

2024 Annual Report
and Financial Statements



Who we are ...

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

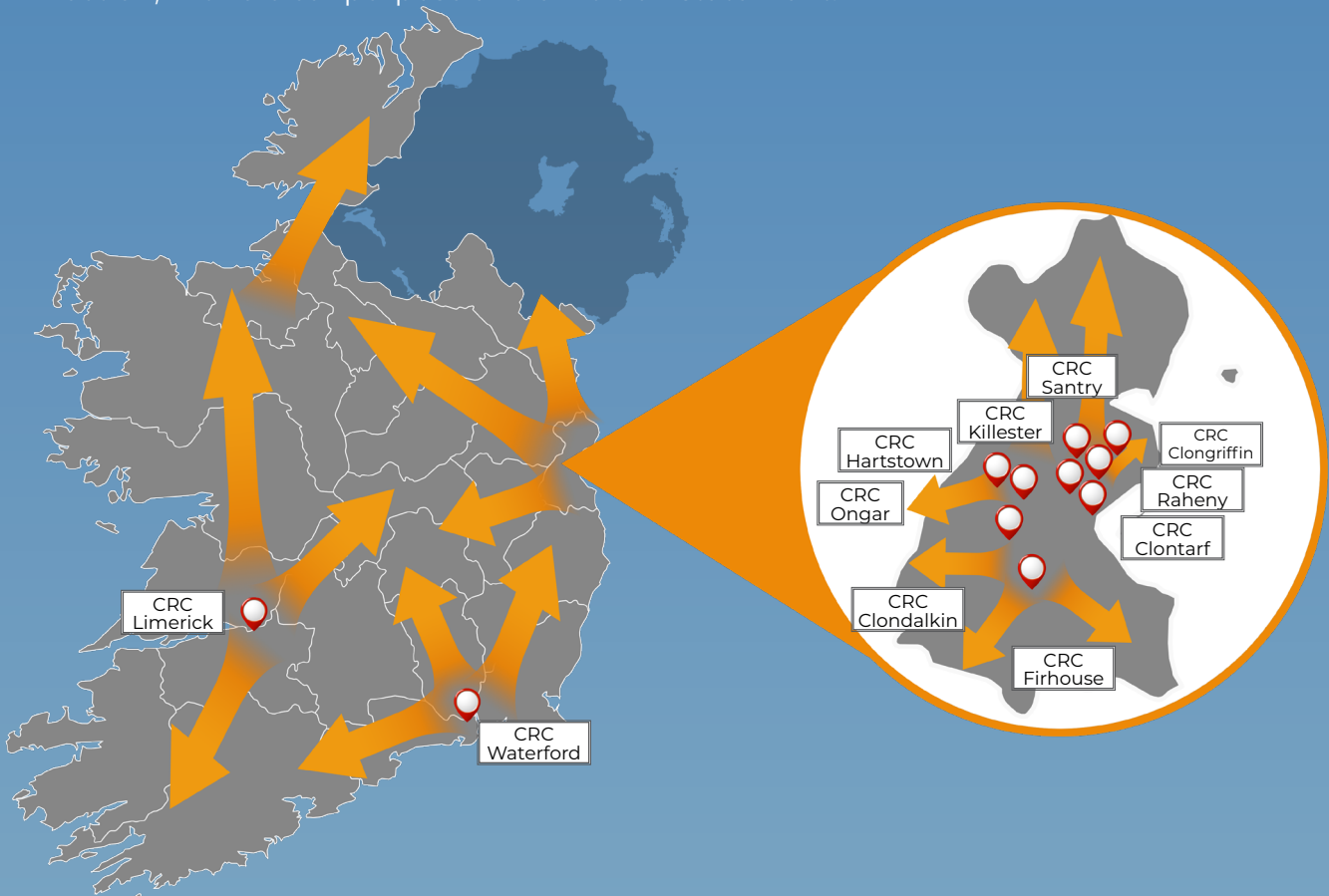
The CRC employs approximately 450 people and is funded through service arrangements with the HSE. We also rely on fundraising to augment our services and support our service users.

As a lead agency for five Children’s Disability Network Teams (CDNTs) we provide regional, general disability services to over 3,000 children aged 0-18 across Balbriggan, Clontarf, Clondalkin, Swords and Waterford.

In addition to our CDNTs, our National Specialist Services provide specialist, inter-disciplinary support to children from every county in Ireland where specific needs require a level of expertise which may not solely be met by these teams.

Our specialist services also serve as an information resource for members of Children’s Disability Network Teams and Primary Care services and provide education and training to support the achievement of required competencies. Our Adult Services operate from a number of locations in Dublin. Adult services are built around individualised, and group supports as well as education and work preparation.

