



2025 Annual Report
and Financial Statements



Who we are ...

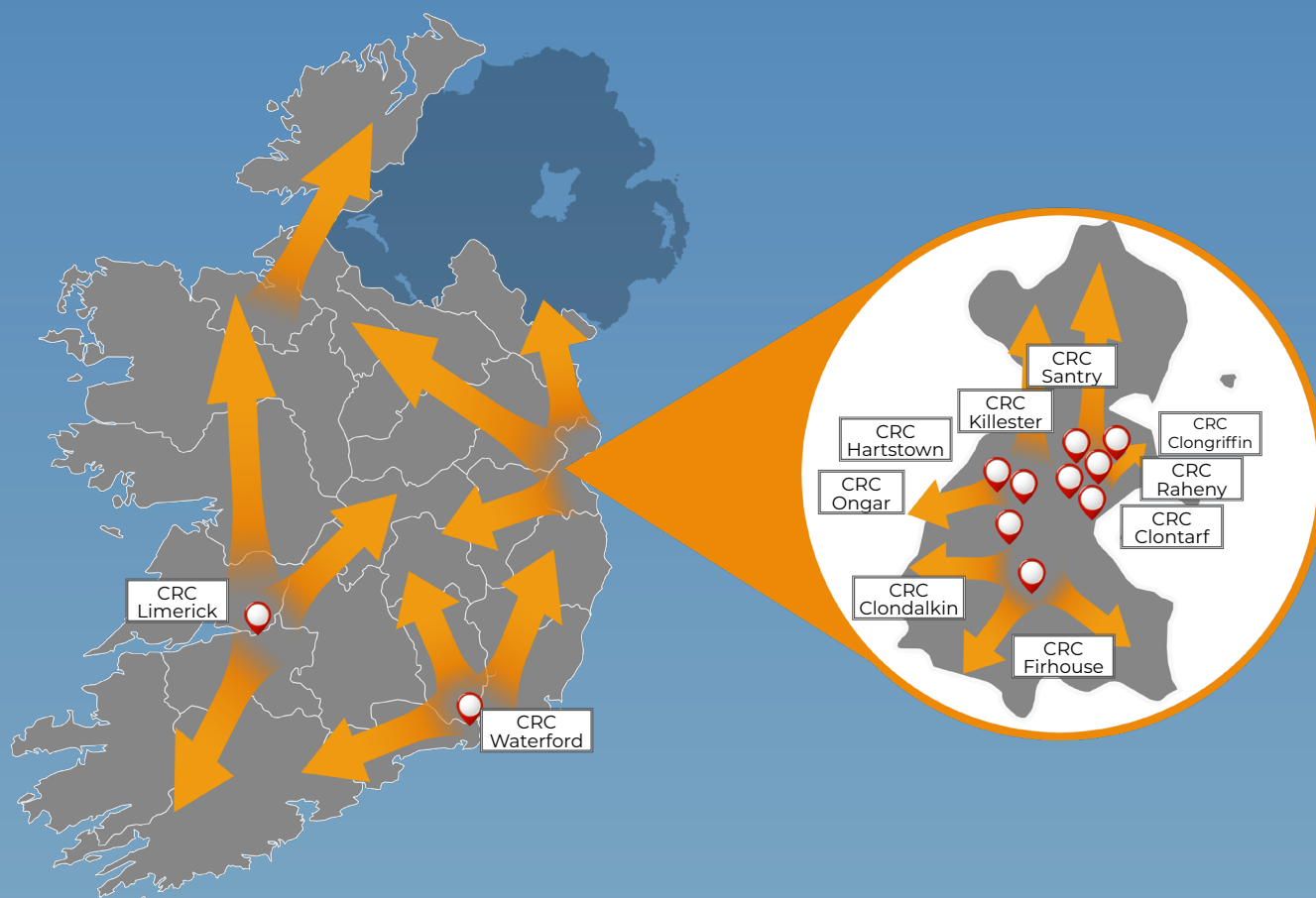
Established in 1951, the Central Remedial Clinic (CRC) is a voluntary organisation and national charity working with children and adults with complex disabilities in Ireland.

The CRC employs approximately 450 people and is funded through service arrangements with the HSE.

As a lead agency for five Children's Disability Network Teams (CDNTs) we provide regional, general disability services to over 2,800 children aged 0-18 across Balbriggan, Clontarf, Clondalkin, Swords and Waterford. In addition to our CDNTs, our Enhanced Complex Care Pathways provide specialist, interdisciplinary 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 Enhanced Complex Care Pathways 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, "Pathways that Empower and Enable", that is shaping 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 honour 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.



