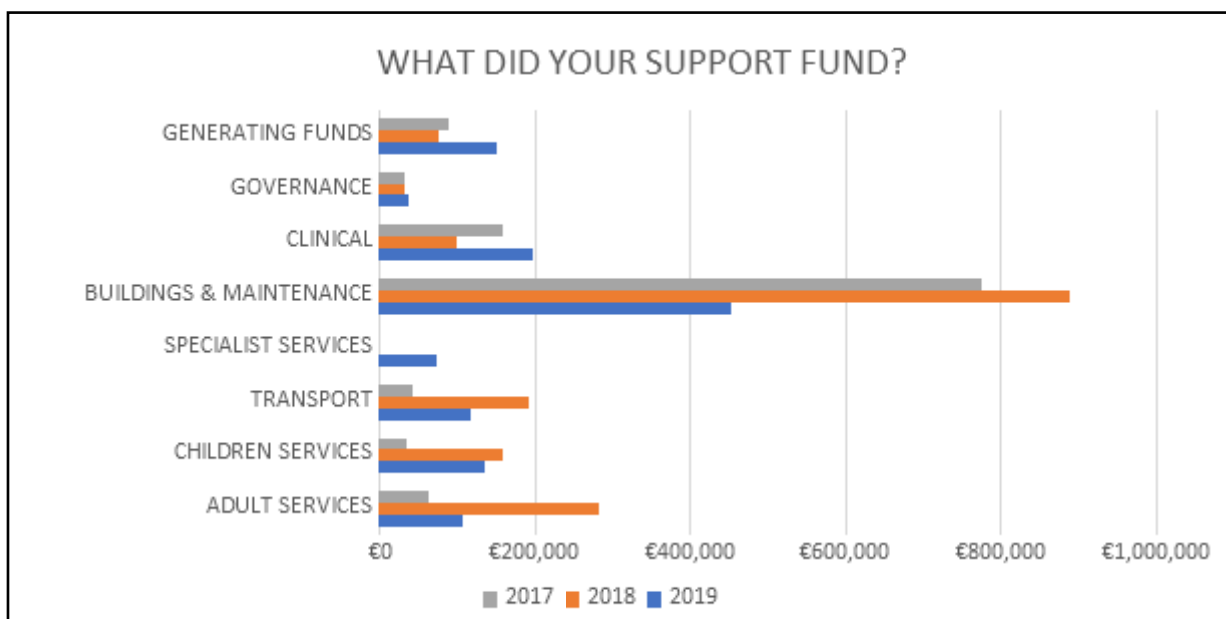
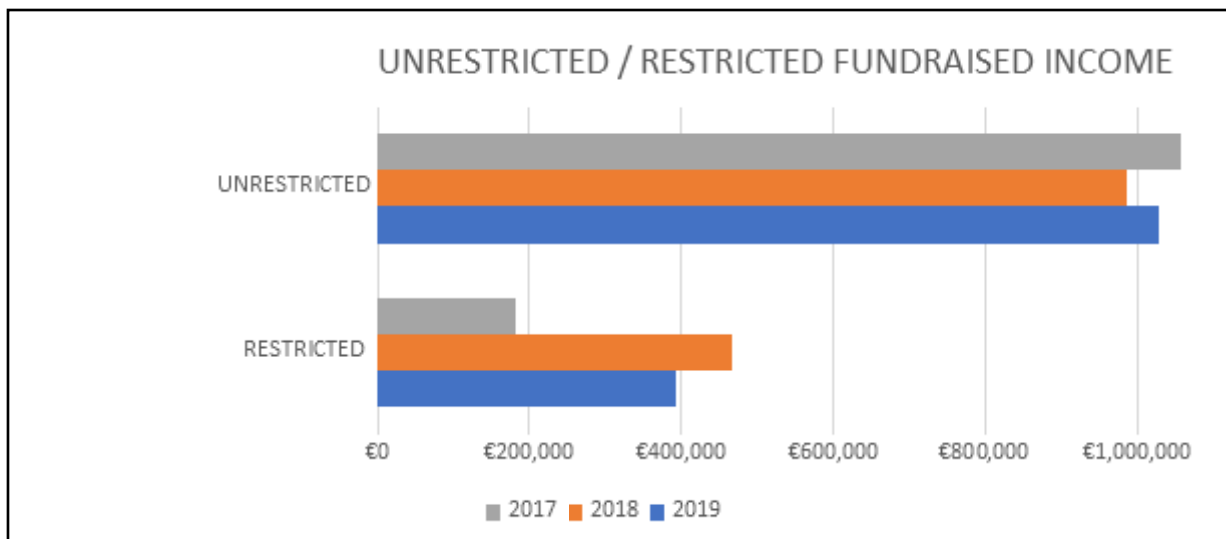
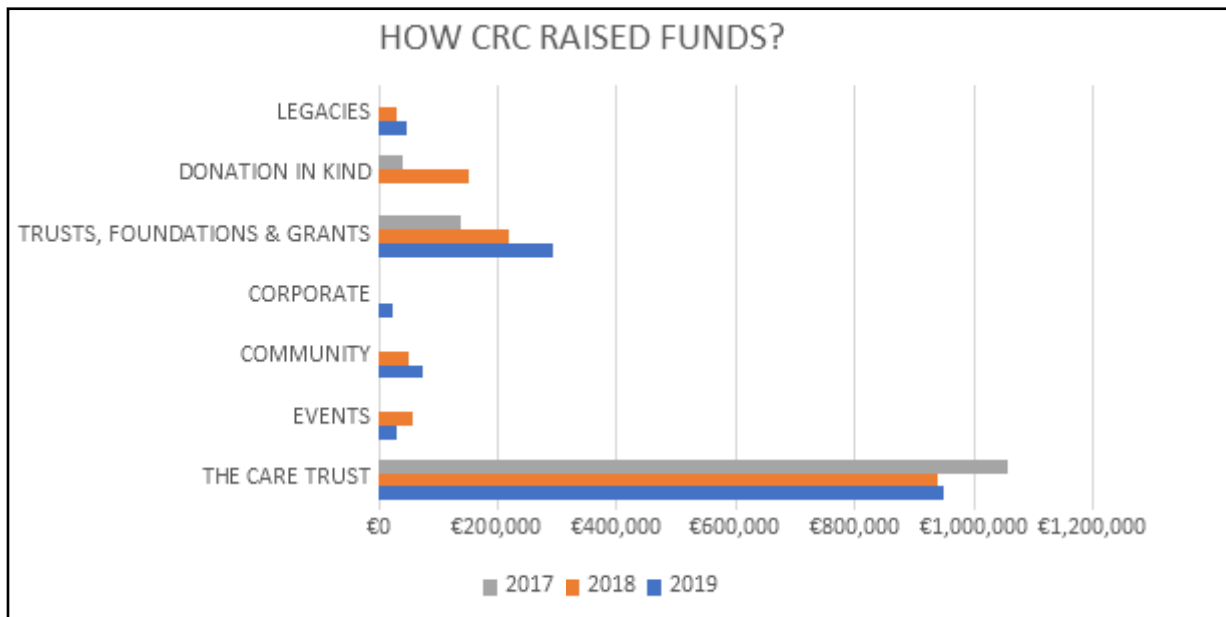
### PRIORITIES FOR FUNDRAISING DEPARTMENT 2020

We expect that 2020 will start to yield some of the fruits of our hard work from 2019, most notably to continue growing all fundraising strands. We will continue to develop trusts and foundations to further grow the established relationships with our corporate supporters and to establish new corporate relationships.

We will start the year with our Valentine's Gala Ball in February in support of refurbishing our National Feeding Clinic based in Clontarf.

In partnership with Zeminar, a wellbeing and education movement for Generation Z, we will partner with ZeminAid launching a fundraising challenge for the transition year students to raise funds for the CRC Summer Camp 2020.

We will continue to actively seek opportunities and meet the challenges of applying for Charity of the Year Partnerships and will focus on further promoting and continuing to raise funding for our Big Dreams campaign in line with our Strategic Plan.



## 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 through direct marketing of lotteries. In 2019, The Care Trust raised €950,000 for the CRC, an increase from €940,000 in 2018. The Care Trust also supports Rehab and the Mater Hospital through their exceptional work.

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. The Care Trust funds are unrestricted in nature and as such make it possible to use this valuable source of income on maintaining and enhancing our buildings and upgrading equipment, including our fleet. These funds are also used to provide staff training, support education and research to facilitate the high standard of care we provide.

In 2019, The Care Trust agreed a new online fundraising product and we will continue to support them through the development and launch stages in 2020.

The Care Trust has two shareholders: the CRC and Rehab Group. In 2019 the CRC and The Care Trust agreed an updated Memorandum of Understanding signed by all parties which included enhanced reporting and transparency on how all funds are distributed and utilised.

### Some of The Care Trust funds in 2019 went towards the following:

- Vehicles and buses – €118,764
- Capital works and maintenance of our buildings – €368,350
- Adult Services Local Centres – €84,360
- Children Services – €22,130
- Staff resources (governance, fundraising, communications, frontline services) – €240,718
- Training and education – €101,695



Ecocem



Cerebral Palsy Awareness at Facebook



International Day of Persons with Disabilities



Annual Christmas Swim Day



Oracle Visit



VHI Women's Mini Marathon



ZeminAid



Aldi Community Grant



Christmas Boxes



Adult Services Bake Sale



Sisk Annual Toy Donation



The Bridge Club



Hospital Saturday Fund



Early Childhood Ireland Pyjama Day Fund



CRC Art Exhibition



Erasmus+



ESB Energy for Generations



Pobal



# Tony and Liz's Story

Tony and Liz O'Shea have supported the CRC for the past 38 years making them amongst some of our longest-standing supporters. Their passion for CRC started when their nephew attended our clinical services here in Clontarf.

It was an absolute pleasure to bring Tony and Liz on a tour of our Clontarf school, the Local Centre and the Family Room showing them all aspects of our Clontarf site.

Thank you to Tony and Liz for your long-standing friendship and generous support of the CRC – this means the world to us.



# CRC School Clontarf



The key aims of the school are  
to support children and  
young people with disabilities



Our CRC School in Clontarf aims to educate and support children and teenagers in a happy supportive learning environment. The school provides differentiated and individualised education to pupils with physical/multiple disabilities from its North City and County Dublin catchment area. Our pupils also access health and social services and other essential services during the school day.

All pupils have a primary physical disability in line with our official school designation, but most pupils present with multiple disabilities.

The key aims of the school are to support children and young people with disabilities:

- to take responsibility for and have control over their own lives
- to set meaningful goals and enable them to achieve these goals

Several pupils have complex medical needs; children with tracheotomies and other serious conditions are supported. The Department of Education and Skills directly funds the salaries of the teachers and SNAs and grant funds the salaries of ancillary staff. The bus escorts are employed by the CRC School Board of Management.

Grant-aided hot lunches and free school transport continued to be provided for all pupils. As Trustees we support the school to fund equipment, trips, events and structural improvements throughout the year.

In 2019 our senior pupils accessed the state certified courses as appropriate, with a number completing their Junior Certificate Schools Programme and ECDL. Eighteen senior cycle students successfully completed a variety of FETAC/QQI. Eight senior post primary students sat their Junior Certificate exams. In September, three of our junior pupils transferred to their local primary schools, three of our senior students transferred to our CRC Adult Services and

three of our senior students transferred to their local mainstream secondary school to embark on the Leaving Certificate Applied Programme.

## HIGHLIGHTS

- A celebration to mark the Fast Friends project was held in the CRC School with Holy Faith, Clontarf. Past pupils and staff members were invited to the occasion to share their memories of the programme
- The CRC School received its sixth Green Schools Flag for Litter and Waste. This was celebrated with a Flag Raising Ceremony in June. We welcomed Mícheál Ó'Muircheartaigh, Aideen Walton of Walton's School of Music and the Garda Band
- Our Christmas Play 'Save Our Swamp' focused on the environment and how the overdevelopment of green spaces is endangering plant life and animal life
- 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. In May, we hosted an Arts Week with the theme of Space. Every class participated in musical and process art activities around this theme
- We were chosen as one of the schools to participate in the Junior Cycle 'Me and My Music' project. The students involved got to meet Minister for Education and Skills Joe McHugh TD in the Dáil



- We had two major fundraising events for our Sensory Room – a Valentine’s Day Raffle and a Sponsored Walk which included a member of the school staff doing the Camino Walk during the Easter holidays
- As part of our Social, Personal and Health Education (SPHE) programme we fundraised for other charities outside of the school. This year we raised money for St Francis Hospice, the Irish Cancer Society, the Simon Community and Temple St Children’s Hospital. This reinforces the message that it is always good to help others as well as ourselves
- The CRC School was allocated an Administrative Deputy Principal position for the first time by the Department of Education and Skills, which recognises the additional support that is needed in special schools



- The Human Rights Officer appointed by the CRC has worked with our three senior classes. She has informed the students about their rights under the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) which includes the right to education, further education, training and work. The students also took part in an art project called ‘Don’t Box Me In’ which looked at the barriers that disabled people face getting work. The students have acted as advocates and represented the school at events including Irish Human Rights and Equality Commission (IHREC), Ombudsman for Children and the Disability Federation of Ireland. With the help of the Human Rights Officer, the students have spent the year developing training materials designed by people with disabilities for people with disabilities



## PLANS FOR 2020

- For 2020, we are planning to move the Sensory Room to a bigger location within the school. We are also planning to have a Sensory Zone for younger pupils and a Chill Out Zone for older students
- Continue to work with the Arts Council for the Creative Schools programme, as this is a two-year programme
- Develop a school website
- The Senior Classes will continue to work with the Human Rights Officer

## The following CRC School Clontarf Board of Management completed its four-year tenure in December 2019:

- **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



# Alec's Story



QQI AWARD

Dámhachtain Breisoideachais agus Oiliúna  
Further Education and Training Award

TEASTAS COMHPHÁIRTE  
COMPONENT CERTIFICATE

Level 3	Personal Care and Presentation	Successful	10 FET Credits
Level 2	Personal Safety	Successful	5 FET Credits

Presented to  
Assisted by

ALEC AKPAN

on  
16 Lúnasa 2017  
16 August 2017

*Patsy Walsh*

Alec was born on 4 January 2001. He has dyskinetic, quadriplegic cerebral palsy. He is non-verbal, unable to walk and is completely dependent for his routine care. However, his comprehension is very good.

Alec started attending the CRC at three and a half months of age following a diagnosis of cerebral palsy secondary to birth trauma of asphyxia. He is under a multidisciplinary team (MDT) consisting of a paediatrician, a physiotherapist, speech therapist, occupational therapist as well as the Assistive Technology and Specialised Seating Department and social workers. The MDT's and interdisciplinary team's approach to his care has been very good as everybody in his care aims to help him achieve his full potential. This is done through each department involved communicating effectively with one another. This is facilitated by the fact that all the departments involved are located under the same roof. Alec has individual and small group sessions with the different therapists.

Alec attends the CRC School, with the Individual Education Plan approach for each pupil, the aim of which is to help him achieve his full potential. This is done with the help and support of his speech therapist, occupational therapist, physiotherapist and the Assistive Technology and Specialised Seating Department.

Alec, though non-mobile and non-verbal, is able to communicate using his communication board and Eye Gaze. He is currently training to drive a power wheelchair which would afford him some degree of independence.

Over the years Alec has attended the Summer Project organised and run by the Social Work Department. He always looks forward to this.

Alec's brothers have attended the Sib Shop organised by the social workers, where they were able to meet and interact with other children who have siblings with special needs.

I have benefitted myself by attending the Parent Care Group run by Ms Amanda Breen, Senior Social Worker.

We are grateful for all the care, help and support that Alec is receiving from all the CRC staff. From time to time we do wonder what we would have done without this great institution. As a family, we are greatly indebted to CRC.

**Ekka Akpan**  
**Alec's mother**



# Scoil Mochua



The school aims to support students to take responsibility for and have control over their own lives



Our school Scoil Mochua is based in Clondalkin, Dublin and provides education and support to students from 3 to 18 years of age. The school currently provides pre-school, primary and secondary curricula.



In addition to providing education, the school aims to support students to take responsibility for and have control over their own lives and to set and achieve their goals.

Students attending Scoil Mochua have a primary diagnosis of a physical disability and other additional significant disabilities. Many of the students have co-occurring needs and the school also supports students who present with mild to moderate general learning disabilities along with complex medical conditions.

The student population is currently 75 from the catchment areas of West Dublin (Lucan, Tallaght, Ballyfermot, Clondalkin and surrounding areas) along with West Wicklow, North Kildare and Laois.

The Aistear programme is run in our pre-school classrooms, a mixture of the National Primary School Curriculum and differentiated National Council for Curriculum and Assessment (NCCA) curriculum for students aged 5–12 and we offer the Junior Cycle Levels 2 and 3 to our senior students. In 2019 the Junior Cycle Level 1 was introduced.

All these programmes are supported by on-site CRC therapy services such as Occupational Therapy, Physiotherapy, Speech and Language Therapy, Psychology and Nursing.