In May 2025, the CRC launched a bold new strategy that will shape the future of the organisation in Ireland and further afield. This strategy is a forward-looking plan that will guide the organisation to continue to deliver outstanding care, support communities and strengthen the workplace for all. This new strategy will honor the mission of delivering exceptional care while positioning the organisation to meet the evolving needs of families, communities and staff. The new direction is strengthened by collaboration with families, the HSE, service users and staff resulting in a shared commitment to innovation, equity and excellence. Whether through enhancing client experiences, investing in people, or leveraging technology to deliver smarter care, every step forward is driven by a clear Strategic Direction, with a clear purpose and ambition statement.



Contents

Who we are	1
Administration	3
Chairperson's Statement	4 - 5
Chief Executive Review	6 - 7
Children's Services	8
Specialist Services	9
Adult Services	10
Our People	11
Energy Reporting & Finance	12
Structure and Governance	13 - 17
Sam's Story	18
Statement of Financial Activities	20
Balance Sheet	21

Administration

REGISTERED OFFICE ADDRESS	Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3, D03 R973
COMPANY REGISTRATION NUMBER	14880
CHARITY NUMBER	CHY4998
CHARITIES REGULATORY AUTHORITY NUMBER	20006938
PRINCIPAL BANKERS	AIB Bank, 53/54 Main Street, Finglas, Dublin 11
PRINCIPAL SOLICITORS	Mason Hayes & Curran, South Bank House, Barrow Street, Dublin 4
AUDITORS	Forvis Mazars, Chartered Accountants and Statutory Audit Firm, Harcourt Centre, Block 3, Harcourt Road, Dublin 2
DIRECTORS	Mr John Gleeson (Chairperson) (appointed 4th April 2025) Mr Sean McCormack Mr Paul Regan Ms Gillian Harford Mr David Mathews Dr Patricia Barker (appointed 20 November 2024) Ms Una Ryder Mr Edward Ward Ms Cathie Farrell Ms Emma Maria O'Connell (appointed 4th April 2025) Mr Derek McGrath (appointed 4th April 2025) Mr Tony Golden (resigned 04 April 2025) Ms Leon Quigley (resigned 31 December 2024) Mr John Florence (resigned 27 July 2024) Mr David Courtney (resigned 5 January 2024) Mr Brian Power (passed away in Sept 2024) Ms Rose O'Donovan (resigned 22 April 2024)
COMPANY SECRETARY	Ms Prachi Mishra (appointed 2 September 2024) Pinsent Masons Corporate Services Ireland Limited (resigned September 2024)



Chairperson Statement

It is my honour to present the Chairperson's Statement for the CRC's 2024 Annual Report. I was delighted to be appointed Chairperson on 4th April 2025. I very much look forward to playing my part in the continuing development of CRC in the years ahead.

At the outset I would like to acknowledge the dedication of our last Chairman, Mr Brian Power, who passed away suddenly in September 2024. Brian was an extraordinary man with a deep connection and commitment to the CRC, and he is dearly missed by his family, friends and all of us at the CRC. I would also like to extend my gratitude to Sean McCormack, who led our Board as Interim Chair until my appointment .

I am very much struck by the range and intensity of activity managed and delivered by CRC in 2024 and set out in Deborah Jacob's CEO review.

2024 has been defined by both challenge and change and marked a crucial period in Ireland's disability landscape with the full commencement of the Assisted Decision-Making (Capacity) Act and the enactment of the Optional Protocol aligned with the UN Convention on the Rights of Persons with Disabilities (UNCPRD) – all which represent important steps forward.

Yet, the lived experience of many people with

disabilities continues to be marked by inequality, long waiting lists, and inaccessible systems.

Across Ireland, families of children with disabilities continue to face long waits for vital assessments, therapies, and supports. The shortcomings in the roll-out of Children's Disability Network Teams (CDNTs), combined with workforce shortages and system fragmentation, have deepened the distress experienced by too many children and their families.

In response, we have taken proactive steps—both in direct delivery service and at the policy level—to address the national crisis in access.

We launched several targeted initiatives this year to reduce waiting lists in children's services, including dedicated therapy teams in key regions to provide short-term, goal-focused intervention for children on long CDNT wait lists. Since October 2024 I am proud to say we have made material progress and in this regard I wish to congratulate the management and staff at CRC for the significant effort made.

I have had the privilege of joining CRC at a strategic turning point and have found learning about the work started in 2024 building to our refreshed CRC Strategy in 2025 and beyond really energizing. Our priorities and values are clear: greater accountability in the implementation of disability policy; accessible, person-centred services; a strengthening of our national and international Research and Education function, and a new Transformation office to accelerate our two-year transformation programme with Virginia Mason Institute.

