

2020 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 approximately 70% of the disability services in Ireland. Together with many other voluntary organisations and the HSE we deliver a range of services to children and adults with disabilities. We are known for our expertise and experience in the provision of specialist disability services which are delivered alongside our comprehensive general disability services to both children and adults.

Our children’s services have two main divisions:

- regional general disability services in Dublin City and County and
- specialist multidisciplinary services to children with physical disabilities in every county in Ireland.

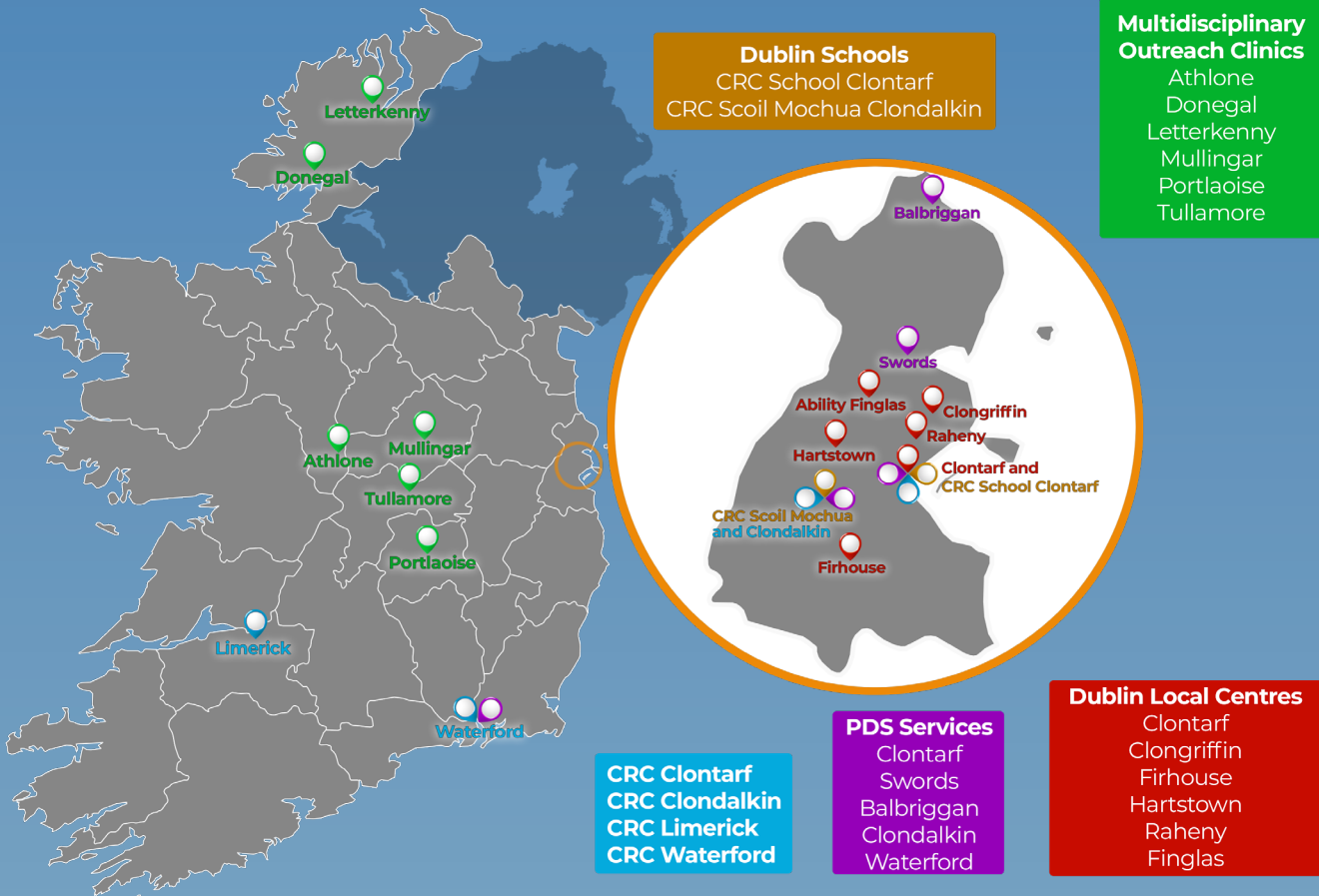
Our adult services are in Dublin and we operate them from several different locations. Adult services are built around individualised and group supports as well as education and work preparation.

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

In 2021 we will enter the final phase of our current Strategic Plan, a plan that is focused on continuous improvement and growth of our services in line with national policy and innovation in disability.

In 2020 we delivered against all our service contracts. We innovated, reimagined, transformed and most importantly continued to deliver our essential services through a most challenging year.

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



The Year in Summary

The year 2020 was like no other. It was the year of Covid-19; it was a year of challenge and hardship, loss and sadness, fear and hope, it was the year when we stepped up and we delivered.

We innovated, reimaged and created new ways of working. We supported our children, families and adults through the pandemic and beyond, staying connected, delivering essential services and ongoing supports.

We reached out and helped the Irish health sector through the redeployment of essential staff to the frontline which was under enormous pressure.

Traditional services saw a reduction in activity but new virtual technology enabled services to continue. We invested in and engaged with our staff, creating a mobile, responsive workforce.

Children's and Clinical Services

Our clinical services team works 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 through the life cycle from birth to adulthood.

Read more about our Children's and Clinical Services on **page 11**

National Specialist Services

Our national specialist services team provides a range of specialist medical, therapeutic and assistive technology services to children and adults with complex disabilities and rare conditions. We use innovative medical and surgical interventions and evidence-based therapies to support children and adults to achieve their maximum potential.

Read more about our National Specialist Services on **page 17**

Number of Clients in 2020

3,614

↓5% on 2019

Interventions in 2020

78,403

(8,336 virtual)
↓38% on 2019

New Mobile Assistive Technology Unit

540

interventions for 116 clients

Investment of

€28,481

in staff higher level education

Covid/Staff Effort

Redeployed Staff

100

Hours given to the national effort fighting Covid-19

11,000

Adult Services

Our adult services team 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.

Read more about our Adult Services on **page 23**

Financial

We delivered an agreed break-even mandate for the HSE in 2020. We comply with the Charities Governance Code and all registration requirements of the Charities Regulator.

Read our Financial Report on **page 73**

Virtual Keyworker Meetings

5,805

↑100% on 2019

Zoom Classes

2,748

↑100% on 2019

State Income

€22.16M

↑10.2% on 2019

Fundraising and The Care Trust

€1.67M

↑38% on 2019

CRC Business Model and Strategic Plan

How we create, sustain and share our value and impact

Our five-year strategy (2017–2021) is underpinned by an annual operational business plan that delivers on several annual service arrangements with our funders.

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

Service Delivery

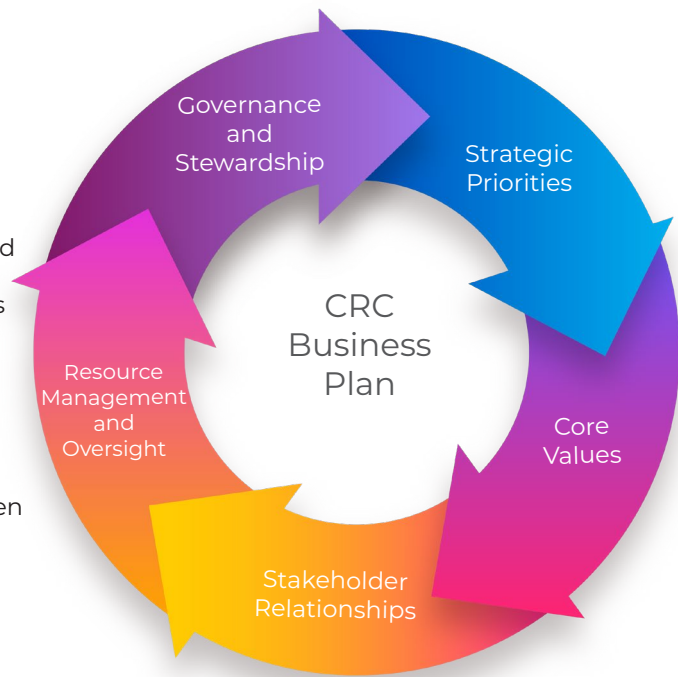
Focusing on providing quality services to children and adults with disabilities

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, well-run, efficient and effective organisation underpinned by our shared mission, vision and values



Our mission, vision and core values are central to our purpose. They are connected to the understanding outlined in the United Nations Convention on the Rights of Persons with Disabilities (UNCPRD) 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 and Statutory Audit Firm
Harcourt Centre, Block 3
Harcourt Road
Dublin 2

DIRECTORS

Ms Carol Ann Casey – Chairperson (retired 29 May 2020)
Mr Diarmuid Connaughton – Vice Chairperson (retired 12 April 2021)
Dr Ian Callanan
Ms Sinéad Cooke (retired 12 January 2021)
Mr David Courtney (appointed 17 January 2020)
Mr Liam Cullen
Professor Marie Guidon
Mr Sean McCormack (appointed 17 January 2020)
Mr Joe McGrath (appointed 17 January 2020)
Ms Rose O'Donovan
Ms Marie O'Riordan
Mr Brian Power* (appointed 17 January 2020)
Dr Martine Smith
Mr Edward Ward
Mr Tom Young (retired 12 February 2021)

*Appointed Interim Chairperson on 1 June 2020
and Chairperson on 16 December 2020

COMPANY SECRETARY

Ms Thérèse Allen



Chairperson's Statement

I am both delighted and proud to present my first Annual Report as Chairperson of the CRC. In January 2020 the Board and I were looking forward to a year of great things. We were mindful that many of our plans in our *Towards 2021: 2017–2021 Strategic Plan* were coming to fruition. The Board were focused on supporting the CEO and the senior management team in delivering on the final two years of the plan. However, Covid-19 had different plans.

As the situation with the pandemic emerged, our focus shifted to supporting the CRC, our staff and our clients to maintain essential services while keeping everyone safe. The Board responded by meeting regularly and online. We ensured that we received regular and timely reporting and made ourselves available for meetings with the CEO and her team as required.

We supported the call to action that saw over 100 staff redeploy in the earlier part of the pandemic to support other frontline services in crises. We regularly reviewed our Risk Register and the challenges facing our staff.

Our staff were incredible; their focus on maintaining services and supporting our clients was inspiring. Their innovation, problem-solving, compassion and resilience in ensuring that our services continued and the most vulnerable were supported were incomparable.

Having joined the Board in January 2020, I became Interim Chairperson in June 2020 and was appointed Chairperson in December. I took over from Ms Carol Ann Casey and want to thank her and the Board for their support in my particularly challenging first year. We have ambitious plans and we will turn our attention to the new strategic vision for the CRC and build on the achievements of a most challenging and inspiring year.

Our plans for 2021 will focus on emerging from the pandemic and focusing on the development of the next five year strategic plan for the CRC. We will launch and publish our new strategic plan in December 2021 and this will ensure we have a clear roadmap for the years ahead.

I want to thank our CEO and her team for their unwavering focus and support of our incredible workforce, whom I have the utmost respect and admiration for. The resilience of our staff, their commitment to the people we serve throughout 2020 was inspirational and I and the Board were honoured to be a part of it.

To our clients, our children, our adults and our families, on behalf of the Board I thank you for your trust in us and I look forward to engaging with you on the journey ahead.

Brian Power
Chairperson

"Our staff were incredible; their focus on maintaining services and supporting our clients was both instinctual and inspiring."



Chief Executive's Review 2020

To attempt to capture 2020 in just one page is an impossible challenge. As CEO I have never been prouder to lead an exceptional organisation and team of people through one of the most challenging years of our generation.

This year's Annual Report celebrates our innovation, inventiveness and creativity and salutes the staff who made it possible.

Like many we optimistically started the year with plans and objectives for all our functions and services. In February we entered the potential risk of Covid-19 to our Risk Register and the following month our world, our lives and our services changed beyond recognition.

We responded to the pandemic with resilience and responsiveness. In March we immediately engaged our business continuity planning and reimagined our services across all functions. While attendances across clinical face-to-face appointments decreased, we transitioned to our digital platforms and delivered much needed online therapy appointments and teachings to families, all produced in-house by our communications and clinical staff.

We continued to support adults and realised the importance of digital inclusion to reduce social isolation. Our adult services team created an online 'day service' which enabled our adults to engage in programmes and activities from their home and progress their education both virtually and in person. We helped them to become familiar with using technology and digital platforms and we applied for grants to help them get equipment.

Our blended approach resulted in considerable online activity, and we also utilised our transport fleet to deliver activity packs to homes for individual and remote support.

Our special schools supported their students with daily learning, videos, calls and online supports. In July the schools responded to the very real struggles facing families and delivered a variety of summer camps and supports in tandem with the HSE and the Department of Education and Skills.

Our specialist services team continued to deliver expertise, research, outreach and education ensuring our services are underpinned by quality and evidence-based research.

Our children's and clinical services team continued to support all our families, we continued essential face to face appointments, or saw people virtually from our clinics, our homes and our cars!

As well as providing services to our clients during the Covid-19 pandemic, over 100 of our staff joined the national effort. They delivered more

than 11,000 hours of work supporting HSE testing and contact tracing, nursing homes, hospitals, hospices and the Citywest community unit. I want to thank our incredible staff for not only getting us through a very tough year but for also making such a difference to other parts of the health service when they needed support.

To our families and adults that use our services, your fortitude, patience and sheer grit continue to inspire all we do.

This report is dedicated to all of you. It was a tough year – it was your year. Thank you, one and all.

Stephanie Manahan
CEO

"During the Covid-19 pandemic, over 100 of our redeployed staff delivered more than 11,000 hours of work supporting HSE testing and contact tracing, nursing homes, hospitals, hospices..."



Directors' Report

'Towards 2021'

Plans and Challenges

Our five-year *Towards 2021: 2017–2021 Strategic Plan* was launched in November 2016 and 2020 saw us enter the final phase of this current plan.

Twenty-twenty was the year of the coronavirus, the ultimate disrupter, challenging every aspect of our lives personally, professionally and corporately.

Our predominant focus for the year was the continuity of our essential services while keeping everyone safe. What emerged from that singular objective was an incredible response to business continuity, risk management and new ways of working.

Despite the challenges the year presented, we continued to progress many areas of our Strategic Plan as detailed in the examples below and inevitably some of our strategic goals were delayed.

Our Strategic Plan is built around three key themes:

- **Service Delivery**

- **Working Together**

- **Organisational Capacity**

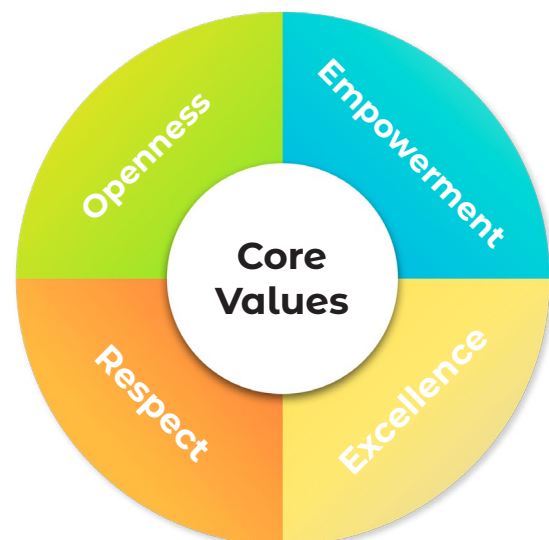

We have 14 objectives that underpin these three themes.

In 2019 we reported our progress against these objectives and measured our performance against them. Behind each objective are many tasks and sub-activities that underpin the delivery of the overall objective. We measure progress as a percentage against the achievement of the overall objective.

Below, for each theme, we show this progress and give a sample of deliverables against the objectives from both 2020 and throughout the lifetime of the plan.

We track our progress against the plan through regular senior management team meetings and a specific project office led by our Head of Operations.

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



CRC Strategic Plan 2017–2021

Theme One: Service Delivery

This theme focuses on continuing to build on our existing strengths and to deliver quality frontline services encompassing children's services, adults' services, specialist services and our two schools. At the end of year four of our five-year plan we are at 81% completion overall.

This theme also strives to ensure that we are delivering services underpinned by a quality and risk framework that withstands external rigor and assurance.

In 2020 we continued to progress our participation in the new models of care for children and adults. We delivered new programmes across our services and you can find further details on pages 11–48 for our service areas and pages 49–56 for our Risk report.

Objectives	Example of Deliverables	2019	2020
Objective 1: To build on existing strengths and continue to deliver quality national specialist services to children and adults	<ul style="list-style-type: none"> Continued development of our quality and risk framework New Head of Quality, Safety and Risk recruited Considerable progress against GDPR compliance Enhancement of Corporate Risk Register with additional Covid Risk Register 	56% completion	90% completion
Objective 2a: To transition to the Progressing Disability Services (PDS) model	<ul style="list-style-type: none"> Five PDS Children's Clinical Disability Network Managers (CDNM) recruited Five PDS teams appointed and resourced Governance model and policies and procedures agreed with the HSE Transitioning steps agreed for reconfiguration in 2021 	70% completion	85% completion
Objective 2b: To transition to the New Directions model	<ul style="list-style-type: none"> Ability Programme established and delivered with Pobal funding Four additional community locations secured for provision of services Refurbishment of a community hub in Clongriffin and opened in January 2021 Completion of national accreditation and EASI-Tool process 	69% completion	74% completion
Objective 3: To ensure continued excellence in the CRC's service delivery and knowledge	<ul style="list-style-type: none"> Research and ethics process established Clinical Audit Programme established Research Governance agreed and established Secured Health Research Board grant funding Secured PhD-led research for adult clinical services Staff supported in further education applications Considerable presentations and conference engagements undertaken 	68% completion	79% completion
Objective 4: To respond to and seek out opportunities to expand existing or deliver new services to those who require them	<ul style="list-style-type: none"> Developed an Assessment of Need Service for the HSE Developed a school age disability team for the HSE Collaborated with Children's Health Ireland on the development of orthopaedic services Developed an adult clinical service team Redeployed over 100 staff to the HSE frontline during Covid-19 Development of new community hubs 	64% completion	78% completion
Objective 5: To continue to develop, support and respond to the role of our two schools: Scoil Mochua and CRC School Clontarf	<ul style="list-style-type: none"> Engaged an internal audit on school's governance Developed summer supports for our school children and ran summer camps Continued engagement with the Department of Education and Skills about the schools' buildings programme Agreed a new school build plan for Scoil Mochua for progress in 2021 	66% completion	83% completion

Theme Two: 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. At the end of year four of our five-year plan we are at 79% completion overall.

We actively engaged with our clients and families, providing opportunities for them to engage with us, give feedback and assist us with our planning. We did this through numerous forums, including committees, surveys, direct engagement and representation. In 2020 we carried out a client survey specifically to hear their experience of our services during the pandemic, and we regularly sought feedback from parents on accessing our services in a virtual world. We are planning a comprehensive client survey in 2021.

We have also collaborated with our staff. In the lifetime of the plan, to date we have held two comprehensive staff surveys, established staff training supports and reviewed the line management structure across the CRC.

In 2020 we reimagined our staff communication strategies, working closely with our staff engagement team. We carried out a pulse survey to hear from our staff on how we managed through the pandemic, and we sought different ways of celebrating their extraordinary efforts.

In 2020 we continued to actively work with the HSE and our disability partners. We were exceptional as a Section 38 Agency in our commitment to the challenges of Covid-19, seeing a third of our workforce redeployed to the frontline in support of our HSE colleagues across many areas. We presented at national and international conferences and secured funding for research and service development. We continued to work with our disability partners through our membership of several umbrella bodies and national committees.