## HIGHLIGHTS

- Green Schools Award – We were successful in achieving our fourth Green Flag. This was awarded in March and raised by the Green Schools Committee, An Garda Síochána and officers from Baldonnel Air Base. It celebrated the Marine Environment
- The Super Troopers Programme was undertaken within the school – this raised awareness of healthy lifestyles, incorporating healthy eating and achievable exercise for all
- In 2019 €1,060 was raised to support Bumbleance and €300 was raised for Dogs in Distress as part of our SPHE programme to encourage students to raise money for the wider community. These charities were identified by the children
- In December 2019, a company called Difference Days came and transformed our school hall into a Sensory Winter Wonderland. Officers from Baldonnel Air Base joined us to celebrate our Christmas creation
- As well as all the above, our students continued 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, Easter Egg Hunt 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

## PLANS FOR 2020

During the course of 2019, many stakeholders worked together to develop a model for the proposed new school build. This included meetings with the Department of Education and Skills, CRC, school management and architects. It has been agreed to develop a building project shared between the CRC and the Department in developing the site as a whole. This will continue into 2020.

Fundraising was undertaken to develop our sensory room in 2019. We raised €4,000 – this is made up of donations from companies through parents, a staff and parents ‘Ice Dip’ on Portmarnock Strand, a fundraising run and various smaller events. In 2020, working with the Fundraising Department as part of the Big Dreams campaign, we aim to raise €10,000 to undertake a complete transformation of our facility.

## The following Board of Management completed its four-year tenure in December 2019:

- **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





## Niamh's Story

This is Niamh, she is a recent addition to our school. Niamh struggled in her previous educational placement and wasn't enjoying school. She found it difficult to participate in learning and she reacted negatively to people around her. She joined Scoil Mochua as a senior student in September 2018. She found her tribe. Niamh immediately blended in like she had been there for years; she made friends straight away and completed educational tasks which were appropriate to her needs and ability.

Niamh is now thriving and is currently taking part in a Junior Cycle programme which will enable her to be certified like her other peers around the country. For Niamh, education and active participation in school life has made a huge difference to her and her family. She bounces in every morning looking forward to her day and what it might hold. She is extremely happy and content in her environment. Her parents express how well she is doing and the achievements she has made. 'Special Education is the practice of educating students in a way that addresses their individual differences and needs.' This is how Scoil Mochua has educated and will continue to educate Niamh – meeting her individual needs and encouraging her to shine.

# Investing in our People



Our services are made possible through the skills, knowledge and experience of all our dedicated staff

The delivery of our services is made possible through the skills, knowledge and experience of all our dedicated staff who are led by a team of experienced managers. We continue to attract the highest calibre of new recruits, with 67% of job offers accepted by first preferred candidates.

Our Strategic Plan expresses how we 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.

In 2019 we completed and presented the results of the staff survey to our staff. The survey results were also considered by our

Board and an action plan was developed. The survey built on our previous survey held in 2015 and added some new dimensions. It was carried out by an external agency, giving an independent and added confidence. The survey enabled us to track changes on several dimensions. In 2014 we had 199 responses and in this survey we received 237 responses.

Overall the survey showed an improvement across most areas. Some results will direct a focus for improvement, particularly in the areas of communications and consultation.

The survey highlighted areas we are doing well in and identified areas for improvement.



## Investing in our People

Central to managing the action plan was the establishment of a Staff Engagement Team. The team consists of staff from across all locations, who volunteered following a call for staff who wanted to work on identifying and progressing issues for improvement from the staff survey. Ultimately this group of staff want to be part of making CRC a better place to work. The first meeting of the Staff Engagement Team took place in December 2019. Establishing a Staff Engagement Team ensures that the staff have a clear voice and are directly able to influence and bring about positive changes in how we work. The team will be responsible for communicating the issues they have actioned and sharing their achievements.

In 2020 the team have decided to focus on the following areas:

- Communication throughout CRC
- Staff wellbeing
- Growing interdepartmental interaction

In line with our strategy, 2019 saw us launch a Corporate Induction Programme for all new staff. The inaugural Corporate Induction Day was held in July and was attended by 11 new staff. The induction days are now run every eight weeks and form an important part of welcoming and inducting new staff to the CRC.

One of the key presentations at the induction programme is given by a CRC client, Fiona O'Reilly, who is also Chair of the CRC Adult Services Council. Fiona shares her experience of engaging with CRC services and the impact on her life since acquiring her disability. This is a pivotal presentation in terms of connecting new staff with our mission, vision and core values.

## LEARNING AND DEVELOPMENT



We have a strong tradition of upskilling and developing the skills and knowledge of our staff.

In 2019 our staff accessed 243 job specific training opportunities, while mandatory and refresher training was accessed on 725 occasions via internal and external trainers, online and physical training platforms. This is on foot of identifying the skills needs across our staff to enhance knowledge and to ensure we are supporting continuous staff development.

In 2019 we also launched a new initiative for funding enhanced further education and post graduate education. This supported 11 staff to access academic courses ranging from certificates through to master's and doctorate programmes.

With our commitment to training of future workers in health and social care, our staff continue to support the training and education of undergraduate and post graduate students through lectures, placements and supervised practice. This is in all our clinical, social care and education areas where we collaborate with the majority of universities and colleges in Dublin.



THE CRC  
STAFF ENGAGEMENT TEAM

# Shane's Story

My name is Shane Emmett and I have worked in the CRC for the past 18 years. In this time, I have seen many changes in the organisation. I started off as a Care Worker and have developed into a Community Support Worker. This transition has given me the opportunity to grow and gain skills and confidence in all aspects of my work. What was important to me in the beginning still is today – it's my relationship with the adults we support and their families. I also see my team members as very important people in my life.

Although change is good and important for all of us as we grow, it can also be difficult. In the last two years there has been a lot of growth for me, the adults who attend our service, the team and families. With the guidance and support of our manager we experienced New Directions and Person-Centred Planning. We learned together and it's amazing to feel that I and the team make a difference in the lives of the adults we support. I have seen the adults gain more independence, make life choices and face hard life challenges. I know there are times that we are busy doing administration, classes, etc, but the greatest thing I enjoy is just spending time, listening and chatting to the adults.

In recent months we have all been challenged with Covid-19 and how we do our work. There were times when I felt isolated and alone in my worries about Covid-19 even though I knew I had support. I had to learn a new way of working as part of the core team in Hartstown. I have learned how to use Zoom for classes and deliver my motor skills training classes on WhatsApp to individuals. When we progressed with our understanding and knowledge of IT, we started to deliver horticultural and many more classes virtually. There are some people that do not have IT devices yet, so we brought the classes to them, e.g. fitness classes in their gardens. We have developed a stronger circle of support with the important people in the lives of the adults we support. Many of the adults who were not engaging in our classes when in the centre are now attending so many different classes on Zoom. I have grown through my experiences in CRC and in my new work role of virtual, direct community support and check-in calls with adults. No doubt we will keep evolving and in the right direction where the adults are the centre of how we do things. This is an opportunity to learn so much more.

**Shane Emmett**  
**Hartstown Local Centre**



# Our Volunteers



We continue to be enriched across all our services by our volunteer community



From our humble beginnings in 1951 to the present day we have cherished and relied upon our volunteer community. We were created on foot of volunteerism and will always ensure that we respect and value the role that volunteers play with us at the CRC.

We continue to be enriched across all our services by our volunteer community. We have a constant presence of volunteers supporting the delivery of services: throughout the year in our Dining Room, in both our children's and adult services, and in particular in our Summer Project Camp held over the month of July.

In 2019 the contribution of volunteers was over 12,489 hours. Not only does this represent a significant contribution from volunteers, it also demonstrates an active engagement between the CRC and our local communities.

The Summer Project Camp represents a significant volunteer recruitment drive, with volunteers traditionally staying for two weeks of the four-week project. In 2019 a number of our volunteers returned from the previous year and the majority of volunteers stayed with the project for the full four weeks. Many of the volunteers are returning transition year (TY) students who loved their placements and wanted to work some more with our wonderful children.

In recognition of the volunteer contribution and as a means of thanking our volunteers we hosted an appreciation lunch on 15 May 2019, with volunteers attending from many CRC locations. The lunch was enjoyed by everyone who attended and it was wonderful to let them know how much we appreciate them.

## FAST FRIENDS 25 YEARS IN THE MAKING

Fast Friends began 25 years ago as a programme whereby the CRC School students join up with a local school, the Holy Faith School in Clontarf, for various aspects of the curriculum including CSPE, Drama, Music and Art. At its core is the principle of inclusion and how students from mainstream and special education can benefit from meeting and being with one another.

Fast Friends remains a success today due to its continued evolution to meet the needs of the students involved year after year and now includes paired reading and swimming activities.

In 2019 our Fast Friends contributed to the following:

- **Swimming:** 9 Holy Faith students and 45 CRC students go swimming every Monday, Thursday and Friday
- **Paired reading:** 60 Holy Faith students and 33 CRC students participate in paired reading every Tuesday and Thursday
- **Fast Friends:** 18 Holy Faith students and 9 CRC students meet up under this programme every Wednesday

In addition, traditional annual events continued, such as the Halloween party, the Christmas shopping trip to Blanchardstown, a matinee viewing of the Holy Faith annual musical and a summer celebration party.

Dr Michael Shevlin was at the helm of the launch of the Fast Friends programme in 1994. In October 2019 the 25 Year Celebration welcomed students and teachers from both CRC School and Holy Faith, past and present, along with Dr Michael Shevlin himself. Past pupils spoke about the impact Fast Friends has had on them and how their experiences have influenced their life decisions.

# General Services and Capital Projects



Our services are supported by a team of dedicated and hard-working staff in General Services

## GENERAL SERVICES

CRC services are supported by a team of dedicated and hard-working staff in General Services. This umbrella term includes transport, catering, facilities, maintenance, cleaning and the swimming pools. Staff in these departments have the challenge of keeping CRC buildings, facilities and buses accessible, safe, secure and suitable for everyone who uses them.

The support of General Services begins from first collection in our fleet of adapted buses to the provision of safe buildings and hot food.

During 2019 we saw the completion of some exciting work by General Services and the start of others. All our projects aim to improve our existing premises and fleet of buses, with an eye on sustainability and the need to reduce our environmental impact. Our work makes a major difference to people using CRC sites and creates a safe, bright and inviting environment for service users, staff and visitors.

### Environmental Impact and Sustainability

The CRC reports to the SEAI (Sustainable Energy Authority of Ireland) under the remit of the public sector energy efficiency targets, which aim to achieve 33% energy efficiency improvement by 2020. To date, we have achieved 18% energy-efficient improvement and we continue to strive for ongoing improvements.

Key to this success in 2019 includes:

- Installation of LED lighting in Clontarf, Hartstown and Firhouse centres. This has improved the lighting levels, reduced our electricity costs and improved our energy usage
- Implementation of government policy on reduction of single-use plastic to protect our seas and wildlife

## Maintenance and Facilities

Upgrade and refurbishment works in 2019 included:

- Installation of controlled access system to improve security in Clontarf School
- Ongoing upgrade of flooring and painting across several CRC sites
- Routine safety tests on electrical equipment in CRC Clondalkin and Scoil Mochua

## Transport

In 2019, we purchased three fully adapted buses to upgrade our fleet. This has brought the average age of our bus fleet down to 6 years, from 10.5 years.



### Catering

Working with staff in Nursing and Speech and Language Therapy, our Catering Department implemented the International Dysphagia Diet Standardisation Initiative (IDDSI) by introducing new words, labels and instructions for adults and children who have difficulty swallowing. This means we now describe modified food and thickened drinks in the same way as many other countries across the world.



### Swimming Pool

Our main swimming pool continues to provide a range of public hours and private classes to children and adults in the local community. We recognise the importance of this wonderful amenity in contributing to the health and wellbeing of our clients and families and the local community living in Clontarf.

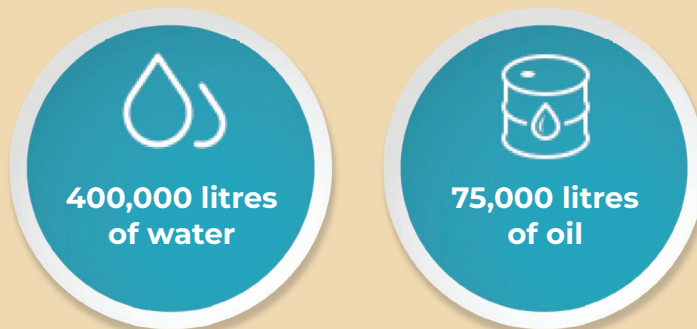
### Catering in Clontarf

To keep our staff, clients and families energised and satisfied in 2019, we provided:



### Swimming pool

To keep our swimming pool warm and clean during 2019, we used:



### Transport

To transport our clients, we facilitated:



## Priorities for 2020

As set out in our Strategic Plan, we will continue to maintain and develop our infrastructure and transport. Some of our main priorities for 2020 are to:

- Continue working towards the government's objective to improve public sector energy efficiency by 33% in 2020
- Change our oil boilers in Clontarf to energy-efficient gas boilers. This will reduce the use of fossil fuels in our Clontarf pools and building
- Continue to upgrade our bus fleet
- Continue to upgrade flooring across our sites

## CAPITAL PROJECTS\*

Capital Development Projects in CRC involve the development of new services and major refurbishment of our existing property portfolio. Capital projects are guided by the Board and the Board's Capital Projects and Infrastructural Committee. In 2019, a capital development plan was agreed for CRC, and four major projects are underway at this time:

- **Clontarf:** CRC's main premises are scheduled for a major upgrade and reconfiguration in response to changing disability policies and to modernise the premises. Consultation and survey works are already underway. It is anticipated that this project will commence in earnest in 2020

- **Clondalkin:** The development of our site in Clondalkin is a complex and exciting project with the Department of Education and Skills. We are planning to build a new school and a separate clinical services building. In 2019 there was agreement in principle with the Department of Education and Skills, while 2020 will focus on signing the formal agreement and progressing the next phase of implementation
- **Clongriffin:** This development is part of New Directions and focuses on developing community-based hubs for our adult clients. In 2020 this development will progress to completion. No formal lease arrangements had been entered into on the Clongriffin premises at year end
- **Swords:** CRC Swords also encompasses the development of new services for adults, located in the heart of Swords village. We are moving towards a planning application for this project in 2020

While these are exciting and progressive capital projects, designed to best utilise reserve funds received from the Friends and Supporters of the CRC in 2016, we face some challenges as 2020 will see us reliant on ongoing fundraising and negotiations with our funders. These projects are an inherent element in delivering on our long-term capital development plans.

*\*Projects were planned pre-Covid-19 pandemic and will be impacted in 2020.*

# Risk Report



We encourage a culture of open communication and risk management processes

Our Board is responsible for setting our 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 our strategic and operational objectives are in place.

For the year 2019, we approved a schedule of reporting from the Senior Management Team and the Board Quality, Risk and Safety Sub-committee in an effort to provide a greater understanding and assurance of the quality and risk management framework that exists within the CRC. The areas of focus included:

- Full review of incidents, dangerous occurrences and near misses for the previous year
- An in-depth review of trends and patterns of a particular risk area
- Emerging risks using the political, economic, social, technological, legal and environmental (PESTLE) impact analysis method
- Complete review of our corporate risk register including the review of mitigation measures and controls
- Overview of the quality environment internal and external to CRC

This reporting schedule enabled a more comprehensive view of the entire quality and risk management framework, the influencing factors on that framework and the systems and processes that we have in place to ensure the continuous provision of high quality, safe and effective services.

## **CRC RISK MANAGEMENT FRAMEWORK AND RISK APPETITE**

The effective management of risk requires the involvement of people at every level of the organisation including our service users and their family, carers and advocates. We seek to encourage this through a culture of open communication in addition to the operation of formal risk management processes.

Our risk appetite statement sets out the tolerance levels of the organisation to certain areas of risk. These areas include:

- Quality
- Safety
- Service delivery and design
- Finance
- Workforce
- Regulation
- Information
- Reputation
- Technology and innovation

Risk 'tolerance' is the minimum and maximum risk we are willing to accept as reflected in the risk appetite themes above. These range from zero tolerance in relation to child and adult safeguarding issues to a marginally higher risk appetite towards activities that involve positive risk-taking to support decisions service users make regarding their life that bring risks as well as positive benefits. We have commenced the development of a positive risk-taking policy which will continue to promote the rights, independence and social inclusion of our clients.

The risk management framework 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 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 Sub-committee also monitors the corporate risk register, and in turn reports upward to the Board where quality and risk is a standing item on the Board's agenda. This robust governance framework for the management of risks ensures the appropriate channels of escalation of risk as required.

## RISK ASSESSMENT AND RISK REGISTER PROCESS

We recognise the need for a robust focus on the identification and management of risks and therefore we place risk as an integral part of our overall approach to quality. Each identified risk is assessed in line with our organisational Risk Management Policy which rates the impact and likelihood of the risk on a 5 × 5 scoring matrix. The threshold for reporting of risks on the corporate risk register depends on the risk rating as well as the extent to which the risk affects multiple locations and/or services.

## EDUCATION AND TRAINING



A programme of annual mandatory health and safety-related training was rolled out in 2019; this training included manual and client handling, dealing with behaviours that challenge, first aid and CPR, fire safety and chemical safety as well as many others. Education sessions for relevant staff engaged in high risk tasks such as working at heights and working in confined spaces were also completed.