Our work in children's services is just one part of our wider mission: a society that respects, includes, and empowers people with disabilities across all stages of life.

I have enjoyed getting to know CRC and welcoming new Board members in recent months.

A key priority for me is to work with the Board to ensure we are an effective team working closely

with management in support of our strategy implementation and governance. We have completed a review of our Committee structure to support our effectiveness.

I extend my deep gratitude to our Board, staff, volunteers, and community partners.

And above all, I want to acknowledge the families, children, and young people who lead this work with courage and vision.

Your voices continue to shape the CRC of the future.

John Gleeson
Chairperson



Chief Executive Review

As I reflect on my first full year as Chief Executive of the Central Remedial Clinic, I'm proud of what we've achieved together in just twelve months. I'm especially grateful for the support of the Board and the warm welcome from staff, families, and service users. Your trust and commitment have made this a year of real progress and possibility.

Honouring Our Legacy, Embracing Our Future

Our founders, Valerie Goulding and Kathleen O'Rourke, were visionaries who responded to the needs of their time with courage and creativity. They didn't just build a service—they reimagined what was possible. Today, we stand at a similar crossroads. The disability landscape has changed, and so must we.

In 2024, we began a comprehensive strategy refresh, recognising that our existing model no longer fully reflects the needs of the people we serve or the expectations of our funders and partners. Through extensive stakeholder engagement—including World Café events, staff surveys, and family consultations—we have redefined our purpose, ambition, and values. This work culminated in the launch of our new

strategy in 2025, but the transformation is already well underway.

A New Strategic Direction

Our refreshed strategy places people with disabilities at the heart of everything we do—not as passive recipients, but as co-creators of the services they use. We are shifting from a diagnostic-first model to one that recognises the whole person, their lived experience, and their right to the right support at the right time.

Our six strategic priorities—spanning service quality, organisational culture, research and education, operational transformation, fundraising, and stakeholder engagement—will guide us over the next five years.

These priorities are not abstract goals; they are grounded in the real needs of our community and the belief that disability is a difference that enriches society.

Transformation in Action:

The VMI Partnership

A cornerstone of our transformation is our partnership with the Virginia Mason Institute (VMI). In 2024, we began embedding the VMI Production System across our services, starting with our Children's Disability Network Teams. Through Rapid Process Improvement Workshops and diagnostic assessments, we've already seen reduced wait times, improved staff engagement, and more responsive service pathways.

But this is just the beginning. In 2025, we will establish a Kaizen Promotion Office to lead our Lean Healthcare journey across the entire organisation. This work is not just about efficiency—it's about doing what's right and doing what works and aligning our systems, culture, and values to deliver better outcomes for the people who rely on us.

Living Our Values

The new CRC values—Person-centredness, Quality, Respect, Courage, Collaboration, and Stewardship—were co-created with service users, staff and the CRC Board. They are already shaping how we work, how we lead, and how we serve. From the heartfelt stories shared at our Shared Learning Days to the incredible journey of Roger Óg Meehan, the first child in Ireland to undergo Selective Dorsal Rhizotomy (SDR) surgery, our values are becoming visible in every part of CRC.

Roger's story is one of courage, commitment and community.

Roger has benefitted hugely from his surgery and the input and collaboration at all levels – CRC, local team and wider community. We acknowledge the generous fundraising locally which reflects the importance of connections with families and communities. Stories like Roger's remind us why we do what we do—and why it matters.

We also launched a new Internal Communications Strategy and welcomed dozens of new colleagues who bring fresh energy and expertise to our mission.

Celebrating Achievements

2024 was a year of remarkable accomplishments:

- We hosted the Empowering Change Conference, welcoming over 500 delegates and showcasing CRC's leadership in neurodisability.
- Our Gait Lab expanded its mobile services to underserved regions, and our researchers published groundbreaking studies on mobility, quality of life, and transitions to adulthood.
- We secured significant grant funding, and our Gala Ball and Christmas Market brought our community together in celebration and support.
- We were selected to co-host the 2026 European Academy of Childhood-onset Disability Conference, a testament to our growing international reputation.

In Memory of Brian Power

This year, we also mourned the loss of our Chairperson, Brian Power. Brian was a passionate advocate, a generous leader, and a true friend to CRC. His legacy lives on in our commitment to inclusion, excellence, and community. We were honoured to celebrate his life and contributions with his family and friends in December.