Objectives	Example of Deliverables	2019	2020
Objective 6: To listen to, communicate with and meet the needs of our clients and families	<ul style="list-style-type: none"> • 'Keeping Connected' sessions with the Board • Board attendance at Adult Service Council meetings • Covid-19 pulse survey of clients and families • Feedback from adults on services through Covid-19 • Enhanced complaints process and complaints policy reviewed and communicated • Parents forum, Adult Services Council and two student councils in place • PDS communications with families 	67% completion	81% completion
Objective 7: To engage with, develop and work with our staff team to ensure the highest quality of service	<ul style="list-style-type: none"> • Staff survey 2015 and 2019 and Staff Covid-19 pulse survey 2020 • Staff engagement team in place • Listening lunches and Covid-19 feedback sessions with CEO and management team • Covid-19 Q&A session with line managers • Quarterly line manager forum with CEO and senior management team 	58% completion	72% completion
Objective 8: To work in partnership with key stakeholders to deliver services and develop new opportunities	<ul style="list-style-type: none"> • Collaboration with the HSE on PDS, assessment of need (AON) programme delivery and school age team delivery • Collaboration with the HSE on new community hubs, new service development with the Ability Programme and the expansion of the Transition Programme 	80% completion	87% completion
Objective 9: To advocate for disability service provision and equality	<ul style="list-style-type: none"> • National pilot run in CRC for new HSE Person-Centred Planning Framework • Adults supported in activity to campaign for the ratification for the UNCRPD • Establishment of a CRC Human Rights Committee • Human rights officer employed 	69% completion	79% completion

Theme Three: Organisational Capacity

This theme focuses on our governance, our structure, our finances, our infrastructure and our fundraising. At the end of year four of our five-year plan we are at 87% completion overall.

We focused on this theme's objectives in the early phase of our Strategic Plan and this is reflected in the completion figures below. In 2020 we were once again honoured to be shortlisted for the Good Governance Awards. We were also shortlisted in the Published Accounts Awards and the Charities Institute Ireland's Charity Excellence Awards. You can read about our governance on pages 57–72. We have worked closely with our funders and have delivered within our service and grant arrangements. You can read more on this in the financial statements and their notes on pages

73–99. After agreeing an ambitious Capital Plan in 2019, our plans to progress much of it were disrupted in 2020 when the pandemic struck.

Our fundraising team continued to focus their efforts on diversifying their approach to fundraising during the pandemic and we strengthened our trusts, foundations and grants activity. In 2021 due to the pandemic disrupting our traditional forms of fundraising, we transitioned our fundraising activities to our digital platforms and expanded our fundraising team to include a digital fundraising officer.

We worked closely with The Care Trust as it continued its exceptional fundraising efforts and we supported the launch of its new product in the summer of 2020. You can read more about our fundraising efforts on pages 27–32.

Objectives	Example of Deliverables	2019	2020
Objective 10: To ensure that the CRC's governance is appropriate and represents the highest standards of best practice	<ul style="list-style-type: none"> External review of Board effectiveness carried out in 2020 New Chair appointed in 2020 New Board Directors recruited as part of Board Succession Plan Annual review of Board terms of reference Review of Charities Governance Code and compliance with same Qualified Company Secretary in place 	95% completion	97% completion
Objective 11: To develop the right organisational structure to support the work of the CRC	<ul style="list-style-type: none"> New leadership structure in place and all appointments made Line managers forum established 	65% completion	70% completion
Objective 12: To ensure the CRC's financial sustainability in the coming years	<ul style="list-style-type: none"> Delivering financial strategies, structures and processes to underpin future financial sustainability Break-even mandate achieved with HSE Monthly reporting to HSE in place New grants secured with the HSE, Pobal and City of Dublin Education and Training Board (CDETb) 	90% completion	94% completion
Objective 13a: To ensure the infrastructure of the CRC – our buildings, our facilities, our equipment – is fit for purpose	<ul style="list-style-type: none"> Capital Plan agreed with the Board Funding secured from the Department of Education and Skills to support schools' development Minor grant allocations from the HSE Annual agreed programme of priority maintenance and minor capital projects underpinned by Risk Framework Develop CRC sustainability approach to SEAI requirements 	73% completion	81% completion
Objective 13b: To ensure the infrastructure of the CRC – our IT systems	<ul style="list-style-type: none"> Development of IT department and infrastructure Additional allocation secured to enhance access to equipment for both staff and clients Development of virtual working and support of working from home underpinned with policy and secure equipment and platforms 	60% completion	85% completion
Objective 14: 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	<ul style="list-style-type: none"> Growth of the fundraising team from one in 2014 to a team of four in 2020 Development of a Board Fundraising Committee to oversee fundraising governance and strategy Creation of digital and a trusts, foundation and grants workstream Development of community fundraising Enhancing relationship with The Care Trust, including agreeing shareholder agreement and regular engagement 	59% completion	93% completion

Challenges

Covid-19

As detailed throughout this Annual Report, Covid-19 was a significant challenge and threat to our service delivery, staff and client safety and to delivering on our Strategic Plan. We responded with a comprehensive business continuity plan ensuring all our services were supported in line with the National Framework for Living with Covid-19. We continued to operate our services, and in the early months of the pandemic in 2020 many of our staff worked in different parts of the health service as they supported the frontline. The year brought significant challenges to health and wellbeing, service continuity and security from Covid-19 across all our service areas. The pandemic continues to bring with it the additional challenge of staff welfare, securing and managing vaccine roll-out and re-establishing our face-to-face services to pre-Covid levels.

Funding

As our main funder, our relationship with the HSE is crucial for effective operations. Consistency across the Community Health Organisations (CHOs) can be challenging, and differences in certain reporting requirements involves constant monitoring and engagement. Further to the report¹ led by Catherine Day in 2019 we look forward to the opportunity to shape the future relationship between the voluntary sector and the HSE. As we have a mandate from the HSE to achieve a break-even position, we continue to be challenged with the non-pay allocation and the pressures it places on securing additional funds for capital development and essential maintenance. Covid-19 preparedness and response placed additional pressure on our funds. While there was significant HSE and government financial support in 2020, these pressures will continue into 2021 and we will need to continue monitoring and engaging with our funders.

Information Technology and Cyber Security

In 2020 we supported our staff with virtual and remote technology, enabling them to work from home and to engage with our clients virtually using Attend Anywhere, Zoom and Microsoft Teams. The move to online and remote work brings additional cyber security and GDPR challenges and requires constant attention, training, audit and checks. We will continue to prioritise and improve our cyber security and GDPR compliance in 2021.

Services: Progressing Disability Services (PDS)

PDS is a national transformation programme changing how services are delivered to children with disabilities across the State. This change brings significant challenges as voluntary agencies and the HSE devolve interagency teams, agree policies and procedures across all agencies, manage staff, and cope with under-resourced teams and significant waiting lists.

Delays to this progress are often due to the timing of the reconfiguration nationally and not locally and therefore impact our ability to achieve the specific objective activities. Access to additional resources is key to successfully implementing the national policies and the only way that services – national services as well as the CRC's – will avoid lengthy waiting lists. You can read more about PDS in the Children's and Clinical Services section on page 11 overleaf.

¹ Department of Health, *Report of the Independent Review Group established to examine the role of voluntary organisations in publicly funded health and personal social services*, October 2018. Available here:



<https://assets.gov.ie/9386/6d02f4a9fb554e30adbebb3e3c5091d9.pdf>



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 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 carers, our emphasis is on 'having a childhood'. We see children with disabilities as children first and foremost. We believe they have a right to all the aspects of childhood that children without disability are afforded. We place the parents and families at the core of our services and we provide a comprehensive range of medical interventions and therapies, such as:

Medical Consultations

Assessment, diagnosis, continuing care, monitoring and surgery where appropriate.

Therapeutic Assessments

Individual and group interventions consisting of:

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

In 2020 Covid-19 brought incredible challenges to the way we delivered our clinical services. Throughout 2020 we drew on the skills, strengths and creativity of clinical services to develop ways to support our clients. Working within a comprehensive business continuity plan, we used innovation, initiative and technology to find new and creative ways to deliver our services. We also developed our skills to introduce a range of telehealth options, including posting out programmes and materials, linking with our clients by phone, introducing teletherapy and moving therapy groups to online platforms. We used virtual platforms such as Attend Anywhere, Microsoft Teams and WhatsApp for clinical work, which allowed us to continue our clinical consultations throughout the pandemic. We quickly activated emergency responses to children, identifying urgent needs in an unprecedented situation which was challenging for all.

Early on we also made a core multidisciplinary team available in all sites for the most critical and urgent situations. These included:

- pain management
- splinting, orthotics
- babies and children presenting with physical deterioration and requiring essential assessment
- support to our service users on feeding, eating, drinking and swallowing (FEDS) and communication
- children transferring to mainstream schools and other settings
- our core team speaking to parents about talking to their child and providing contacts and supports for parents

We developed an extensive library of short videos and podcasts with content tailored for parents.

Our teams provided regular top tips, including on therapeutic resources, psycho-social supports and activity ideas for children who were at home all day.

The impact of the first lockdown, the resulting redeployment of our staff and the changes in how we delivered our service led to a significant initial reduction in face-to-face and client activity. This impact is seen in our activity report below. From June onwards, we resumed activity and normal services under strict protocols in keeping with the national programme for the resumption of services and public health safety measures and guided by our CRC business recovery plan.

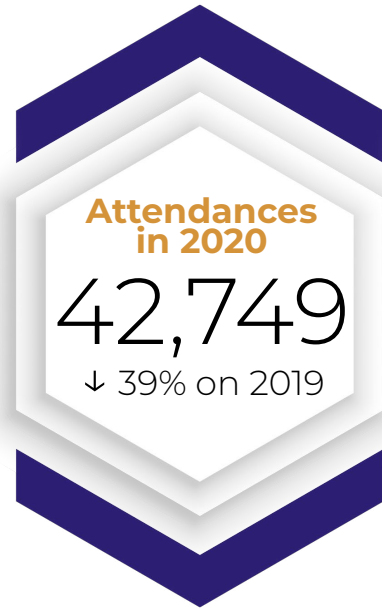
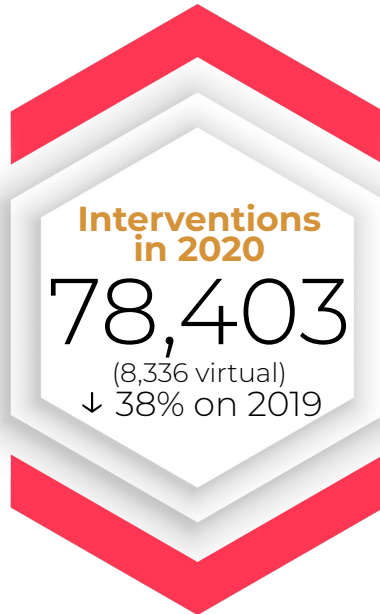


<https://www.crc.ie/tips-and-activities/>



<https://www.youtube.com/channel/UCiNTTLWtmvcJ5aCOtMI3Dg/videos>

Our 2020 Activity at a Glance



Home Support



Splinting and Casting in a Pandemic – an Occupational Therapist’s Account

Despite lockdowns and restrictions, children keep growing, adults require post-surgical follow-up and the pandemic’s impact on our clients doesn’t go away. We had to get creative! The Hand Therapy Clinic team developed remote-review guidelines for parents and local therapy teams to ensure that we received the appropriate information to effectively triage clients requiring appointments. Photographs were incredibly helpful, and a picture could at times paint a thousand words. We also developed handouts on how to use and care for splints to make sure that splints lasted as long as possible. We developed online training videos to show our clients how to put splints on correctly and made these available where appropriate. This allowed us to ensure that during periods of restrictions people were only travelling for essential face-to-face appointments.

Feeding, Eating, Drinking and Swallowing (FEDS) Team

Our FEDS team also embraced technology to deliver our services. They reviewed a WhatsApp video of a two-year-old boy finger feeding noodles and then gave advice and recommendations to his mother about his postural and seating needs for FEDS, and about developing his use of utensils to enhance his self-feeding skills.

Starting Primary School

Due to the Level 5 restrictions, various mainstream schools were unable to allow external visitors to their school. However, schools have been very accommodating and flexible in allowing new ways of working. For example, for a child who transitioned to primary school in September 2020, we were able to complete a virtual review with the school and liaise closely with their parents by telephone to understand their concerns. By using a virtual meeting platform, we were able to meet with the class teacher and the two special needs assistants (SNAs) supporting the class. This was an excellent opportunity for staff to address any of the family’s concerns. We were able to review the environment and offer advice on how to best support the child.

Progressing Disability Services (PDS)

As already outlined earlier in this report, PDS is a national programme aimed at restructuring disability services across Ireland. This is by far the most significant change programme for a generation in children’s disability services. Its aim is to ensure that all children with additional complex needs have equal access to a disability service regardless of where they live or the nature of their diagnosis.

We have been working closely with the HSE and other voluntary agencies to prepare and plan for this reconfiguration of children’s disability services. During an early part of this change, a multidisciplinary school age disability team (SADT) was set up in 2015 to cater for children who had autism and autism spectrum disorder (ASD) needs. This team will reconfigure into PDS in 2021.

In 2020, PDS preparations accelerated with the delivery of two key milestones in the programme: the national recruitment of the Children’s Disability Network Managers (CDNM) and the expression of preference (EOP) process for staff working in disability organisations.

We recruited five CDNMs and carried out the EOPs in three CHO areas. We are a lead agency in three CHO areas nationally and we are heavily invested in ensuring that the internal and external structures are ready to deliver a service to an increasing number of children. This development is underpinned by our Strategic Plan, and we have tracked our progress against it throughout the lifetime of the plan.

Our 5 PDS teams will consist of approximately 88 existing staff from across the 3 CHOs following the EOP process. The number of children transferring to the teams combined with the number on existing national waiting lists is approximately 1,700. This number combined with the 1,050 children who will remain on CRC networks gives a total of 2,750 children.

We will continue to retain and deliver our regional and national specialist functions. We will have increasing numbers of children attending both the network teams and the specialist services.

There is a significant challenge ahead as demand will outstrip provision of service. We have detailed this in our Risk Register and reported it through a national HSE risk system.

The HSE has nine CHOs and our largest area of service provision is in CHO 9, (north Dublin City and County). Here, we will lead teams for 33% of all children who have a disability and complex needs relating to autism, physical disabilities and intellectual disabilities. While traditionally we have specialised in physical disabilities, in recent years our clinical services have developed expertise in autism and delivered services to children with intellectual disabilities.

Services will reconfigure by quarter two in 2021. We are already comprehensively planning for this, assessing risk and engaging with all our stakeholders.

**New Initiative –
Assessment of Need (AON) Team**

In 2020 we responded when the HSE asked us for a team to help provide an assessment of need for children with disabilities.

In August 2020 we received additional resources to develop AON services in North Dublin. We set up a new multidisciplinary team and met all the targets set for the first phase. Most assessments are related to autism and many of the families have been on a waiting list in North Dublin for an average of two to three years.

Premises, Principals, and Elements of Family-Centred Service

Parents know their children best and want the best for them



Optimal child functioning occurs within a supportive family and community context: the child is affected by the stress and coping of other family members

Families are different and unique





National Specialist Services



We focus on fostering a culture of continuous learning and research

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

Our specialist services have a national remit, providing specialist medical, therapeutic and technical expertise and consultancy where it does not exist locally.

We receive referrals from community services, medical consultants and primary care services throughout Ireland. We provide our services from our four locations in Dublin, Waterford and Limerick. We also run outreach services to the Midlands and the North East. Many families choose to travel to our headquarters in Dublin so they can see several clinicians under the one roof on the one day.

We provide supports, consultancy and expertise to our children's and clinical services, with many staff working across both areas. Our specialist services are supported by a multidisciplinary team of medical, surgical, therapeutic, engineering and technical staff.

Our specialist services include:

- Specialist Multidisciplinary Clinics (e.g. Orthopaedics, Spasticity Management, FEDS)
- Medical Consultancy (e.g. Paediatrics, Paediatric Neurodisability, Ophthalmology, Child Psychiatry, Adult Rehabilitation)
- Assistive Technology and Specialised Seating (e.g. Bespoke Modular Seating, Communication Systems)
- Gait and Movement Analysis Laboratory (e.g. Orthopaedics, Spasticity, Customised Orthotic Tuning)
- Specialist Services provided by allied healthcare professionals (e.g. Custom Night Positioning, Hand Therapy Clinics)



National Specialist Services

Like other CRC services already mentioned, we too felt the impact of Covid-19 on our services throughout 2020, and this is reflected in our activity data below.

In 2020 2,992 clients attended one or more of our specialist services (3,074 in 2019). This is summarised in the graph below.

As detailed in our Children’s and Clinical Services section, as well as implementing the PDS plan, in 2021 we will focus on further developing our specialist services. We will ensure that appropriate referral pathways are in place so that we can continue to support clinicians and families nationwide. Referrals will come from the newly formed PDS teams and the clinical referral pathways will guide and streamline this process.

As with all CRC staff, in 2020 we had to be significantly innovative in how we delivered our services. Virtual triage, consultations and assessments became commonplace, and we provided outreach support to local services by phone.

Gait Laboratory Service

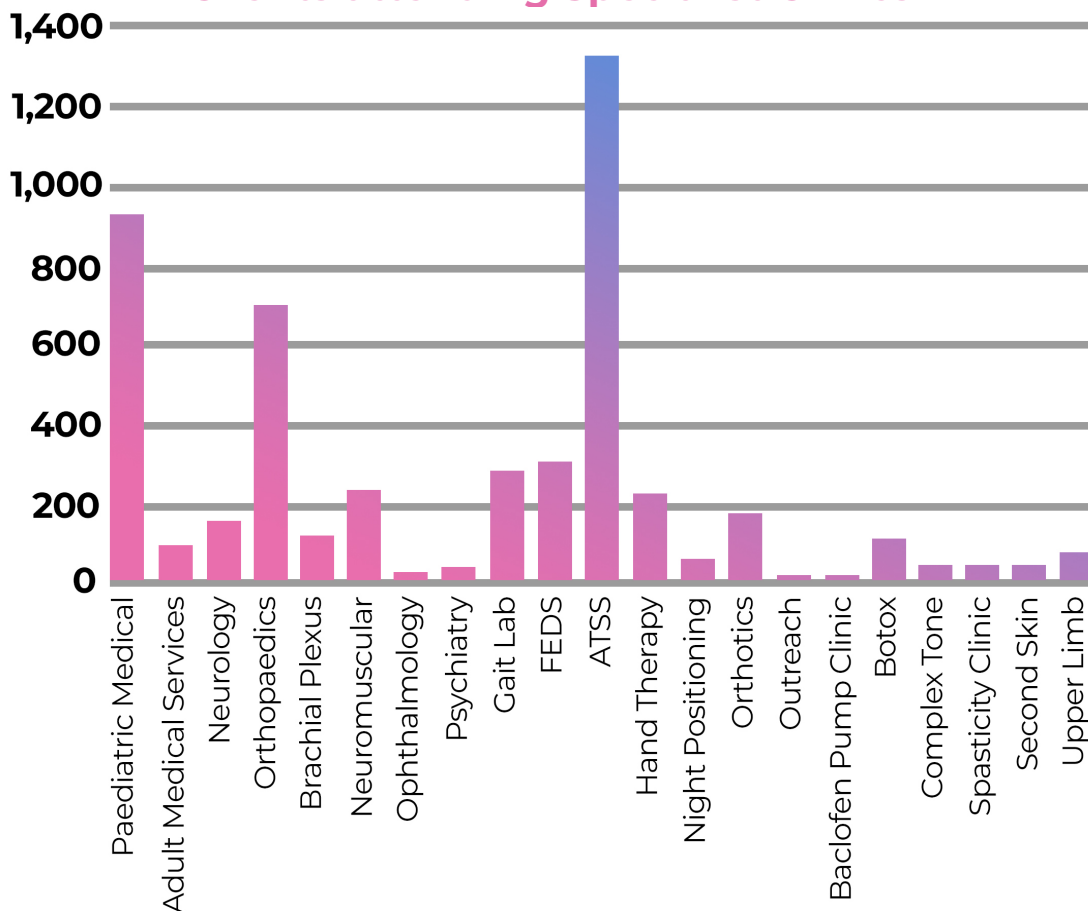
Our Gait and Movement Analysis Laboratory is a national specialist service. We provide detailed assessments to inform and enhance clinicians’ decision-making to achieve best outcomes for a person’s gait. We create computerised three-dimensional information on how a person walks and moves by placing sensors on their joints

and muscles and force sensors in the floor. Our Gait Laboratory service is based in our Clontarf centre but we also have mobile clinics in regional centres in Waterford and Limerick. In 2020 we retained our international accreditation from the Clinical Movement Analysis Society, UK and Ireland (CMAS-UKI) following a rigorous external audit process. We remain the only accredited laboratory in the Republic of Ireland, and in 2020 we virtually hosted the annual meeting of CMAS-UKI, which was attended by laboratories across the UK. As well as clinical work, our Gait Laboratory is heavily involved in research and education, and in 2020 we had seven papers published in international peer-reviewed journals.