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Administration

REGISTERED OFFICE ADDRESS	Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3, D03 R973
COMPANY REGISTRATION NUMBER	14880
CHARITY NUMBER	CHY4998
CHARITIES REGULATORY AUTHORITY NUMBER	20006938
PRINCIPAL BANKERS	AIB Bank, 53/54 Main Street, Finglas, Dublin 11
PRINCIPAL SOLICITORS	Mason Hayes & Curran, South Bank House, Barrow Street, Dublin 4
AUDITORS	Crowe Ireland 40 Mespil Road Dublin 4 D04 C2N4 Ireland
DIRECTORS	Mr Derek McGrath (Chairperson) (appointed 4th Apr 2025) Mr Sean McCormack Ms Gillian Harford Ms Una Ryder Mr Edward Ward Ms Cathie Farrell Mr David Mathews (retired 27th Mar 2026) Mr Paul Regan (resigned 2nd Sep 2025) Dr Patricia Barker (resigned 15th Oct 2025) Ms Emma Maria O'Connell (resigned 19th Sep 2025) Mr John Gleeson (resigned 31st Dec 2025) Mr Tony Golden (resigned 04 Apr 2025) Mr Carl Alfvag (appointed 27 Mar 2026) Ms Rebecca Kearney (appointed 27 Mar 2026) Mr Brendan Harte (appointed 27 Mar 2026) Ms Lorraine O' Leary (appointed 27 Mar 2026) Mr Brian Barrett (appointed 27 Mar 2026)
COMPANY SECRETARY	Ms Prachi Mishra



Chairperson Statement

It is a privilege to present my first Chairperson's Statement on behalf of the Board of Directors of the Central Remedial Clinic. Having served on the Board since April 2025 before assuming the Chair in January 2026, I have come to understand what makes the CRC remarkable — the quality of its people, the strength of its values, and its enduring commitment to those it serves.

I begin by acknowledging my predecessor, John Gleeson, who provided dedicated service as Chair and to whom we owe sincere thanks.

Our values — person-centredness, quality, respect, courage, collaboration, and stewardship — were shaped by the people of the CRC. Our strategy places them at the centre of how we design services, treat one another, and make decisions. They connect our daily work to our broader ambition: creating pathways that empower and enable people with disabilities to live the lives they choose.

The CRC stands at an inflection point. Models of care increasingly emphasise community-based, person-centred support; societal expectations around inclusion and autonomy continue to rise; and our funders rightly require performance accountability. This is an opportunity to lead. Our strategy sets out how — by placing the needs, rights, and voices of people with disabilities at the

heart of all we do, and by co-designing services with those who use them.

2025 was a year of genuine progress. In children's services, we achieved meaningful improvements and continued to reduce waiting lists — real relief for real families. We remain committed to their eventual elimination because every child with a complex disability deserves the right support at the right time. In adult services, we are empowering those we serve through tailored supports that foster independence and strengthen community connections.

Our strategy centres on six priorities. First, services' access and quality — co-designing services with those who use them and delivering recognised excellence. Second, organisation design, culture, governance, and compliance — building a fit-for-purpose, trusted, future-proof organisation. Third, research and education — establishing CRC as a world-class centre for action research and the go-to organisation for disability sector learning and development. Fourth, operational transformation — ensuring our infrastructure, systems, and assets equip staff to do their best work. Fifth, fundraising — securing sustainable funding with clear purpose and strong governance. Sixth, brand and stakeholder engagement — strengthening our reputation and evolving our identity as a sector leader.

None of this is possible without our people and the broad support from across the many stakeholder groups we work with. On behalf of the Board, I express our deepest gratitude to every one of you. Our strategy commits us to continuous investment in our people — their development, their wellbeing, and the conditions in which they work. We want the CRC to be an organisation where people are supported to grow, have the autonomy to work effectively, and take pride in a clear and consistent 'CRC way'. Our volunteers, too, give their time with extraordinary generosity, and we would not be who we are without them.

To the children, adults, and families who place their trust in us — thank you. That trust is the foundation of everything we do. To our supporters, donors, partners, fellow providers, and the HSE — our strategy is built on collaborative partnerships and transparent relationships. We are stronger together.

We look to the future with confidence. The healthcare landscape will evolve, funding expectations will shift, and demand will grow. But we have several powerful things on our side: conviction, passion, professionalism and belief in this work. Together, we will improve what we do and reimagine what is possible. Our ambition is that every person we serve can say with confidence, 'This is my life, lived on my terms, with the support I need to thrive.' It begins with all of us.

Derek McGrath
Chairperson



Chief Executive Review

Over the past year, the Central Remedial Clinic (CRC) has taken a defining step forward. In May, we launched our 2025-2030 Strategy - Pathways that Empower and Enable, which sets a clear and confident new direction for the years ahead.

The strategy articulates our core purpose: to deliver the right support for people with complex disabilities at the right time, and to do so in a way that underscores our responsibility as a public service organisation.