Looking Ahead

As we enter 2025, we do so with clarity, courage, and a shared sense of purpose. We are becoming a learning organisation—one that listens, adapts, and grows. We are building a CRC that is fit for the future: values-led, strategically aligned, and relentlessly focused on outcomes.

This transformation is not just about systems or structures—it's about people. It's about creating a CRC where every person, regardless of ability, is supported to live the life they choose. It's about doing what's right and doing what works.

To our staff, Board, families, and service users—thank you. Your resilience, creativity, and compassion are the heartbeat of CRC. Together, we are writing the next chapter of our remarkable story.

Deborah Jacob CEO



Roger Óg Meehan (age 6) with dad Roger and the team. (Heather Curtin (Physio-Gait Lab), Mairead Murphy (Physio), Jane Leonard, Joanne Kehoe (Clinical Nurse Specialist), Tafadzwa Mandiwanza (his neurosurgeon).

Children Services

In partnership with the HSE and other agencies, we are lead agency for five Children’s Disability Network Teams (CDNTs) providing support and services to children with complex disabilities.

We offer individual and group-based interdisciplinary therapy and clinical interventions in line with Progressing Disability Model of service delivery.

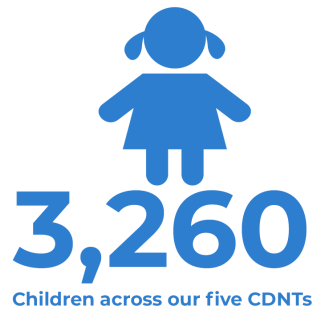
In 2024 we began our work with Virginia Mason Institute who together with parents, staff and other stakeholders guided us through two Rapid Process Improvement Workshops focusing on access and service improvements. Through this work we have reduced average waiting times and we continue to set standards to drive quality service delivery for our children and families.

In 2024 we prioritized the children on our waiting lists and our team members met face to face with over 363 children and families through our waiting list initiatives across our five CDNTs. Our priority for 2025 is to ensure children have timely access to intervention, in particular those children who have been waiting the longest.

Working in partnership with our families is fundamental to everything we do, and we held 14 Family Forums throughout 2024. Without our dedicated team members, our CDNTs are unable to support as many children as we need to. Recruitment and retention of dedicated and skilled staff has been a challenge throughout 2024.

In 2024 we supported service delivery and staff development through roll out of essential training for staff including Parents Plus, ADOS, ADIR, Early Bird, Seattech, Griffiths, Sensory, Sleep, Gestalt Language Processing to name a few.

In 2024 we were responsible for the care of:



Specialist Services

In 2024, CRC Specialist Services supported 3,781 children and adults with complex disabilities through national and regional assessment and intervention pathways, enhancing local disability and primary care services.

Key Achievements in 2024

Surgical and Rehabilitation Milestone:

In partnership with surgical colleagues in Children’s Health Ireland (CHI) the first two Selective Dorsal Rhizotomy surgeries performed in Ireland, with CRC delivering specialist pre- and post-operative care. For a small cohort of children with spasticity and walking difficulties this surgery can be life changing.

National Pathway Leadership:

In partnership with colleagues in Enable Ireland continued roll out of Cerebral Palsy Integrated Pathway (CPIP) with 36 trainers across Ireland trained to date. This is an evidence-based surveillance programme to prevent musculoskeletal complications among children with cerebral palsy. New early intervention and team assessment pathways for at-risk infants and complex cases.

Co-Designed Supports: Developed and piloted family and adolescent support programmes, including transition planning from children’s to adult services.

Innovative Outreach: First mobile Gait Lab clinic held in Donegal in partnership with local teams. Outreach Complex Feeding clinic and education delivered in Cork, supporting local team capacity building.

Assistive Technology Excellence: ATSS Sit to Stand wheelchair project received national recognition under HSE CREATE funding.

Education and Research Highlights

- Hosted two international conferences

(1000 + attendees) including Empowering Change and European Seating Symposium.

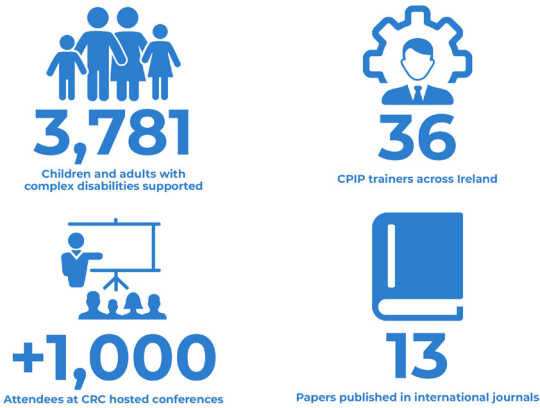
- Ongoing delivery of courses, workshops, webinars, lectures, and mentorship in multiple specialist areas to build national capacity in complex neurodisability.
- RCSI-approved postgraduate module in Paediatric Neurodisability launching in 2025.
- Five CRC staff awarded Higher Education funding; three others secured HSE postgraduate support.