Assistive Technology and Specialist Seating (ATSS)

Our ATSS service provides professional evaluation and information on all areas of specialised seating and assistive technology for children and adults with disabilities. ATSS aims to increase a person’s independence and participation in society using applications such as powered mobility, seating systems, communication systems, environmental control and computer access. We deliver our ATSS service from our four regional centres in Clontarf, Clondalkin, Limerick and Waterford, with significant local outreach in collaboration with the HSE and other service providers. In 2020 we also had to innovate and used virtual consultations to carry out remote assessments where suitable and to prioritise clients for face-to-face appointments.

Clients attending Specialist Clinics



Specialist Services Innovation and Transformation Highlights from 2020

(ATSS) Sláintecare Project

This project involved setting up mobile assistive technology units to carry out outreach assessments throughout Ireland. These mobile units took on added importance during the Covid-19 pandemic lockdowns and our mobile technical and therapy teams could visit our clients in their homes. This has also reduced the amount of equipment being abandoned or misused, as clients can now trial the equipment in their own environment.

Since the start of this project we have seen 116 clients.

This nationwide service carried out 540 interventions in 2020 which far exceeded its stated target of 255 interventions in 2020. This service is supported by the Sláintecare innovation programme.

Feeding, Eating, Drinking and Swallowing (FEDS) Service

Online FEDS Training: To meet the needs of support staff redeployed to nursing homes during the Covid-19 pandemic, we developed online training delivered through YouTube. We also used online supports to train CRC school staff. This allowed staff to supervise clients at lunchtime while awaiting face-to-face training.

International Dysphagia Diet Standardisation Initiative (IDDSI):

We began implementing this standardised evidence-based framework in September 2019 and completed it in all our CRC sites in April 2020. This initiative will reduce risk to our service users for whom the consistency of food or drink is modified. It introduces universal descriptors and testing methods for adapting foods and drinks to their needs.

Research and Education

We continued to foster a culture of continuous learning and improvement throughout our services by promoting research and investing in and facilitating staff development and education. Our Strategic Plan focuses on investing in our staff and ensuring quality and evidence-based services. We do this by supporting and encouraging education and research.

Our key research and education achievements in 2020 include the following:

- Our higher-level education fund invested €28,481 (€19,539 in 2019) in supporting staff members to study for postgraduate degrees.
- Seven research papers were published in international, peer-reviewed journals (compared to six in 2019).
- Our CRC Research Ethics Committee met four times and approved seven research studies.
- Our monthly early morning education series resumed virtually.
- The annual meeting of the Clinical Movement Analysis Society, UK and Ireland (CMAS-UKI) was hosted virtually by our Gait Laboratory.
- We delivered instructional courses, research presentations and lectures virtually to the annual meeting of the European Academy of Childhood Disability (EACDA).
- We delivered a workshop on complex tone management at the Children's Health Ireland Temple Street Paediatric Neurodisability study day in Croke Park.
- We provided a workshop on behalf of the Irish Association of Speech and Language Therapy virtually to therapists across the country.
- A senior physiotherapist in our Gait Laboratory successfully applied for a funded Master of Science by Research. This project will be a collaboration with the Trinity Centre for Bioengineering, Trinity School of Medicine and Dogs for Disabled.
- Our clinical staff attended international courses and conferences, including:
 1. European Academy of Childhood Disability (EACD)
 2. American Academy for Cerebral Palsy and Development Medicine (AACPDM)
 3. European Society for Movement Analysis in Adults and Children (ESMAC)
 4. January 2020 attendance at the BPNA (British Paediatric Neurology Association) for meeting of SIG (Special Interest Group) in complex movement disorders – working with ITB (Intrathecal Baclofen) SIG in UK and Ireland to look at development of multicentre trials and consensus guideline
 5. International virtual study day with the Paediatric Intrathecal Baclofen Network
 6. Staffordshire Clinical Biomechanics Conference

Book Launch of *Spastic Diplegia: Bilateral Cerebral Palsy* by Lily Collison

In November we hosted an online book launch of *Spastic Diplegia: Bilateral Cerebral Palsy* by Lily Collison. When Lily's one-year-old son Tommy was diagnosed with spastic diplegia (also known as bilateral cerebral palsy) in 1995, it started her search for knowledge of the condition and how best to help her son. Her search for information over the years led her to realise that there was no book specifically on spastic diplegia, which is a subtype of cerebral palsy (CP) and so she decided to write one. She wrote it in collaboration with medical experts from the world-renowned centre of excellence in CP treatment in Minnesota, where Tommy received treatment.

As a child we also treated Tommy in the CRC, so it was a special honour for us to host the Irish launch of the book. Lily's book is both a practical guide and a personal story. It covers how spastic diplegia develops from childhood to adulthood and explains the evidence-based, best-practice treatments.



Grainne's Story

I worked for the CRC and Scoil Mochua for 27 years, first as an occupational therapy assistant for 3 years and then as a special needs assistant for 24 years. In June 2019, I was diagnosed with motor neurone disease. So, my story is one of both a former staff member and a client.

My diagnosis was a very frightening time for me, especially as I had worked all my life with disability and understood what my diagnosis meant. As I got used to the news, I was comforted by the fact that I had some knowledge of what I would need and of the systems I could access.

The ATSS team were involved with my care from very early on. As I needed more support, they were there. At every turn, they listened and supported me – this to me was the most important part. They spent time helping me to identify my own needs and then suggesting possible solutions. They also supported me by sometimes identifying what I needed before I knew I needed it!

While I remained at home, they provided a scooter which meant I could get around to all my favourite haunts with ease and independence. They also helped with adapting my environment – switches, doorbells, an adapted phone stand, a special footrest – and linked in with community services to provide specialised walkers etc.

When my scooter became challenging to use, they visited me and assessed me for an electric wheelchair. This was a tough step on my journey, but their listening ear, empathy and genuine encouragement made the transition easier. Soon I was flying around on my new wheels and back to feeling increasingly independent.

When the time came for me to move from my home into residential care, again they were there for every step. They linked in with my new carers and made sure the home had everything I needed. Again, they also looked forward to what they knew I would need in the future.

Whenever there is a change required, they link in with the staff, explaining the new equipment, providing training as needed and I know they are always just a phone call away. I have never had to wait on anything I've needed.

My experience of the ATSS service has been so positive. I hope that what I have experienced is available to everyone who finds themselves in a similar position.

Grainne Boggins



Adult Services



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

Despite the challenges of the pandemic we continued to advocate and deliver essential services to over 300 adults. Like all CRC departments, we quickly mobilised and developed contingency plans to ensure that our most vulnerable adult clients and those in the most critical need continued to receive our services. We worked collaboratively and adopted a robust approach to delivering our services to find creative and responsive solutions to key challenges. This included supporting adults through social media platforms, daily phone calls, face-to-face meetings and delivering activity packs.

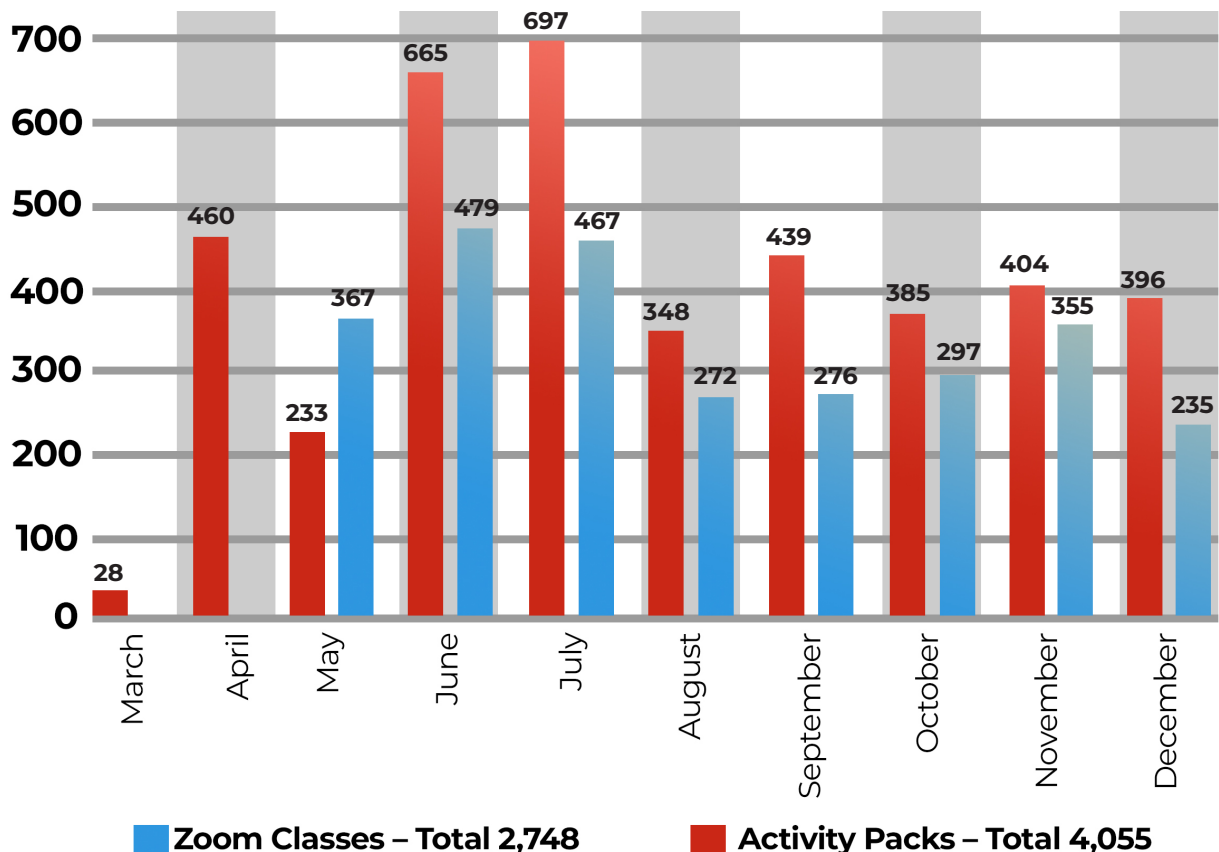
The pandemic gave us an opportunity to build stronger relationships with families and carers. Although we changed the way we delivered our services, we ensured that this new way of working continued to promote meaningful choices and continued to link our goals to adult person-centred planning. Our person-centred planning helps our adult clients 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. Through developing this plan, we strive to ensure available supports are responsive to the person and focus on the outcomes the adults want to achieve.

During the pandemic adults requested more classes and skills to allow them to keep fit and healthy. Others expressed a strong interest in developing independence skills such as cooking skills. We used technology to ensure that our

adult clients could learn new skills, develop their interests and keep connected with their peers. We realised the importance of digital inclusion to reduce social isolation, so we helped our adult clients to become familiar with using technology and digital platforms and we applied for grants to help them get equipment. Our blended approach resulted in considerable online activity, and we supported this by providing activity packs for individual and remote support. This activity is reflected in the graph below.

Across our adult services we used supported self-directed living (SSDL) to help the person-centred planning process empower adults to live full and meaningful lives in their communities. Our model of service is in line with the HSE's New Directions national policy and is based on person-centredness, self-determination, community inclusion and active citizenship. Our work during the pandemic gave us the opportunity to progress with New Directions and our CRC Strategic Plan. To increase our service capacity, we supported our adult clients in existing and new community locations in Hartstown, Huntstown, Ballymun, Donnycarney, Artane and Raheny. As well as supporting adults in person in these centres, we also helped them to participate virtually in health and wellbeing, fitness, cookery, arts and crafts, and learning new languages such as Irish and German. We offer our adults across all our services opportunities to complete QQI-accredited modules, and several are now completing Award Scheme Development and Accreditation Network (ASDAN) modules in Cooking, Relationships and Sports.

Supporting Adults



Our Services

Transition Programme

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

Rehabilitative Training

We support approximately 30 learners over a year. 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.

CDET B Raheny

We support 19 learners over 18 months. This programme is funded by the City of Dublin Education and Training Board and offers learners a QQI Level 3 Major Award in Employability Skills.



Community Partnerships

In 2020 we strengthened our partnerships with community organisations, education providers and employers.

- Fighting Words supported a group of our adult learners on a project that resulted in an animated story *Jack the Sailor*.



https://www.youtube.com/watch?v=LMvo_r1n98U&list=PLGE8NLc5Sl665WEYMHbtzk4bPBBoHEgit4&index=4

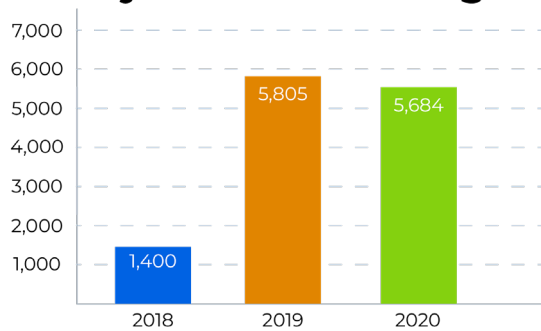
- SuperValu in Killester supported our rehabilitative training learners to develop independent cooking skills and kindly donated ingredients weekly to help support healthy eating.
- Dublin City Council developed fitness and sports courses to ensure adults had access to a fitness regime to help with social isolation and mental health.
- We continued our partnerships with Dublin City Council School of Teaching, Open Doors, National Youth Council of Ireland (NYCI) and AONTAS through a variety of virtual engagements.
- Our chefs in our local centres developed online classes to support adults to develop cooking skills. Our staff organised the delivery of ingredients to the most vulnerable adults.



Activity and KPIs

Due to the pandemic we had reduced face-to-face contact with adults but our blended approach to delivering our service ensured we continued to have a significant number of key worker meetings. We had to change our goal setting as our adults needed new skills, with an emphasis on independent living skills from March onwards. Our ability to support our adults to achieve their goals was significantly influenced by the number of key worker meetings we were able to hold.

Key Worker Meetings



Note: Data collection of key worker meetings only began in Q4 2018

Supporting adults to become active participants in their Person-Centred Planning process

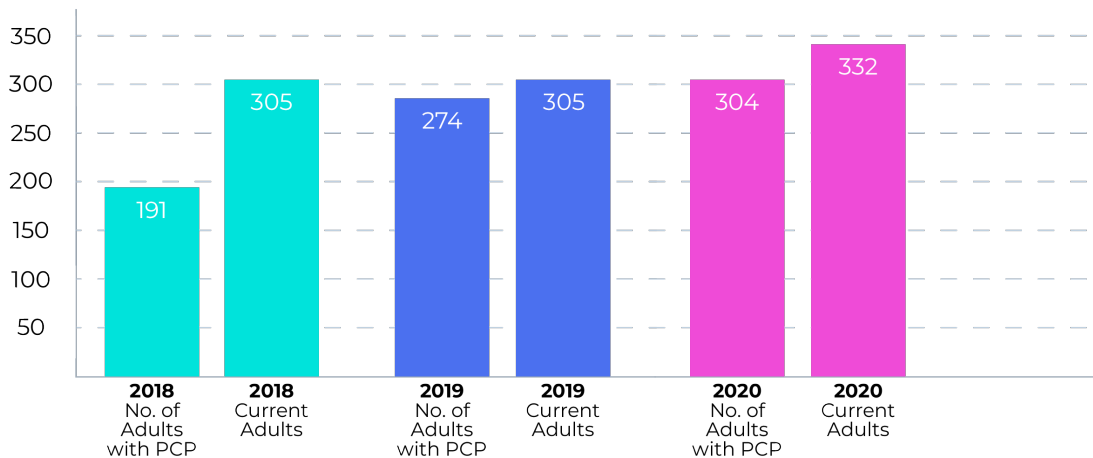
In 2020, 304 adults engaged in our person-centred planning process. We were delighted to have significant involvement with families and carers supporting adults to achieve their goals.

Lifelong Learning

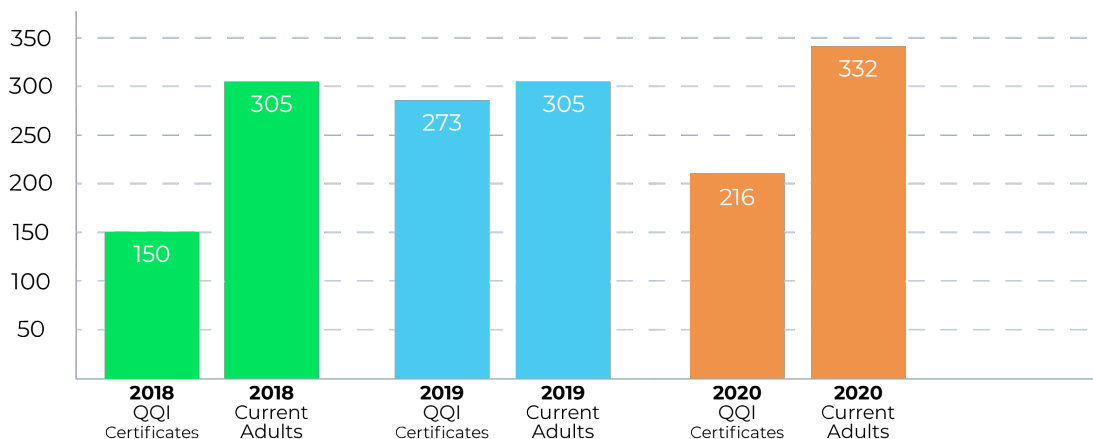
In 2020, 11 learners obtained a Major Award in Social Care, Retail Sales and Horticulture. Our learners achieved a total of 216 Minor Component Awards. Our programmes are designed and delivered to support adults progress onto further education, lifelong learning and employment. This enables adults to live full lives as equal and valued citizens. To support adults in achieving this despite the challenges of the year is testament to the innovation and resilience of both adults and our staff.

In 2018, 108 adults took part in overnight trips and 12 weekend events. In 2019, 17 adults were supported on going on an overnight trip and 41 adults were supported with weekend events. Due to Covid-19 restrictions during 2020, our adults were unable to enjoy weekend trips, but our staff supported them with a variety of events, including evening activities to celebrate Culture Night, Halloween and movie nights.

Person-Centred Plans (PCP)



QQI Certificates



Fundraising and The Care Trust



Trust and transparency are central to
the fundraising relationship

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

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

Summary

Our CRC fundraising team traditionally raises funds by running events; reaching out to our community; working with individuals who wish to support us; applying to trusts, foundations and statutory grants; and engaging with companies and local businesses. Due to the Covid-19 pandemic most of our fundraising activities were negatively affected from March and we faced many challenges in our traditional forms of fundraising.

We were very fortunate to have been able to host two of our biggest events in February 2020: our Gala Ball and our annual Art Exhibition.

We realised that digital had to be our new priority, so we quickly adapted and began digital fundraising in April. To support this our Board approved a proposal for a new Digital Fundraising and Marketing Executive post. This post was filled before the end of 2020 and it will support all fundraising activities digitally, including Instagram, LinkedIn and Facebook. We will use our online platforms for several digital fundraising campaigns in 2021 and grow our social media presence and community.

We are grateful to have been bequeathed over €900,000, of which €640,000 was deposited in December 2020. The remainder of the funds is expected in 2021. As this was an unexpected donation, it will be reported separately from our annual targets for 2020 and 2021.

Target area	2019 target	2019 achieved	2020 target	2020 achieved	2021 target
Community	€50,000	€74,096	€60,000	€71,872	€60,000
Events	€29,000	€30,582	€40,000	€41,746	€25,000
Trusts, foundations and grants	€60,000	€294,767	€150,000	€399,663	€150,000
Corporate and CSR	€10,000	€23,749	€40,000	€17,053	€15,000
Total	€149,000	€423,194	€290,000	€530,334	€250,000



Trusts, Foundations, Grants

Our trusts, foundations and grants team had to rapidly adapt to the pandemic. Many grant deadlines were delayed and some programmes were suspended. As funders moved quickly to address emerging needs, many new funding opportunities rapidly developed, such as RTE Does Comic Relief of which we were awarded two grants of €50,000 each.

In total we submitted 48 applications in 2020, compared to 35 applications in 2019. To date, 22 of our applications have been wholly or partially funded, securing €267,585, while 18 have been unsuccessful and 8 are pending a decision in 2021.

For 2021 we plan to submit over 30 applications. We will apply to several funders who have supported us over the past two years, such as Léargas, the Hospital Saturday Fund, ESB, local authorities, and organisations which present new sources of funding. We will seek opportunities to complete the refurbishment of our Feeding Clinic, support the needs of Adult Services in training and development and our local centres, support capital projects in our Clontarf school, and further fund our Big Dreams projects.