A programme of risk assessment and incident reporting workshops was commenced towards the end of 2019 by the Quality, Risk and Safety Team; this work will continue into 2020. The aim of the workshops is to further embed a positive risk and safety culture within the organisation and empower staff at all levels to manage risk in their day-to-day lives, both inside and outside of the workplace, and to ensure that escalation and communication processes involving safety issues are understood.

## INTERNAL AUDIT

A tender for the Internal Audit function was conducted in 2019 by means of a framework agreement supported by the Office of Government Procurement. This competitive process resulted in Deloitte

being re-appointed to this role in September 2019 for a further period of three years. Deloitte continued the programme of internal audits in line with the audit plan which 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 2019, audits took place in the areas of Procurement and Schools Governance including an overall review of outstanding recommendations from previous audits. The Audit Committee was presented with reports from Deloitte for Internal Financial Controls, Procurement and an update of outstanding previous internal audit recommendations. The implementation of outstanding recommendations continued with the number reducing throughout 2019. Findings and recommendations from all audits are tracked and monitored by the Audit Committee and implemented by the Senior Management Team.

## PLANS FOR 2020

The key areas of focus for Internal Audit in 2020 are the areas of Succession Planning, Fundraising, Capital Expenditure and to complete the Schools Governance audit.

## PRINCIPAL RISKS AND UNCERTAINTIES

The principal risks and uncertainties, including financial risks, which have the potential to have a significant impact upon the delivery of our strategic objectives are set out below, together with an indication of the strategic theme 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 resulting in potential exploitation or abuse.

**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 relevant contractors in line with legislation.

CRC Risk Appetite Statement outlines a zero-tolerance position for child and adult protection issues.

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.

A programme of mandatory Child and Adult Protection and Welfare training is in place as well as specific training for those with responsibility of Mandated Person and Designated Officer.

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

**MOVEMENT AND DEVELOPMENT****No change ↔**

Priority policies to support this safeguarding framework continue to be updated and their progress monitored.

A number of information materials in easy read format commenced development in 2019. The HSE launched the updated national policy on Adult Safeguarding; the implementation plan to support this policy is awaited and the CRC will comply fully with its requirements.

**RISK**

Safety and wellbeing of staff

**IMPACT**

Due to the nature of the service provided by the CRC, our staff may be exposed to certain hazards in the workplace which may lead to illness and absenteeism, diminished productivity as well as personal injury claims. National trends predict an increase in personal injury claims as a result of violence, harassment and aggression in the workplace.

**PRINCIPAL MITIGATION MEASURES**

Strict referral process across all services to ensure the organisation can meet the needs of the individual.

Codes of conduct and behaviour in place across all services.

Training in the understanding and management of behaviours that challenge underpinned by organisation-wide policy.

Human rights-based approach adopted by the CRC with individualised supports in place where possible.

CRC lone worker policy and guidelines in place.

Training needs analysis within services to ensure training and skill mix of staff appropriate to the risks presented in the workplace.

**MOVEMENT AND DEVELOPMENT****Area of increased risk ↑**

The reconfiguration of services for children and young adults in line with Progressing Disability Services (PDS) will mean that the demographic of clients will change from those traditionally availing of CRC clinical services; CRC has been involved in national groups to identify the training requirements of staff.

Additional training needs have been identified across all services which have been prioritised for 2020.

Online training module launched across the organisation in the management of violence, harassment and aggression in the workplace.

**RISK**

Brexit

**IMPACT**

The potential for a no deal Brexit had looked like a real possibility in 2019. Possible risks include supply chain interruption, delays, additional costs due to customs and tariffs; all have the potential to lead to poor client experiences, poor client outcomes, reputational damage and ultimately litigation. Potential threat to public income and currency volatility which may threaten funding and income streams to CRC.

**PRINCIPAL MITIGATION MEASURES**

Ongoing monitoring of potential risks through established working group across all CRC services.

Strong engagement with key stakeholders including funders and suppliers to secure supply chain.

Ongoing liaising with HSE in key areas such as:

- qualifications and workforce
- information governance and data protection
- security of supply of goods and services
- access to treatment and treatment abroad service
- medicines

**MOVEMENT AND DEVELOPMENT****Area of increased risk ↑**

This will be monitored very closely into 2020 to prepare for any potential areas of exposure or threat to the achievement of CRC's strategic objectives.

**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 governance, clinical risk, Charity Regulator, HIQA, etc. could result in penalties, reputational harm and damage to relationships with clients, funders and donors.

**PRINCIPAL MITIGATION MEASURES**

The CRC engages and reports on all relevant governance codes and guidelines applicable to the voluntary and charitable sector and is fully compliant with the requirements of registration with the Charities Regulatory Authority.

The CRC engages in a number of monitoring meetings with the HSE annually against our Service Arrangement and compliance obligations. Any exceptions have been communicated clearly to the HSE in the annual Compliance Statements.

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

Protected Disclosure and Good Faith reporting processes in place.

**MOVEMENT AND DEVELOPMENT****No change ↔**

Significant progress in the area of health and safety compliance with legislation and codes of practice, including completion of confined space risk assessment and training, Working at Heights (WAH) training and improvements in fire safety.

Work commenced on ensuring compliance and awareness of requirements in the updated Open Disclosure Policy launched in 2019 in line with the Civil Liabilities (Amendment) Act. Self-assessment against the HIQA national standards for Infection Prevention and Control in Community Services completed in 2019 – further development of the associated Quality Improvement Plan will continue into 2020. 2020 will bring additional regulatory and legislative compliance pressure with the anticipated enactment and introduction of:

- Patient Safety Bill
- Assisted Decision-Making (Capacity) Act
- HIQA national standards for Adult Safeguarding
- Changes to Medical Devices regulations

Two senior staff supported in training on Public Procurement and Supply Chain Excellence programmes.

**RISK**

Information technology

**IMPACT**

Maintaining adequate IT systems and infrastructure to support growth and development of CRC services may be affected if it fails to effectively manage these systems with potential loss of service or system availability, which may in turn impact on compliance and meeting our obligations as outlined in our service arrangement.

**PRINCIPAL MITIGATION MEASURES**

The IT Strategic Roadmap including several significant upgrades of the IT infrastructure continued in 2019.

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

Ongoing engagement with HSE to support development and improvements.

**MOVEMENT AND DEVELOPMENT****No change ↔**

Further significant investment is planned for 2020 in conjunction with the IT Strategic Roadmap.

Significant work in the upgrade of business-critical systems and platforms in 2019 with planned upgrade of central client administration system scheduled for early 2020.

**RISK**

Information governance and cyber security

**IMPACT**

The CRC must comply with data protection law and ensure robust structures are in place to prevent and detect any threats to critical information systems. Non-compliance with data protection law including via breaches of our systems could result in significant financial and reputational damage for the CRC.

**PRINCIPAL MITIGATION MEASURES**

Organisation-wide compliance road map monitored by the CRC Board.

Organisational structures and processes in place for appropriate governance of data including:

- Data Protection Officer (DPO)
- Information Governance Committee
- Policies and procedures to ensure compliance

Mandatory Data Protection training for all CRC employees.

Ongoing management and learning from reported data breaches and attempted security breaches.

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

**MOVEMENT AND DEVELOPMENT****No change ↔**

Dedicated DPO resource recruited in 2019 to develop and progress the compliance road map.

Development of information materials for staff and service users.

Information security training and awareness scheduled for 2020.

Roll-out of multi-factor authentication from CRC systems.

Introduction of Data Loss Protection and Information Rights Management.

<b>RISK</b>
Service delivery
<b>IMPACT</b>
<p>The implementation of national policy such as Progressing Disability Services (PDS) and New Directions creates uncertainty for the CRC with significant changes impacting on service delivery across all service areas.</p> <p>Also an increased risk of impact on service user experience as pressure on medical and clinical resources affect waiting times.</p>
<b>PRINCIPAL MITIGATION MEASURES</b>
<p>The CRC has detailed implementation plans to underpin these changes.</p> <p>The CRC continues to work closely with the HSE and other agencies within the relevant CHO structures to advocate for appropriate resources based on existing demand in the system.</p> <p>Prioritisation systems in place to ensure appropriate and timely intervention.</p> <p>Significant support structures are in place for service users which include Advocacy groups, Adult Services Council, Parents' Forum, and Human Rights Committee. All staff continue to be supported and communicated with.</p>
<b>MOVEMENT AND DEVELOPMENT</b>
<b>Area of increased risk ↗</b>
<p>Ongoing training and support provided to Adult Services staff to support the changing role of the key worker in line with national policy.</p> <p>Significant work completed on the mapping of clients and staff in preparation for the reconfiguration under PDS.</p> <p>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 2020.</p> <p>Predicted increase in waiting list times for intervention and treatment as part of CRC reconfiguration under PDS.</p> <p>Ongoing engagement with key stakeholders and service providers in order to continue to provide the best possible service to our clients based on their needs.</p>

<b>RISK</b>
Buildings and estate management
<b>IMPACT</b>
<p>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. Inadequate investment in maintaining our buildings may lead to sub-optimal 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.</p>
<b>PRINCIPAL MITIGATION MEASURES</b>
<p>Board Capital Projects and Infrastructure Committee (CPIC) in place.</p> <p>An ongoing buildings upgrade programme is being managed by CRC General Services and Capital Projects Department which identifies priorities for current and future sites.</p> <p>A programme of health and safety inspections of all CRC sites carried out by CRC Quality, Risk and Safety Department is in place.</p> <p>Insurance cover is maintained for all significant insurable risks related to buildings and infrastructure.</p>
<b>MOVEMENT AND DEVELOPMENT</b>
<b>No change ↔</b>
<p>The CPIC continues 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.</p> <p>Ongoing engagement with the HSE on securing funding for capital investment to current ageing buildings and securing new locations for service delivery – will continue into 2020 with reconfiguration materialising. A review of the Clontarf site was undertaken in 2019 as approved by the Board in 2018.</p>

**FINANCIAL RISK**

Closure of the CRC Defined Benefit Irish Pensions Trust (IPT) pension scheme in 2016

**IMPACT**

There persists a risk concerning matters related to the former pension scheme regarding the Income Continuance (IC) and Death in Service Benefit (DISB); there remains an option to revert back to the courts for final clarification.

**PRINCIPAL MITIGATION MEASURES**

While the financial risks posed by the IPT Scheme have reduced dramatically as a result of the actions taken by the CRC, there persists a limited risk as negotiations continue.

**MOVEMENT AND DEVELOPMENT****Reduction in Risk Exposure ↓**

The CRC continues to engage with staff and their representatives on outstanding items.

**FINANCIAL RISK**

Break-even mandate

**IMPACT**

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 so as to ensure those costs do not exceed the related HSE-funded income, as is articulated in the Service Arrangement governing the relationship between the CRC and the HSE.

**PRINCIPAL MITIGATION MEASURES**

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. 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.

**MOVEMENT AND DEVELOPMENT****No change ↔**

The break-even position was achieved in 2019. 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.

**FINANCIAL RISK**

Procurement

**IMPACT**

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. With non-staff operating costs exceeding €4m and planned capital expenditure, compliance with public procurement regulation remains a key risk.

**PRINCIPAL MITIGATION MEASURES**

The CRC engages with the Office of Government Procurement (OGP) and the Health Business Service (HBS) (a division of the HSE) to access existing procurement frameworks where appropriate. 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. Senior staff members are currently engaged on HBS-sponsored procurement training.

**MOVEMENT AND DEVELOPMENT****No change ↔**

Two significant findings awaiting the creation of HSE / OGP frameworks were closed out in 2019. Further work in this area will reduce the risk and should lead to savings on operating costs.

Two senior staff supported in training on Public Procurement and Supply Chain Excellence programmes.

**FINANCIAL RISK**

Compliance with Public Pay Policy

**IMPACT**

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 has regular pay control meetings chaired by the CEO 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.

**MOVEMENT AND DEVELOPMENT****No change ↔**

**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 ↔**

On 31 January 2020 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 2019 Financial Statements. As the budgeted expenditure of The Care Trust for 2020 is €1,970,216, if this support was called upon, it is expected that the CRC exposure would be limited to €985,108, i.e. 50% of operating expenditure.

In 2019 a Memorandum of Understanding was signed with The Care Trust.

**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 ↔**

Refinement of estimates of funding for capital developments was made in 2019 including a comprehensive review of key operational locations' needs in order to allow initiation of a design team's work starting in 2020. Further discussions are continuing with state bodies regarding funding.

**FINANCIAL RISK**

Covid-19

**IMPACT**

The Covid-19 pandemic presents significant risks and challenges to the CRC in 2020.

**PRINCIPAL MITIGATION MEASURES**

Comprehensive business continuity plans in place, CRC Services continued and CRC operated in line with all HSE and public health guidance.

**MOVEMENT AND DEVELOPMENT**

**Area of increased risk ↑**

This is an unforeseen event and is being managed in line with public health advice.



# Structure and Governance



Established in 1951 the CRC was incorporated on 8 October 1953



## GOVERNANCE STRUCTURE

The CRC was incorporated on 8 October 1953 as a company limited by guarantee and not having a share capital. The CRC was established under a Memorandum of Association which recognised the objects and powers of the Company and it is governed under its Articles of Association and by the Board of Directors.

The purpose of the CRC is to provide a range of services to people with disabilities, including medical, therapeutic, social, educational 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
- advancement of community welfare including the relief of those in need by reason of disability
- advancement of education

The CRC is a registered Charity with the Charities Regulatory Authority, registered number 20006938.

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

The CRC is registered with the Companies Registration Office ('CRO'), company number 14880.

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.

## GOVERNANCE

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 (CEO) and key senior managers.

We 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 eight sub-committees (the committees) oversee the organisation to ensure transparency and best practice in all areas of the business. All Directors are engaged 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 112.

We confirm that our organisation complied with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland in 2019. Following the issue by the Charities Regulatory Authority of the new Charities Governance Code, a gap analysis was performed to prepare for compliance with this new regulation. The CRC is majorly compliant with the new regulation already and we are committed to implementing all additional measures required to ensure compliance with the Code within the timeline set out by the Charities Regulatory Authority.

## Structure and Governance

In 2018, we adopted the Guidelines for Charitable Organisations on Fundraising from the Public, 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.

We are a Triple Locked member of the Charities Institute Ireland (CII) as we have formally adopted the following:

- The Guidelines for Charitable Organisations on Fundraising from the Public
- The Charities Governance Code
- The Charities Statement of Recommended Practice (SORP) FRS102

As a registered charity, we file our Annual Report and Annual Return with the Charities Regulatory Authority (CRA) each year, along with maintaining our Charity information on the CRA website.

We file our Annual Return and Financial Statements each year with the CRO, in addition to maintaining our corporate information on the CRO website.

We file our Annual Report with the Revenue Commissioners each year, as a registered Charity.

The 2019 Annual Service Arrangement with the HSE and the CRC for the year was agreed and signed. In addition, we submitted our Annual Compliance Statement as a Section 38 Agency to the HSE.

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 of 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, which can be evidenced through our recent awards in this area.

## MEMBERS

The members of the CRC are Mr Tom Quinn, Ms Sinéad Cooke, Ms Ann Jackson and Ms Leah Goulding.

## THE 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 2019 to 31 December 2019.

There were no instances or arrangements during the period 1 January 2019 to 31 December 2019 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, we maintain a Register of Directors' Interests which identifies any interests that could give rise to a conflict of interest. We are requested to declare our interests prior to beginning all committee meetings and Board meetings along with providing an annual declaration to the Company Secretary.

We have delegated the day-to-day decision-making powers to the CEO and her Senior Management Team. The CEO is not a member of the Board of Directors. We have also delegated some of our responsibilities to committees of the Board, as referenced on pages 102–108. Details of the separation of duties and responsibilities of the

Chairperson and the CEO are clearly documented and defined in our Directors' Handbook.

During 2019, we conducted a review and update of 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 also have the following schedule of matters reserved for the Board which are detailed in full in the Directors' Handbook:

- Strategy and management
- Financial reporting and control
- Internal controls
- Contracts
- Communication
- Membership of the Board and other appointments
- Remuneration
- Delegation of authority
- Corporate governance matters
- Key corporate policies
- Other matters

## OUR BOARD OF DIRECTORS, OUR INDEPENDENT COMMITTEE MEMBERS AND OUR SENIOR MANAGEMENT TEAM

### Board of Directors



**Ms Carol Ann Casey**

**Chairperson** (Appointed 31 March 2018)

**Non-Executive Director** (Appointed 27 March 2014)

Carol Ann Casey is Managing Director of CA Compliance Limited specialising in HR disputes and compliance. She holds the statutory office as The Independent Adjudicator of the Law Society and provides the Independent Reviewer service for a UK Public Services Ombudsman and 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 HR Strategies and has qualifications in dispute resolution, regulatory affairs and compliance. Carol Ann is a Non-Executive Director of The Blarney Woollen Mills Group.

**Dr Ian Callanan**

**Non-Executive Director** (Appointed 1 December 2017)

Ian Callanan is the Group Clinical Audit Facilitator for St Vincent's Healthcare Group and Medical Director for Irish Life Health Insurance Ireland. Previously a Board member of the Health Information and Quality Authority (HIQA), 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.