Research Excellence: 13 papers published in international journals. 12 active research projects in partnership with Irish academic institutions. Presentations at leading international conferences (e.g. European Academy of Childhood Disability, Upper Limb Spasticity Conference, and others). Hosted national webinar on health transitions with Minister Rabbitte. Ciaran Barry Scholarship awarded to support postgraduate research by a person with disability.

Looking Ahead to 2025

- Engage in CRC Strategy refresh to align with service user needs.
- Strengthen integrated enhanced care pathways in partnership with CDNTs and Primary Care.
- Align education and research with service user needs and CRC Strategic Priorities.
- Enhance clinical governance and continuous quality improvement.

In 2024 we were responsible for:



Adult Services

In 2024 CRC Adult Services continued to deliver innovative and meaningful day services to 275 adults. Working with adults, families, friends and local communities, we deliver our services in response to identified needs through individual person-centered plans.

This approach empowers adults to make informed decisions about their present and future lifestyles. A key aspect of our person-centered planning is ensuring that participants engage in activities that are meaningful to them, such as travel training, advocacy, and employment opportunities.

Aligned with the HSE New Directions policy, we now provide services across eight community locations, encompassing ten programs. This approach brings our services closer to the communities of the adults we support, promoting inclusion and independence.

In 2024, 92 adults participated in community education classes. 36 adults completed Dublin Bus Travel training and 26 now are travelling independently. 22 adults took part in work experiences and 18 adults are currently in paid employment.

We partnered with 82 external organisations and 26 international agencies. 181 adults attended 73 events in their community and online.

We obtained €187,403 from Pobal to support our EmpowerAbility participants find paid employment.



In 2024 we were responsible for:



Our People

The past year marked a period of significant development and renewal within the Human Resources function. Some key milestones included the appointment of a new Head of People & Engagement and replacements on the HR team during 2024, bringing fresh experience and leadership to the review and revitalisation of our People Strategy.

In May 2024, we conducted the latest CRC Employee Survey with a further workshop with employees to explore the themes that had emerged from the survey responses.

Highlights of actions taken on the back of the survey responses included a calendar of in-person and remote Strategy in Action presentations delivered by members of the Senior Management Team and frontline colleagues, a refresh of the CRC Code of Standards & Behaviour, and a review with follow up actions relating to IT functions across all sites. In collaboration with the Communications team, a new internal staff newsletter and a monthly Manager’s Memo also launched.

Work commenced on the development of a new organisation-wide strategy and included participation of 50 colleagues in a series of World Café events, providing valuable opportunity to contribute their perspectives on the organisation’s future direction and to share their views on what our core organisational values should be. Recruitment processes were also refreshed to support more timely and strategic responses to workforce needs, with a particular focus on addressing vacancies across the Children’s teams. We continued to support staff training and development through a range of professional development opportunities. This included investment through the Higher Education fund for colleagues embarking on Masters’ programmes in Health & Social Inclusion, Systematic Psychotherapy and Healthcare Management.

Colleagues were also provided opportunity to access training in areas such as leadership development, clinical upskilling, and project management. Our commitment to building internal Lean capability was strengthened through participation in programmes delivered by the Virginia Mason Institute and the Lean Masters through the University of Limerick, supported by Solas. These opportunities have supported the development of a shared language and skillset around continuous improvement, problem-solving, and value-based care. These collective efforts reflect our commitment to creating a workplace where people feel informed, supported, and empowered to grow, while shaping a shared and values-driven future for the CRC.



Energy Reporting

We have partnered with SEAI's Public Sector Energy Programme and we are working with SEAI's Public Sector Programme Manager.

We can confirm that our energy performance has improved by 43.8% above the baseline.
Following an analysis of critical success factors for energy reduction, CRC is happy to report the following:



To achieve its efficiency target by 2030, energy performance in CRC must improve by another 6.2 percentage points within seven years. To support with this, CRC employed a new Energy Manager, closely supported by the HSE Capital & Estates Energy Officer and Energy Bureau, to lead improvements in the areas of Water Conservation, Waste Reduction, Environmental Compliance, Food Waste Reduction, Carbon Reduction and Sustainable & Active Transport Programmes.

Also in 2024, CRC obtained Display Energy Certificates (DEC) for its four largest buildings: Clontarf, Clondalkin, Firhouse and Hartstown. The DEC is based on meter readings of all energy used in the building. The Advisory Report with each DEC includes recommendations for improvements in the energy performance of the building, which we will now focus on.