Events, Community Fundraising and Corporate Partners

These means of fundraising were negatively affected for most of 2020. We moved much of our community fundraising online using Facebook and GoFundMe, and we are grateful for the digital support of our local communities.

In December we launched our CRC Flag Day campaign on International Day of Persons with Disabilities. This was supported by our corporate partners Facebook, Colgate, Linesight, Allergan, Proveca, Sisk and Melior Equity Partners, raising over €8,000.

We also partnered with Oracle which supported our annual Christmas Social Work appeal. With help from our staff and friends we supported over 80 families using our services and raised over €8,000 in cash and gift vouchers.

Our objective for 2021 is to actively work on re-engaging and revitalising our corporate relationships and to continue to rise to the challenges of the Covid-19 pandemic. We started 2020 with a clear vision to fundraise for the Big Dreams projects, focusing on funding our Feeding Clinic, respite for our adults and transport. Luke's Extra Mile donated over €19,000 towards the Feeding Clinic refurbishment. This work had been due to start in 2020 but is now pushed out into 2021.

Our project priorities changed to reflect our pandemic-related needs, such as IT to transform how we provide our services and raising funds for innovative virtual respite.

Sectoral Recognition 2020

We were delighted to be shortlisted in the Charity Excellence Awards in four categories. Although we were unsuccessful, it is great that CRC's and our fundraising team's work in the charity and fundraising sectors was recognised for the second year running.

The shortlisted categories were:

- Excellence in Leadership: Chairperson Carol Ann Casey
- Professional Fundraiser: Head of Fundraising Živa Newman
- Future Leader: Grants Executive Cian Dikker
- Team of the Year: CRC fundraising team

The Care Trust

We are very proud of our longstanding relationship with The Care Trust which has been raising vital funds for the CRC for over 50 years through door-to-door fundraising and direct marketing lotteries. The Care Trust has two shareholders: the CRC and Rehab Group – see Note 22 in the Notes to the Financial Statements for more information. As well as the shareholders, who are also beneficiaries, the Mater Misericordiae University Hospital is a third beneficiary. In 2020 the Mater received €170,000 compared to €250,000 in 2019. The CRC and Rehab Group equally shared a grant of €1,466,710, also a reduction on 2019.

The Care Trust suspended its door-to-door fundraising for most of 2020, which greatly impacted its overall donations from the public. In 2020 it raised €733,355, a decrease of 23% on 2019 (€950,000).

In June, The Care Trust launched a new fundraiser, Fair Play to You, an online lottery to attract new supporters previously unfamiliar with the Trust. We worked closely with The Care Trust on its plans and preparations for this new lottery and we continue to support new fundraising opportunities as they arise.

We use The Care Trust funds to support a wide range of services and projects that we couldn't otherwise fund, such as additional clinical services, education and training, research development, enhancement of our transport fleet, maintenance of our buildings and funding hubs in the community.

We also use the funds to support several posts across governance, communications and fundraising.

Under the Memorandum of Understanding signed in 2019, the CRC included bi-annual enhanced reporting and transparency on how all funds are distributed and used. This was also included in The Care Trust's award-winning Annual Report.

The Care Trust Expenditure



€65,410
Vehicles



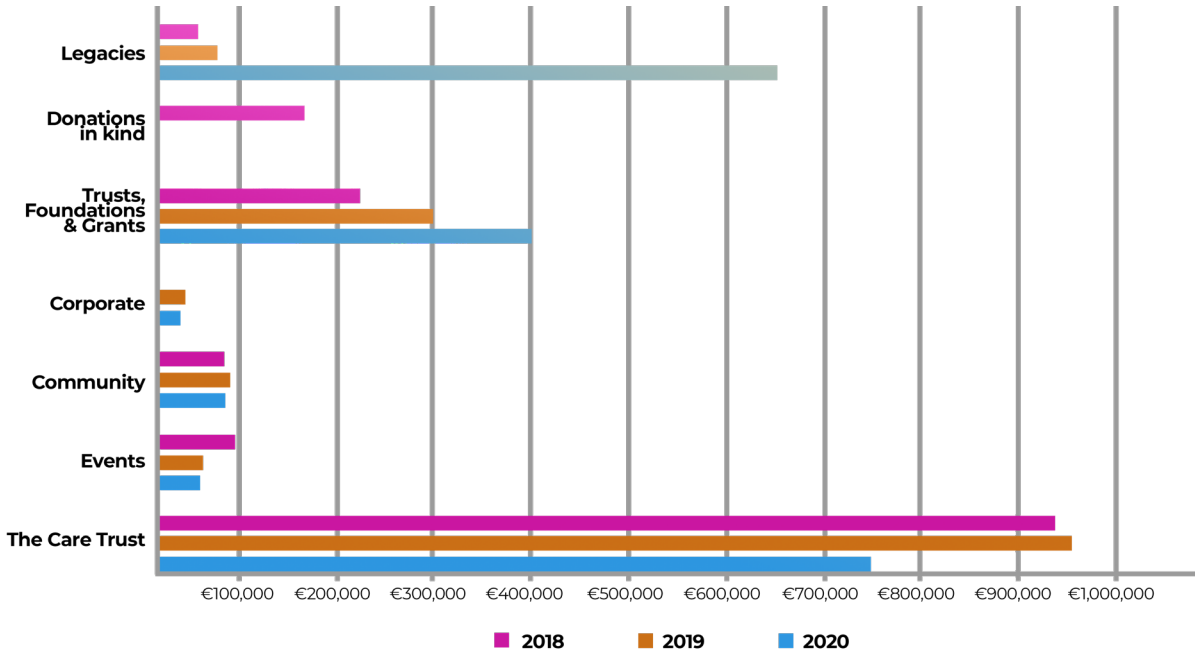
€156,799
Capital works and maintenance of our buildings



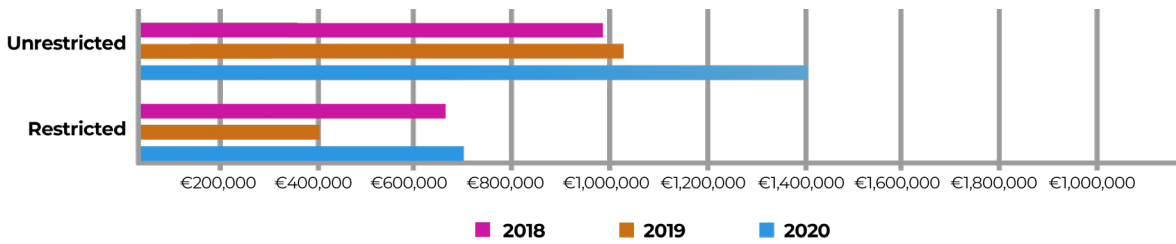
€255,182
Staff resources in governance, fundraising, communications and frontline services



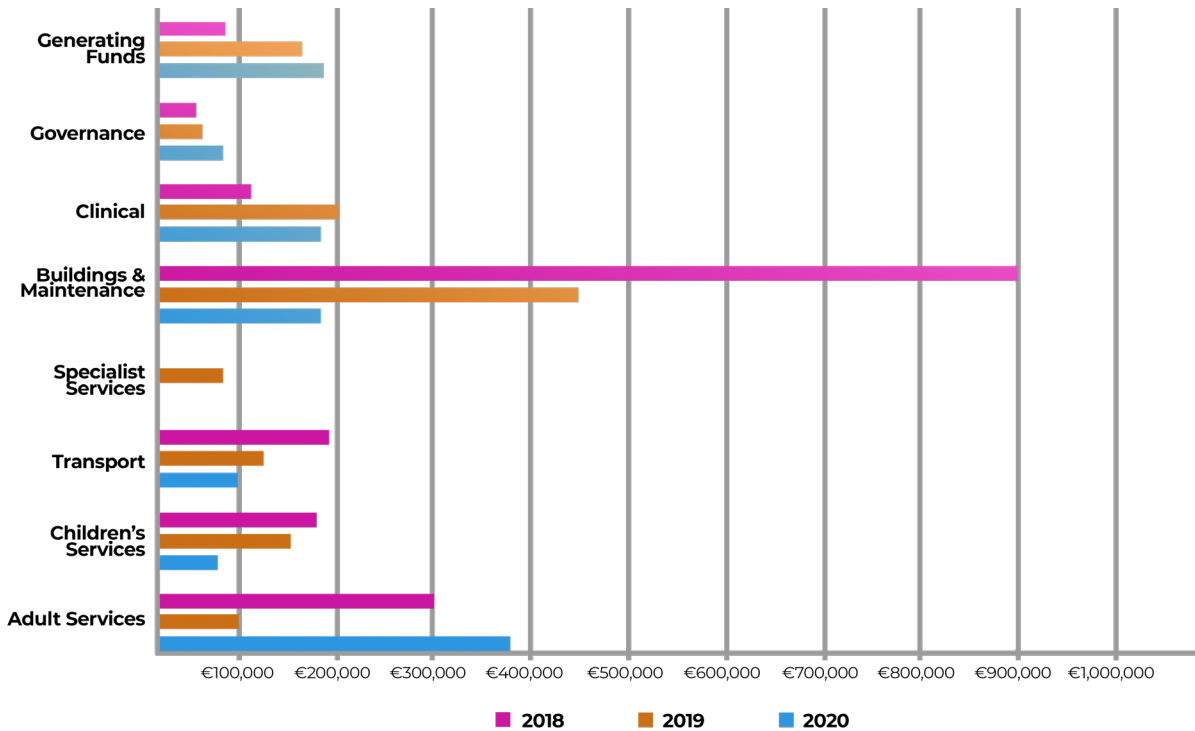
How we raised funds



Unrestricted/restricted fundraising income



What did your support fund?



Lorcan and Beth's Story

Lorcan and Beth Carr have been our champions and benefactors for over two years, raising money for us through their charity Luke's Extra Mile. They have undertaken various sporting challenges, such as three marathons in three days, cycling across Ireland and running an annual Gala Ball in Clontarf Castle. Their charity, Luke's Extra Mile, has made a huge impact on our services and in 2020 they raised funds for the refurbishment of our Feeding Clinic. We are hugely grateful to them and Luke's Extra Mile Board of Directors and supporters for their passion and dedication to making a difference together.

Luke's Extra Mile was established by Lorcan and Beth to raise money and awareness for the benefit of registered children's charities in Ireland. Their son, Luke, was born with congenital

CMV (cytomegalovirus), which resulted in a diagnosis of cerebral palsy among other medical conditions. During the months that followed his birth, Luke's prognosis implied that he may never walk or even sit on his own. Fortunately, with help and support from the CRC and other charities, Luke miraculously took his first steps at the age of 18 months. Many children like Luke depend heavily on CRC for care, support and at many times a hope of a better future in the face of constant challenges.



Our Schools



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

Since our early days we have supported and been involved in educating children with disabilities. Our two schools, CRC School Clontarf and Scoil Mochua Clondalkin, have proudly educated children for decades.

As society and mainstream schools have become more inclusive, we have seen a change in the needs of the children applying to our schools. They often have complex needs and co-morbidities in addition to their physical disability.

Our schools provide preschool, primary and post-primary education, catering for the needs of children aged from 3 to 18 years. While we are the patron body of our schools, we delegate their day-to-day governance and operations to two school boards of management and school leadership teams.

We support the schools financially, clinically and administratively. Both schools receive Department of Education and Skills funding and we provide them with significant additional funds annually.

Our clinical staff provide expert support and knowledge, and work with school staff to maximise each child's potential. In both schools we have dedicated specialist nursing teams who support the children's health and wellbeing and ensure that the more complex and fragile children achieve their educational potential.

We have an incredible team of teachers, special needs assistants and support staff who ensure that our schools operate to the highest standards of education and maintain the central focus on educating and developing every child.



Scoil Mochua

Scoil Mochua is based in Clondalkin, Dublin 22. In 2020 we provided education and support to 72 students aged from 3 to 18 years.

As well as providing education, we support students to take responsibility for and have control over their own lives and to set and achieve individual goals.

Students attending Scoil Mochua have a primary diagnosis of a physical disability and other additional significant disabilities. Many of our students have co-occurring needs such as autism spectrum disorder and we also support students who present with mild to moderate general learning disabilities and complex medical conditions.

Our students come from the catchment areas of West Dublin (Lucan, Tallaght, Ballyfermot, Clondalkin and surrounding areas), West Wicklow, North Kildare and Laois.

Our school programme is drawn from the national curriculum for education and redefined by our educational staff to meet the individual needs of the children. In our preschool we run the Aistear programme. This is a specialised programme for children from birth to 6 years and provides challenging and enjoyable learning through play. For our students aged from 5 to 12 years we provide a mixture of the National Primary School Curriculum and differentiated National Council for Curriculum and Assessment (NCCA). For our senior students we offer the Junior Cycle Levels 2 and 3. In 2020 we piloted our Junior Cycle Level 1 programme.

Adapting to Covid-19 Restrictions

In 2020, Covid-19 had a massive impact on our school and school community. Our school was physically closed from Friday 13 March and we developed online learning immediately.

Some of our initiatives during lockdown included:

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

Highlights

This was a very challenging time for everyone and we were overjoyed to welcome a cohort of students for our inaugural July Provision. We provided two fun-filled weeks for 25 students, providing much needed respite, social support and education. The smiles and laughter got us all through and gave us a great insight into what returning in September would look like. We were amazed at how adaptable our students were and realised how much we had missed them!

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



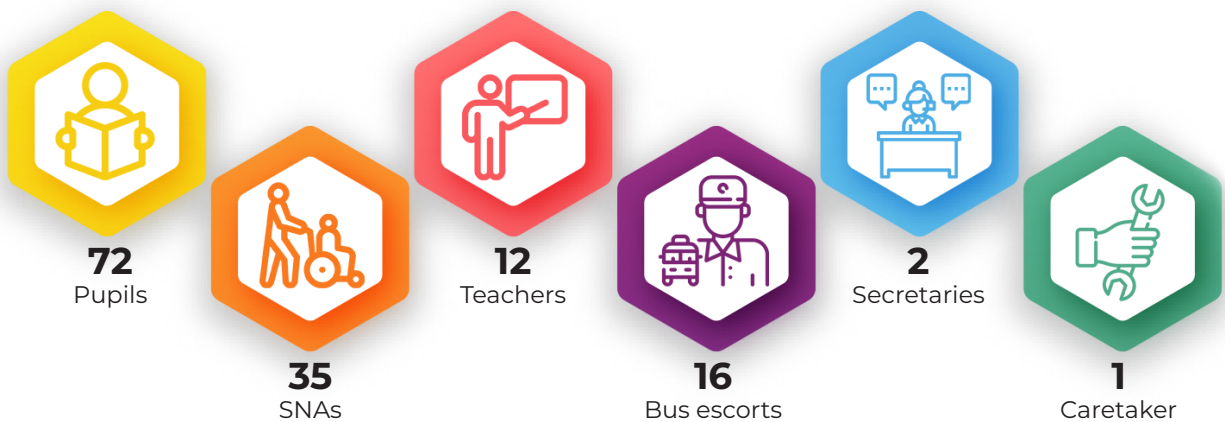
Plans for 2021

During 2020, our stakeholders worked together to finalise the model for our proposed new school build. It was agreed that the CRC and the Department of Education and Skills would develop the site as a shared project. This project will continue into 2021.

In 2020, with the help of our CRC fundraising team we finished developing and overhauling our Sensory Room.

Scoil Mochua Board of Management for the year 2020

- **Stephanie Manahan**
Chairperson
- **Simon Hall**
Patron's Nominee, (replacing Dr Jane Leonard)
- **Vivienne Wynne**
Principal
- **Sarah Ryan**
Teacher Nominee
- **Jennifer Fagan**
Parents' Nominee
- **Rory Byrne**
Parents' Nominee
- **Tom Scott**
CEO SBHI, Community Representative
- **Mary Smyth**
IWA, Community Representative



Techno Teachers

One March afternoon, an ordinary school day
Came the Taoiseach's announcement in which he
did say
'Close all schools from tonight, stay safe, stay at
home'
The story of which found me writing this poem.

The teachers, together, went into full flight
Homework packs for all, to the students' delight(!)
Bags were packed up, goodbyes said for two
weeks
The lessons as we knew would be subject to
tweaks

The following week, we began on our learning
Of internet teaching and our techno training
Suddenly, the buzzword was Zoom
Our first online meeting, ahead it did loom

Surprisingly, it came together, without a hitch
And not a single teacher attempted to mitch
We agreed a plan and set it in motion
It went like the wind across the cyber ocean

It took us a while to get everything in line
But the feedback from students was that we did
just fine
From music to fitness and more in each day
From behind our computers, we were leading the
way

Videos and WhatsApps went from Zoom to boom
Seesaw and Google helped to banish the gloom
All these platforms provided our students
With laughter and learning and most of all caring

Our days, they were different, but our mission the
same
Students front and centre was the name of our
game
We enjoyed the challenge and learning the tools
Of cyber security and how GDPR rules!

We looked forward to getting back into school
With everyone safe – all healthy and cool
In the meantime, we thanked all those who
worked so hard
In keeping us healthy when our school was
barred

We continued to learn, to check in and to teach
With every available tool we could reach
At the time we stayed healthy, stayed home and
stayed well
Then in September, we welcomed the school bell!



CRC School Clontarf

Our CRC School Clontarf is on our CRC headquarters campus and has been providing education to children with physical disabilities since 1956. Our Clontarf school specialises in educating students with physical/multiple disabilities who live in the North City and County Dublin catchment area.

During 2020, there were 89 students in our school. Our students have a primary physical disability and many also have complex co-morbidities and/or other disabilities.

Adapting to Covid Restrictions

As with our sister school, Scoil Mochua, our school was physically closed from Friday 13 March and we quickly adapted to online teaching. We were delighted to reopen for the new 2020/2021 academic year and the following are some of the ways we adapted to life with Covid-19:

- To communicate with families, we set up Seesaw for each class and each child. Our teachers also phoned families at least once a week. We posted books and worksheet printouts to families. We also set up two senior classes on Zoom and held either daily classes or classes every second day on Zoom.
- In June, we held a Sports Week instead of our annual Sports Day. Each teacher set a daily challenge for their pupils. At the end of the week, we posted a staff challenge 'Don't Drop the Water' on Vimeo for pupils and their family to watch.
- We held pre-arranged parent-teacher meetings by phone in June.
- We held a school-leavers graduation ceremony on Zoom and announced the Student of the Year. This was a lovely event in which our students' families also took part.
- We also held a Zoom graduation ceremony for our Preschool 2 students. Their teacher and SNAs put together a pack, including a graduation hat, and we sent these to the students before the online ceremony. This was also a lovely event that allowed families to take part.
- Over the summer we carefully prepared the school for reopening in line with public health advice.

Highlights

Throughout 2020 our whole school community were innovative and creative and even though it was a difficult period for all, there were many positives. After a successful fundraising campaign, we raised enough money for a new Sensory Room. We also received essential funds through our fundraising and trustee supports. We used this for new equipment and trips and to start some structural improvements.

In September three of our junior pupils transferred to their local mainstream primary schools. Seven of our senior students progressed to several Adult Services programmes, including the CRC Transition Programme and the CRC Rehabilitative Training Programme.

Normally we support our senior pupils to access the state-certified courses, including the Junior Certificate Schools Programme and European Computer Driving License (ECDL). However, this year we had no applicants. Five senior cycle students successfully completed a variety of FETAC/QQI Levels 2 and 3 courses: three were successful in Level 3, and two in both Level 2 and Level 3. We were particularly delighted given the challenging year to see our students receive their results in December making themselves and their families very proud.

For over 25 years we have engaged with a local secondary school for the Fast Friends project and paired reading. Transition Year students from Holy Faith school used an online platform to record themselves reading stories, which our students then listened to.

For our 'CRC Actually' Christmas play each class recorded a piece which we put together into a video on Vimeo. We sent a link to all the parents so they could watch the play.



Plans for 2021

- We hope to start using our Sensory Room if public health guidelines allow us to.
- We will continue to work with the Arts Council for the Creative Schools programme.
- A drama facilitator will visit our school and engage with pupils and staff on drama.
- We plan to develop our school website.