**Mr Diarmuid Connaughton**

**Vice Chairperson** (Appointed 31 March 2018)

**Non-Executive Director** (Appointed 13 February 2017)

Diarmuid Connaughton is an experienced financial services executive. During his 29-year career with Bank of America, he held a number of key senior management roles including Country Executive for Ireland and was a director for various Bank of America Irish subsidiaries. He is a director and member of the Audit Committee of Future Finance Loan Corporation Ltd and a director for the Irish subsidiaries of Ferro Corporation. He was Chairman of Peamount Hospital and the Institute of Chartered Accountants Banking Group. Diarmuid is a fellow of Chartered Accountants Ireland and holds an honours Bachelor of Commerce Degree from UCD.





**Ms Sinéad Cooke**

**Non-Executive Director** (Appointed 14 November 2016)

Sinéad Cooke 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 has lectured in Accounting and Finance in Griffith College and is currently lecturing in Accounting at Independent College Dublin.



**Mr Liam Cullen**

**Non-Executive Director** (Appointed 1 December 2017)

Liam Cullen is Head of Corporate Policy with GSK plc. Prior to joining GSK, Liam was the CEO of the Irish Foster Carers' Association. He has worked as a Government Special Advisor in the Department of Health and Children and previously worked for 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 1 December 2017)

Marie Guidon was Foundation Head of the RCSI School of Physiotherapy from 1998 until 2018. Following graduation from UCD, she worked in Connolly, Beaumont and St James's hospitals. She has completed postgraduate studies in sports medicine, hydrotherapy and cardiorespiratory physiotherapy. She was awarded an MSc (Research) from Trinity College Dublin and a PhD from NUI/RCSI. She has been actively involved in the Irish Society of Chartered Physiotherapists (ISCP) for many years and was President of the ISCP from 2016 to 2018. She has represented the ISCP at regional, national and international level.



**Ms Rose O'Donovan**

**Non-Executive Director** (Appointed 28 November 2019)

Rose O'Donovan has extensive banking experience at senior level across multiple areas and communications and has led strategic projects in customer experience and transformation. She was Head of Stakeholder Management at AIB for 10 years and was a key member of the successful Initial Public Offering team in 2017. Rose holds a Diploma in Joint Financial Services, APA and a Diploma in Wealth Management, and is a qualified Personal Leadership and Executive Coach. She sits on the Board and Advisory Council of Digital Business Ireland. She is currently studying to become a Chartered Director with the Institute of Directors.



**Ms Marie O'Riordan**

**Non-Executive Director** (Appointed 1 August 2018)

Marie O'Riordan is a Partner in Eversheds Sutherland Solicitors and practises 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 Master's 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.

**Dr John Ryan****Non-Executive Director**

(Appointed 1 May 2018) (Resigned 3 October 2019)

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 Chief Operations Officer, 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 Chairperson, both in the commercial and not-for-profit sectors.

**Mr Tom Quinn****Non-Executive Director**

(Appointed 27 March 2014) (Resigned 31 December 2019)

Tom Quinn retired in 2009 as RTÉ Group Secretary after 40 years' service. He is a founding Director of TG4 and former Chairperson of Radio Tara Limited (Atlantic 252). 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 BA and Post Graduate Diplomas in Social Science, European Law and Corporate Governance from UCD.

**Dr Martine Smith****Non-Executive Director** (Appointed 1 February 2018)

Martine Smith is Professor in Speech Language Pathology at Trinity College Dublin. She started her speech and language therapy career in the CRC, before joining the Department of Clinical Speech and Language Studies in TCD. Her research and teaching interests are in developmental speech and language impairment, and augmentative and alternative communication (AAC). These interests include literacy skills in children and adults who use AAC and the impact of severe speech impairments on participation in society. She is a past President of the International Society for Augmentative and Alternative Communication, and also served as Editor of the flagship AAC journal.

**Mr Edward Ward****Non-Executive Director** (Appointed 28 November 2019)

Edward Ward is an experienced risk and governance professional with 38 years' experience in domestic and international banking. He retired from AIB in 2019 where he held senior executive positions since 2007. Prior to that he held senior executive positions with Citigroup over a period of 22 years, mainly overseas. He holds BComm and MBS degrees from UCD and completed the Chartered Secretary qualification. He is a Fellow of the Institute of Banking and a Chartered Director. Edward is also a Non-Executive Director of Scotiabank (Ireland) DAC and Davy Global Fund Management Limited.

**Mr Tom Young****Non-Executive Director** (Appointed 13 February 2017)

Tom Young is an independent non-executive director in regulated financial services and the charity sector. He had a career in international banking, with Citibank, HSBC and BNY Mellon, holding roles approved by regulators in Ireland and other EU jurisdictions. Tom is a specialist in governance compliance and risk management, in banking and funds services. A graduate of UCC, he is a Chartered Secretary and Chartered Director. Tom is former Chairperson of the Federation of International Banks in Ireland (FIBI) and a current member of the Irish Funds Directors Association (IFDA).



## Independent Co-Optee Committee members



### Ms Aoife Cooney

(Appointed to Fundraising Committee 14 May 2019)

Aoife Cooney is a Marketing and Communications Professional, with 14 years' experience spanning Event and Project Management to National Brand Management for a multi-national fashion label. Aoife has a proven track record in building commercially focused operations and delivering highly effective campaigns. Campaign Management, Marketing Strategy, Commercial Planning, Brand Positioning, Brand Management, Content and Message Management, Digital Marketing Strategy.



### Mr Daniel Curran

(Appointed to Fundraising Committee 14 May 2019)

With a background in Irish Defence Forces operations, Daniel Curran has built and managed successful teams across the commercial sales, marketing, training and fundraising fields. As Regional Engagement Lead with RNLI, and previously Head of Fundraising with the Irish Red Cross, he has in-depth experience in generating and optimising large revenue streams across the public, corporate, trust and government funding in Ireland (local and national) and internationally. Daniel has a successful track record in developing direct and strategic fundraising partnership agreements across all sectors. He holds qualifications in Business Management and in Fundraising.



### Mr Myles Daly

(Appointed to the Governance Committee on 3 April 2019)

(Appointed to the Quality, Safety & Risk Committee on 7 October 2019)

Myles Daly has over 15 years' experience in the financial services sector across a diverse range of areas. Myles currently holds the position of Director, Risk Management at BNY Mellon where he is responsible for providing leadership in the development, implementation and oversight of Enterprise-wide and Operational Risk Management Frameworks across businesses and legal entities. Prior to joining BNY Mellon in 2006, Myles worked with Goodbody Stockbrokers in the Corporate Finance area. Myles holds a MSc in Risk Management, University College Dublin (2013), and a BSc Management (Finance), Dublin Institute of Technology (2003).



### Dr Anne Matthews

(Appointed to the Quality, Safety & Risk Committee on 30 November 2017)

Anne Matthews was a member (representing DCU) of the Beaumont Hospital Board (BHB) between February 2015 and December 2016. She is currently Chairperson of the Irish Global Health Network, since 2017, and has been a Board member since 2015. Anne has worked at DCU since 2001 and was Head of the School of Nursing and Human Sciences at DCU (2015–2017). Anne has a clinical background in nursing and midwifery and then an academic background in Social Policy. She currently coordinates the BSc in Health and Society at DCU.



### Mr Enda O'Riordan

(Appointed to the Remuneration & Nominations Committee on 3 April 2019)

Enda O'Riordan has extensive experience leading and consulting on the design and execution of multiple business change initiatives within Ireland and the UK. He has worked across the financial services, technology and health sectors. An experienced HR professional and leader of teams, Enda has held senior HR roles on multiple business senior management teams and largescale complex programmes. A qualified coach with considerable experience coaching executives and senior management in industry, Enda holds a BA in Human Resource Management and Accounting (NCI/NCEA) and a Diploma in Executive Coaching (IMI/UCC).

**Mr Darren Peavoy**

(Appointed to the Capital Projects & Infrastructure Committee on 20 November 2018)

Darren Peavoy is a Chartered Surveyor and has been a retail specialist for over 18 years with an extensive knowledge of Ireland's property market. He has been involved in development advice, sales, leasing and acquisitions throughout the country and has been involved in a number of high-profile schemes including Dundrum Town Centre, Blanchardstown Centre, Pavilions Swords and South King Street. During his years of retail agency Darren has secured lettings to multiple national and international tenants. Darren acts for a number of occupiers on strategy and acquisitions on high streets and in retail schemes across Ireland.

**Ms Fiona Sweeney**

(Appointed to the Audit Committee and Investment Committee on 8 February 2019)

Fiona Sweeney is an investment professional with 30 years' experience in the investment management industry. She originally trained and worked as an Equity Investment Analyst for 6 years before moving to Client Portfolio Management and New Business Development roles. She has held executive roles in leading Irish investment managers over the past 17 years. Fiona holds a BA (Hons) in Economics and an MA in Economics from UCD, a Diploma in Legal Studies from DIT and a Diploma in Company Direction from the Institute of Directors.

**Professor Thilo Kroll**

(Appointed to the Research Committee on 13 November 2018)

Since 1992, Thilo Kroll has been conducting research into the social dimensions of health and wellbeing, with a particular emphasis on public health perspectives on disability and health topics. He has carried out social and health-related research in various health systems and care environments in the United States, the United Kingdom, Germany and Scandinavia. His background in psychology has led to a variety of interdisciplinary research studies combining quantitative and qualitative research methods with particular emphasis on inclusive research designs for otherwise marginalised groups. His research interests and passion are focused on systems-related topics in global public health and inclusion. At present, he is leading the HRB-funded Public and Patient Involvement (PPI) Ignite project for UCD.

**Prof Pamela Gallagher**

(Appointed to the Research Committee on 13 November 2018)

Pamela Gallagher, PhD, C. Psychol. Ps.S.I., is a Full Professor of Psychology and founding Head of the new School of Psychology, DCU. She is a respected international expert and leader in her research field of living well with illness, disability and technology. She has particular expertise and has published widely in the area of assistive technology, amputation and prosthetics, physical rehabilitation, and cancer survivorship.



## Senior Management Team and Company Secretary



**Chief Executive Officer**  
Stephanie Manahan



**Head of Operational Services**  
Alison McCallion



**Medical Director**  
Dr Jane Leonard



**Company Secretary**  
Ms Thérèse Allen



**Head of Human Resources**  
Gerry Fallon



**Head of Finance**  
Patrick Hall



**Head of Quality, Risk  
and Safety**  
Stephanie Kilrane



**Head of General Services  
and Capital Projects**  
Jane Mitchell



**Head of Fundraising**  
Ziva Newman



**Head of Children's and  
Clinical Services**  
Geraldine Prunty



**Head of Adult Services**  
Catherine Stuart



**Head of National  
Specialist Services  
and Research**  
Mike Walsh



## Membership of the Board and its Committees at 31 December 2019 is detailed below

	Board of Directors	Audit Committee	Investment Committee	Quality, Safety and Risk Committee	Remuneration & Nominations Committee	Governance Committee	Fundraising Committee	Capital Projects & Infrastructure Committee	Board Advisory Committee: Research Committee
<b>CRC Board of Directors and Committees – Table of Membership – 31 December 2019</b>									
Ian Callanan	✓			✓					✓
Carol Ann Casey	✓ <sup>©</sup>				✓	✓			
Diarmuid Connaughton	✓	✓ <sup>©</sup>	✓ <sup>©</sup>	✓					
Sinéad Cooke	✓	✓	✓				✓		
Liam Cullen	✓	✓	✓	✓ <sup>©</sup>					
Marie Guidon	✓						✓	✓	
Rose O'Donovan	✓								
Marie O'Riordan	✓							✓ <sup>©</sup>	
Tom Quinn	✓				✓ <sup>©</sup>	✓			
John Ryan	✓						✓ <sup>©</sup>	✓	
Martine Smith	✓								✓ <sup>©</sup>
Edward Ward	✓								
Tom Young	✓				✓	✓ <sup>©</sup>			
© Chairperson									
<b>Co-Optee/Independent Committee Members – Table of Membership – 31 December 2019</b>									
Aoife Cooney							✓		
Daniel Curran							✓		
Myles Daly				✓		✓			
Prof. Anne Matthews				✓					
Enda O'Riordan					✓				
Darren Peavoy								✓	
Fiona Sweeney		✓	✓						
Prof. Thilo Kroll									✓
Prof. Pamela Gallagher									✓

### Appointments/Resignations

Noted below were the changes to our Board of Directors during the period 01/01/2019 to 31/12/2019:

#### Appointments:

Ms Rose O'Donovan and Mr Edward Ward were appointed to the Board on 28 November 2019.

#### Resignations:

Mr John Ryan resigned from the Board on 3 October 2019.

Mr Tom Quinn resigned from the Board on 31 December 2019.

Members of the Board are appointed for an initial term of three years which may be extended in accordance with the Constitution of the Company for a maximum of three terms to preserve the corporate memory on the Board, to adhere to succession management principles and to ensure continuity while new Directors were appointed to the Board. We are grateful to our outgoing Directors for their contribution and commitment to the CRC.

## SKILLS MATRIX AND 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 2019, the Company Secretary, in conjunction with the Remuneration and Nominations Committee, conducted a skills matrix review of the Board to identify any skills gaps on the Board. Areas for additional expertise were noted as follows: Fundraising, Property Management and Human Resources. We then embarked on a recruitment drive to recruit Board members with these capabilities during the summer, resulting in two additional Board members being appointed in November 2019 and four more Board members approved for appointment in January 2020. As a result, a re-allocation of members to the CRC committees is scheduled for Q1 2020 to match skills and expertise to the requirements of each CRC committee. This exercise also assists us in sourcing relevant training opportunities for our Board members.

## 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 attend an induction meeting with the Chairperson, the CEO and Company Secretary. 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 schools, and an introduction to members of the Senior Management Team. New Directors also

receive training on our Board reporting application.

## BOARD DIVERSITY

The values of the CRC are 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.

During 2019, we introduced certain measures to increase diversity within our governance structures, one of the most successful solutions being the addition of external, independent co-optee members to Board committees.

The addition of co-optees adds to the diversity, experience and knowledge of the organisation bringing independence and objectivity to the discussions/deliberations of the committee structure that enriches the Board decisions. It also adds an external opinion and rigor to the committee structure. Co-optees were engaged from a broad range of backgrounds and experiences from the academic, health, private and charity sectors. Co-optees come to the committee meetings independent of any former knowledge of previous decisions and discussions held at Board level, therefore adding an independent, impartial perspective.

We continue to monitor diversity on our Board in line with this policy. At 31 December 2019, six of our Board members are female or 46% of the Board. Adult Service clients and their parents are encouraged to apply for roles on the Board when recruitment is underway. Training is ongoing to support our adults to enable them to develop the skills and competencies required for such a role.

We have adopted recommendations in line with the HSE Compliance Statement and Governance Requirements, which states that 'Membership of each committee should comprise of non-executive and independent members', and also with the Code of Practice for the Governance of State Bodies which states that Audit and Risk Committees are recommended to have members drawn from outside the Board. 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. All CRC Board committees now have independent co-optees appointed as part of their membership. Details of our committee co-optees are outlined on pages 93–94.

## BOARD TRAINING



We are a member of various bodies that provide training events throughout the year to the Board. Examples of some events attended by the Board during the year are as follows:

Date in 2019	Course	Host
31 January	Key Governance Topics for 2019	Institute of Public Administration
14 March	Board Effectiveness Review – Making it Meaningful	Institute of Public Administration
4 April	Chairpersons Network – Governance Forum: Characteristics of Effective Boards – Strategy and Performance	Institute of Public Administration
2 May	Charities Non-Profits and Funders	Institute of Public Administration
20 June	Effective Communications and Stakeholder Relations	Institute of Public Administration
3 October	Charities and Company Law seminar	Carmichael
7 October	Bringing the Board of Directors on Board with Quality and Safety of Clinical Care *	Ms Mona Baker, CEO and Ms Eilis Murphy, Quality, Standards and Patient Safety, Temple Street Children's University Hospital
27 November	Making the most of social media	Carmichael
2 December	Board portal training	In-house

\* The CRC Quality, Safety and Risk Committee organised for Ms Mona Baker and Ms Eilis Murphy from Temple Street to attend the CRC to present their case study and toolkit for 'Bringing the Board of Directors on Board with Quality and Safety of Clinical Care in Temple Street'. The project was designed to equip the Board with the

knowledge and skills to enhance their ability to lead and govern on the hospital's quality performance. The training proved a valuable exercise for the CRC, and we are now looking at ways in the future to adopt a similar project for our Board to assist in our further education of quality and patient safety in our services.

## GENERAL DATA PROTECTION REGULATIONS (GDPR)

We are aware of our obligations relating to compliance with GDPR and the updated Irish Data Protection Act (2018). During 2019, we continued to work through the programme of work arising from the external GDPR review conducted in 2018 to ensure compliance with the regulation. In addition, a part-time Data Protection Officer was appointed to the CRC to monitor compliance with GDPR regulations on behalf of the CRC.