Finance

€28.1m State funding received in 2024

Pobal grant of €187,403 for our Employability Programme, with additional funding pledged for the next 3 years.

Via the REACH fund, we received €59,620 funding for these key projects:

- €23,909 CRC Rehabilitative Training Centre Clontarf.
- €15,950 CRC Training and Education Programme.
- €14,998 CRC Employability Skills.
- €4,763 CRC Transition Programme.

Funding of €780,000 from The Care Trust to augment our service delivery to clients and service users.

Structure and Governance

Established in 1951, the CRC was incorporated in 1953 as a company limited by guarantee and not having a share capital. The CRC is a registered charity with the Charities Regulator, Charity Number 20006938, and is subject to the obligations and requirements of the Charities Act 2009. It is also registered with the Revenue Commissioners and has Charitable Status under Sections 207 and 208 of the Taxes Consolidation Act 1997, with a registered charity number of 4998.

The CRC is registered with the Companies Registration Office, company number 14880.

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

- Completion and return of the Annual Compliance Statement.
- Completion and return of the Annual Service Arrangements.

In addition, the CRC must submit:

- An annual return to the Charities Regulator along with a Declaration of Compliance in respect of the Charities Governance Code.
- An annual return to the Companies Registration Office along with financial statements.
- A copy of its annual report to the Revenue Commissioners.

Board Overview

The CRC is governed by a voluntary Board of Directors. The Board must have a minimum of three directors and a maximum of fifteen directors, as provided for in the CRC constitution. There are three members of the CRC. The CRC Board members are voluntary and do not receive any remuneration in respect of their services to the company. They are entitled to avail of out-of-pocket expenses for Board business. No director expenses were claimed in 2024.

There were no instances or arrangements during 2024 whereby a director was materially interested in the company's activities. There is a conflicts-of-interest policy in place which outlines the procedure and process to deal with and manage all potential and actual conflicts, as and when they arise. This policy is reviewed annually by the Board.

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

The Board of Directors, via Board meetings and seven Board sub-committee meetings, are responsible for the overall strategic direction, control and governance of the CRC and delegate day-to-day management of the CRC to the Senior Management Team.

Details of the separation of duties and responsibilities of the chairperson and the CEO are documented in the Governance Manual and Directors Handbook. We confirm that we comply with Section 225 of the Companies Act 2014.

The Board of Directors for 2024 along with attendance at Board and sub-committee meetings are summarised below.

Company Secretary

The company secretary, together with all other charity trustees, are responsible for the efficient administration of a charity, particularly with regard to ensuring compliance with statutory and regulatory requirements.

Ms Prachi Mishra was appointed as company secretary of the CRC on 2nd September 2024. All directors have access to the advice and services of the company secretary. The appointment and removal of the company secretary is a matter for the Board.

Independent Co-optees

The Board’s skills are enhanced through the recruitment of independent experts who sit on Board sub-committees alongside the Board members.

Members

At 31st December 2024, the company members were Mr Tom Quinn, Ms Ann Jackson and Ms Leah Goulding. Mr Tom Quinn is a former director of the CRC, Ms Ann Jackson is a former principal of the school at CRC Clontarf and Ms Leah Goulding is the granddaughter of Lady Valerie Goulding, co-founder of the CRC.

CRC Board of Directors 2024



CRC
Central Remedial Clinic

CRC Board of Directors



Brian Power
Chairperson
Appointed 17 Jan 2020
Resigned 10 September 2024
Tenure >4 years