It serves as a compass for the future: guiding decision-making, focusing our efforts on what matters most, and anchoring our work in our shared values of person-centredness, quality, respect, courage, collaboration and stewardship.

The inclusion of stewardship as a core value is particularly important, reflecting our role as trusted custodians of public resources and our responsibility to manage them responsibly and transparently while achieving the greatest possible impact.

I am immensely proud to lead a learning organisation — one that listens, reflects and evolves. Our strategy is not only a roadmap, but a shared commitment to navigating a complex and changing environment with purpose and clarity. All of our staff are central to this journey,

and I want to sincerely thank everyone who contributed their insight, energy and commitment. Together, we have shaped not just a strategy, but a shared ambition for the future. Turning our strategic goals into tangible improvements has been a central focus over the past year, most notably through the significant progress achieved in ensuring greater access to Children's Services.

In partnership with the Virginia Mason Institute (VMI), we set out to address long-standing challenges in the variability of waiting times and our collective approach to managing and addressing them. We did this with a shared focus on flow, equity and person-centred access. The process identified key action points, which are already having a significant impact.

Children's waiting lists have reduced, more children are accessing services, and clinicians are spending more time delivering direct support to children and families.

These improvements have been enabled through disciplined application of Lean methodology, a focus on making work visible, and the establishment of our Improvement Office to support capability building, standard work and sustained change.

We deliberately chose to partner with VMI because of its internationally recognised expertise in healthcare improvement and emphasis on respect for people and collaboration.

Our partnership with VMI reflects a deliberate decision to move beyond short-term fixes and towards long-term system improvement. This has included redesigning intake and waiting list processes, establishing clearer care pathways, introducing data-informed scheduling and embedding continuous improvement practices across services.

In October, this approach was extended through a Rapid Improvement Event to the service formerly known as Specialist Services, now reframed as Enhanced Complex Care Pathways. This improvement represented an important step

in aligning our most complex services with our future model of care. Building on this work, an Adult Services Strategy will be developed during 2026, with a focus on ensuring a structured, inclusive and improvement-led approach from the outset.

Across the wider strategy, progress has been steady and purposeful. Delivery under Strategic Priority 1 (Services Access and Quality) is the most advanced, with clear evidence of positive change. Foundational work continues across organisation design, governance, operational transformation and stakeholder engagement.

While some of our priorities are progressing faster than others, the direction of travel is clear, and we are putting in place the systems, capabilities and structures required to deliver our strategy over the long term.

Collaboration — with staff, families, system partners and organisations such as VMI — remains central to how we work. It is through this collective effort that our strategy is increasingly reflected in the lived experience of those who use our services.

As we continue this transformative process, we are acutely aware that improving systems and outcomes must go hand in hand with supporting our people through the change process. We remain committed to working closely with all staff, providing the support needed to maintain trust and confidence in the ongoing transformation of our services.

Improving communication and engagement is therefore a key priority for 2026. Our aim is to build confidence, reinforce professional autonomy within agreed standards, and ensure staff are, and feel, recognised for the progress they are delivering.

At all times, our focus remains firmly on co-design and on listening — most importantly to the children, adults and families we serve, as well as to those who advocate on their behalf and to our staff.

Within the parameters of national policy and the available resources, we are committed to delivering services that are shaped by those who use them, transparent in how decisions are made, and grounded in equity, quality and respect.

We are continuing to learn as we implement, adapting where needed, and remaining focused on building a sustainable organisation that delivers the right support, in the right way, for those who rely on us now and into the future.

As we look ahead to 2026–27 and beyond, we do so with clarity of purpose and confidence in our direction. The foundations laid over the past year provide a strong platform from which to continue improving access, quality and experience, while developing services that are sustainable, equitable and aligned with national policy.

Our long term ambition remains clear: to be a trusted public service organisation, recognised for delivering person centred, evidence informed supports, shaped through partnership with those who use and deliver our services.

I want to sincerely thank our staff, whose professionalism, resilience and commitment continue to make meaningful change possible; our Senior Management Team, for their leadership and persistence in translating strategy into action; and, in particular, our Board, whose stewardship, challenge and support have been instrumental as we navigate a period of significant transformation.

Together, we are shaping an organisation that is fit for the future and worthy of the trust placed in us by the people we serve.

Deborah Jacob
CEO

Children's Disability Network Team

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

In 2025, significant progress was made in strengthening service delivery. We have developed clear and consistent pathways and episodes of care to ensure that all children access the most appropriate supports at the right time. These pathways provide equity of access and clarity for families and clinicians, supporting timely and effective intervention.