## GOVERNANCE INITIATIVES

Throughout 2019 and in keeping with our approach to diversity and inclusive governance as detailed previously we continued with our Board training and engagement initiative called 'Keeping Connected'. The initiative involves inviting a service area to attend our Board meetings and to provide background and an overview of their area to the Board. This is followed by a question and answer session.

In 2019, we received training and presentations from the following areas of the organisation. This award-winning initiative enables a direct link and connection between the Board and our clients and staff, it enhances our ability at Board level to understand and experience the impact of the work of the CRC and it helps maintain a focus on diversity and inclusion.

2019 Board Meetings	Keeping Connected Presentations
15 February	School Age Disability Team presented by Barbara Shinnors, Manager of the School Age Team. Barbara was joined by a parent of one of the CRC clients.
12 April	Scoil Mochua, which is governed by the Board, as trustees – presentation from Vivienne Wynne, Principal of the school.
21 June	The Fundraising Team presented their 'Big Dreams Marketing Campaign' to the Board.
13 September	The Head of Research presented an update to the Board on Research and Development Initiatives at the CRC.
18 October	The Board received a presentation on Advocacy and Human Rights from staff and clients from our Adult Services Team.
6 December	Members of the CRC Adult Services Council presented to the Board on the work and achievements of the Council during the year.

## ADULT SERVICES COUNCIL

In addition, our initiative for service user engagement continued throughout 2019, whereby a member of the Board attends one of the monthly Adult Services Council Meetings. These meetings are held in various CRC locations and hubs,

and consist of representatives from the Adult Services Team and CRC senior staff. These meetings allow CRC Adult Services clients an opportunity to offer feedback to the Board and provide an opportunity for Board member engagement. The following meetings were attended by Board members:

Adult Services Users Council Meetings 2019	CRC Location	Attendance from Board Members
March	Firhouse Local Centre	Diarmuid Connaughton
April	Clontarf	Martine Smith
June	Firhouse Local Centre	Carol Ann Casey
July	Clontarf	John Ryan
August	Hartstown Local Centre	Liam Cullen
September	Firhouse Local Centre	Postponed
October	Killester Local Centre	Marie Guidon
November	Hartstown Local Centre	Tom Quinn
December	Clontarf	Adult Services Council members presentation and meet and greet with the Board at CRC 6 December 2019 Board Meeting

## PARENTS FORUM

As part of our Keeping Connected initiative, a new initiative was launched in 2019: our 'Parent's Forum'. Listening to the views of parents is a central feature of CRC's Strategic Plan 2017–2021 and a key objective is 'to ensure the voice of clients and their families can not only be heard but can have influence on what the organisation does and how it does it'.

The Parents Forum is a structured opportunity for parents to provide feedback

to the CRC on new developments and changes in services. The objectives of the Forum are to:

- keep parents informed on any developments at the CRC
- ensure that parents' voices are heard and have influence on service developments
- give/receive feedback on current services

The Parents Forum meet in CRC Clontarf, and members of the Board were invited to attend and meet the parents of service users, as follows:

Parents Forum Meeting	Location	Attendance from Board Members
25 September 2019	CRC Clontarf	Marie O'Riordan and Martine Smith

## CHARITIES REGULATOR'S NEW CHARITIES GOVERNANCE CODE

On 7 November 2018, the Charities Regulator launched the Charities Governance Code in Ireland. The Code sets out the minimum standards which the Board of Directors/Trustees of a registered charity should ensure their charity meets in order to effectively manage and control their organisation. The Code consists of six principles of governance: advancing charitable purpose; behaving with integrity; leading people; exercising control; working effectively; being accountable and transparent. The Code sets out the 32 core standards that all charities should meet when putting the principles into action. It also contains 17 additional standards that reflect best practice for charities with high levels of income and/or complex organisational and funding structures and/or significant numbers of employees.

We received a briefing from the Company Secretary and CEO in early 2019 who were then tasked with performing a gap analysis on the new Code, and we are happy to report that the CRC is already in compliance with the majority of the Code's requirements. We will continue to implement all required actions to ensure that we are in full compliance with the Code in 2020 and, from 2021 be in a position to report on our compliance with the Code to the Charities Regulatory Authority.

## BENEFICIAL OWNERSHIP REGISTER

Article 30(1) of the European Union's Fourth Anti-Money Laundering Directive (4AMLD) requires legal entities to obtain and hold adequate, accurate and current information on their beneficial ownership. The Irish Criminal Justice (Money Laundering and Terrorist Financing) (Amendment) Act 2018 transposes the majority of the 4AMLD into national law. The aim of the directive is to deter money laundering and terrorist

financing and to help sanction those who hide their ownership or control of Irish companies/ societies for the purpose of facilitating illegal activities.

In the CRC's case, each of our four members holds one share/25% voting rights and accordingly the details of the senior managing officials, i.e. the Board of Directors and the CEO, were disclosed and recorded on the central register as beneficial owners in advance of the deadline of 22 November 2019.

## BOARD STRATEGY DAY

In November 2019, with our Co-Optee Committee members and our Senior Management Team we held our third off-site Strategy Day. The theme throughout the day was that of Culture, Values, People and Getting the Balance Right. We invited an external speaker, Ms Rosarii Mannion, former National Director of HR, HSE to present at and to facilitate the day.

The group reviewed and considered the progress of the actions from the 2018 Strategy Day and discussed the current Strategic Plan for the CRC and whether it was still fit for purpose.

Ms Mannion gave a presentation on 'Putting People First at CRC: Presentation on Organisational Culture, Behaviours and Values'. Following this, a breakout session was held where the group was divided into five tables and the discussion was facilitated by Ms Mannion. Topics were as follows:

- Setting the tone at the top: the how and the why?
- Living our values in our behaviours: what that looks like?
- Culture temperature check: how we measure culture?
- Engaging with employees; the how and the why?
- Culture and governance: how governance impacts culture?

A number of outcomes arose from the day such as the requirement for an emphasis on culture/communications at Board level, enhancement of key performance indicator (KPI) reporting to incorporate staff engagement and further enhancement of the interactions for all CRC stakeholders. In addition, it was acknowledged and agreed that the current Strategic Plan – Towards 2021 was still fit for purpose. Progress against the actions arising from the Strategy Day will be reviewed throughout 2020.

## **BOARD AND COMMITTEE EVALUATIONS AND REVIEW**

We are 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 Board evaluation began in Quarter 4, 2019, and will conclude in Quarter 1, 2020 with a report and recommendations due to be presented to the Board at our May 2020 Board meeting.

In addition, we conducted an internal annual evaluation of each of our committees and the results are then presented back to each committee for discussion, and further action where required.

## **SUCCESSION PLANNING**

We considered and reviewed succession planning in detail during the year to ensure the corporate memory of the Company is preserved always. In addition, we reviewed the Succession Planning Policy with an Internal Audit focused on succession planning scheduled for Quarter 1, 2020.

## **BOARD MEETINGS**

We met on eight occasions during the year for both scheduled and ad-hoc Board meetings. The CEO was invited and attended all eight meetings. In addition, representatives from the Senior Management Team were invited and attended the Board meetings throughout the year. The attendance record at the Board meetings is noted overleaf. All Board meetings were held in person at the CRC, with the exception on one ad-hoc Board meeting held via telephone on 28 November 2019.

## **BOARD COMMITTEES**

We have seven Board committees and one Board Advisory Committee, as follows:

- Audit Committee
- Governance Committee
- Investment Committee
- Quality, Safety and Risk Committee
- Remuneration and Nominations Committee
- Fundraising Committee
- Capital Projects and Infrastructure Committee

### **Board Advisory Committee**

- CRC Research Committee

Attendance Record – 2019 Board and Committee Meetings									
	Board Meetings	Audit Committee Meetings	Investment Committee Meetings	Quality, Safety and Risk Committee Meetings	Remuneration & Nominations Committee Meetings	Governance Committee Meetings	Fundraising Committee Meetings	Capital Projects & Infrastructure Committee Meetings	Research Committee Meetings
<b>CRC Board of Directors</b>									
Ian Callanan	6/8			1/1					4/4
Carol Ann Casey ©	8/8				5/5	3/4			
Diarmuid Connaughton	8/8	4/4	4/4	4/4	1/1				
Sinéad Cooke	6/8	4/4	4/4				4/4		
Liam Cullen	5/8	4/4	4/4	4/4			1/1		
Marie Guidon	7/8						3/4	3/4	
Rose O'Donovan	1/1								
Marie O'Riordan	8/8							4/4	
Tom Quinn	8/8				5/5	4/4			
John Ryan	2/5						3/3	2/4	
Martine Smith	7/8								4/4
Edward Ward	1/1								
Tom Young	8/8				5/5	4/4			
© Chairperson									
<b>Independent Committee Co-optees Members</b>									
Aoife Cooney*							1/1		
Mary Connolly**									
Daniel Curran							1/3		
Myles Daly				1/1		3/3			
Prof. Anne Matthews				3/4					
Enda O'Riordan					3/3				
Darren Peavoy								3/4	
Fiona Sweeney		3/4	3/4						
*On maternity leave      **Approved for appointment 06/12/19									
<b>Company Secretary</b>									
Thérèse Allen	8/8	4/4	4/4	4/4	5/5	4/4		4/4	
<b>Senior Management Team</b>									
Stephanie Manahan CEO	8/8	4/4	4/4	4/4	5/5	4/4		4/4	
Alison McCallion Head of Operational Services	3/4	2/2	1/2		1/1	1/4	1/1	1/1	
Gerry Fallon Head of HR	1/1				4/4				
Patrick Hall Head of Finance	6/7	4/4	4/4						
Stephanie Kilrane Head of Quality, Risk and Safety	4/7	1/1		4/4					
Jane Mitchell Head of General Services & Capital Projects	1/1							4/4	
Ziva Newman Head of Fundraising & Philanthropy	1/1						4/4		
Geraldine Prunty Head of Children's and Clinical Services	1/1								
Catherine Stuart Head of Adult Services	2/2								
Mike Walsh Head of National Specialist Services & Research	2/2								



We delegate specific responsibility to these committees as set out in their terms of reference which are reviewed annually. During 2019, 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 by the end of 2019 and will continue to add expertise as required.

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 Senior Management Team (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 2019 are detailed below.

## **BOARD REMUNERATION AND NOMINATIONS COMMITTEE**

The role of the Remuneration and Nominations Committee is to review the structure, size and composition, including the skills, knowledge and experience, of the Board and its committees and make recommendations to ensure the Board is effective and fit for purpose.

Considering the requirement to comply with the HSE and Public Pay Policy, the committee will review and report to the Board on:

- compliance relating to the remuneration package of the CEO
- compliance relating to the remuneration package of the SMT, recommended by the CEO

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

- Election of new Directors to include its committees
- Selection of new Members of the Company

The committee met on six occasions throughout 2019.

### **Key achievements and focus areas in 2019**

- Monitoring compliance with Public Pay Policy for CEO and SMT
- Review and agreement of CEO's objectives for the year
- Review of CEO contract and oversaw the termination of the secondment arrangement of the CEO and the permanent engagement of the CEO to the CRC
- Update and review of Directors' Skills Matrix, including gap analysis, and review of Board and committee composition
- Ongoing review of nominations to the Board, including review of job descriptions, CV review and interview panel
- Succession planning for the Board, including a term of office review of current Board members
- Appointment of two new Board Directors
- Launched recruitment drive for new Chairperson of the Board
- Enhancement of the committee membership
- Ongoing review of nominations to the committees, including the nomination of co-optee, independent committee members to each of the committees
- Oversight on induction of new Board members and committee members
- Consideration of the results and actions from the 2018 Employee Survey
- Oversight of key staff policies
- Ongoing succession planning for Board and SMT
- Oversight of SMT nominations and appointments, including attending interviews for proposed Head of Operational Services position

#### Structure and Governance

- Oversight of key Human Resource risks on behalf of the Board
- Review of key Human Resource policies, including the CRC Code of Behaviour and Standards
- Completing the Annual Committee Evaluation Survey
- Annual review of the committee's terms of reference

#### Priorities for 2020

- Recruiting a Chairperson of the Board
- Induction and training for new Board Members
- Preparation of a programme of work for the committee for 2020
- Skills Matrix Review and Gap Analysis and revision of Committee membership, as appropriate
- Monitor compliance with Public Pay Policy for all staff
- Review CEO objectives
- Review succession planning for Board and SMT
- Enhancement of the committee membership, where applicable

### BOARD GOVERNANCE COMMITTEE

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

- Compliance with Codes of Governance
- Compliance with The Companies Act 2014
- Compliance with the Charities Regulator regulations
- The HSE Compliance Statement
- The Board of Directors Handbook
- Matters reserved for the Board
- The Board's relationship with CRC service users

The committee met on four occasions during the year.

#### Key achievements and focus areas in 2019

- Review of the HSE Service Arrangement document and recommendation to

Board for approval and submission by the deadline of 28 February 2019

- Review of the Governance Self-Assessment Form, to accompany the Annual HSE Service Arrangement and recommendation to Board for completion of same
- Review of the HSE Annual Compliance Statement (ACS) and recommendation to Board for approval and submission prior to the deadline of 31 May 2019
- Preparation for the external Board evaluation
- Review the annual 2019 programme of work for the committee
- Detailed review of the Charities Governance Code and self-assessment with plan for full compliance
- 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 of the Matters Reserved for the Board, and recommendation to Board on updates
- Review of agenda and attendance for the Annual General Meeting for 2019
- Review and recommendation to Board on the agenda for the Board Strategy Day
- Annual review of the committee's terms of reference for 2019

#### Priorities for 2020

- Finalise assessment against the Charities Governance Code issued by the Charities Regulator and implement action plan for compliance
- Roll-out and implementation of actions and recommendations arising from the external Board evaluation review
- Monitoring of Board training record and agree training plan for the Board for the year

- Review and recommendation to Board on relevant CRC policies
- Enhancement of the committee membership, where applicable

## BOARD QUALITY, SAFETY AND RISK COMMITTEE

The purpose of this committee is to oversee quality, safety and risk across the CRC on behalf of the Board, in particular:

- 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, Risk and Safety Team to continue to develop an ongoing culture of Quality, Safety and Risk Management within the CRC
- to ensure alignment with the overall CRC Governance Framework

The committee met on four occasions during the year.

### Key achievements and focus areas in 2019

- Oversight and review of the Risk Register and associated controls
- Approval of relevant Health, Safety and Risk Policies
- Review annual programme of work for 2019
- Adoption of updates to HSE Risk Register Template
- 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
- 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 Sub-Committee structure
- GDPR compliance project review

- Consideration of a new Risk Management Reporting Model
- Consideration of a revised Dashboard for risk reporting
- Review of commissioned reports/briefings
- Committee membership review and appointment of an independent, co-optee member
- Annual review of incidents and accidents
- Annual review of risk trends in CRC

### Priorities for 2020

- Continued focus on GDPR compliance
- Enhancement of Dashboard for risk reporting
- Further consideration of new Risk Management Model
- Review Risk Appetite Statement
- Risk management training for the Board

## 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 a sub-committee of the Board and must satisfy itself, on behalf of the Board, that key financial controls are operating, that ethical practices in financial reporting are being reinforced, that key accounting estimates and judgements are being properly made and that internal and external audits are effective while cognisant of the fact that the management of the CRC are responsible for the internal controls and the preparation of the financial statements.

The committee met on six occasions during the year.

### Key achievements and focus areas in 2019

- Review and recommendation to the Board of the 2018 Annual Report and Financial Statements cognisant of reporting requirements of Charities SORP FRS102

## Structure and Governance

- Assisted with selection and appointment of new external auditors, following the end of contract, including participation in the tender process, meetings and documentation review
- Assisted with selection and appointment of new internal auditors, following the end of their contract, including participation in the tender process, meetings and documentation review
- Met with the auditors without management present and were pleased to record that no matters of concern had arisen
- Review of the 2019 Audit Plan for CRC
- Consideration of Internal Audit Reports including management responses and agreed action items
- Met with internal auditors to agree scope of Internal Audit planning and priorities
- Review and consideration of documentation relating to The Care Trust DAC
- Ongoing 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 Committee Evaluation
- Annual review of the committee membership and terms of reference
- Updating bank mandates, as required

### Priorities for 2020

- Review of 2019 Annual Report and Financial Statements cognisant of reporting requirements of Charities SORP FRS102
- Ongoing review of documentation of the Internal Control Framework and Financial Authority Levels
- Review and consideration of Internal Audit Reports
- Enhancement of the committee membership

## BOARD INVESTMENT COMMITTEE

The Board Investment Committee is responsible for making recommendations to

the Board on investment of funds. The committee met on three occasions during the year. Meetings were held in person but included attendance facilitated by teleconference.

### Key achievements and focus areas in 2019

- Met with investment advisors to review current CRC investments and explore future investment options
- Updated the Investment Strategy Document which was approved by the Board
- Updated bank mandates and agreed operating procedures
- Ongoing review of deposit allocation
- Annual Committee Evaluation
- Review of terms of reference and policies and procedures

### Priorities for 2020

- Review investment options for the CRC and implement recommendations from advisors
- Oversight of investments and reporting to Board on any updates
- Monitoring of Investment Plan
- Enhancement of the committee membership

## BOARD FUNDRAISING COMMITTEE

The Board Fundraising Committee is responsible for making recommendations to the Board on all aspects of CRC fundraising. The committee met on four occasions during the year.