CRC School Clontarf Board of Management 2019–2023

- **Alison McCallion**
Chairperson (replaced Stephanie Manahan)
- **Dr Jane Leonard**
Patron's Nominee (January–June 2020)
- **Jenni Crumlish**
Patron's Nominee
(replaced Dr Jane Leonard November 2020–present)
- **Mary Collins**
Principal and Secretary to the Board
- **Michael Doyle**
Community Representative and Treasurer
(replaced Chris Hoey)
- **Audrey Fagan**
Teacher Nominee
- **Carol Kelly**
Parents' Nominee
- **James McCann**
Parents' Nominee (replaced Alin Jaleru)



89
Pupils



45
SNAs



16
Teachers



26
Bus escorts

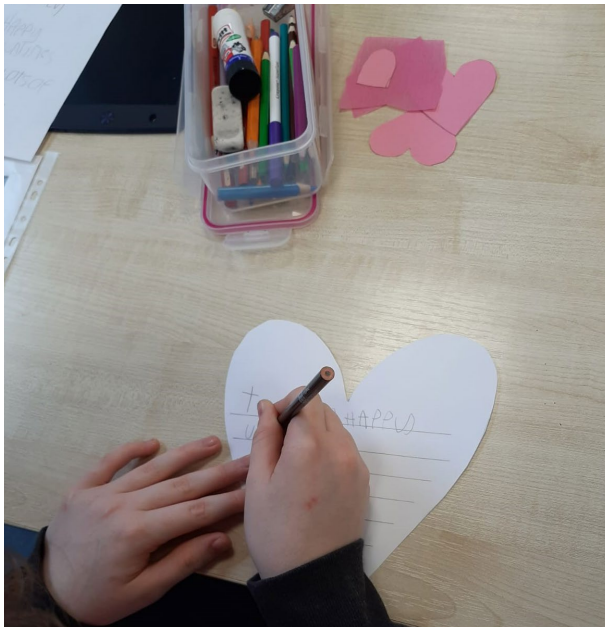


2
Secretaries



1
Caretaker





Investing in our People



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

People are at the heart of everything we do – our clients, their families, our staff and volunteers. Our services, activities and outputs would not be possible without our dedicated, professional and valued staff and volunteers.

We have already detailed in this report's previous sections the innovation, resilience and commitment of our staff, ensuring our services continued during the Covid-19 pandemic. In the early months our centre-based activity reduced as people's movements were restricted. Our core teams delivered our services on virtual platforms, in the community and face to face for our most vulnerable clients. Throughout the restrictions our services remained open. Over 100 of our staff were redeployed to hospitals, hospices, care homes and nursing homes, where Covid-19 had diminished their ability to deliver services; to the HSE Covid-19 care centre in Citywest; and to the test and tracing centres. Our support and input at

this time of crisis considerably strengthened the resilience and ability of organisations struggling to cope with Covid-19 cases.

For many of our staff a new job in a new environment under extreme conditions was challenging. Our staff went above and beyond in their duty, and through their efforts they not only kept our CRC services operating and responding but also supported many other services to keep going at their time of need.

We were conscious of the need for open and active communication, so we began daily briefings to all our staff wherever they were located. We introduced a 'Keeping Connected' segment to promote staying in touch and to learn about different experiences. We invited staff to write a 'Day in the Life', and below is an extract giving us a glimpse of life as a redeployed worker.

'Day in the Life' – Juliet's Story

If I told my past self I would be a swabber in the Croke Park testing centre during a global pandemic, seeing 290–300 people per day as part of a testing team, I would have said, "you must be joking!" However, here I am, and I am very grateful for the opportunity to help during this Covid-19 crisis.

I moved home from living in New Zealand at Christmas and was delighted when the chance to interview for a physiotherapist role in the CRC Clontarf came up. At the end of my first week I was asked if I could commence training in the Croke Park testing centre.

In Croke Park, testing is ramping up which is good. We have now increased to 3 days of 12-hour shifts a week. We used to have 144 appointments booked a day, but this rose to 293 appointments. We also used to work in pairs but are now operating our own separate testing bays. We are very appreciative and lucky to have enough PPE to keep us protected during the drive-through appointments.

I am very grateful to have been taken on by the CRC during these mad times. At a time when people can feel isolated and alone, I have not felt like this once since being a part of the CRC organisation. As a new member of staff, I must commend the great sense of community and team work I have experienced since I began, and the hard work being done by everyone is amazing.

I look forward to the day when I can meet all of you in person and we can be back in work again! Stay safe.

Juliet Dodd
Physiotherapy Dept.



Investing in our People

As restrictions lifted we quickly rose to the challenge of becoming fully compliant with the government's Return to Work Safely Protocol.

We moved our recruitment and induction process online to reduce contact. We continued to attract the highest calibre of candidates, with 85% of first-preferred candidates taking up offers of employment. We facilitated remote working and developed an online Covid-19 Orientation presentation for those returning to the workplace.

We continued our focus on training and staff education, and during the year 364 staff completed mandatory and discretionary training. Through our higher education fund, we offered support to 17 staff for their postgraduate studies across a range of topics.

Our Covid-19 pulse survey rolled out in December 2020 was an opportunity to get feedback from our staff on how we did as an organisation in managing Covid-19 and to learn about their experiences. In relation to job roles 89% of staff identified changes in their job because of the pandemic but despite these changes 91% reported feeling clear on carrying out their current job-related tasks. Staff reported a 90% satisfaction rating with the standard of the control measures we implemented and an 86% satisfaction rating with the timing of these. Overall 78% of staff were satisfied with the management of the pandemic in the CRC to date.

We put staff wellbeing to the fore in 2020 as the impact of the pandemic on our physical and mental health and work life took its toll. Staff identified line managers and colleagues as the two most useful sources of information and support. We made a range of individual and group supports available to our staff through the CRC Employee Assistance Programme, the HSE and our own psychology department.

Future Plans 2021

Our key focus will be communication, staff engagement and performance management. We will support our staff as they move to new ways of working under PDS and New Directions. We will also continue to update our systems to get the most from our resources and to ensure that our line managers have access to modern streamlined processes.

Our Volunteers

Traditionally, it is our school activity, summer camps and social events that attract and require most of our volunteers. There was little opportunity for people to volunteer this year, compared to previous years, as a result of school closures and Covid restrictions. We had a total of 303 hours from volunteers this year compared to 12,489 in 2019. Our Fast Friends, Paired Reading and swimming events could not go ahead, and Transition Year students were unable to do their valuable CRC placements.

However, the human spirit is not easily beaten, and people created new opportunities to bring that something special to people's lives, as shown in Denis Doyle's story.



Denis's Story

Denis Doyle was awarded for his outstanding contribution on the frontline during the pandemic by Hazel Chu, Lord Mayor of Dublin, following his nomination by our Rehabilitative Training Coordinator.

Denis is a self-employed driver and has been providing transport to us for over 20 years. Denis volunteered his own time out of work to deliver learner packs to our students' homes. Offering a socially distanced friendly smile and chat from the garden he also supported our staff to visit learners in the community.

'All I wanted to do was to keep myself busy during the pandemic. One day I saw Amanda, the Rehabilitative Training Manager posting out packs and I said, "I'll deliver them. They're not too far from where I live" and it just grew from

there. In the end I would do the deliveries every Thursday. You'd be stood at the end of the wall just talking to people. During this time of Covid-19 it's nice for all of us to see a different face whether it be the postman or me.

You build up relationships with the students and their families. At Christmas time I sent each student Laurel and Hardy video cards and it was a great laugh. It even got to the point that I was passing messages between the students, so they could stay in touch with each other. I was embarrassed about receiving attention from the Lord Mayor!

It is people like Denis who bring that moment of sunshine that keeps us alive and well during these difficult times. We congratulate Denis on his award and we thank him for his continued commitment to the CRC.



General Services and Capital Projects



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

General Services

We are supported by an incredible team of general services and support staff who work in transport, catering, facilities, maintenance and our swimming pools. Our teams in these departments keep our CRC buildings, facilities and buses accessible, safe, secure and suitable for everyone who uses them. They maintain and operate two pools for our clients and our communities and they ensure that our clients, schools and staff are nourished and well looked after. They support us from when they first collect a child or adult in our fleet of adapted buses to providing safe buildings and hot food.

Despite the challenges of 2020 we progressed current projects and began some new larger scale developments. While some staff were redeployed, many others continued to provide essential catering, maintenance and other services. We focused on improving our existing premises and fleet of buses, with an eye on sustainability and the need to reduce our environmental impact. Our work in these departments makes a major difference by creating safe, bright and inviting environments for our service users, staff and visitors.

Environmental Impact and Sustainability

The Sustainability Energy Authority of Ireland (SEAI) reports on energy efficiency in public bodies in Ireland in the context of climate change goals. These goals set a target of 33% energy efficiency improvement by 2020. By the end of 2019, we had achieved 19.4% improvement in energy efficiency since 2014; our 2020 energy use has yet to be reported by SEAI. We are improving our energy efficiency and sustainability in many ways. These include changing our lighting to LED lighting, reducing our use of plastics, upgrading our buildings and facilities using sustainable solutions, and changing our behaviour.

Our priorities in 2021 will be to continue working towards the government's objective to improve public sector energy efficiency. To this end, the SEAI conducted an audit of our Clontarf facility in 2020 and will recommend energy-saving projects.

We will change our oil boilers in Clontarf to energy-efficient gas boilers. This was planned as a 2020 project but we had to postpone it to 2021. We will continue to upgrade and modernise our bus fleet. We will also continue to raise awareness within CRC and encourage the small changes that when combined can have a big impact on our environment.



Capital Projects

Our ambitious Capital Plan is underpinned by our Strategic Plan. Unfortunately, events in 2020 disrupted our progress on this plan as detailed below. Our capital projects team is involved in developing new services and the major refurbishment of our existing properties. Our capital projects are guided by our Board through the Capital Projects and Infrastructural Committee.

Our capital projects team supports the delivery of our children's, specialist and adults' services and the national policies that underpin these services, New Directions and PDS.

We progressed our four major projects as far as possible in 2020:

Clongriffin

We progressed this community hub for adult services as it was deemed an essential service and could progress during lockdown. We engaged a contractor and continued developing our new day service for adults.

Clontarf

We have planned a major upgrade and reconfiguration of our headquarters and main premises in response to new disability policies and to modernise them. This Future Fit project will take four years. It focuses on end-user needs, clinical adjacencies and accommodation to revitalise our Clontarf premises and make it fit for the future. We had hoped to progress this in 2020 but now plan to do so in 2021 when we will engage design consultants.

Clondalkin

The development of our site in Clondalkin, in collaboration with the Department of Education and Skills (DES), is a complex and exciting project. We are planning to build a new DES-funded school and a separate specialist and clinical services building from our own funds. During 2020 we continued to work with the DES to progress this project, and we will continue to do so in 2021.

Swords

We are due to develop our site in Swords village in line with our overall capital development plan. We are in the early phase of development and agreement on this new service for adults. We continue to work closely with the local authorities on the planning and design of the development and we expect to have agreement on a plan in 2021.



Transport

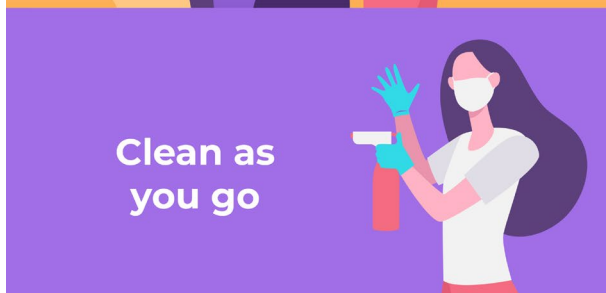
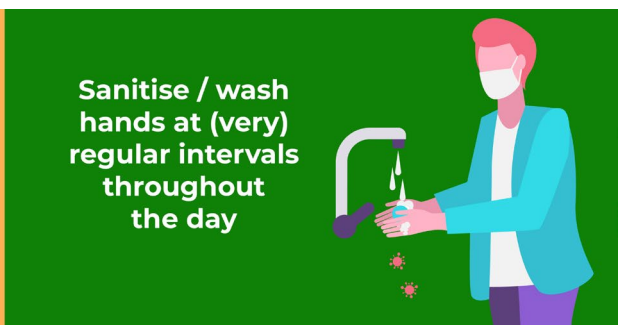
In 2020, we purchased three fully adapted buses to upgrade our fleet and enhance our transport services. While the number of our accessible bus passengers reduced in 2020, the need for our transport services increased significantly. As well as transporting our clients, we also provided transport for some redeployed staff. When services had to change to support our clients and their families, our transport team responded to enable our staff to provide outreach services. Our transport fleet continues to respond and adapt to the needs and demands of services, and in 2021 we plan to purchase additional buses to support our services.

Maintenance

Our facilities and maintenance team were kept busy throughout the year, servicing, repairing and upgrading our buildings and equipment in our Dublin, Waterford and Limerick sites. Even though some of our client services were reduced due to Covid-19, our buildings still needed to be maintained and our facilities kept in good working order. Our maintenance, cleaning and facilities teams were central to ensuring all our buildings and sites became Covid-19 compliant and controlled environments. They responded rapidly to all the public health guidelines and ensured our locations were safe for all.

Some of the works completed by our facilities and maintenance teams in 2020 included:

- Installing sanitation stations, additional hand gel dispensers and Covid-19 signage on all our sites
- Erecting Perspex screens in offices and public areas in line with guidelines
- Ongoing routine maintenance, including roof repairs, painting and servicing of equipment
- Enhanced cleaning protocols on all our sites



Overview of Risk Management in the CRC



We encourage a culture of open communication and risk management processes

Across all our functions and departments, we are committed to proactively managing all risk associated with providing our services in healthcare, social care supports and education. To this end we have a robust risk management framework to guide practice at all levels across the organisation. We recognise that positive and managed risk-taking is essential for growth, development and innovation and that our service users may choose to engage in activities which hold risk as well as positive benefits. In this context we are committed to promoting a person-centred and positive approach to risk management from the perspective of our clients, their family, carers and advocates. During 2020 we continued to develop and transform our guidance on positive risk-taking. As well as managing our organisational risk we are committed to involving our clients and persons of their choosing in assessing and managing individual risk, in a manner which promotes their rights, independence and social inclusion.

It was a year for dynamic transformation, organisational learning and dedication to continued service delivery. As we adapted and responded to the challenges of the pandemic, it was critical that we could rely on a robust risk management framework.

We adapted reactively and proactively to the risk of Covid-19 and as a result we transformed and evolved in a safe and managed way. We worked in partnership with our staff, clients, stakeholders, funders and regulators to ensure we could continue to provide safe, effective and person-centred care to all our clients.

We set up a Covid-19 Risk Register in line with our risk management framework, drawing from collaborative communication between all levels of the organisation. We reviewed and managed this register through our Risk and Serious Incident Committee and Board Committee, in tandem with our Corporate Risk Register. We set up a Covid-19 response team and worked with our colleagues in facilities and HR to ensure we had a comprehensive business continuity and recovery plan in line with all government and public health protocols and guidelines.

CRC Risk Management Framework and Risk Appetite

The effective management of risk requires the involvement of people at every level of our organisation. We are committed to ensuring that risk is identified, managed and reduced through implementing our risk management framework. This framework is based on the ISO 31000 standard and consists of the frontline management of risk by department managers and escalation through local risk registers. These local risk registers then inform the overall Corporate Risk Register and identify strategic risk. Risk is governed by our Risk and Serious Incident Committee which reports to the Quality, Risk and Safety Board Subcommittee, which then informs our Board of Directors. This comprehensive framework for managing risk ensures the appropriate channels of escalation.

In keeping with our risk framework, we have several lines of defence to support risk assurance:

- **Level 1:** Local management and operations are guided by approved policies, procedures and processes.
- **Level 2:** We rely on our formal risk management and compliance teams in tandem with our incident reporting system.
- **Level 3:** Our internal audit team, Deloitte and our external auditors Mazars report directly to the chair of the Audit Committee and the Board.

This overall approach runs parallel with our obligations to regulators and funders.

Our risk appetite statement sets out the level of risk acceptable to the CRC in critical areas. Risk 'tolerance' is the minimum and maximum risk we are willing to accept. While we advocate for our clients' right to engage in positive risk-taking, we will support them to realise their potential, working within the limits of the risk appetite statement.

The following describes the key risk areas and the tolerance acceptable to us.

Theme	Tolerance Level	Specific Area
Quality	Strongly averse	Poor quality care Unacceptable clinical risk Non-compliance with national and professional standards Poor clinical or professional practice
Safety	Zero tolerance	Safeguarding vulnerable children and adults
Service Delivery and Design	Moderately averse	If consistent with the achievement of client safety and quality improvements
Finance	Strongly averse	Only consider exceeding this limit if financial response is required to mitigate risk associated with service user safety
Workforce	Zero tolerance	Unprofessional conduct, bullying Competence to perform roles or tasks safely Incidents which may compromise the safety of others
Regulation	Strongly averse	Non-compliance with legislation/regulatory frameworks in which we operate
Information	Zero tolerance	Data protection breaches Non-compliance with data protection and/or privacy legislation/regulatory information governance
Reputation	Zero tolerance	Breaches in high standards of conduct/ ethics/ professionalism Risks or circumstances that could cause reputational damage to the CRC or our stakeholders
Technology and Innovation	Moderately averse	Will consider risk associated with new technologies if this enables us to realise innovative care solutions, safety improvements or efficiency gains

Education, Training and Support

Despite the interruption of Covid-19, we remained committed to ensuring our staff have the knowledge, skills and training required to manage risk proactively. Our quality, safety and risk team worked collaboratively with all departments to ensure our risk management systems are robust and in place. We encouraged and supported staff to be innovative and transformative when managing risk, particularly when supporting person-centred care, throughout Covid-19 restrictions. We set up a team of lead worker representatives to support local implementation of Covid-19 protocols. We ensured all our staff were trained in infection prevention and control methods and the correct use of personal protective equipment. We also worked closely with our clients and their families, carers and advocates to ensure a holistic and personalised approach to risk throughout the pandemic.

Plans for 2021

Inevitably some of our ambitious plans for 2020 were interrupted. The Quality, Safety and Risk Board Subcommittee reporting to the Board ensured that all crucial areas of concern were risk-assessed and progressed as appropriate. Heading into 2021 the quality, safety and risk team together with the Board and senior management team will agree a priority list for progression, such as:

- Continue to support the effective implementation of risk management at all levels and in all areas.
- Identify and implement a quality framework to benchmark our services against.
- Develop the internal skills base in managing complaints and open disclosures.
- Support the launch of the PDS function in the areas of health and safety, risk management and general data compliance.