A key focus has been the effective scheduling of clinicians' appointments, ensuring clinicians are optimally available to see children and deliver interventions. This work has supported more efficient use of resources across teams and improved service responsiveness, especially for families waiting the longest. As a result of these collective efforts, all new referrals are now being seen within six weeks, representing a significant improvement in timely access to services. While recruitment and retention of skilled and dedicated staff have remained an issue, focused recruitment campaigns will remain a key priority for 2026. We saw 2,856 families in 2025 across our 5 children's teams.

We have established monthly IFSP (Individual Family Service Plan) clinics, using the newly developed pathways to initiate meaningful discussions with families about goals, priorities and next steps in care. These clinics have strengthened collaboration with families and improved consistency across the service. In addition, we have facilitated 15 successful family forums in 2025, providing opportunities for families to engage, share feedback, and contribute to service development. Our vision for 2026 is to continue to build and strengthen family forums, working in partnership with families

through co-design approaches. Families will play a key role in helping to design, inform and approve services, ensuring they are responsive, meaningful and centred on the needs of children and families.

Overall, last year reflects strong teamwork, service innovation, and a shared commitment to improving access, quality, and outcomes for children and families we serve in 2026. These principles are embedded in all that we do within our CRC values and will remain a core focus as we move through 2026.

In 2025 we were responsible for the care of:



Enhanced Complex Care Pathways

In line with the CRC strategic plan 2025-2030, CRC Specialist Services underwent a transformation programme during 2025 to move towards Enhanced Complex Care Pathways (ECCPs). This followed a full review of service arrangements with the aim of reconfiguring services to align with national policy and contemporary service-delivery models. A key focus of this work was to clearly map each pathway, from the point of referral to expected outcomes. This work will continue into 2026 with a key focus on working with Children's Disability Network Teams and Primary Care teams to support, share experiences, and strengthen competencies at a local level.

While the work has been underway, support was still provided to 3,722 clients in 2025 from every county in the Republic of Ireland. In partnership with local teams, the gait laboratory delivered the first mobile gait clinic in Galway, while specialist services published 6 peer-reviewed publications while also presenting clinical research at the European Academy for Childhood-onset Disability (EACD) conference in June and the American Academy for Cerebral Palsy and Developmental Medicine (AACPDMD) in October. In 2026, the CRC will host 3 major international conferences with attendance expected to be between 1,800 and 2,000 delegates.

Education remained a key focus of specialist services in 2025, with staff delivering courses and educational talks to local teams and a wide range of professional groups in community-based services, hospitals and universities. Topics ranged from baby development, gait analysis, complex feeding and swallowing difficulties, augmentative and alternative communication and seating management. Approximately 600 professionals attended courses. Our lunchtime series, which provides insight into how the CRC specialist clinics provide services, was delivered to approximately 300

therapists in 2025. A key focus in 2026 will be to expand education provision and to improve competencies at local team level by promoting attendance for shadowing, mentorship and joint working opportunities.

Overall, 2025 proved to be a busy year for specialist services and through our transformation to ECCPs it is envisaged that from 2026 onwards we will be best placed to deliver the right services, in the right place, and at the right time, for people with complex disabilities.

In 2025 we were responsible for:



Therapists and professionals attending online CRC specialist services talks



Published 6 peer-reviewed publications

Adult Services

In 2025, CRC Adult Services continued to deliver innovative and meaningful day services to 296 adults. Working in partnership with adults, their families, friends, and local communities, our services are shaped in response to identified needs through individualised, person centred plans.

This person centred approach empowers adults to make informed decisions about their current and future lifestyles. A core element of this planning is supporting participants to engage in activities that are meaningful to them, including travel training, advocacy, community participation, and employment opportunities.

Aligned with the HSE New Directions policy, CRC Adult Services now operates across eight community locations, delivering ten programmes. This community based model brings services closer to where people live, promoting greater inclusion, independence, and social connection.

During the year, 127 adults took part in community education classes. 16 adults completed travel training and 13 of those adults are now travelling independently. 31 adults participated in work experience placements, and 13 adults are currently in paid employment.

Partnership and collaboration remained central to our work. We worked with 90 external organisations, engaging 242 adults. A further 68 adults participated in 17 community based and online events.

In 2025, we secured €199,013 in Pobal funding to support our EmpowerAbility participants in accessing and sustaining paid employment, strengthening pathways to meaningful work and greater economic independence.

In 2025 we were responsible for:



Adults received innovative and meaningful day services



€199,013

Obtained for EmpowerAbility participants accessing and sustaining paid employment



127

Adults participated in community education classes

Our People

Activity for the Human Resources Department throughout 2025 focused on embedding CRC's refreshed organisational values, strengthening leadership capability, improving internal communications and aligning people practices to support the delivery of high quality, person centred services for children, adults and families.