### Key achievements and focus areas in 2019

- Review of terms of reference for the committee
- Review the Strategic Plan for the Fundraising Department
- Developed and agreed a programme of work for the committee
- Review of the Big Dreams campaign
- 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 2020

- Agree a programme of work for the committee for 2020
- Track progress of Big Dreams campaign
- Enhancement of the committee membership
- Review terms of reference

## BOARD CAPITAL PROJECTS AND INFRASTRUCTURE COMMITTEE

The Board Capital Projects and Infrastructure Committee is responsible for making recommendations to the Board on CRC capital projects and infrastructure matters. The committee met on four occasions during the year.

### Key achievements and focus areas in 2019

- Review of terms of reference for the committee
- Agreed a programme of work for the committee
- Review list of CRC properties, leases and titles
- Review of priority decisions for capital projects and recommendations to Board
- Committee membership review
- Oversaw engagement of external property consultant and project management oversight

### Priorities for 2020

- Agree a programme of work for the committee for 2020
- Enhancement of the committee membership
- Recommendation to Board on capital projects and infrastructure decisions
- Resourcing of Capital Projects Team
- Oversee and agree a Capital Projects Plan for the CRC

## RESEARCH ADVISORY COMMITTEE

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

The purpose of the committee is to:

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

The committee held four meetings in 2019. Members of the committee also supported the development and implementation of a survey of staff engagement with research, co-facilitated a research workshop for staff in CRC and met with the Parent Support Committee of the CRC as part of a consultative process to guide research strategy planning.

### Key achievements and focus areas in 2019

- Established the committee, defined membership and elected honorary Chairperson
- Reviewed terms of reference for the committee
- Defined overarching research priority areas and pillars
- Supported the development of processes and procedures for research ethics in line with new Health Research Regulations (HRR) and GDPR

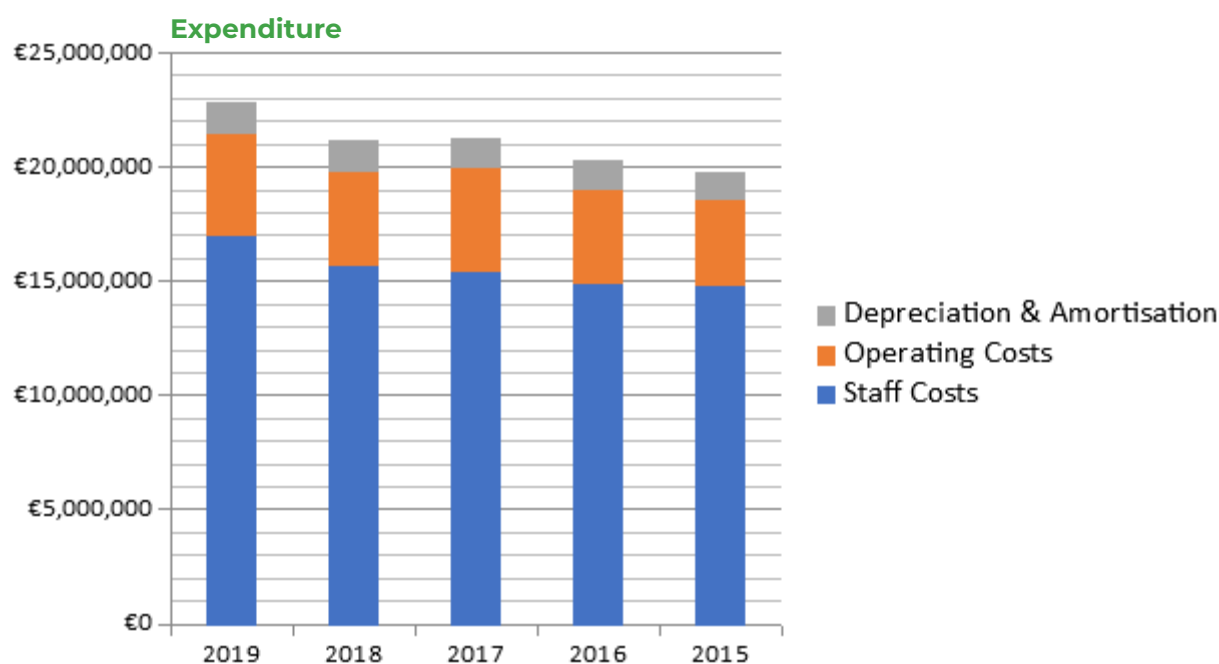
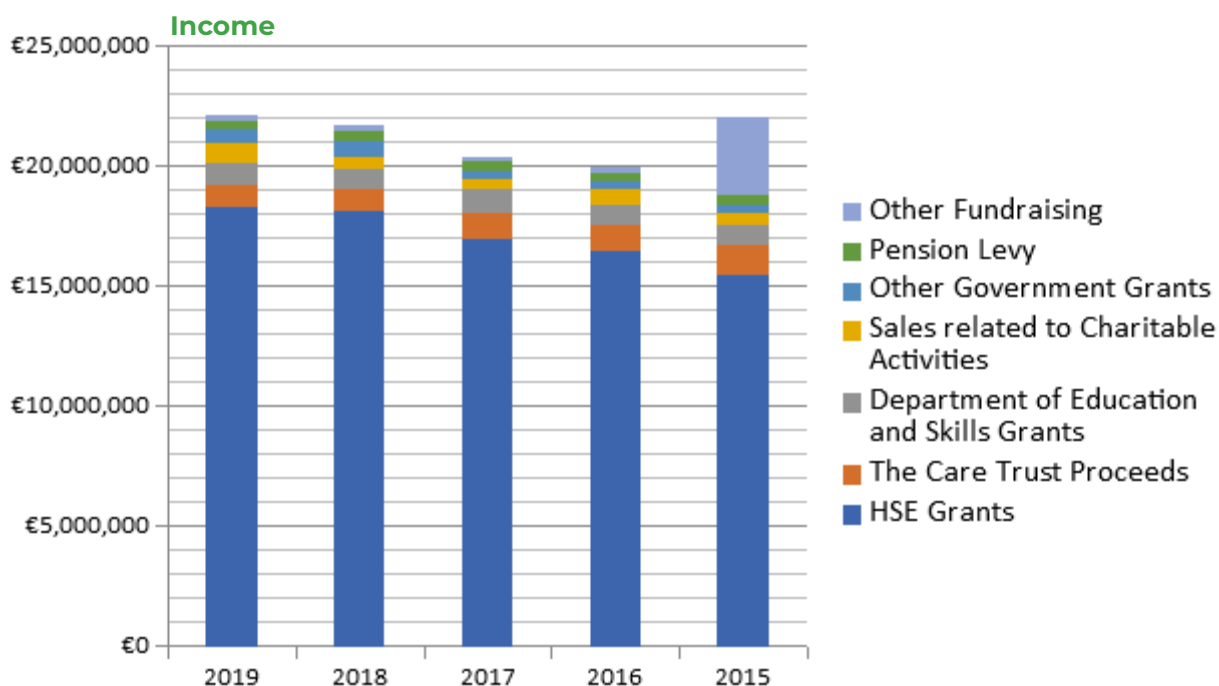
### Priorities for 2020

- Defining and articulating a vision for CRC research
- Stakeholder engagement and consultation in elaborating on agreed research priority areas
- Research strategy development
- Monitoring and review of new ethics review structures and policy in line with HRR and GDPR



# Financial Review and Performance

## FINANCIAL REVIEW



The Directors present their financial report for the financial year ended 31 December 2019.

## FINANCIAL PERFORMANCE

It was a year of ongoing capital investment by the CRC, but to a lesser degree than previous years due to the conclusion of some projects and deliberations regarding the long-term capital plans designed to

best utilise reserve funds received from the Friends and Supporters of the Central Remedial Clinic Limited (F&S) in 2016 as detailed on page 76 on Capital Projects. During 2019 additions to fixed assets totalled €796,745 as per Note 9 to the accounts. The main spend was across such items as €121,029 final payment on the Flood Defence project, €80,212 final payment on internal redevelopment projects, €27,137 on the installation of controlled access system to

improve security, €34,521 on upgrade of flooring and painting across several CRC sites, €95,157 on upgrading electrical panels, €94,898 spent on such projects as heating in Nursing Department in Clontarf, re-laying kerbing and slabs and establishing further office space. €118,764 was spent on renewing our van fleet.

Insurance compensation of €325,254 (in Note 3(b) to the accounts) was received in 2019 stemming from a leak in the CRC swimming pool during 2017.

The primary income source for the CRC is state grant income which grew by approximately 1% during 2019 compared to 2018. The growth in state income was driven by increased grant funding for new client placements, funding to meet the costs of public pay agreements, IT capital grants in 2019 less the €500,000 HSE capital contribution in 2018.

We achieved a break-even position on our HSE funding, i.e. we spent the HSE grant allocation to deliver agreed core services. The difference between the break-even position on HSE funding reported in monthly reports to the HSE and the deficit 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 2019 has been expensed in the grant reporting to the HSE but capitalised in the Balance Sheet.

As detailed on page 54, fundraised income in 2019 totalled €950,000 (in Note 3(c) to the accounts) relating to the income from The Care Trust which increased in 2019 from €940,000 in 2018. The Care Trust remains an essential source of fundraising to support investment in capital projects as well as recurring expenditure. The investment in

direct fundraising has led to a diversity of and increase in direct fundraising income during 2019 from €135,820 in 2018 to €213,981 in 2019 (in Note 3(d) to the accounts). In addition to the direct fundraising income of €213,981, fundraised government grants of Léargas €51,797, Sláintecare €23,298 and Pobal €134,118 (each detailed in Note 3(a) to the accounts) achieved €423,194 fundraised income as detailed on page 50.

Our fundraised resources are spent in a manner to complement the resources deployed by the core state grant income. As detailed above, expenditure of these funds in 2019 included expenditure on capital buildings projects, equipment purchases, staff training and salaries for specific staff members.

The Covid-19 pandemic is considered a non-adjusting subsequent event in respect of the 2019 year end. Further detail on the impact of this event on the CRC has been set out earlier in this report in Plans and Challenges on page 16, in the Risk Report on page 85, in Going Concern on page 113 and in Note 26 to the accounts.

## RESERVES POLICY

In 2019 the 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. The projects described on page 76 are an inherent element in the long-term capital plans that are in process and currently being designed to best 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 2019 financial statements and the 2020 approved budget, the minimum reserves under this policy at 31 December 2019 would have been €1,747,333. The current assets of the CRC at year end are €16,346,451 as shown in the Balance Sheet. When this amount is reduced for Restricted Funds at year end (Note 17, €14,510,320) and for Capital Commitments (Note 22, €65,738) a balance of €1,770,393 remains giving a surplus of €23,060 against the minimum reserves. This unrestricted amount of current assets exceeds the target minimum reserves level. Fixed assets do not need to be realised in order to provide this amount. The Head of Finance and the Audit Committee reviewed reserves levels twice during 2019 to ensure compliance with this Reserves Policy.

## INVESTMENT POLICY

During 2019 the 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 107. The committee reviewed investment options for the funds that were transferred from F&S during 2016 and made recommendations of considered investments to the Board in 2020. 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 CONTROLS

Our 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 underpin this area. If the committee considers it necessary, it then makes recommendations to the Board on the management of internal

financial controls and governance processes across the CRC. A system of internal controls can only provide reasonable assurance against material error; it cannot provide absolute assurance.

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

The programme of internal audit continued in 2019 to improve and strengthen financial processes and procedures. The Head of Finance will ensure ongoing progression is achieved in all areas of internal control.



## RESEARCH AND DEVELOPMENT

As further detailed on page 35 in Research and Education under our National Specialist Services and Research section, €19,539 was spent in 2019 on the higher education fund and €16,500 funding research collaborating with the Royal College of Surgeons in Ireland.

## DIRECTORS' COMPLIANCE STATEMENT

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

## RELATED PARTIES

### The Care Trust DAC

As detailed in Note 23 to the accounts, we own 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 has been paid directly to the CRC by The Care Trust DAC. We have the power to appoint 50% of the Directors of The Care Trust DAC, and there is a common Director between the CRC and The Care Trust DAC. In 2019 the common Director was Martine Smith. Members of our management team, Ziva Newman (Head of Fundraising) and Patrick Hall (Head of Finance), were Directors of The Care Trust DAC during 2019.

### Transactions with related parties

Details of transactions between the CRC and its related parties during 2019 are set out in Note 23.

## GOING CONCERN

The financial statements have been prepared on the going concern basis. In assessing the appropriateness of the going concern basis, we have taken into account all relevant information covering a period of at least 12 months from the date of signing the financial statements.

The Directors do not consider that the current Covid-19 circumstances present a material uncertainty to the ability of CRC to continue as a going concern. As an agency funded under Section 38 of the Health Act 2004, the CRC relies heavily on funding from the HSE. Covid-19 may present challenges to state grants in 2021 but 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. There are no significant impacts to the CRC finances in 2020 other than reduced incomes from some ancillary activities. Some of these impacts may persist into 2021 to some degree. The Directors do not anticipate support to be required on foot of the letter of support to The Care Trust DAC; this entity is detailed in Note 23 to the accounts. There will be investment required in IT technologies to enable continuation of services online due to Covid-19 restrictions but we believe the HSE will be supportive of such specific incremental expenditures. Broadening fundraising channels, including more online initiatives, is being actioned to counteract fundraising challenges.

The Directors take comfort from the ongoing financial support from the HSE and note that no issues have been identified by the HSE during the course of 2019 and to date in 2020 which would imply that the Company is not meeting its ongoing obligations within the Service Arrangements. The CRC delivered on all Service Arrangements in 2019.

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 DAC activities during 2019. This will continue in 2020 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.

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

## ACCOUNTING RECORDS

The measures we have taken to secure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014 with regard to 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 each Director has taken all the steps that he or she ought to have taken as a Director in order 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 July 2019, of Mazars as external auditors for a period of three years. The Audit Committee reviews the performance of the auditors on an annual

basis. In accordance with the Companies Act 2014, Section 383(2), Mazars continues in office as auditors of the CRC.

On behalf of the Board



**Brian Power**



**Diarmuid Connaughton**

Date: 23 June 2020



# Directors' Responsibilities Statement

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

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

In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and reasons for any material departure from those standards
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for ensuring that the Company keeps or causes to be kept adequate accounting records which correctly explain and record the

transactions of the Company, enable at any time the assets, liabilities, financial position and results of the Company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014, and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the Company and 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



**Brian Power**



**Diarmuid Connaughton**

Date: 23 June 2020



# Independent Auditors' Report



## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRAL REMEDIAL CLINIC

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of the Central Remedial Clinic for the year ended 31 December 2019, which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and the related notes, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2019 and of its results for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the 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 described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with 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 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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained

INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF  
THE CENTRAL REMEDIAL CLINIC (continued)

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 the 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 any material misstatements

in the directors' report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.

**Respective responsibilities**

**Responsibilities of directors for the financial statements**

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

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

**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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in





INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF  
THE CENTRAL REMEDIAL CLINIC (continued)

accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description of auditors responsibilities for audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our auditor's report.

**The purpose of our audit 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

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

Date: 24 June 2020

# Statement of Financial Activities

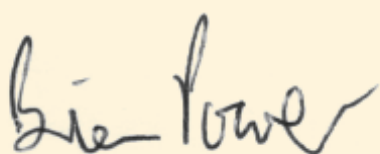
## Incorporating the Income and Expenditure Account

For the year ended 31 December 2019

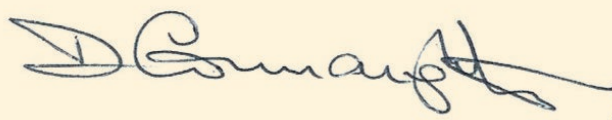
	Notes	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €	Restated Total 2018 €
<b>INCOME FROM:</b>					
Charitable activities	3	19,813,112	-	19,813,112	19,642,120
Other income	3(b)	812,936	373,806	1,186,742	909,601
Other trading activities	3(c)	-	950,000	950,000	940,000
Donations and legacies	3(d)	183,989	78,435	262,424	321,730
<b>Total</b>	18	<b><u>20,810,037</u></b>	<b><u>1,402,241</u></b>	<b><u>22,212,278</u></b>	<b><u>21,813,451</u></b>
<b>EXPENDITURE ON:</b>					
Charitable activities	4	(20,737,756)	(1,971,792)	(22,709,548)	(21,109,118)
Raising funds	5	-	(215,231)	(215,231)	(126,380)
<b>Total</b>	18	<b><u>(20,737,756)</u></b>	<b><u>(2,187,023)</u></b>	<b><u>(22,924,779)</u></b>	<b><u>(21,235,498)</u></b>
<b>NET (EXPENDITURE) / INCOME</b>	18	<b>72,281</b>	<b>(784,782)</b>	<b>(712,501)</b>	<b>577,953</b>
Transfer between funds	17	(892,964)	892,964	-	-
<b>EXCESS OF (EXPENDITURE) / INCOME BEFORE OTHER RECOGNISED (LOSSES)/GAINS</b>		<b>(820,683)</b>	<b>108,182</b>	<b>(712,501)</b>	<b>577,953</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>(820,683)</b>	<b>108,182</b>	<b>(712,501)</b>	<b>577,953</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>TOTAL FUNDS BROUGHT FORWARD</b>	17	<b><u>15,331,003</u></b>	<b><u>13,689,681</u></b>	<b><u>29,020,684</u></b>	<b><u>28,442,731</u></b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	17	<b><u>14,510,320</u></b>	<b><u>13,797,863</u></b>	<b><u>28,308,183</u></b>	<b><u>29,020,684</u></b>

All the activities relate to continuing activities.  
There are no recognised gains and losses other than as stated above.  
The notes on pages 124–139 form part of these financial statements.