Cathie Farrell
Appointed 28 January 2024
Tenure <1 year



David Courtney
Appointed 17 Jan 2020
Resigned 01 May 2024
Tenure >4 years



Edward Ward
Appointed 27 Nov 2019
Tenure >6 years



Gillian Harford
Appointed 07 Jul 2021
Tenure >4 years



John Florence
Appointed 17 Nov 2022
Resigned 25 July 2024
Tenure >2 years



Leon Quigley
Appointed 27 Feb 2023
Resigned 31 Dec 2024
Tenure >3 years



Patricia Barker
Appointed 30 Nov 2024
Tenure <1 year



Rose O'Donovan
Appointed 28 Nov 2019
Resigned 22 Apr 2024
Tenure >5 years



Paul Regan
Appointed 13 Dec 2024
Tenure <1 year



Tony Golden
Appointed 28 May 2021
Resigned 04 April 2025
Tenure >4 years



Una Ryder
Appointed 23 Jul 2021
Tenure >4 years



Sean McCormack
Appointed 17 Jan 2020
Tenure >5 years



David Mathews
Appointed 27 Feb 2023
Tenure >3 years

Independent co-optees 2024

Co-optee name	Board Committee	Date of Appointment/ Resignation
Ms Mary Connolly	Quality, Safety and Risk Committee	9 March 2020 - 11 Nov 2024
Mr Darren Peavoy	Capital Projects and Infrastructure Committee	20 November 2018
Mr Myles Daly	Governance Committee, Quality, Safety and Risk Committee	3 April 2019 + 7 October 2019
Ms. Deirdre O'Reilly	Audit Committee	22 November 2023
Ms. Lucy Tierney	Remuneration and Nominations Committee	28 May 2021
Mr. Paul Regan	Investment Committee	22 November 2023 - 13 September 2024
Dr. Ian Callanan	Quality, Safety and Risk Committee	22nd November 2023

Board Committee Appointments/ Resignations

The following changes to the Board of directors were recorded during 2024:

- Ms Leon Quigley resigned as director and member of the Remuneration and Nominations Committee on 31st December 2024.
- Mr John Florence resigned as director and Chair of the Audit committee and member of Investment Committee on 25th July 2024.
- Mr David Courtney resigned as director, member of the Capital Projects and Infrastructure Committee and Chair of Governance committee on 1st May 2024.
- Mr Brian Power (Chairperson) sadly passed away in Sept 2024 and accordingly formally ceased to be a Chairperson, director and member of the Quality, Safety & Risk Committee and the Fundraising Committee on 24th October 2024.
- Ms Rose O'Donovan resigned as director, Chair of the Remuneration and Nominations Committee and member of Governance committee on 22nd April 2024.

Term of Office

Members of the Board of directors are appointed for an initial term of three years which may be extended in accordance with the constitution of the company for a maximum of three terms to preserve the corporate memory of the Board, to adhere to succession management principles and policies and to ensure continuity while new directors are appointed to the Board.

Charities Governance Code

During 2024, the Charities Governance Code was included on the Board's agenda, along with the Governance Committee meetings agenda for consideration. The annual return was filed in October 2024 with the Charities Regulator and a Declaration was submitted, noting full compliance with the code.

Beneficial Ownership Register

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

Committee Meeting Attendance Record – 1 January 2024 to 31 December 2024								
	Board Meetings	Audit	Investment	Quality, Safety & Risk	Remuneration & Nominations	Governance	Fundraising	Capital Projects & Infrastructure
Brian Power~ <i>Chairperson</i>	3/4			3/6			2/4	1/3
Sean McCormack	9/9	2/3						3/3
David Courtney~	1/2							1/1
Rose O'Donovan~	2/2				1/1			
Edward Ward	9/9	6/6	5/5	6/6				
Una Ryder	8/9						4/4	
Tony Golden	7/9		5/5			3/3		
Gillian Harford	9/9				4/4			
John Florence~	4/4	2/2	3/3					
Leon Quigley	3/9						2/4	
David Mathews	8/9			5/6				
Cathie Farrell	6/9					2/3		
Paul Regan ~	3/4							
Patricia Barker ~	1/2	1/1						
Pinsent Mason~ <i>Co Secretary</i>	5/5	2/2	3/3	4/4	3/3	1/1	3/3	1/1
Prachi Mishra~ <i>Co Secretary</i>	5/5	4/4	2/2	2/2	1/1	2/2	1/1	2/2
~ Partial year								

Schedule of Board & Committee meetings held from 1 January 2024 to 31 December 2024									
Month	Board meetings/ Written Resolution of Board (WR)	AGM	Audit	Investment	Quality, Safety & Risk	Remuneration & Nominations	Governance	Fundraising	Capital Projects & Infrastructure
January	✓					✓			
February				✓				✓	
March			✓		✓			✓	
April	✓								✓
May	✓		✓	✓ ✓		✓			
June	✓				✓				
July					✓		✓		
August					✓	✓		✓	
September	✓ ✓	✓	✓						✓
October	✓		✓	✓			✓		
November			✓	✓	✓	✓	✓	✓	✓
December	✓ ✓		✓		✓				
Total	9	1	6	5	6	4	3	4	3

Board Committee

There are seven board committees, as follows:

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

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

Each committee operates under updated terms of reference and reports regularly to the Board. This change has strengthened the oversight and strategic focus of the Board, enhancing the governance effectiveness of CRC.

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

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

Committee Effectiveness Review

In line with each committee's terms of reference, an annual effectiveness review of all committees was conducted in Q4 2024 via a survey, with results communicated to each committee for discussion, and further action, where required, in Q1 2025.