A key priority during the year was supporting and developing leaders to build inclusive, high performing teams. In this context, 29 people managers completed Advanced Daily Management training, delivered in partnership with the Virginia Mason Institute. This programme strengthened leadership capability across CRC, supporting local problem solving, improved management of demand and capacity, and the reinforcement of continuous improvement practices within teams.

Embedding CRC's refreshed organisational values, launched alongside the new organisational strategy in May 2025, was a central focus of Human Resources activity. All employees were invited to attend Living Our Values sessions, delivered through ten facilitated online discussions between July and December. These sessions provided an opportunity for colleagues from across services and functions to come together to reflect on CRC's core values — person centredness, quality, respect, courage, collaboration and stewardship — and to explore what these values mean in practice. The sessions supported a shared understanding of expected behaviours in our interactions with the people we serve, with colleagues and with external stakeholders, and how our values guide decision making, behaviours and service delivery, particularly during a period of organisational change.

In parallel, HR strengthened alignment between organisational values and HR policies and procedures, ensuring that

values are consistently reflected across the employee lifecycle. Supporting leaders to apply these policies with confidence and consistency was a further focus, with HR contributing to manager training that emphasised values led, person centred people management.

During the year, 63 new colleagues joined CRC across all areas. In addition to recruitment for front line service delivery, some new roles were introduced to support the strategic direction, including Procurement Officer, Transformation Change Manager and Kaizen Lead, aligned with strategic priorities relating to stewardship, efficiency and service improvement. Recruitment practices were further enhanced through the introduction of Values Based Recruitment, including values based interviewing, ensuring alignment with CRC's organisational values alongside skills and experience, and supporting engagement, retention and cultural fit.

Looking ahead to 2026, Human Resources will build on this work with a stronger focus on driving the CRC employer message, strengthening our ability to attract and recruit values aligned talent in a competitive labour market. This will include an enhanced focus on priority hiring to support front line service delivery, ensuring workforce capacity is aligned with service demand and CRC's strategic direction, while continuing to embed our values consistently across leadership, recruitment and people management practices.

Energy Reporting

Our Strategic Plan focusses on the development and implementation of a sustainability strategy focused on reducing CRC's environmental impact, improving energy efficiency and embedding sustainable practices across all sites and services.

In accordance with the requirements of the Department of Climate, Energy and the Environment, we are required to report on the following in our annual report:

- Implementation of the Public Sector
- Climate Action Mandate
- Sustainable activities
- Compliance with Circular 1/2020 on offsetting emissions on official air travel
- GHG Emissions

Implementation of the Public Sector Climate Action Mandate

To help CRC meet its statutory Climate Action Mandate, achieving the public sector decarbonisation target of 51% by 2030 while cutting costs across its estate, we have appointed [IES](#) (Integrated Environmental Solutions) to lead our energy management and climate action programme.

The three-year programme, which began in April 2025, spans CRC's Dublin sites, regional centres, and local hubs. IES's consultancy team are developing a clear, costed roadmap to reduce energy and manage carbon outputs across CRC. It will also provide a live dashboard for CRC to review how facilities are working in practice.

IES will update CRC's Climate Action Roadmap on an annual basis, guiding the CRC through the key performance indicators set out by the Department of the Environment, Climate, and Communications, to ensure lasting impact. From site visits and energy audits to the fine-tuning of building-management systems, IES will support CRC, facilitating knowledge transfer to the organisation's own facilities and operational teams.

Sustainable activities

In addition to our core carbon reduction targets, CRC implemented several initiatives aimed at embedding a culture of sustainability across our services.

Waste Management & Circularity

- **Waste Segregation:** We implement a robust waste segregation programme, though the provision of waste disposal segregation for mixed dry recyclables, food waste, general waste, printers and IT hardware, and batteries.
- **IT Circularity:** We published our end-of-life hardware decommissioning procedure to ensure compliant and sustainable decommissioning of IT hardware, and a 'Digital-First' printing initiative to reduce paper and energy waste. Central to this was transition of the default setting for all devices from colour to monochrome (black and white). This shift was supported by a behavioural campaign encouraging staff to review documents digitally rather than printing hard copies for internal use. These combined measures have significantly reduced our consumption of paper and ink toners, contributing to lower operational costs and a measurable reduction in our overall environmental footprint.
- **Single-use Plastics:** We eliminated single-use plastics in our catering and canteen facilities, using recyclable and biodegradable products whenever possible.

Biodiversity & Nature Enhancement

- **Pollinator Plan:** Following the All-Ireland Pollinator Plan, we converted one of our lawn areas in CRC Clontarf into a wildflower meadow and installed 'insect hotels.'

Active Travel and the Cycle to Work Scheme:

To support the national objective of reducing transport-related emissions, we actively promote the **Cycle to Work Scheme**. In

2025, seven of our staff successfully availed of the scheme to purchase new bicycles and safety equipment, encouraging a shift away from private motor vehicle use for daily commutes.