Audit and Evaluation

Our internal audit team assures that all risk management governance and internal control processes are effective. The independence of our internal auditor allows us to be fully transparent and provides our Board with an independent level of scrutiny. While the internal audit provides this assurance, it also provides consultation and expertise on how we can improve our systems and processes. We do not restrict internal audits to financial-related matters but include all risk profile areas across the CRC in our annual audit plan. Our Board Audit Committee sets the audit plan for the year ahead and tracks progress against audits throughout the year. In 2020 Deloitte (our internal auditors) undertook the following internal audits:

- Succession planning
- Fundraising
- Capital expenditure (including project management)
- Our Audit Committee also received a report from end of 2019 on our school's governance

The agreed plan for internal audits in 2021:

- Business continuity planning (including disaster recovery)
- Communications (including social media)
- Payroll (including travel and subsistence)



Risk Description and Movement in 2020	Risk Description and Movement in 2020
<p>Overall management of CRC during the Covid-19 pandemic</p> <p>Movement: This was an emergent risk in 2020 and it increased as the year progressed</p>	<p>Safeguarding of vulnerable adults and child protection</p> <p>Movement: While no movement regarding the CRC-held risk, there was an increase in legislative reporting reflecting the disruption to services and families due to Covid-19</p>
Principal Control Measures	Principal Control Measures
<ul style="list-style-type: none"> • Comprehensive business continuity planning in response to the National Framework for Living with Covid-19 • Covid-19 Risk Register in place • Covid-19-specific policies and procedures in place • Compliance with infection control and public health guidelines • Covid-19 task force and Covid-19 lead workers in place • Staff education and communication plan in place on all Covid-19-related matters • Regular reporting to Board Risk Committee and Board 	<ul style="list-style-type: none"> • Child and Adult Protection Committee in place • HSE Trust in Care policy in place • Child protection and safeguarding policies and training in place for all staff • Designated Liaison Persons and Designated Officers in place as appropriate • All Mandated Persons aware of responsibilities and training provided • Garda vetting process and strict controls in place • Intimate care guidance in place • Covid-19: additional controls as required due to changes in government/HSE guidance and changes to virtual working
Risk Tolerance	Risk Tolerance
<p>Strongly averse</p>	<p>Zero tolerance</p>
Focus for 2021	Focus for 2021
<ul style="list-style-type: none"> • Continue to review Covid-19 Risk Register • Update and refresh documentation in line with public health guidance and updated national framework • Agree Covid-19 vaccination programme for staff • Internal audit of Business Continuity Planning due in 2021 	<ul style="list-style-type: none"> • CRC policy on garda vetting and re-vetting of staff to be reviewed in accordance with the National Vetting Bureau Act 2012 • CRC volunteer policy and procedure to be finalised in accordance with Children's First National Guidance for the Protection and Welfare of Children 2017 • Review online training opportunities to ensure all mandatory training is achieved for CRC staff • Continue to meet legislative requirement regarding child protection • Continue to meet obligations regarding safeguarding of vulnerable adults in line with the national safeguarding policy

Risk Description and Movement in 2020	Risk Description and Movement in 2020
<p>Financial management and sustainability</p> <p>Movement: No movement from the previous year</p>	<p>Service arrangement and grant agreement obligations</p> <p>Movement: No movement from the previous year</p>
Principal Control Measures	Principal Control Measures
<ul style="list-style-type: none"> • Comprehensive financial management framework and related policies in place • Fraud register in place • Board Audit and Investment Committees in place to oversee financial accountability • Annual budgeting cycle in place and break-even mandate achieved in 2020 • Annual internal audit plan agreed by the Board • Annual external audit plan agreed by the Board • Monthly reporting to the HSE and bimonthly reporting to the Board on management accounts • Comprehensive fundraising plan in place to support financial diversification • Fundraising plan and activities overseen by Board Subcommittee • Shareholder agreement in place with The Care Trust to oversee and govern relationship 	<ul style="list-style-type: none"> • Service arrangements and grant agreement in place with all funders • HSE annual compliance statement returned annually • Monthly reporting to the HSE and regular monitoring meetings throughout the year as per the service agreement • Public pay policy compliance in place
Risk Tolerance	Risk Tolerance
Strongly averse	Strongly averse
Focus for 2021	Focus for 2021
<ul style="list-style-type: none"> • Review and update the fraud policy • CRC Corporate Procurement Plan to be finalised and approved by the Board • Enhance engagement with The Care Trust • Work with the HSE regarding securing funding for major capital developments and infrastructural improvement 	<ul style="list-style-type: none"> • Continue close engagement with all funders • Arrange for the HSE to meet the Board • Monitor all Covid-19-related impacts and risks to service provision • Continued use of the Office for Government Procurement (OGP)/ HSE frameworks to continue to meet procurement requirements

Risk Description and Movement in 2020	Risk Description and Movement in 2020
<p>Sustainable and safe service delivery</p> <p>Movement: No movement from the previous year due to delay in PDS reconfiguration date to 2021</p>	<p>Information governance and data protection</p> <p>Movement: This risk has increased with the movement to remote and virtual working as a result of Covid-19</p>
Principal Control Measures	Principal Control Measures
<ul style="list-style-type: none"> • Five-year Strategic Plan in place (2017–2021) to govern our service priorities and developments • Service arrangements in place annually to govern grant-aided service provision • Engagement with the HSE on the development of national children’s services (PDS) and challenges to service provision on reconfiguration • Managers in place to lead the transition and the team allocations agreed nationally 	<ul style="list-style-type: none"> • Information Governance Committee established and meets regularly • IT vulnerability testing completed • IT security processes and policy in place • Website cookie policy and information statement in place • High-level gap analysis conducted against GDPR requirements; roadmap for GDPR compliance based on output report • Significant additional hardware and software in place • Additional policies and procedures to cover remote working and telehealth • Full assessment of Covid-19-related risks in Covid-19 Risk Register
Risk Tolerance	Risk Tolerance
<p>Moderately averse</p>	<p>Zero tolerance</p>
Focus for 2021	Focus for 2021
<ul style="list-style-type: none"> • Agree and publish a new CRC Strategic Plan for 2022 to 2027 • Agree timeframe for PDS transition with three CHOs • Agree the interagency governing agreement with the HSE • Manage the transition to new model of care (PDS) • Monitor PDS team and service establishment and report on waiting list and challenges nationally • Engage with and agree communication plan with all stakeholders 	<ul style="list-style-type: none"> • Subject access request policy to be finalised and approved • Formal data protection training programme to be continued • All processing contracts to be reviewed to ensure a data processing addendum is in place in line with legislative requirements • Article 30 requirements: record of processing activities will be maintained • Data retention policy will be finalised and agreed. Policy to be implemented across the CRC and audit of same to commence once policy in place • Personal data breach management policy and procedure to be finalised and approved • Disaster Recovery internal audit due in 2021 • Additional IT support to enhance remote working and policy review

Safeguarding

We are committed to protecting and safeguarding the welfare of all children and adults that attend our services. We are committed to preventing abuse, neglect and harm happening to any child, young person or adult and promotes a zero tolerance of abuse.

Child safeguarding is about protecting the child from harm, promoting their welfare and in doing so creating an environment which enables children and young people to grow, develop and achieve their full potential.

We are mindful that children and adults with disabilities can be more vulnerable to abuse and to mitigate against this risk and protect all our clients we have a robust Safeguarding framework in place. We are compliant with all aspects of the Children First Act 2015 and our Child Safeguarding Statement is on display in all CRC locations.

We have a zero tolerance of risk related to the safeguarding of vulnerable children and adults and it is identified on the overall corporate risk register.

In 2015 the CRC Child and Adult Protection and Welfare Committee was established to oversee overall governance for safeguarding of children and adults attending CRC services. This Committee ensures that all legislative and national policies are in place and translated into practical guidelines for full effectiveness for the protection of children and adults. The Committee reports to the CRC Quality, Safety, Leadership Team (QSLT) on a quarterly basis.

Our policy declaration applies to all staff, volunteers, board members and students on work placements within CRC. Our policy and procedures to safeguard children and young people reflect national policy and legislation and are underpinned by Children First: National Guidance for the Protection and Welfare of Children 2017, the Tusla's Children First –Child Safeguarding Guide 2017: A Guide for Policy, Procedure and Practice & 'Child Protection Procedures for Primary & Post-Primary Schools 2017' and the Children's First Act 2015 and the National Policy and Procedures for Safeguarding Vulnerable Adults, HSE, 2014.

Our policies set out the framework for the management of child and adult protection and welfare concerns in the CRC. These policies actively promote an environment where children and adults are listened to, procedures are followed, and that staff are supported to report concerns and/or suspicions of abuse.

As part of this framework Designated Liaison Persons (DLP's) have been appointed to address any child protection concern. There are six DLPs appointed across our services. All issues /concerns raised by staff are followed up by the relevant DLP and if appropriate referred to TUSLA (Child and Family Agency) and /or to the Gardaí with restricted access.

Adult Services Designated persons (DP) have been appointed to receive reports of concerns or allegations of abuse or neglect regarding the adults we support. There are 10 DPs in place across Adult Services. They convene Case Management Meetings as required and act as a resource person regarding Safeguarding for the organisation. The DP is responsible for liaising with and reporting to outside agencies as required (e.g. Gardaí, HSE).

We also have 173 Mandated persons to support our safeguarding processes. Mandated persons are staff who have contact with children, adults and families and who, because of their qualifications, training or employment role are in a key position to protect children and adults from harm. They have an obligation to report the harm of any children or adult to the relevant individuals/agencies.

Child Protection and Adult Safeguarding Training

Training is provided for all staff and volunteers so that employees know how to recognize signs and indicators of abuse and harm and how to report their concerns. Staff and volunteers attend mandatory training in Child Protection Awareness and Adult safeguarding once every three years.

In addition, the HSE e-Learning programmes 'An Introduction to Children First' and 'Adult Safeguarding' are completed by all staff and volunteers.

Structure and Governance



Established in 1951 the CRC was incorporated on 8 October 1953

As detailed already in this report, 2020 was a challenging and extraordinary year. Despite significant disruption we continued to operate successfully and delivered a strong performance for the year.

The Board were engaged and informed throughout the year, moving their entire calendar of Board and Committee meetings to a virtual format and adding additional meetings, as required, to support the senior management team in responding to the pandemic and maintaining safe operations. The Board focused on ensuring that governance was maintained to a very high standard and that all commitments and deadlines were met.

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.

We are proud to say we have been in existence since 1951 and look forward to celebrating our 70th anniversary in 2021.

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

The CRC is registered with the following bodies:



Charities Regulatory Authority
Registration Number
20006938



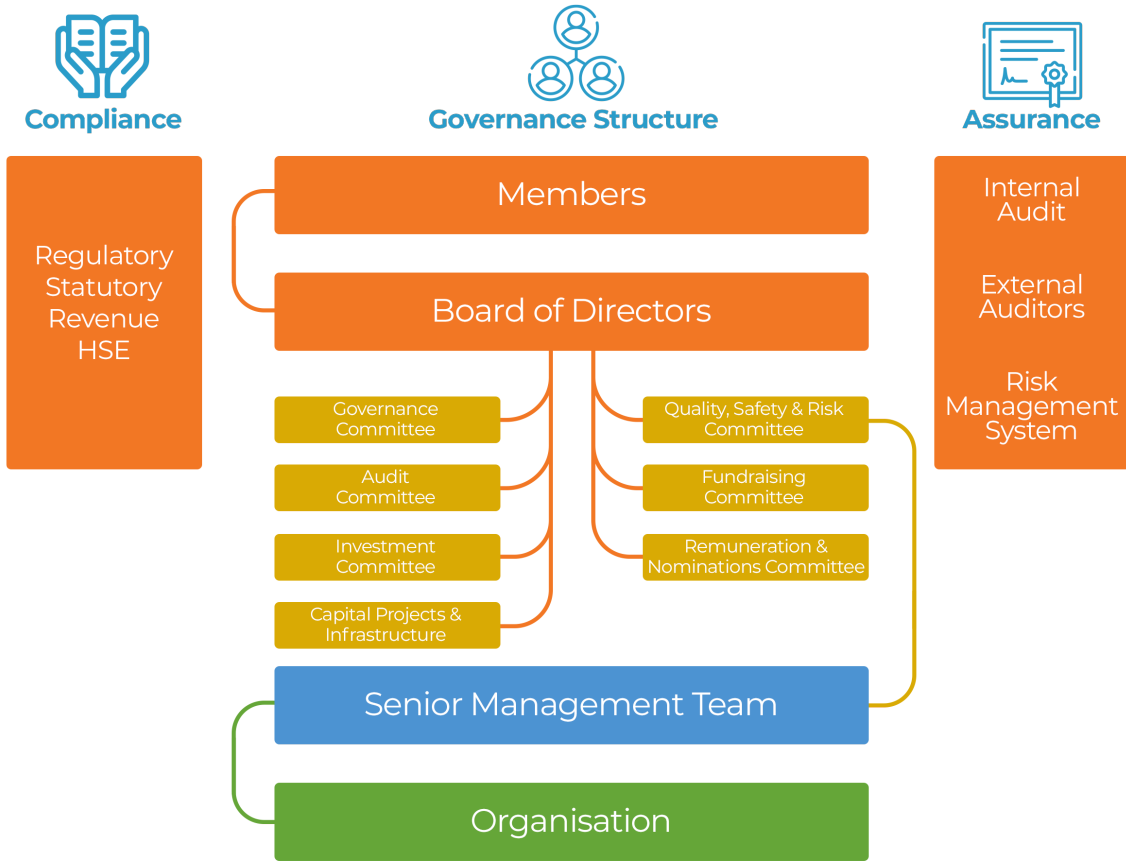
Charitable status granted under Sections 207 and 208 of the Taxes Consolidation Act 1997
Charity Number **4998**



Companies Registration Office
Company Number
14880



Governance Structure Hierarchy



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

Legal and Regulatory Governance Hierarchy



CRC Board of Directors



Ian Callanan – Appointed 1 December 2017
Ian Callanan works in the hospital and insurance sector advancing quality and risk management in healthcare.



Diarmuid Connaughton – Appointed 13 February 2017 (Vice Chairperson)
Diarmuid Connaughton is a qualified chartered accountant working as a financial consultant and INED in the financial services sector. He was a previous Chairperson of Peamount Hospital.



Sinéad Cooke – Appointed 14 November 2016 (Resigned 12 January 2021)
Sinéad Cooke is a qualified chartered accountant with experience in both practice and industry and lectures in Accounting and Finance.



David Courtney – Appointed 17 January 2020
David Courtney is a graduate of University College Dublin and an experienced marketing brand strategist, with a career spanning leading multinational fintech, banking and airline and FMCG companies.



Liam Cullen – Appointed 1 December 2017
Liam Cullen is the Director of External Affairs and Public Policy with GSK Ireland. Prior to joining GSK, Liam was the CEO of the Irish Foster Carers' Association.



Marie Guidon – Appointed 1 December 2017
Prof Marie Guidon is the retired Foundation Head of the RCSI School of Physiotherapy and past President of the Irish Society of Chartered Physiotherapists.



Sean McCormack – Appointed 17 January 2020
Sean McCormack, a chartered surveyor, leads a property valuation and risk team in Bank of Ireland.



Joe McGrath – Appointed 17 January 2020
Joe McGrath is a retired academic with leadership experience in aid for disabled people in Belarus and the Middle East. He is currently working on job creation initiatives for disabled people throughout Ireland and is a volunteer at the Citywest Covid Testing and Vaccination Centre.



Rose O' Donovan – Appointed 28 November 2019
Rose O' Donovan, previously a financial services executive, has just completed an advanced management course with Ulster University and is completing the Diploma in Company Direction with the Institute of Directors and a Sustainable and Responsible Finance Course.



Marie O' Riordan – Appointed 1 August 2018
Marie O'Riordan is a Partner with Eversheds Sutherland Solicitors and practices in the area of commercial real estate.



Brian Power – Appointed 17 January 2020
Brian Power is a former banking executive. He is passionate about continued education and obtained his MBA from Trinity College Dublin in 2019. He is a member of the Institute of Directors in Ireland. He is also an advocate for engagement with all stakeholders in the CRC.



Martine Smith – Appointed 1 February 2018
Martine Smith is a speech and language therapist and professor in Clinical Speech and Language Studies in the University of Dublin, Trinity College.



Edward Ward – Appointed 28 November 2019
Edward Ward serves on the boards of a number of companies and has extensive experience in finance, risk management and governance.



Tom Young – Appointed 13 February 2017 (Resigned 12 February 2021)
Tom Young is an experienced Non-Executive Director who serves on a number of boards and has extensive experience in governance, finance and risk management.

Members

At 31 December 2020, the Company members are Mr Tom Quinn, Ms Sinéad Cooke, Ms Ann Jackson and Ms Leah Goulding.

Company Secretary

Central to governance oversight and the efficient workings of the Board, is our Company Secretary, Ms Thérèse Allen, appointed 16 September 2016. The Company Secretary supports our Board and Board Committee activities and manages all statutory and regulatory filings for the CRC.

Independent Co-optees

Over the last number of years, the Board's skills and independence have been enhanced through the recruitment of independent experts who sit on Board Committees alongside the non-executive Board members.

Structure and Governance

The Independent Co-optee Committee members for 2020 are as follows:

- **Ms Aoife Cooney** – appointed to the Fundraising Committee on 14 May 2019
- **Mr Daniel Curran** – appointed to the Fundraising Committee on 14 May 2019
- **Mr Myles Daly** – appointed to the Governance Committee on 3 April 2019 and appointed to the Quality, Safety and Risk Committee on 7 October 2019
- **Dr Anne Matthews** – appointed to the Quality, Safety and Risk Committee on 30 November 2017
- **Mr Enda O’Riordan** – appointed to the Remuneration and Nominations Committee on 3 April 2019
- **Mr Darren Peavoy** – appointed to the Capital Projects and Infrastructure Committee on 20 November 2018
- **Ms Fiona Sweeney** – appointed to the Audit Committee and Investment Committee on 8 February 2019
- **Professor Thilo Kroll** – appointed to the Research Committee on 13 November 2018
- **Professor Pamela Gallagher** – appointed to the Research Committee on 13 November 2018

We are governed by the Board of Directors who provide services in a voluntary capacity and do not receive any remuneration in respect of their services to the Company. Board members are entitled to avail of out-of-pocket expenses for Board business. No Director expenses have been claimed during 2020.

There were no instances or arrangements during 2020 whereby a Director was materially interested in the Company’s activities. We have a Conflict of Interest Policy which outlines the procedure and process to deal with and manage all potential and actual conflicts, as and when they arise. In addition, a Register of Directors’ Interests is maintained which identifies any interests that could give rise to a conflict of interest. The Board are requested to declare their interests prior to the start of all Committee and Board meetings along with providing an annual declaration to the Company Secretary in this regard.

The Board have delegated the day-to-day decision-making powers to the CEO and the senior management team. The CEO is not a member of the Board of Directors. The CEO is invited to attend all Board meetings, but

Membership of the Board and its Committees at 31 December 2020 is detailed here.

CRC Board of Directors and Committees – Table of Membership – 31 December 2020									
	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
Membership of the Board and its Committees at 31 December 2020									
Ian Callanan	✓			✓					✓
Carol Ann Casey (Resigned on 29 May 2020)	✓©				✓	✓			
Diarmuid Connaughton	✓	✓©	✓©						
Sinéad Cooke	✓	✓	✓				✓		
Liam Cullen	✓				✓		✓©		
Marie Guidon	✓			✓©		✓			
Rose O’Donovan	✓				✓©		✓		
Marie O’Riordan	✓					✓		✓©	
David Courtney	✓					✓		✓	
Sean McCormack	✓	✓	✓					✓	
Joe McGrath	✓				✓		✓		
Brian Power (Appointed Interim Chair on 1 June 2020 and Chairperson on 16 Dec 2020)	✓©			✓				✓	
Martine Smith	✓								✓©
Edward Ward	✓	✓		✓					
Tom Young	✓				✓	✓©			

© Chairperson

Co-Optee/Independent Committee Members – Table of Membership – 31 December 2020								
	Audit Committee	Investment Committee	Quality, Safety & Risk Committee	Remuneration & Nominations Committee	Governance Committee	Fundraising Committee	Capital Projects & Infrastructure Committee	Board Advisory Committee: Research Committee
Membership of the Board and its Committees at 31 December 2020								
Aoife Cooney						✓		
Daniel Curran						✓		
Myles Daly			✓		✓			
Prof Anne Matthews			✓					
Enda O'Riordan				✓				
Darren Peavoy							✓	
Fiona Sweeney	✓	✓						
Prof Thilo Kroll								✓
Prof Pamela Gallagher								✓
© Chairperson								

the Board holds a Board-only discussion with no management present at the end of each Board meeting. The Board have delegated some responsibilities to Board Committees, as detailed on pages 67–72. Details of the separation of duties and responsibilities of the Chairperson and the CEO are clearly documented and defined in our Directors' Handbook.

The Directors' Handbook, which is reviewed annually, serves as the internal written Code of Governance and Conduct for the Board and includes systems of internal controls and core governance standards to ensure compliance with our obligations. In addition, the handbook contains a schedule of matters reserved for the Board. The handbook also contains the Directors' Code of Conduct.

Appointments/Resignations

The following were the changes to the Board of Directors during 2020:

Appointments:

- Mr David Courtney, Mr Sean McCormack, Mr Joe McGrath and Mr Brian Power were appointed to the Board on 17 January 2020.
- Mr Brian Power was appointed Interim Chairperson on 1 June 2020 following the retirement of Ms Carol Ann Casey on 31 May 2020. On 16 December 2020, the Board approved the appointment of Mr Power as Chairperson of the Board.

Retirements:

- Ms Carol Ann Casey retired from the Board as Chairperson and Board member on 31 May 2020 after serving two consecutive terms of three years. Ms Casey extended her original departure date of 31 March 2020 by an additional two months to 31 May 2020 following the onset of the Covid-19 pandemic.

Members of the Board are appointed for an initial term of three years which may be extended in accordance with the Constitution of the Company for a maximum of three terms to preserve the corporate memory of the Board, to adhere to succession management principles and policies and to ensure continuity while new Directors are appointed to the Board. We are sincerely grateful to the outgoing Chairperson and Board member, Carol Ann Casey, for her immense contribution and commitment to the organisation during her tenure.

Induction

Following their appointment, new 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 the Board reporting software.

Skills Matrix and Gap Analysis

Following the appointment of four new Board members in January 2020, we reviewed our Skills Matrix in February 2020 and subsequently reorganised the Committee membership to ensure that the correct skills sets were present on each of the Committees. This exercise also assisted in identifying any skills gaps and training opportunities for new and existing Board members. As a result, a new virtual training initiative commenced, entitled 'Board Briefings', which is detailed later in this report.