Sam's Story





This is the story of our amazing son, Sam. At my 20 week scan, we found out that Sam had a number of foetal anomalies that could not only effect his development when born, but could also effect his chance of survival.

Sam was born at almost 36 weeks, weighing just 3 lbs and the first 11 weeks of his life were spent in hospital. By the age of 2, Sam had open heart surgery, cleft lip and palate repair and peg tube insertion due to an oral aversion. An abnormality in the cerebellum of his brain detected antenatally is monitored by MRI.

In March 2022, Sam's neonatologist referred him to the CRC Children's Disability Network Team for multidisciplinary input because of his complex needs. He had gross and fine motor delay and was not meeting developmental milestones. In February 2023, Sam was accepted by CDNT and we are forever grateful for the excellent care that they provide.

Sam attends for physiotherapy, speech and language therapy and occupational therapy. He has made significant progress since starting with the team. Given the uncertainty around this little boy's ability to meet his developmental milestones, he is now walking unaided, he loves to chat and he started playschool in September 2024. He needs ongoing physiotherapy input and speech and language therapy, but Sam continues to amaze us all.

The CDNT adopt a holistic approach to care and constantly support, guide and encourage us as parents. They work hard to develop a trusting relationship with both Sam and us. They create a relaxed environment which makes it easier for Sam to engage in his therapy.

As a family, we have recently been faced with challenging times, and each staff member has been sensitive to our needs. We received input from the medical social worker who has been so empathetic and has advocated for us.

Sam enjoys his sessions in the CRC. It is an invaluable service, and I know Sam's progress is attributed to the service, along with his sheer determination and resilience. He is our little superhero!

Paula and John Saunderson



Central Remedial Clinic

Statement of Financial Activities

Incorporating the Income and Expenditure Account
For the year ended 31 December 2024

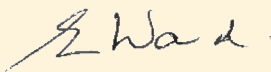
	Restricted Funds 2024 €	Unrestricted Funds 2024 €	Total 2024€	Total 2023 €
INCOME FROM:				
Charitable activities	28,119,653	-	28,119,653	28,704,774
Other income	934,786	1,206,410	2,141,196	1,035,853
Other trading activities	-	780,000	780,000	756,416
Donations and legacies	1,481	63,525	65,006	195,981
Total	29,055,920	2,049,935	31,105,855	30,693,024
EXPENDITURE ON:				
Charitable activities	(29,496,011)	(1,327,079)	(30,823,090)	(28,202,377)
Raising funds	-	(236,088)	(236,088)	(303,457)
Total	(29,496,011)	(1,563,167)	(31,059,178)	(28,505,834)
Gain/ (loss) on investments	-	533,935	533,935	326,704
NET INCOME / (EXPENDITURE)	(440,091)	1,020,703	580,612	2,513,894
Transfer between funds	-	-	-	-
NET MOVEMENT IN FUNDS	(440,091)	1,020,703	580,612	2,513,894
RECONCILIATION OF FUNDS:				
TOTAL FUNDS BROUGHT FORWARD	20,034,773	10,754,447	30,789,220	28,275,326
TOTAL FUNDS CARRIED FORWARD	19,594,682	11,775,150	31,369,832	30,789,220

All of the above income and expenditure relates to continuing activities.
There are no recognised gains and losses other than as stated above.
The financial statements are signed on behalf of the Board by



John Gleeson
Director

Date: 18 July 2025



Edward Ward
Director

Central Remedial Clinic

Balance Sheet

As at 31 December 2024

	2024 €	2023 €
FIXED ASSETS:		
Tangible fixed assets	11,992,462	12,473,511
Intangible assets	1,142,856	1,199,999
Investments	9,019,963	6,116,137
Total fixed assets	<u>22,155,281</u>	<u>19,789,647</u>
CURRENT ASSETS:		
Stocks	31,185	18,598
Debtors	1,837,472	1,015,864
Grants receivable	3,177,650	2,902,141
Cash and cash equivalents	9,646,498	10,689,499
Total current assets	<u>14,692,805</u>	<u>14,626,102</u>
CURRENT LIABILITIES:		
Creditors: Amounts falling due within one year	(5,478,254)	(3,626,529)
NET CURRENT ASSETS	9,214,551	10,999,573
TOTAL NET ASSETS	<u>31,369,832</u>	<u>30,789,220</u>
THE FUNDS OF THE COMPANY:		
Unrestricted funds	11,775,150	10,754,447
Restricted funds	19,594,682	20,034,773
TOTAL COMPANY FUNDS	<u>31,369,832</u>	<u>30,789,220</u>

The financial statements are signed on behalf of the Board by



John Gleeson
Director

Date: 18 July 2025



Edward Ward
Director