Green Public Procurement (GPP)

In line with Circular 17/2025 and the national strategy 'Buying Greener: Strategy and Action Plan 2024–2027,' we have integrated environmental and social considerations into our procurement cycles. During 2025, 100% of our contracts valued over €50,000 incorporated Green Public Procurement, ensuring that we embed sustainability requirements into tenders. In addition, we have fulfilled our mandatory reporting obligations by detailing GPP adoption through the [SEAI Monitoring & Reporting \(M&R\) system](#).

Compliance with Circular 1/2020 on offsetting emissions on official air travel

In 2025, we strengthened our commitment to sustainable operations by prioritising digital collaboration and limiting official air travel to essential business only. As a result, CRC staff undertook just 40 flights during the year, generating 13.17 tonnes of CO₂. This targeted approach reflects our ongoing efforts to reduce our carbon footprint, enhance operational efficiency, and build a more sustainable way of working.

GHG Emissions

Thermal energy	Units	2025
Final energy	kWh	1,535,907
Primary energy	kWh	1,766,301
CO ₂ emissions	kgCO ₂	314,463

Transport fuels	Units	2025
Final energy	kWh	0
Primary energy	kWh	0
CO ₂ emissions	kgCO ₂	0

Electricity	Units	2025
Final energy	kWh	253,366
Primary energy	kWh	450,788
CO ₂ emissions	kgCO ₂	57,326

Total energy	Units	2025
Final energy	kWh	1,789,272
Primary energy	kWh	2,217,089
CO ₂ emissions	kgCO ₂	371,789



Fossil CO₂ emissions

In 2025, fossil CO₂ was 52.6% below the baseline of 663,856 kgCO₂.

2025: 314,463 kgCO₂

2030 target: 325,290 kgCO₂

If fossil CO₂ is maintained at this level for another 5 years, this target will be achieved. No planned energy-saving projects have been reported that will reduce fossil CO₂ in 2030*.



Total CO₂ emissions

In 2025, total CO₂ was 67.6% below the baseline of 1,149,266 kgCO₂.

2025: 371,789 kgCO₂

2030 target: 429,356 kgCO₂

If total CO₂ is maintained at this level for another 5 years, this target will be achieved. No planned energy-saving projects have been reported that will reduce total CO₂ in 2030*.

Finance

€30m State funding received in 2025.

Pobal grant of €159,836 for our Employability Programme, with additional funding pledged for the next 2 years.

Via the REACH fund, we received €12,629 for CRC Employability Skills.

We refunded to CDETB €13,299 for CRC Rehabilitative Training Centre Clontarf. This relates to the underspend on grants received in 2024.

Funding of €752,500 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 without 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 2025.

There were no instances or arrangements during 2025 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 four Board sub-committee meetings, are responsible for the overall strategic direction, control and governance of the CRC and delegates 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 2025, along with attendance at Board and sub-committee meetings, is summarised below.

Company Secretary

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

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 2025, 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 2025



Board Committee

Appointments/ Resignations

The following changes to the Board of directors were recorded during 2025:

- Mr Tony Golden resigned as director and Chair of the Fundraising & Investment Committee on 4th April 2025.
- Mr Paul Regan resigned as director and Chair of the Fundraising & Investment Committee on 2nd September 2025.
- Ms Emma Maria O'Connell resigned as director and Member of the Fundraising & Investment Committee on 19th September 2025.
- Mr John Gleeson resigned as a director and Chairperson of the Board on 31st December 2025.
- Ms Patricia Barker resigned as director, Chair of the Audit Committee and member of Quality Service Safety & Risk committee on 15th October 2025.
- Mr Derek McGrath was appointed as a Director and member of the People, Culture & transformation Committee on 4th April 2025.

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 2025, the Charities Governance Code was included on the Board's agenda. The annual return was filed in October 2025 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.

Co-optee name	Board Committee	Date of Appointment/ Resignation
Mr Darren Peavoy	Audit Committee	20 Nov 2018 - 27 May 2025
Mr Myles Daly	Quality, Service, Safety and Risk Committee	7 Oct 2019
Ms. Deirdre O'Reilly	Audit Committee	22 Nov 2023
Ms. Lucy Tierney	People, Culture & Transformation Committee	28 May 2021 - 13 May 2025
Dr. Ian Callanan	Quality, Service, Safety and Risk Committee	22 Nov 2023 - 17 Nov 2025
Mr Tony Golden	Fundraising & Investment Committee	4 Apr 2025 - 19 Sep 2025