The financial statements are signed on behalf of the Board by



Brian Power



Diarmuid Connaughton

Date: 23 June 2020

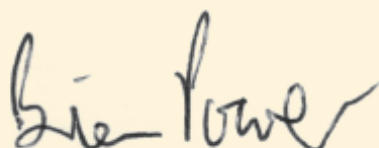
# Balance Sheet

As at 31 December 2019

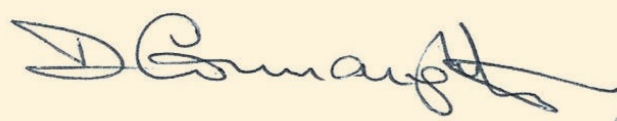
	Notes	2019 €	Restated 2018 €
<b>FIXED ASSETS:</b>			
Tangible fixed assets	9	13,382,945	13,939,790
Intangible assets	10	1,428,571	1,485,714
Financial assets	11	65	65
Total fixed assets		<u>14,811,581</u>	<u>15,425,569</u>
<b>CURRENT ASSETS:</b>			
Stocks	12	40,072	41,893
Receivables	13(a)	246,717	294,639
Grants receivable	13(b)	1,901,728	2,306,373
Cash and cash equivalents	14	14,157,934	14,019,749
Total current assets		<u>16,346,451</u>	<u>16,662,654</u>
<b>CURRENT LIABILITIES:</b>			
Creditors: Amounts falling due within one year	15	(2,849,849)	(3,067,539)
Total current liabilities		<u>(2,849,849)</u>	<u>(3,067,539)</u>
<b>NET CURRENT ASSETS</b>		<u>13,496,602</u>	<u>13,595,115</u>
<b>TOTAL NET ASSETS</b>		<b><u>28,308,183</u></b>	<b><u>29,020,684</u></b>
<b>THE FUNDS OF THE CHARITY:</b>			
Unrestricted funds	17	13,797,863	13,689,681
Restricted funds	17	14,510,320	15,331,003
<b>TOTAL CHARITY FUNDS</b>		<b><u>28,308,183</u></b>	<b><u>29,020,684</u></b>

The notes on pages 124–139 form part of these financial statements.

The financial statements are signed on behalf of the Board by



Brian Power



Diarmuid Connaughton

Date: 23 June 2020

# Statement of Cash Flows

For the year ended 31 December 2019

	2019 €	Restated 2018 €
<b>Cash flows from operating activities</b>		
Net (expenditure) / income for the year	(712,501)	577,953
<b>Adjustments for:</b>		
Loss on disposal of fixed assets	-	9,246
Amortisation of intangible assets	57,143	57,143
Depreciation	1,353,590	1,378,636
Decrease in stocks	1,821	4,617
Decrease / (Increase) in debtors	452,567	(758,170)
Decrease in creditors	(217,690)	(119,338)
<b>Net cash provided by operating activities</b>	<b><u>934,930</u></b>	<b><u>1,150,087</u></b>
<b>Cash flows from investing activities</b>		
Payment to acquire fixed assets	(796,745)	(2,188,778)
<b>Net cash (used in) investing activities</b>	<b>(796,745)</b>	<b>(2,188,778)</b>
Increase / (Decrease) in cash and cash equivalents	138,185	(1,038,691)
<b>Cash and cash equivalents at the start of the year</b>	<b>14,019,749</b>	<b>15,058,440</b>
<b>Cash and cash equivalents at the end of the year</b>	<b><u>14,157,934</u></b>	<b><u>14,019,749</u></b>

# Notes to the Financial Statements

## 1. General Information

These financial statements comprising the Statements of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes constitute the individual financial statements of the Central Remedial Clinic (CRC), for the financial year ended 31 December 2019. The CRC is a company limited by guarantee incorporated on 8 October 1953. Its registered office is at Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3. The Company registered number is 14880, the Charity number is CHY4998 and the Charities Regulatory Authority Number is 20006938. The Company's purpose is to provide a range of services to people with disabilities and its activities are charitable in nature. The Company is a public benefit entity and is a company limited by guarantee.

### Statement of Compliance

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

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

### Accounting Policies

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

#### (a) Basis of Preparation

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

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

#### (b) Restricted Funds

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

#### (c) Unrestricted Funds

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

#### (d) Income

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

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

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

#### (e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred and is recorded as part of the expenditure to which it relates. Costs of raising funds comprise the costs associated with attracting voluntary income including publicity costs. Expenditure on charitable activities are those costs incurred by the Charity in the delivery of its services for its beneficiaries including advocacy. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Support costs arise from those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include Management and Administration, Information Technology, Human Resources, Cleaning, Maintenance, Quality Standards, Health and Safety and Governance Costs. These costs are charged to each service and activity in proportion to expenditure, which is considered to reflect estimated benefits received. The allocation of these support costs are shown in Note 6. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the Charity. The costs of publicity, including advocacy, together with related salary costs, are undertaken in raising funds and in furthering the Charity's aims and objectives. These publicity costs appear in the costs of raising funds and the costs of charitable activities.

#### (f) 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 and office artwork, so as to write off the cost less estimated residual value of each asset over its expected useful economic life on a straight line basis at the following annual 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 artwork is revalued on the basis of fair value determined from market-based evidence by appraisal undertaken by professional valuers. Revaluations are subsequently carried out with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the financial year.

#### (g) Intangible Fixed Assets

Payments to third parties to secure the right to use facilities owned by those third parties for a defined period are capitalised as intangible fixed assets and are amortised over the defined period. The intangible fixed asset is measured at cost less amortisation and is reported in Note 10. The amortisation is spread evenly over the length of the licence relating to that asset which is 35 years.

#### (h) 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.

**(i) Other Financial Assets**

Short-term investments include Prize Bonds which are measured at face value. During 2016 the Company opened an investment account with Davy, an investment broker. A portion of the funds received from the Friends and Supporters of the Central Remedial Clinic Limited (F&S) are managed by this broker.

**(j) 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.

**(k) 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.

**(l) 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.

**(m) 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.

**(n) Financial Instruments**

The Company only enters into basic financial instrument 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.

**(o) 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.

**(p) Termination Payments, Redundancy Payments and Similar Ex Gratia Payments**

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

**(q) Pensions**

The Company provided for two pension schemes for the benefit of its employees during 2019.

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 Memorandum of Understanding (MOU) in place, negotiations are continuing and is due for sign off between both parties in 2020.

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.

**(r) Currency**

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

**(s) Reserves**

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

**Going Concern**

As described in the Directors' Report in terms of the details regarding going concern assessment and impact of Covid-19, the financial statements have been prepared on the going concern basis. In assessing the appropriateness of the going concern basis, we have taken into account all relevant information covering a period of at least 12 months from the date of signing the financial statements.





### 3. Charitable Activities

	Notes	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €	Restated Total 2018 €
Government grants	3(a)	19,813,112	-	19,813,112	19,642,120
		<u>19,813,112</u>	<u>-</u>	<u>19,813,112</u>	<u>19,642,120</u>

#### 3(a) Government Grants

	Grant Term	Grant Source	2019 €	Restated 2018 €
HSE CHO 9 (Dublin Northeast)	Annual recurring	S38	15,837,143	15,324,886
HSE CHO 7 (Dublin Southwest)	Annual recurring	S38	184,995	184,995
HSE CHO 9 (Dublin Northwest)	Annual recurring	S38	183,012	183,012
HSE CHO 3 (Mid-West)	Annual recurring	S38	384,264	384,264
HSE CHO 5 (South)	Annual recurring	S38	925,944	925,944
HSE CHO 9 (Dublin Area 8 – Nursing Homes Seating Programme)	Annual recurring	S38	54,910	54,910
HSE CHO 9 (Swords – Transition Programme)	Annual recurring	S38	171,974	171,974
Department of Education School Grants	Annual recurring	Department of Education and Skills	869,144	795,200
Léargas Grant	Once off	Léargas	51,797	32,354
Sláintecare Grant	Once off	Sláintecare	23,298	-
HSE IT Capital Grants	Once off	HSE	120,876	-
Pobal Grant	Annual	European Social Fund and Department of Social Protection	134,118	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	4,800	7,200
HSE CHO 9 (Dublin North West – School leavers day service)	Annual recurring	S38	475,100	448,405
CDET B – Vocational Training Programme	Annual recurring	Department of Social Protection	352,693	427,328
HSE Capital Grant	Once off	HSE	-	500,000
Grant Income			<u>19,813,112</u>	<u>19,642,120</u>

#### 3(b) Other Income

	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €	Total 2018 €
Pension levy	308,165	-	308,165	389,852
Seating sales	-	77,659	77,659	73,200
Swimming pool, catering and other activities and insurance compensation	504,771	291,726	796,497	284,308
Conference income	-	-	-	153,166
Interest from non-property investments	-	4,421	4,421	9,075
	<u>812,936</u>	<u>373,806</u>	<u>1,186,742</u>	<u>909,601</u>

#### 3(c) Other Trading Activities

	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €	Total 2018 €
The Care Trust Limited – lottery proceeds (Note 23)	-	950,000	950,000	940,000
	<u>-</u>	<u>950,000</u>	<u>950,000</u>	<u>950,000</u>

## Note 3 Charitable Activities continued

### 3(d) Donations and Legacies

	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €	Total 2018 €
<u>Fundraising campaigns and events</u>	€	€	€	€
IT equipment – HSE donation in kind	-	-	-	154,500
Donations and fundraising	183,989	29,992	213,981	135,820
Legacies	-	48,443	48,443	31,410
	<u>183,989</u>	<u>78,435</u>	<u>262,424</u>	<u>321,730</u>

### 4. Expenditure on Charitable Activities

	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €	Restated Total 2018 €
Staff costs – direct	14,956,031	113,368	15,069,399	13,971,151
Staff costs – support costs	1,817,806	-	1,817,806	1,698,100
Operating costs – direct	2,432,336	22,015	2,454,351	2,567,080
Operating costs – support costs	1,531,583	1,836,409	3,367,992	2,871,353
Loss on sale of fixed assets	-	-	-	1,434
	<u>20,737,756</u>	<u>1,971,792</u>	<u>22,709,548</u>	<u>21,109,118</u>

Support costs are further detailed in Note 6. The above 2019 costs include €45,260 of costs, including salary costs, relating to advocacy.

### 5. Expenditure on Raising Funds

	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €	Total 2018 €
Staff costs – direct	-	124,879	124,879	74,765
Staff costs – support costs	-	-	-	-
Operating costs – direct	-	23,133	23,133	9,408
Operating costs – support costs	-	49,149	49,149	28,010
Events	-	18,070	18,070	14,197
	<u>-</u>	<u>215,231</u>	<u>215,231</u>	<u>126,380</u>

Support costs are further detailed in Note 6. The above 2019 costs include €24,976 of costs, including salary costs, relating to advocacy.

### 6. Support Costs and Allocation of Expenditure

#### 6(a) Support Costs

	2019 €	2018 €
Depreciation and amortisation	1,410,733	1,435,779
Unrestricted expenditure on buildings, equipment, training and research	522,910	117,713
Management and administration	1,564,039	1,399,382
IT	587,539	592,221
HR	421,623	400,229
Cleaning	236,009	225,651
Maintenance	189,103	123,878
Quality standards, health and safety	224,195	222,865
Governance costs – detailed in 6 (b)	78,796	79,745
	<u>5,234,947</u>	<u>4,597,463</u>

## Note 6 Support Costs and Allocation of Expenditure continued

### 6(b) Governance Costs

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

	2019 €	2018 €
Company secretarial costs	38,148	33,134
External audit	22,375	21,310
Internal audit	18,273	17,060
Tax review	-	8,241
	<u>78,796</u>	<u>79,745</u>

### 6(c) Allocation of Expenditure

	Charitable activities €	Cost of raising funds €	Total Expenditure €
Direct expenditure	17,523,750	166,082	17,689,832
Allocation of support costs	<u>5,185,798</u>	<u>49,149</u>	<u>5,234,947</u>
Total expenditure	<u>22,709,548</u>	<u>215,231</u>	<u>22,924,779</u>

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

### 6(d) Direct Expenditure by Key Area of Activity

	2019 €	2018 €
Children's and Clinical Services	8,065,247	7,696,193
National Specialist Services and Research	2,695,402	2,436,029
Adult Services	4,564,194	4,368,194
Fundraising	166,082	98,370
Schools	1,216,520	1,089,231
Ancillary services (swimming pool, canteen, transport)	<u>982,387</u>	<u>950,018</u>
	<u>17,689,832</u>	<u>16,638,035</u>

### 6(e) Support Costs by Key Area of Activity

	2019 €	2018 €
Children's and Clinical Services	2,386,746	2,126,247
National Specialist Services and Research	797,650	673,007
Adult Services	1,350,680	1,206,811
Fundraising	49,149	28,010
Schools	360,005	300,924
Ancillary services (swimming pool, canteen, transport)	<u>290,717</u>	<u>262,464</u>
	<u>5,234,947</u>	<u>4,597,463</u>

## 7. Employees and Staff Costs

The CRC employed an average of 399 people in 2019 (2018: 374). 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 seven doctors 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. In addition to this the CRC received the benefit of volunteers contributing 12,489 hours of work.

### 7(a) Number of Employees

	Monthly Average Number	Whole Time Equivalents	Monthly Average Number	Whole Time Equivalents
	2019	2019	2018	2018
Medical and nursing	141	116	130	106
Clerical and administration	65	54	65	54
Patient and client care	128	109	119	103
Invoiced doctors	7	3	8	3
Support staff on flexible contracts	58	22	52	19
	<u>399</u>	<u>304</u>	<u>374</u>	<u>285</u>

### 7(b) Total Staff Costs

	2019 €	2018 €
Wages and salaries	14,882,406	13,747,217
Social welfare costs	1,453,222	1,309,695
Pension costs	676,456	687,104
	<u>17,012,084</u>	<u>15,744,016</u>

### 7(c) Senior Staff Remuneration

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

	2019	2018
Band: €60,000 – €69,999	12	13
Band: €70,000 – €79,999	15	10
Band: €80,000 – €89,999	-	3
Band: €90,000 – €99,999	2	3
Band: €100,000 – €109,999	1	-
Band: €140,000 – €149,999	-	-
Band: €160,000 – €169,999	-	-
Band: €170,000 – €179,999	-	1
Band: €180,000 – €189,999	1	-
	<u>31</u>	<u>30</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. The orthopaedic surgeon received remuneration of €180,760 in 2019 (€175,072 in 2018).

### 7(d) Key Management Remuneration

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

	2019 €	2018 €
<b>Key management staff costs</b>		
Wages and salaries	853,081	696,287
Social welfare costs	82,031	64,173
Pension costs	42,984	34,890
	<u>978,096</u>	<u>795,350</u>

These figures include senior clinical posts. The CEO received remuneration of €106,560 in 2019 (€99,152 in 2018). 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.