Board Diversity

Our values are built on the concept of inclusion and equality. We recognise the benefits of having a diverse Board that respects and embraces diversity and inclusion to enhance the quality of our performance. We take Board diversity seriously, and in line with our Strategic Plan, we have in place a Board Diversity and Inclusion Policy which sets out our approach to achieving diversity on the Board. We introduced measures to increase diversity within the governance structures, one of the most successful measures being the addition of external, independent co-optee members to our Board Committees.

We have adopted recommendations in line with the HSE Compliance Statement and Governance Requirements, which states that 'Membership of each Committee should comprise of non-executive and independent members', and 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. The Board acknowledges that Committees are more likely to have a more diverse range of skills and experience where their membership is not restricted to Board members. All our Board Committees now have independent co-optees appointed as part of their membership. The addition of these co-optee members adds to the diversity, experience and knowledge of our organisation bringing independence and objectivity to discussions and deliberations of Committee structures which, in turn, enrich the overall Board decisions. They also add an external opinion, perspective and rigor to our Committee structures. Our co-optees were appointed from a broad range of backgrounds, including the academic, health, private and charity sectors.

We continually monitor diversity on the Board in line with our Diversity and Inclusion Policy. At 31 December 2020, five of the fourteen Board members were female, or 35% of the Board. Our adult services and the parents of our younger clients are invited to apply for roles on the Board when recruitment is underway. Training is ongoing to support our adults to enable them to develop the skills and competencies required for such a role.

Board Training

We continue to retain memberships with various bodies who provide training events and opportunities for the Board throughout the year. Covid-19 saw an initial interruption to some of the traditional training opportunities; however, this was quickly overcome as access to a wide range of virtual sessions became available, both in-house and external to the CRC. Board members attended events during the year scheduled by the Institute of Public Administration, the Governance Institute, Institute of Directors, Carmichael, Mason Hayes Curran, IBEC and the Charities Regulator to name a few. In addition, several in-house training sessions were held during the year, including SMT Board Briefings, the new Board training initiative, referenced earlier.

General Data Protection Regulations (GDPR)

Our Data Protection Officer ('DPO') is Ms Erin Lynch. Ms Lynch is responsible for monitoring data protection matters and monitors compliance with GDPR regulations on behalf of the CRC. Ms Lynch joined a Quality, Safety and Risk Committee meeting during the year to present on CRC compliance with GDPR regulations. In addition, she outlined how Covid-19 had impacted us in terms of the additional work undertaken to ensure that the highest levels of security were maintained to protect our data and enhance protocols and procedures in this regard.

Governance Initiatives

1: Keeping Connected

Throughout 2020 and in keeping with the Diversity and Inclusion Policy, Board training and the engagement initiative 'Keeping Connected' continued. This initiative involves inviting a key stakeholder, be it a service area, a client or a partner, to attend our Board meetings and to provide background and an overview of their remit to the Board. This is always followed by a question and answer session. The initiative enables a direct link and connection between the Board and our clients and staff, it enhances the ability at Board level to understand and experience the impact of the work of the CRC and it helps maintain a focus on diversity and inclusion. During 2020, the Board received training and presentations from the following areas of the organisation:

Board Meeting Month	Attendee(s)
January	'Meet the Team' In light of the new appointments to the Board on 17 January 2020, the senior management team were invited to a meet and greet with the Board at this meeting and had an opportunity to present an overview of their area to the Board, followed by a question and answer session.
May	'A Day in the Life' Series This update came from CRC staff who recounted their experiences of Covid-19 and the impact on them and their daily life.
July	'Carer's Week' Our Head of Children's Services and a parent attended this meeting and presented what Carer's Week meant for the CRC, its staff and clients. They outlined all of the numerous initiatives created in a socially distanced manner for their clients' carers.
September	The Board received an update from The Care Trust's CEO, Senan Mullins, as a fundraising partner and stakeholder of the CRC.
November	David Kinsella, our Head of Information Technology, presented on Cyber Security. David outlined the impact Covid-19 had on IT at the CRC and described the additional security measures put in place to ensure the integrity of our data during this time and into the future.

2: Adult Services Council

This initiative for service user engagement continued throughout 2020, whereby a member of the Board attended each of the monthly Adult Services Council Meetings. These meetings are usually held in various CRC locations and hubs and consist of representatives from our adult services team and CRC senior staff. Due to Covid-19, these physical meetings were not possible; however, the Council moved to virtual meetings via Zoom call and the meetings continued as scheduled. These meetings afford adult clients an opportunity to offer feedback to the Board and provide an opportunity for Board member engagement with the adults. The following meetings were attended by Board members:

Month	Director	Location
January	Joe McGrath	Clontarf
February	Marie O'Riordan	Firhouse
March	Edward Ward	Hartstown – virtual
September	Sean McCormack	Hartstown – virtual
October	Brian Power	Clontarf – virtual
November	Rose O'Donovan	Firhouse – virtual

3: SMT Board Briefings

A new training initiative for the Board was introduced this year called SMT Board Briefings. Each month a different member of the senior management team (SMT) presented an overview of their area, their achievements, and their challenges to the Board. The table below details the Briefings held during 2020:

Month	Department	Manager
September	Finance	Patrick Hall/ Yvonne Donohoe
October	Adult Services	Catherine Stuart/ Noel Carroll
November	Children/ Clinical Services, including Assessment of Needs (AON) and Progressing Disability Services (PDS)	Geraldine Prunty/ Elaine Doherty
December	Capital Protects and Infrastructure	Jane Mitchell

4: Parents Forum

As part of our Keeping Connected initiative, we launched an additional initiative in 2019: our 'Parents Forum'. Listening to the views of parents is a central feature of our 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 us 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

As a result of Covid-19, the structure of these meetings changed and the meetings were held via Zoom.

Charities Governance Code

During 2020, the Board received training on the Charities Governance Code ('the Code') from the Company Secretary. This item was a regular feature on the agendas for our Board and Governance Committee meetings. During the Board's review of the Code, they identified some areas which could benefit from having additional evidence of compliance. One of those areas was CRC Policies. The Board instigated a project entitled 'CRC Policy Refresh' and set an ambitious target date for the review of all CRC policies which would further reinforce and strengthen the compliance evidence outlined in the Compliance Statement.

Beneficial Ownership Register

The Board of Directors and the CEO, were disclosed and recorded on the central register as beneficial owners.

Board Strategy Day

Each year the Board and the SMT hold an Annual Strategy day in November. However it was decided to postpone this day until 2021 as work is ongoing on the next phase of the five-year Strategic Plan. A new Working Committee of the Board and senior management team has been created and tasked with this project.

Board and Committee Evaluations and Review

The External Board Evaluation began in Q4, 2019, and concluded in Q1 2020 with a report and recommendations presented to the Board at the 31 May 2020 Board meeting. The recommendations have been reviewed at length and an exercise to define the priorities and set target dates for completion was completed. Recommendations included creating a succession planning model for the senior management team, creating a Working

Committee of the Board to lead out on the next phase of the CRC Strategy, and creating a comprehensive board-level cyber security oversight plan which would ensure that we a progressive approach on cyber security aligned with the recently announced National Cyber Security Strategy. Progress against each recommendation is reviewed at the Governance Committee meetings and updates are then provided at Board meetings.

As part of the annual performance review of the Board, the Chairperson conducted one-to-one meetings with each of the 14 Board members and 7 Co-optee Committee members during November 2020. The agenda for these meetings covered performance, term of office, training needs and development, and succession planning for Board and Committees.

In line with each Committee's terms of reference, an annual effectiveness review of all Committees was conducted in Q4 2020 via an online survey, with results communicated to each Committee for discussion, and further action where required, in Q1 2021.

Succession Planning

At the start of the year, following the recent Board appointments succession planning was considered and reviewed leading to an update of Committee membership based on skills. The process was undertaken again at the end of the year to ensure the corporate memory of the Company is always preserved, which led to the agreement to stagger the retirements of Board members. In addition, Deloitte, our internal auditors, carried out an internal audit on succession planning of the senior management team with no significant findings to report. Several recommendations were issued and are being implemented, including an exercise on defining the critical roles for the organisation.

Board Meetings

The Board met on nine occasions during the year, including six scheduled Board meetings and three additional ad-hoc Board meetings. As noted earlier in the report, all Board business continued, in accordance with the Board Diary and Annual Board Plan, in person in January and February 2020 and then virtually from March 2020 to the end of the year.

Attendance record – 2020 Board and Committee Meetings									
	Board Meetings	Audit Committee Meetings	Quality, Safety & Risk Committee Meetings	Investment Committee Meetings	Governance Committee Meetings	Remuneration & Nominations Committee Meetings	Fundraising Committee Meetings	Capital Projects & Infrastructure Committee Meetings	Research Committee Meetings
CRC Board of Directors									
Ian Callanan	9/9								3/3
Carol Ann Casey © <small>Resigned 29 May 2020</small>	4/4					3/3			
Diarmuid Connaughton	9/9	4/4		6/6					
Sinéad Cooke	8/9	4/4		6/6			3/3		
David Courtney	9/9				2/2			2/2	
Liam Cullen	9/9					6/6	3/3		
Marie Guidon	9/9		2/3		2/2				
Sean McCormack	9/9	4/4		6/6				2/2	
Joe McGrath	9/9					6/6	3/3		
Rose O'Donovan	9/9					6/6	3/3		
Marie O'Riordan	9/9				2/2			2/2	
Brian Power	8/9		3/3					2/2	
Martine Smith	9/9								3/3
Edward Ward	9/9	4/4	3/3	6/6					
Tom Young	9/9				2/2	6/6			
© Chairperson									
Independent Committee Co-optees Members									
Mary Connolly			1/1						
Myles Daly			3/3		2/2				
Aoife Cooney							1/3		
Daniel Curran							1/3		
Enda O'Riordan	N/A					5/5			
Anne Matthews			3/3						
Darren Peavoy								2/2	
Fiona Sweeney		4/4		6/6					
Company Secretary									
Thérèse Allen	9/9	4/4	3/3	6/6	2/2	6/6	3/3	1/2	
Senior Management Team									
Stephanie Manahan <small>CEO</small>	8/9	4/4	3/3	6/6	2/2	6/6	3/3	2/2	
Alison McCallion <small>Head of Operational Services</small>	8/9	4/4	3/3	6/6	2/2	6/6	3/3	2/2	
Gerry Fallon <small>Head of HR</small>	1/1					1/1			
Patrick Hall <small>Head of Finance</small>	8/9	4/4		6/6					
Jennie Quinn <small>Head of Risk Appointed 21 Sep 2020</small>	2/2		1/1						
Stephanie Kilrane <small>Head of Risk Resigned 8 May 2020</small>	2/2		1/1						
Jane Mitchell <small>Head of General Services & Capital Projects</small>	1/1							2/2	
Živa Newman <small>Head of Fundraising & Philanthropy</small>	1/1						3/3		
Geraldine Prunty <small>Head of Children's and Clinical Services</small>	1/1								

Board Committees

There are seven Board Committees, 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

There is one Board Advisory Committee – the CRC Research Committee.

Within the overall responsibilities of the Board, the Board delegates specific responsibility to Committees as set out in their terms of reference. The Chairperson of each Committee is a Board Director and they are responsible for reporting back to the Board on the activities of the Committees and making recommendations to the Board on matters requiring decision by the Board. The CEO and members of the senior management team are invited to attend these Committee meetings. During 2020, all Committee meetings were held via Zoom video call from March 2020 onwards.

The activities of the Committees for 2020 are detailed below.

Each Committee is required to review/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

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

Remuneration and Nominations Committee

The role of the Remuneration and Nominations Committee is to review the structure, size and composition, including the skills, knowledge and experience, of the Board and its Committees and make recommendations to ensure the Board is effective and fit for purpose. Considering the requirement to comply with the HSE and Public Pay Policy, the Committee will review and report to the Board on compliance relating to the remuneration package of the CEO and compliance relating to the remuneration package of SMT members, as recommended by the CEO. The Committee will monitor the membership of the Board and its Committees and report to the Board on any recommendations for change.

Key Achievements and Focus Areas in 2020	Priorities for 2021
Monitored compliance with Public Pay Policy for CEO and SMT	Monitor compliance with Public Pay Policy for CEO and SMT
Updated and reviewed Directors' Skills Matrix, including gap analysis, and reviewed Board and Committee composition	Skills Matrix Review and Gap Analysis
Reviewed nominations to the Board, including review of job descriptions, CV review and interview panel	Board and Committee recruitment of members
Recruitment of the Chairperson of the Board	
Succession planning for the Board, including a term of office review of current Board members	Succession Planning for Board and SMT
Appointed four new Board Directors	Review CEO objectives
Enhanced the Committee membership	Review Human Resource Reporting to Committee and Board
Ongoing review of nominations to the Committees, including the nomination of independent co-optee members to each Committee	Review all relevant policies
Oversight on induction of new Board members and Committee members	Further enhance the Diversity and Inclusion Agenda
Oversight of SMT nominations and appointments, including attending interviews	

Governance Committee

The Governance Committee is responsible for making recommendations to the Board on matters of governance policy, compliance and regulation. The Committee met formally on two occasions during the year, with additional projects assigned to the Company Secretary to complete during this time.

Key Achievements and Focus Areas in 2020	Priorities for 2021
Reviewed HSE Service Arrangement document and recommended to Board for approval and submission by the deadline	Continue to monitor and update the Compliance Schedule for the Charities Governance Code issued by the Charities Regulator and monitor compliance
Reviewed Governance Self-Assessment Form, to accompany the Annual HSE Service Arrangement	Finalise any outstanding actions and recommendations arising from the external Board evaluation review
Reviewed HSE Annual Compliance Statement (ACS) and recommendation to Board for approval and submission prior to the deadline	Monitoring of Board training record and agree training plan for the Board for the year
Reviewed and implemented recommendations from External Board evaluation	Review Policies Register and ensure frequent reporting to the Committee and recommendation to Board on relevant CRC policies
Detailed review of the Charities Governance Code and self-assessment for full compliance	Enhancement of the Committee membership, where applicable
Reviewed Policy Register and recommendations from Policy Committee	Review all relevant policies
Reviewed Policy Register and recommendations from Policy Committee	
Monitored the Board's relationship with service users	
Monitored Board training record and continued focus on professional development for the Board and Committee members	
Reviewed agenda and attendance for the Annual General Meeting for 2020	

Quality, Safety and Risk Committee

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

Key Achievements and Focus Areas in 2020	Priorities for 2021
Oversaw and reviewed the Risk Register and associated controls	Continued focus on GDPR compliance
Created new Covid-19 Risk Register and continuous review of same	Enhancement of Dashboard for risk reporting
Reviewed Risk Reporting to Board and implemented recommendations	Further consideration of new Risk Management Model
Reviewed Risk Management Policy and recommendation for approval to Board	Review Risk Appetite Statement
Complied with data protection legislation	Risk management training for the Board
Reviewed Civil Liability (Amendment) Act and implications	Review all relevant policies
Reviewed HIQA IPC Standards for Community Services and agreed plan of action	Annual review of risk trends in CRC
Reviewed Quality, Safety Leadership Team Subcommittee structure	
GDPR compliance review	
Annual review of incidents and accidents	

Audit Committee

The role of the Audit Committee is to review the adequacy, scope and effectiveness of accounting and internal control systems for all financial activities carried out by the CRC. The Audit Committee is a Subcommittee of the Board and must satisfy itself, on behalf of the Board, that key financial controls are operating, that ethical practices in financial reporting are being reinforced, that key accounting estimates and judgements are being properly made and that internal and external audits are effective while cognisant of the fact that the management of the CRC are responsible for the internal controls and the preparation of the financial statements.

Key Achievements and Focus Areas 2020	Priorities for 2021
Reviewed and recommendation to the Board of the 2019 Annual Report and Financial Statements cognisant of reporting requirements of Charities SORP (FRS102)	Review of 2020 Annual Report and Financial Statements cognisant of reporting requirements of Charities SORP (FRS102)
Worked with Mazars to complete its first year as auditor. Met with Mazars without management present and were pleased to record that no matters of concern had arisen	Ongoing review of documentation of the Internal Control Framework and Financial Authority Levels
Reviewed the 2020 Audit Plan for CRC	Review and consideration of Internal Audit Reports
Accepted and reviewed internal audit reports on Capital Expenditure and Project Management, CRC Schools Governance, Succession Planning and Fundraising. Noted management responses and agreed action items	Enhancement of the Committee membership
Met with internal auditors to agree scope of internal audit planning and priorities	Review of relevant policies
Reviewed and considered documentation relating to The Care Trust	Meet auditors without management present
Ongoing review of documentation of the Internal Control Framework and Financial Authority Levels	Review all internal audit reports
Bi-annual review of Reserves Policy	Review of Financial Risk Register at each meeting
Reviewed Financial Risk Register at each meeting	
Updated bank mandates	

Investment Committee

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

Key Achievements and Focus Areas in 2020	Priorities for 2021
Met with investment advisors to review current CRC investments and explore future investment options	Review investments for the CRC and receive performance updates from advisors
Oversight on investment of CRC funds with the investment manager	Oversight of investments and reporting to Board on any updates
Updated bank mandates and agreed operating procedures	Monitoring of Investment Plan
Ongoing review of deposit allocation	Enhancement of the Committee membership
Updated Investment Strategy Document	Review all relevant policies

Fundraising Committee

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

Key Achievements and Focus Areas in 2020	Priorities for 2021
Reviewed the Strategic Plan for the Fundraising Department	Track progress of fundraising campaigns
Prepared a programme of work for the Committee for 2020	Review Fundraising budget and resources
Reviewed future campaigns	Enhancement of the Committee membership
Complied with the Guidelines for Charitable Organisations on Fundraising from the Public	Review of all relevant policies
Reviewed resources and recruitment for the fundraising team	Review and agree the Fundraising Plan of Events for 2021
Reviewed Fundraising budget	Evaluation and testing of new fundraising initiatives

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.

Key Achievements and Focus Areas in 2020	Priorities for 2021
Reviewed and made recommendation to Board on all capital projects and infrastructure decisions	Recommendation to Board on capital projects and infrastructure decisions
Reviewed list of CRC properties, leases and titles	Review budget
Reviewed priority decisions for capital projects and recommendations to Board	Enhancement of the Committee membership
Reviewed budget for Capital Projects	Resourcing of capital projects team
Oversaw engagement of external property consultant and project management oversight	Monitor Capital Projects Plan for the CRC
	Review list of CRC properties, leases and titles

Research Advisory Committee

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

- develop and articulate a research vision for the CRC focused on the needs of persons with disabilities and their families and aligned to the mission, vision and core values of the CRC
- oversee and advise on mechanisms which will ensure that ethical standards and research processes are compliant with current legislation, national standards and international best practice

- promote a strong research culture and evidence-based practice throughout the CRC
- influence and respond adequately to policy trends and drivers of research funding.

The Committee held three meetings in 2020. 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.