Committee Meeting Attendance Record – 1 January 2025 to 31 December 2025					
	Board Meetings	Audit	Quality, Service, Safety & Risk	People, Culture & Transformation	Fundraising & Investment
Derek McGrath~ Chairperson	4/6			3/3	
Patricia Barker ~	6/6	5/5	3/3		
Paul Regan ~	4/5				4/4
Cathie Farrell	7/8	2/2	4/4	3/4	
David Mathews	6/8			5/5	
Una Ryder	7/8			5/5	
Gillian Harford	8/8			5/5	
Sean McCormack	7/8	5/5			
Edward Ward	7/8	7/7	4/4		
Tony Golden ~	3/3				1/1
Emma Maria O'Connell ~	2/2				3/3
John Gleeson~	6/6				
Prachi Mishra~ Co Secretary	7/8	7/7	4/4	5/5	4/4
~ Partial year					

Schedule of Board & Committee meetings held from 1 January 2025 to 31 December 2025						
Month	Board meetings/ Written Resolution of Board (WR)	AGM	Audit	Fundraising & Investment	Quality, Service, Safety & Risk	People Culture & Transformation
January	✓		✓			✓
February			✓	✓	✓	
March	✓					✓
April	✓					
May	✓		✓	✓	✓	
June			✓			✓
July	✓	✓		✓ ✓		
August						
September	✓		✓			✓
October	✓				✓	
November			✓		✓	✓
December	✓		✓			
Total	8	1	7	4	4	5



Board Committee

In 2025, the CRC Board undertook a strategic review of its governance structure. As a result, the number of Board sub-committees was reduced from seven to four to streamline governance and better align with CRC's strategic goals. The restructured committees are as follows:

- -Audit Committee (remains unchanged)
- -Fundraising & Investment Committee (merger of the former Fundraising and Investment Committees)
- Quality, Service, Safety and Risk Committee (renamed from Quality, Safety and Risk Committee)
- People, Culture and Transformation Committee

The following committees ceased to exist in 2025:

- Governance Committee
- Capital Projects and Infrastructure Committee
- Remuneration and Nominations Committee
- Fundraising Committee
- Investment 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 2025 via a survey, with results communicated to each committee for discussion, and further action, where required, in Q1 2026



Billie's Story

Billie Kelly came into this world fighting. This is her story as much as it's our family's story. Billie is a beautiful, happy little girl who fights every day for the simple ways of life. Things we take for granted with ourselves, and even with our other children who don't have Billie's medical condition.

At our week 20 scan, we got devastating news in relation to Billie. We were told she would not survive the pregnancy. Possibly a stillborn. If she survived birth, she would only live for several hours at best. As a family, we pulled together at the thought of losing her, which nearly destroyed us.

Billie's condition, Semilobar Holoprosencephaly is a rare, intermediate-severity congenital brain anomaly where the fetal forebrain (prosencephalon) fails to fully divide into two distinct hemispheres. This rare brain condition causes many physical issues that Billie has to endure day to day. Cerebral palsy is a very challenging condition for anybody to endure, especially a baby, and we as a family have to adapt to her needs. The road ahead is going to be long and very hard at times, but as a family, we pull together to make her life as normal as possible, even with all the challenges. Through all this, not only did Billie survive, but she is thriving.

None of this would be possible without the help we get. First and foremost, all the nurses and doctors in the Rotunda hospital and especially Temple Street Children's hospital, where Billie spent some time and still gets regular check-ups. The CRC in Clontarf Specialist Services and the CDNT in Balbriggan have been an immense help in helping Billie's progress on a day-to-day basis. Every staff member who is involved in Billie's team, from nurses, to OT, to physiotherapist, to dieticians, to special needs Doctors, none of this would be possible without their help and guidance. They strive to not only help and make Billie's life better but also help us as a family navigate life as we know it.

We thank and really appreciate everyone who is involved in Billie's case, because of all your help and guidance, Billie is thriving. She is such a bright little girl with an amazing personality.

Eamon & Serena Kelly



Kathleen O'Donnell – Dublin Zoo Supported Volunteer Programme

From a young age, Kathleen O'Donnell has had a keen interest in animals. Over the years, this developed into the goal of becoming a zookeeper at Dublin Zoo. To begin, Kathleen applied to be a volunteer in Dublin Zoo in February 2025. Staff at the zoo reported that Kathleen impressed both long-term volunteers and Dublin Zoo staff when she attended the Volunteer Open Day later that year. Unfortunately, Dublin Zoo realised that due to the busy environment at the zoo during the summer months, they would be unable to support Kathleen adequately in the role of volunteer. However, such was the impression Kathleen left on the team at the zoo and such was her enthusiasm and passion for working there, that the Dublin Zoo Volunteer Coordinator, along with her team, created an initiative pilot volunteer programme: the Supported Volunteer Programme.