## 8. Comparative Information for the Separate Classes of Funds

(ref the Statement of Financial Activities)

For the financial year ended 31 December 2018

	Restated Restricted Funds 2018 €	Restated Unrestricted Funds 2018 €	Restated Total 2018 €
<b>INCOME AND ENDOWMENTS FROM</b>			
Charitable activities	19,642,120	-	19,642,120
Other income	747,360	162,241	909,601
Other trading activities	-	940,000	940,000
Donations and legacies	273,978	47,752	321,730
<b>TOTAL</b>	<b><u>20,663,458</u></b>	<b><u>1,149,993</u></b>	<b><u>21,813,451</u></b>
<b>EXPENDITURE ON:</b>			
Charitable activities	(19,501,810)	(1,607,308)	(21,109,118)
Raising funds	-	(126,380)	(126,380)
<b>TOTAL</b>	<b><u>(19,501,810)</u></b>	<b><u>(1,733,688)</u></b>	<b><u>(21,235,498)</u></b>
<b>NET INCOME / (EXPENDITURE)</b>	<b>1,161,648</b>	<b>(583,695)</b>	<b>577,953</b>
Transfer between funds	(757,403)	757,403	-
<b>EXCESS OF (EXPENDITURE) / INCOME BEFORE OTHER RECOGNISED GAINS</b>	<b>404,245</b>	<b>173,708</b>	<b>577,953</b>
<b>OTHER RECOGNISED GAINS/(LOSSES):</b>			
Gain on revaluation of fixed assets	-	-	-
<b>NET MOVEMENT IN FUNDS</b>	<b><u>404,245</u></b>	<b><u>173,708</u></b>	<b><u>577,953</u></b>
<b>RECONCILIATION OF FUNDS:</b>			
<b>TOTAL FUNDS BROUGHT FORWARD</b>	<b><u>14,926,758</u></b>	<b><u>13,515,973</u></b>	<b><u>28,442,731</u></b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b><u>15,331,003</u></b>	<b><u>13,689,681</u></b>	<b><u>29,020,684</u></b>

## 9. Tangible Fixed Assets

	Land €	Buildings €	Medical Equipment €	Office Artwork €	Equipment (Office and Other) €	Fixtures and Fittings €	Computer Equipment €	Motor Vehicles €	Total €
<b>Cost</b>									
At 1 January 2019	805,181	30,913,539	2,045,869	86,250	1,480,571	3,787,837	1,032,302	668,325	<b>40,819,874</b>
Additions	-	541,483	39,461	-	65,987	2,368	28,682	118,764	<b>796,745</b>
Disposals and write-offs	-	-	(7,449)	-	(7,816)	(17,690)	(24,915)	(56,990)	<b>(114,860)</b>
At 31 December 2019	<u>805,181</u>	<u>31,455,022</u>	<u>2,077,881</u>	<u>86,250</u>	<u>1,538,742</u>	<u>3,772,515</u>	<u>1,036,069</u>	<u>730,099</u>	<b>41,501,759</b>
<b>Depreciation</b>									
At 1 January 2019	-	(19,095,665)	(1,700,698)	-	(1,087,978)	(3,708,187)	(756,763)	(530,793)	<b>(26,880,084)</b>
Charge for the financial year	-	(962,124)	(71,667)	-	(67,288)	(20,703)	(142,541)	(89,267)	<b>(1,353,590)</b>
On disposals	-	-	7,449	-	7,816	17,690	24,915	56,990	<b>114,860</b>
At 31 December 2019	-	<u>(20,057,789)</u>	<u>(1,764,916)</u>	-	<u>(1,147,450)</u>	<u>(3,711,200)</u>	<u>(874,389)</u>	<u>(563,070)</u>	<b>(28,118,814)</b>
<b>Net Book Value</b>									
At 31 December 2019	<u>805,181</u>	<u>11,397,233</u>	<u>312,965</u>	<u>86,250</u>	<u>391,292</u>	<u>61,315</u>	<u>161,680</u>	<u>167,029</u>	<b>13,382,945</b>
At 31 December 2018	<u>805,181</u>	<u>11,817,874</u>	<u>345,171</u>	<u>86,250</u>	<u>392,593</u>	<u>79,650</u>	<u>275,539</u>	<u>137,532</u>	<b>13,939,790</b>

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

## 10. Intangible Fixed Assets

### Cost:

At 1 January 2019 and 31 December 2019 **2,000,000**

### Amortisation:

At 1 January 2019 514,286

Charge for the financial year 57,143

At 31 December 2019 571,429

### Net book amounts:

At 31 December 2019 1,428,571

At 31 December 2018 1,485,714

### In respect of previous financial year:

### Cost:

At 1 January 2018 and 31 December 2018 **2,000,000**

### Amortisation:

At 1 January 2018 457,143

Charge for the financial year 57,143

At 31 December 2018 514,286

### Net book amounts:

At 31 December 2018 1,485,714

At 31 December 2017 1,542,857

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

**11. Financial Assets**

	2019 €	2018 €
The Care Trust shares	<u>65</u>	<u>65</u>

**12. Stocks**

	2019 €	2018 €
Wheelchair materials and sundry stock	<u>40,072</u>	<u>41,893</u>

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

**13.(a) Receivables**

	2019 €	2018 €
Patients' fees and appliances	49,534	29,822
Other debtors	70,660	188,009
Prepayments and accrued income	<u>126,523</u>	<u>76,808</u>
	<u>246,717</u>	<u>294,639</u>

**13.(b) Grants Receivable**

	2019 €	2018 €
HSE CHO 9 (Dublin Northeast)	1,715,600	2,200,636
HSE CHO 9 (Transition Programme)	135,339	78,663
Dublin City Council School Meals Grant	11,181	7,516
CDET B	22,608	19,558
Léargas	<u>17,000</u>	<u>-</u>
	<u>1,901,728</u>	<u>2,306,373</u>

**14. Cash and Cash Equivalents**

	2019 €	2018 €
Short-term investments: Prize bonds	800	800
Short-term investments	6,123,358	6,123,358
Bank balances	8,032,009	7,894,523
Petty cash	<u>1,767</u>	<u>1,068</u>
	<u>14,157,934</u>	<u>14,019,749</u>

## 15. Payables

### Amounts falling due within one year

	2019 €	2018 €
Accruals	999,743	982,160
Accruals (related to IPT pension scheme in wind-up)	474,047	438,323
Other creditors	354,869	829,932
Deferred grant income (15a)	597,034	448,038
Tax creditor (15b)	424,156	369,086
	<u>2,849,849</u>	<u>3,067,539</u>

Included within accruals is an amount for annual leave of €7,232 (2018: €12,383).

The terms of accruals are based on the underlying contracts.

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

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

### 15(a) Deferred Grant Income

	2019 €	2018 €
Deferred grant income balances at start of the year	448,038	393,836
Deferred grant income received	980,715	799,862
Deferred grant income released	(831,719)	(745,660)
Net movement on deferred grant income	148,996	54,202
Deferred grant income balances at end of the year	<u>597,034</u>	<u>448,038</u>

Department of Education and Skills grants of €597,034 (2018: €448,038) are deferred as they relate to the school year ended 31 August 2020.

### 15(b) Tax Creditors

	2019 €	2018 €
Payroll taxes (PAYE, PRSI, etc.)	418,880	356,804
VAT	-	2,815
Professional Services Withholding Tax	5,276	9,467
	<u>424,156</u>	<u>369,086</u>

## 16. Statement of Funds

	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €	Total 2018 €
Tangible fixed assets	1,218,872	12,164,073	13,382,945	13,939,790
Intangible assets	1,428,571	-	1,428,571	1,485,714
Shares	65	-	65	65
Stocks	40,072	-	40,072	41,893
Receivables	246,717	-	246,717	294,639
Grants receivable	1,901,728	-	1,901,728	2,306,373
Cash and cash equivalents	12,318,978	1,838,956	14,157,934	14,019,749
Payables	(2,644,683)	(205,166)	(2,849,849)	(3,067,539)
Total	<u>14,510,320</u>	<u>13,797,863</u>	<u>28,308,183</u>	<u>29,020,684</u>

In respect of the prior financial year

	Restricted Funds 2018 €	Unrestricted Funds 2018 €	Total 2018 €
Tangible fixed assets	1,299,820	12,639,970	13,939,790
Intangible assets	1,485,714	-	1,485,714
Shares	65	-	65
Stocks	41,893	-	41,893
Receivables	294,639	-	294,639
Grants receivable	2,306,373	-	2,306,373
Cash and cash equivalents	12,564,871	1,454,878	14,019,749
Payables	(2,662,372)	(405,167)	(3,067,539)
Total	<u>15,331,003</u>	<u>13,689,681</u>	<u>29,020,684</u>



## 17. Movement in Funds

	Restated at start of financial year 2019 €	Income 2019 €	Expenditure 2019 €	Transfers between funds 2019 €	At end of financial year 2019 €
HSE grant funding	1,330,873	20,626,048	(20,627,362)	-	1,329,559
Restricted donation from Friends and Supporters	11,782,985	-	-	(892,964)	10,890,021
Restricted funds for research purposes	32,517	-	-	-	32,517
Restricted funds – other fundraised income	108,969	183,989	(110,394)	-	182,564
Restricted capital grants	2,075,659	-	-	-	2,075,659
Total restricted funds	15,331,003	20,810,037	(20,737,756)	(892,964)	14,510,320
Unrestricted funds	13,689,681	1,402,241	(2,187,023)	892,964	13,797,863
Total	<u>29,020,684</u>	<u>22,212,278</u>	<u>(22,924,779)</u>	-	<u>28,308,183</u>

In respect of the prior financial year

	At start of financial year 2018 €	Income 2018 €	Expenditure 2018 €	Transfers between funds 2018 €	Restated at end of financial year 2018 €
HSE grant funding	717,016	20,043,980	(19,430,123)	-	1,330,873
Restricted donation from Friends and Supporters	12,540,388	-	-	(757,403)	11,782,985
Restricted funds for research purposes	32,517	-	-	-	32,517
Restricted funds – other fundraised income	61,178	119,478	(71,687)	-	108,969
Restricted capital grants	1,575,659	500,000	-	-	2,075,659
Total restricted funds	14,926,758	20,663,458	(19,501,810)	(757,403)	15,331,003
Unrestricted funds	13,515,973	1,149,993	(1,733,688)	757,403	13,689,681
Total	<u>28,442,731</u>	<u>21,813,451</u>	<u>(21,235,498)</u>	-	<u>29,020,684</u>

An inherent element in long-term capital plans are projects to address ageing building stock and service requirements that are currently in process and that are currently being designed to best utilise reserve funds received from the Friends and Supporters of the Central Remedial Clinic Limited (F&S) to the CRC in 2016. These funds are held with the intention of continuing with an ambitious schedule of capital development over the remainder of the Strategic Plan Towards 2021.

## 18. Prior Year Adjustment

A prior year adjustment has been reflected in the comparative amounts included in these financial statements, the impact of which is outlined below.

**Capital grants:** Historically, the treatment of capital grants received by CRC and which were provided specifically to fund capital projects were credited to the Capital Grant Fund on the Balance Sheet in the year of receipt. These grants were then amortised to the Statement of Financial Activities on the same basis as the related asset was depreciated. This treatment represented a departure from the method recommended under Charities SORP (FRS 102). In the current year, the Company has decided to treat capital grants in a manner consistent with Charities SORP (FRS 102) (as set out in the accounting policies) and as a result has adjusted the comparative amounts.

**Restricted and unrestricted funds:** An exercise was carried out in 2020 to verify the split of funds between restricted and unrestricted funds which resulted in a transfer of funds of €892,964 from restricted funds to unrestricted funds.

The adjustment impacts the prior year comparatives as follows:

### 2018 Comparatives:

	As previously stated €	Effect of prior year adjustment €	As restated €
Total income	21,313,451	500,000	21,813,451
Total expenditure	(20,743,450)	(492,048)	(21,235,498)
Total funds	21,302,569	7,952	21,310,521

The reconciliation of the Statement of Financial Activities, Total Funds as at 1 January 2018 and Total Funds as at 31 December 2018 as previously stated and after restatement is as follows:

	Statement of Financial Activities year ended 31 December 2018 €	Net additions to Capital Grants year ended 31 December 2018 €	Restricted funds at 1 January 2018 €	Unrestricted funds at 1 January 2018 €	Capital grants at 1 January 2018 €	Total funds at 31 December 2018 €
As previously reported:	570,001	7,952	13,351,099	7,381,469	7,710,163	29,020,684
<b>Impact of:</b>						
Capital grants previously credited to reserves	500,000	(500,000)	1,575,659	6,134,504	(7,710,163)	-
Amortisation on capital grants	(492,048)	492,048	-	-	-	-
<b>Restated for the year ended 31 December 2018</b>	<b>577,953</b>	<b>-</b>	<b>14,926,758</b>	<b>13,515,973</b>	<b>-</b>	<b>29,020,684</b>

## 19. Net Movement in Funds

Net movement in funds is stated after charging / (crediting):

	2019 €	2018 €
Depreciation of tangible fixed assets and amortisation	1,410,733	1,435,799
Operating lease commitments	603,550	668,050
Loss on disposal of tangible fixed assets	-	9,246
Auditors' remuneration – external audit services (incl. VAT)	22,375	21,310

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

## 20. Taxation

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

## 21. Pensions

The Charity operated a defined benefit scheme in 2016, and as detailed in Note 1 (g) the CRC has access to the Voluntary Hospital Superannuation Scheme (VHSS) and the Single Public Service Pension Scheme (SPSPS) public plans.

### Defined Benefit Pension Scheme

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

At the date of wind-up 44 CRC staff members were active members of the scheme. Included in Payables Note 15 are accruals of €474,047 which have been accrued for pension wind-up costs and related costs. With the exception of the wind-up and related costs of €474,047, 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 2018 and 31 December 2019.

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 2019 was Nil (2018: Nil).

The amount of pension costs recognised in the Statement of Financial Activities during the year was €676,455 (2018: €687,104) and the amount due at year end was €261,258 (2018: €516,009).

## 22. Commitments

### Capital Commitments

The operating lease charged to expenditure in 2019 was €92,900 (2018: €92,900). At 31 December 2019, the Company had entered into commitments of €65,738 (2018: €173,402) in relation to capital work to be carried out during 2020.

### Operating Lease Commitments

At 31 December 2019 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2019 €	2018 €
Not later than 1 year	77,300	85,800
Later than 1 year and not later than 5 years	226,250	237,250
After 5 years	<u>300,000</u>	<u>345,000</u>
	<u>603,550</u>	<u>668,050</u>

## 23. 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 €950,000 during 2019 (2018: €940,000).

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

### Key Management

Key management disclosure is contained in Note 7(d).

## 24. Contingent Assets and Liabilities

As disclosed in the Directors' Report, on 31 January 2020 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.

## 25. Financial Instruments

	2019 €	2018 €
<b>Financial Assets</b>		
Financial assets measured at amortised cost	<u>16,179,856</u>	<u>16,543,952</u>
<b>Financial Liabilities</b>		
Financial liabilities measured at amortised cost	<u>354,869</u>	<u>829,932</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 other creditors.

## 26. Events After the Balance Sheet Date

As described in the Directors' Report and in Note 2 to the accounts, at the time of approving these financial statements, Ireland is responding to the Covid-19 pandemic. This pandemic interrupted service plans and progress across our strategic plans. The CRC is responding to the pandemic by continuing to deliver services and activities where possible, in line with government and HSE recommendations. There have been no other events since the balance sheet date that necessitate revision of the figures included in the financial statements or inclusion of a note thereto.

## 27. Approval of Signing of the Financial Statements

The financial statements were approved for signing and authorised for issue by the Board of Directors on 23 June 2020.

We would like to acknowledge the work and efforts of the following people who assisted with this year's Annual Report which is fully designed and produced in-house: Patrick Hall (Head of Finance), the Finance Team, Alison McCallion (Head of Operational Services), Dan Curran (Digital Officer), Thérèse Allen (Company Secretary) and as always the children, families, staff and adults who shared their unique stories with us and help make this report a more meaningful and enriched publication.

# Aisling's Story



Our daughter Aisling was born on 26 April 2017 with two broken femurs. We had known about these fractures and that she had inherited osteogenesis imperfecta (brittle bone disease) from her mum from earlier scans. But for anyone who meets our lively, smiling and excitable little girl running around the place, it's hard to imagine all she has had to deal with.

In the early days, there was many restrictions on how to hold and lift Aisling so as to minimise fractures, and as her mum is a wheelchair user this posed many challenges. We received invaluable support from Occupational Therapy in sourcing a custom-built cot that ensured Aisling's safety as well as providing access for a wheelchair with hydraulics and side opening. We may have added some stars and animals just to jazz it up a little!

We found the Parent and Toddler Group an invaluable source of support. Here all parents support each other and can be honest about the unique challenges, the highs and the lows that we all experience. We have shared some tears but also plenty of laughter. We cannot say enough about this amazing group or the support and resilience it has provided.

Physiotherapy is a huge part of Aisling's care. A lot of her early milestones such as tummy time, sitting, standing and walking were intentionally delayed to ensure her muscles were strong enough to support her. In physiotherapy the name 'splash' was given at one stage, for all the work (seemed more like fun!) in the hydrotherapy pool. Staff regularly see Aisling in the CRC and at our home to make sure she is maintaining her progress and giving us direction on her activities. Social work provides invaluable home respite hours every Wednesday morning.

Because of Aisling's condition and how fragile her bones are, there is a huge trust issue leaving her with anyone outside of the family. Our CRC home respite worker Niamh has looked after Aisling since she was

a baby and we trust her completely. She is very familiar with Aisling and her antics! It's great for mum to get a few hours' break every week.

We regularly attend the CRC Paediatrician Clinic to review Aisling's progress and to ensure she is meeting her milestones.

Aisling has attended Speech and Language and mum did a course on the Hanen method that speech and language ran to help parents learn about methods to encourage speech and language development. Aisling loved the video sessions with all the new toys she got to explore!

The Seating Department has been involved with Aisling at various stages. There were challenges when she was younger and we were advised to have her lie flat and then sit her up gradually by increasing degrees. They adapted our high chair so as to provide her with more support. They also measured her up for a Juni chair which she now uses to eat at her low table but even better to watch *Peppa Pig* and *Paw Patrol* in!

All this sounds wonderful, and it is but there were times when we met with professionals that we didn't necessarily agree with or were given information that was difficult to adapt to our situation. On these occasions the CRC always put us first and listened to ensure the right decision was made for us as a family in the end.

One thing is for sure, everyone at the CRC is committed to Aisling's welfare and it is very much an overall approach taking in the family situation, because when one parent is a wheelchair user that brings plenty of additional challenges. We feel very lucky to be able to avail of the CRC services; with these services and continued support the future for Aisling and us as a family is very bright.

**Maria Markey**  
Aisling's mother