Kathleen, with 5 of her peers from CRC Adult Services, completed the Supported Volunteer Programme over 12 weeks from September to December 2025. The supported volunteers undertook tasks such as Visitor Engagement and Animal Enrichment, whilst being supported by staff and long-term volunteers throughout. They developed their skills in communication, teamwork, animal enrichment, workplace professionalism, and confidence within a real-world workplace environment. The supported volunteers attended their graduation ceremony at Dublin Zoo in December 2025, where they celebrated their achievements together. All this was made possible by one young woman's determination to achieve her dream. Well done, Kathleen!

Kathleen's Story

"I really enjoyed my time at Dublin Zoo on the volunteer programme. I got a great deal of knowledge about all the different animals every week, and we had great talks with different zookeepers about all the animals. We learned what they like to eat, where to sleep and all about the different behaviours of grooming and about how they communicate with each other. I saw a lot of different things about different animals in different places. My favourite was seeing the elephants up close; they're very smart and cool. I really enjoyed everything about Dublin Zoo - it was amazing for me to learn new skills, and I hope it will increase my chances of getting employment at Dublin Zoo, as this is my dream job since I was very young and would make such a positive impact on my life. I loved every week going over to the animals, but also all the amazing people I met on this amazing journey."



Central Remedial Clinic

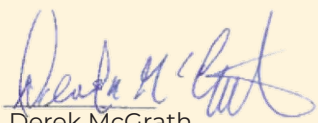
Statement of Financial Activities

Incorporating the Income and Expenditure Account
For the year ended 31 December 2025

	Restricted Funds 2025 €	Unrestricted Funds 2025 €	Total 2025 €	Total 2024 (as restated) €
INCOME FROM:				
Charitable activities	29,166,234	-	29,166,234	28,119,653
Other income	904,926	1,592,758	2,497,684	2,141,196
Other trading activities	-	752,500	752,500	780,000
Donations and legacies	(15,763)	(13,750)	(29,513)	65,006
Investments	38,495	-	38,495	27,709
Total	<u>30,093,892</u>	<u>2,331,508</u>	<u>32,425,400</u>	<u>31,133,564</u>
EXPENDITURE ON:				
Charitable activities	(30,200,793)	(748,009)	(30,948,802)	(30,823,090)
Raising funds	-	(8,318)	(8,318)	(236,088)
Total	<u>(30,200,793)</u>	<u>(756,327)</u>	<u>(30,957,120)</u>	<u>(31,059,178)</u>
Gain/ (loss) on investments	251,983	-	251,983	506,226
NET INCOME / (EXPENDITURE)	<u>145,082</u>	<u>1,575,181</u>	<u>1,720,263</u>	<u>580,612</u>
Transfer between funds	<u>140,207</u>	<u>(140,207)</u>	-	-
NET MOVEMENT IN FUNDS	<u>285,289</u>	<u>1,434,974</u>	<u>1,720,263</u>	<u>580,612</u>
RECONCILIATION OF FUNDS:				
TOTAL FUNDS BROUGHT FORWARD	<u>20,467,283</u>	<u>10,902,549</u>	<u>31,369,832</u>	<u>30,789,220</u>
TOTAL FUNDS CARRIED FORWARD	<u>20,752,572</u>	<u>12,337,523</u>	<u>33,090,095</u>	<u>31,369,832</u>

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



Derek McGrath
Chairperson



Brendan Harte
Director

Date: 10 July 2026

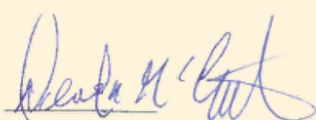
Central Remedial Clinic

Balance Sheet

As at 31 December 2025

	2025 €	2024 (as restated) €
FIXED ASSETS:		
Tangible fixed assets	10,972,312	11,992,462
Intangible assets	1,085,713	1,142,856
Investments	8,453,364	9,020,763
Total fixed assets	<u>20,511,389</u>	<u>22,156,081</u>
CURRENT ASSETS:		
Stocks	23,945	31,185
Debtors	1,229,286	1,837,472
Grants receivable	2,925,104	3,177,650
Cash and cash equivalents	12,878,614	9,645,698
Total current assets	<u>17,056,949</u>	<u>14,692,005</u>
CURRENT LIABILITIES:		
Creditors: Amounts falling due within one year	(4,478,243)	(5,478,254)
NET CURRENT ASSETS	12,578,706	9,213,751
TOTAL NET ASSETS	<u>33,090,095</u>	<u>31,369,832</u>
THE FUNDS OF THE COMPANY:		
Unrestricted funds	12,337,523	10,902,549
Restricted funds	20,752,572	20,467,283
TOTAL COMPANY FUNDS	<u>33,090,095</u>	<u>31,369,832</u>

The financial statements are signed on behalf of the Board by



Derek McGrath
Chairperson



Brendan Harte
Director

Date: 10 July 2026