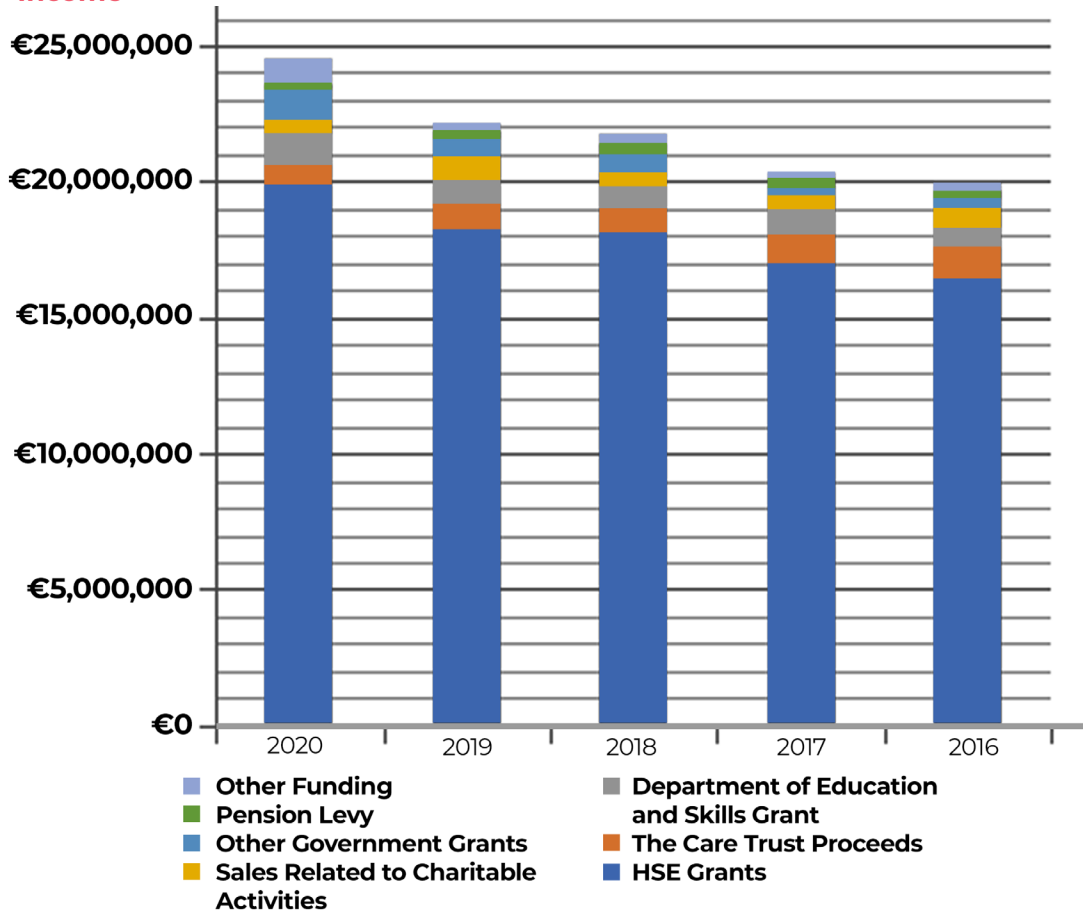
Key Achievements and Focus Areas in 2020	Priorities for 2021
Established the Committee, defined membership and elected honorary Chairperson	Defining and articulating a vision for CRC research
Reviewed terms of reference for the Committee	Stakeholder engagement and consultation in elaborating on agreed research priority areas
Defined overarching research priority areas and pillars	Research strategy development
Supported the development of processes and procedures for research ethics in line with new Health Research Regulations (HRR) and GDPR	Monitoring and review of new ethics review structures and policy in line with HRR and GDPR



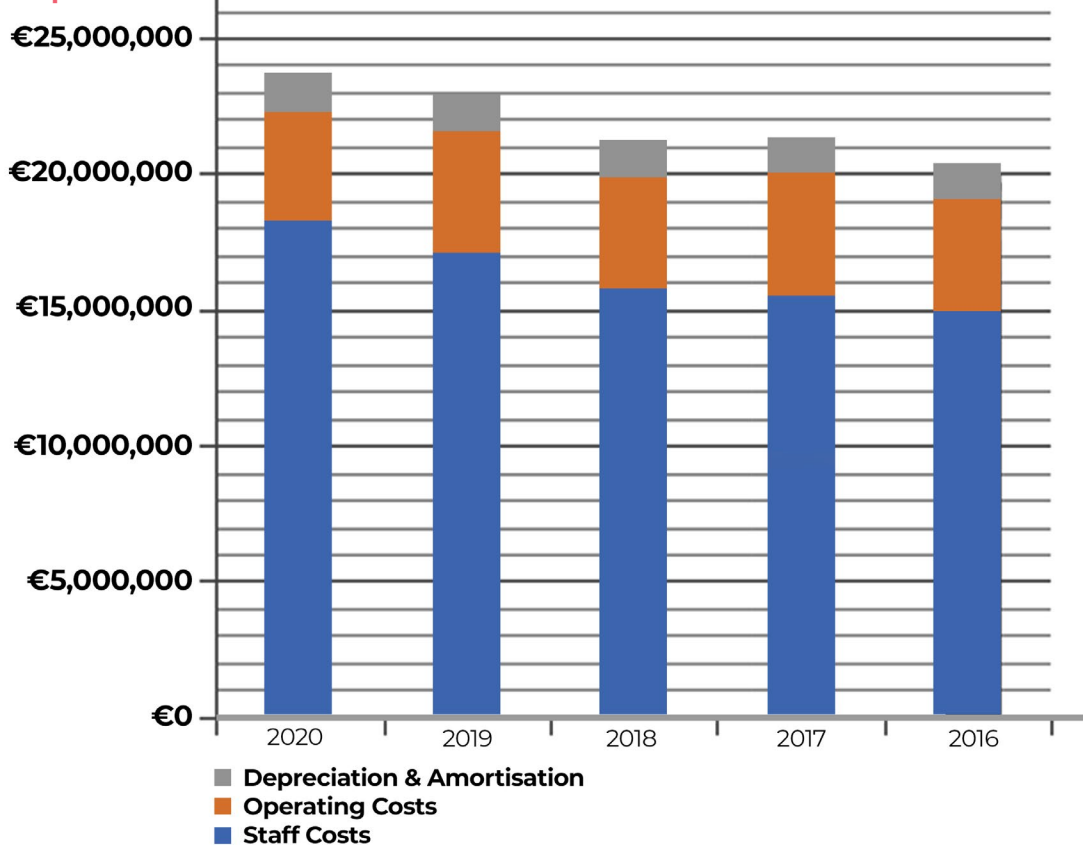
Financial Review and Performance

Financial Review

Income



Expenditure



The Directors present their financial report for the financial year ended 31 December 2020.

Financial Performance

Our primary income source is state grant income which grew by approximately 10% during 2020 compared to 2019. The growth in state income was driven by increased grant funding for new services, funding for Covid-19 costs, funding to meet the costs of public pay agreements and new grants, for example in Adult Services.

It was a challenging year managing the effects of the pandemic throughout our operations that consequently impacted on our finances. Our income and costs increased in 2020 over 2019 for a number of reasons. We had to improvise to continue providing our services and this drove over €400,000 of our costs which had not been budgeted for at the start of the year. These costs arose across all our service areas, for example investment in computer equipment to enable remote and agile working, extra cleaning for infection control purposes and improvised workplace setup costs to meet protective requirements.

We greatly appreciated the financial supports from the HSE and the Department of Education and Skills to meet these pandemic costs in an exceptional year. In the midst of the pandemic we managed to expand our services across Assessment of Needs in 2020 increasing its cost base by €418,712 which was funded by the HSE, and we were successful in receiving an Adult Services grant of €171,729 covering a van, rental space and IT equipment. Capital investment was necessarily delayed to the later stages of the year and some carried forward into 2021.

During 2020 additions to fixed assets totalled €1,158,666 as per Note 9 to the accounts. The main spend was on such items as: €323,287 on developing a new Adult Service hub in Clongriffin due to open in early 2021; €107,979 on further upgrading electrical works; and €122,481 on projects such as swipe access security system, flooring, refurbishment of offices space, window and roof edge protections. We invested a further €199,272 on our van fleet to renew our vehicles and to purchase grant-funded vans. We also spent €267,536 on new equipment, including medical equipment and including €91,239 on energy-efficient lighting that has long-term cost benefits in meeting our obligations with the Sustainable Energy Authority of Ireland (SEAI).

We achieved a break-even position versus budget on our HSE funding, i.e. we spent the HSE grant allocation to deliver agreed core services. The difference between the break-even position on HSE funding reported in monthly reports to the HSE and the surplus shown in our Statement of Financial Activities is due to the inclusion of items such as fundraised income (a legacy of

€640,000 was deposited in December 2020) and expenditure, capital expenditure from ancillary reserves, depreciation and amortisation, which are included in the Statement of Financial Activities but not included in the grant reporting to the HSE. The purchase of some equipment in 2020 has been expensed in the grant reporting to the HSE but capitalised in the Balance Sheet.

As detailed on page 29, fundraised income in 2020 totalled €733,355 (in Note 3(c) to the accounts) relating to the income from The Care Trust, which decreased in 2020 from €950,000 in 2019. This decrease was because of the reduced funds generated due to the pandemic. The Care Trust remains an essential source of fundraising to support investment in our capital projects as well as recurring expenditure. The investment in direct fundraising has led to a diversity of and an increase in direct fundraising income during 2020, from €213,981 in 2019 to €302,873 in 2020 (in Note 3(d) to the accounts). In addition to the direct fundraising income of €302,873, government grants of Léargas €21,262 and Pobal €206,199 (each detailed in Note 3(a) to the accounts) combined to achieve €530,334 fundraised income as detailed in our Fundraising section on page 28.

We spend significant CRC-fundraised resources in a manner to complement the resources deployed by the core state grant income. As detailed above, expenditure of these funds in 2020 included expenditure on capital buildings projects, equipment purchases, staff training and salaries for specific staff members.

Reserves Policy

In 2020 our Audit Committee reviewed our Reserves Policy and this was approved by the Board of Directors, which is in keeping with our Strategic Plan. This Reserves Policy provides that we should hold unrestricted reserves equal to at least one month of budgeted operating expenditure in addition to reserves equal to any committed capital expenditure not provided for out of restricted reserves. The unrestricted reserves provided for in this policy should be in the form of readily accessible funds. The projects described on page 47 are an inherent element in the long-term capital plans in process and currently being designed to optimise the use of reserve funds provided by the Friends and Supporters of the Central Remedial Clinic Limited (F&S) to the CRC.

Based on the 2020 financial statements and the 2021 approved budget, the minimum reserves under this policy at 31 December 2020 would have been €1,844,446. Our current assets at year end are €18,375,339, as shown in our Balance Sheet. When this amount is reduced for restricted funds (excluding tangible fixed assets €2,113,745 and intangible assets €1,371,428) at year end €12,180,062 (Note 16) and for Capital

Commitments (Note 21, €20,880) a balance of €6,174,397 remains, giving a surplus of €4,329,951 against the minimum reserves. This unrestricted amount of current assets exceeds the target minimum reserves level. Fixed assets do not need to be realised in order to provide this amount. Our Head of Finance and our Audit Committee reviewed reserves levels twice during 2020 to ensure compliance with this Reserves Policy. These reviews deemed the surplus appropriate in light of future capital plan requirements.

Investment Policy

During 2020 our Investment Committee met to continue implementing our Investment Strategy Policy agreed in 2016. This Committee's detailed work can be reviewed on page 71. As a result of our Investment Strategy, allocated available funds of €5m were invested throughout 2020 into a long-term, low-risk investment product that was valued at €5,292,641 as at 31 December 2020. These funds were part of the funds transferred from F&S during 2016. Under the direction of our Investment Committee we maintained other deposits in low-risk bank accounts. We monitor the levels of these deposits to ensure that we have sufficient liquid funds to meet our Reserves Policy and planned capital expenditure.

Internal Controls

The Board of Directors are responsible for the CRC's internal controls. Our Audit Committee reviews the adequacy and effectiveness of our internal financial controls and financial risk management systems, alongside the HSE's compliance requirements, which underpin this area. If the Committee considers it necessary, it then makes recommendations to the Board on the management of internal financial controls and governance processes across the CRC. A system of internal controls can only provide reasonable assurance against material error; it cannot provide absolute assurance.

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

In 2020 we expanded and continued our programme of internal audit to improve and strengthen processes and procedures, with up to four internal audits a year on a broad range of areas. The Head of Finance will ensure ongoing progression is achieved in all areas of internal control.

Research and Development

As detailed on page 20 in Research and Education under our National Specialist Services and Research section, €28,481 was spent in 2020

(€19,539 in 2019) on the higher education fund and a further €17,700 (€16,500 in 2019) 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, we have put in place appropriate arrangements or structures designed to ensure compliance with company and tax law. These arrangements and structures are reviewed during the financial year.

Related Parties

The Care Trust DAC

As detailed in Note 22 to the accounts, CRC owns 50% of the issued share capital of The Care Trust DAC, a company set up to operate pools and lotteries for charitable purposes for the benefit of the CRC, Rehab and 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 2020 the common Director was Martine Smith. Members of our management team Živa Newman (Head of Fundraising and Philanthropy) and Patrick Hall (Head of Finance) were Directors of The Care Trust DAC during 2020.

Transactions with related parties

Details of transactions between the CRC and our related parties during 2020 are set out in Note 22.

Going Concern

We have prepared our financial statements on the going concern basis. In assessing the appropriateness of the going concern basis, we have taken into account all relevant information covering a period of at least 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, we rely heavily on funding from the HSE. Covid-19 may present challenges to state grants in 2022 but all indications are that this funding will continue in line with signed service arrangements. We also rely on the funds generated through The Care Trust DAC, other fundraising activities and donations and grants from other government agencies as shown in Note 3 to the financial statements. There are no significant impacts to our finances in 2021 other than reduced incomes from some ancillary activities. Some of these impacts may persist into 2022 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 22 to the accounts. We had to invest in IT technologies to enable our services to continue online during Covid-19 restrictions but the HSE has been supportive of such specific incremental expenditure. We are broadening our fundraising channels, including using more online initiatives, in response to fundraising challenges.

The Directors take comfort from the ongoing financial support from the HSE and note that the HSE has not identified any issues during the course of 2020 and to date in 2021 which would imply that we are not meeting our ongoing obligations within the service arrangements. We delivered on all service arrangements in 2020.

We will continue to operate our business within budgets agreed with the HSE and other agencies.

The Directors note that there has been ongoing support to the CRC from the proceeds of The Care Trust DAC activities during 2020. This will continue in 2021 and subsequent years, thereby providing an additional direct source of funding to the CRC.

The 17 May 2016 decision by the Directors of the CRC to cease contributions to the Irish Pensions Trust (IPT) private Defined Benefit Pension Scheme triggered a wind-up of the scheme. While there have been significant costs related to the wind-up, the closure of the defined benefit scheme eliminated a major risk to the going concern of the CRC.

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

Accounting Records

We have taken the following measures to secure our compliance with Sections 281 to 285 of the Companies Act 2014 with regard to keeping accounting records: we employed appropriately qualified accounting personnel and we maintained computerised accounting records. Our books of account are maintained at the Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3.

Disclosure of Information to Auditors

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

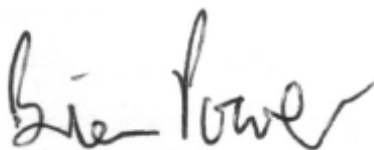
(a) so far as that Director is aware, there is no relevant audit information of which our statutory auditors are unaware, and

(b) each Director has taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that our statutory auditors are aware of that information.

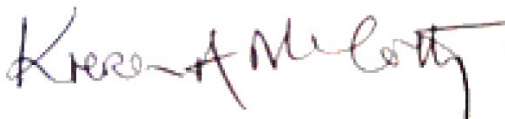
Auditors

In accordance with Section 383(2) of the Companies Act, 2014, the auditors, Mazars, Chartered Accountants and Statutory Audit Firm, will continue in office.

On behalf of the Board



Brian Power
Director



Kieran McCarthy
Director

Date: 28 May 2021

Directors' Responsibilities Statement

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

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

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

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

The Directors are responsible for ensuring that the Company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the Company, enable at any time the assets, liabilities, financial position and results of the Company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014, and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the Company and for taking reasonable steps to prevent and detect fraud and other irregularities.

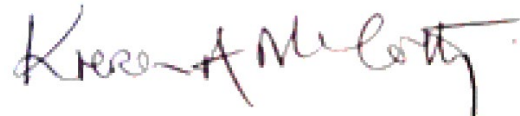
The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the Board



Brian Power

Director



Kieran McCarthy

Director

Date: 28 May 2021

**INDEPENDENT AUDITOR'S REPORT TO THE
MEMBERS OF THE CENTRAL REMEDIAL CLINIC**

Report on the audit of the financial statements

Opinion

We have audited the financial statements of The Central Remedial Clinic for the year ended 31 December 2020, which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and the related notes, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council (FRS 102).

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2020 and of its result for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually

or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the directors' report is consistent with the financial statements;
- in our opinion, the directors' report has been prepared in accordance with the Companies Act 2014;
- the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited; and
- the financial statements are in agreement with the accounting records.

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

**INDEPENDENT AUDITOR'S REPORT TO THE
MEMBERS OF THE CENTRAL REMEDIAL CLINIC (continued)*****Matters on which we are required
to report by exception***

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities***Responsibilities of directors
for the financial statements***

As explained more fully in the directors' responsibilities statement set out on page 78, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

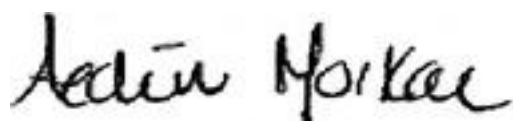
***Auditor's responsibilities for the
audit of the financial statements***

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

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

***The purpose of our audit work
and to whom we owe our responsibilities***

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



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

Date: 3 June 2021

Statement of Financial Activities

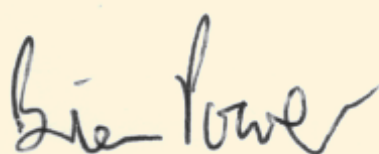
Incorporating the Income and Expenditure Account

For the year ended 31 December 2020

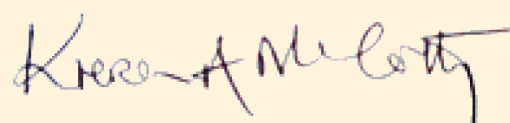
		Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €	Total 2019 €
INCOME FROM:	Notes				
Charitable activities	3	22,157,705	-	22,157,705	20,107,452
Other income	3(b)	358,126	454,939	813,065	1,186,742
Other trading activities	3(c)	-	733,355	733,355	950,000
Donations and legacies	3(d)	278,707	664,166	942,873	262,424
Total		<u>22,794,538</u>	<u>1,852,460</u>	<u>24,646,998</u>	<u>22,506,618</u>
EXPENDITURE ON:					
Charitable activities	4	(21,639,623)	(1,821,690)	(23,461,313)	(23,003,888)
Raising funds	5	-	(221,477)	(221,477)	(215,231)
Total		<u>(21,639,623)</u>	<u>(2,043,167)</u>	<u>(23,682,790)</u>	<u>(23,219,119)</u>
NET INCOME / (EXPENDITURE)	18	1,154,915	(190,707)	964,208	(712,501)
Transfer between funds	17	-	-	-	-
EXCESS OF INCOME / (EXPENDITURE)		1,154,915	(190,707)	964,208	(712,501)
NET MOVEMENT IN FUNDS		1,154,915	(190,707)	964,208	(712,501)
RECONCILIATION OF FUNDS:					
TOTAL FUNDS BROUGHT FORWARD	17	<u>14,510,320</u>	<u>13,797,863</u>	<u>28,308,183</u>	<u>29,020,684</u>
TOTAL FUNDS CARRIED FORWARD	17	<u>15,665,235</u>	<u>13,607,156</u>	<u>29,272,391</u>	<u>28,308,183</u>

All the activities relate to continuing activities.
There are no recognised gains and losses other than as stated above.
The notes on pages 84–99 form part of these financial statements.

The financial statements are signed on behalf of the Board by



Brian Power
Director



Kieran McCarthy
Director

Date: 28 May 2021

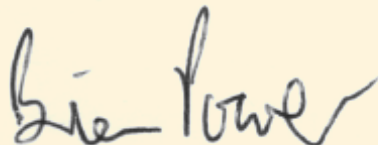
Balance Sheet

As at 31 December 2020

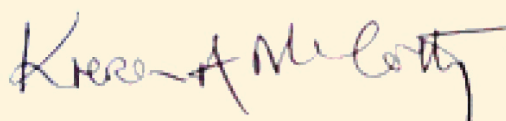
	Notes	2020 €	2019 €
FIXED ASSETS:			
Tangible fixed assets	9	13,043,429	13,382,945
Intangible assets	10	1,371,428	1,428,571
Financial assets	11	65	65
Total fixed assets		<u>14,414,922</u>	<u>14,811,581</u>
CURRENT ASSETS:			
Stocks	12	34,333	40,072
Receivables	13(a)	265,663	246,717
Grants receivable	13(b)	3,069,716	1,901,728
Cash and cash equivalents	14	<u>15,005,627</u>	<u>14,157,934</u>
Total current assets		18,375,339	16,346,451
CURRENT LIABILITIES:			
Creditors: Amounts falling due within one year	15	<u>(3,517,870)</u>	<u>(2,849,849)</u>
NET CURRENT ASSETS		<u>14,857,469</u>	<u>13,496,602</u>
TOTAL NET ASSETS		<u>29,272,391</u>	<u>28,308,183</u>
THE FUNDS OF THE CHARITY:			
Unrestricted funds	17	13,607,156	13,797,863
Restricted funds	17	<u>15,665,235</u>	<u>14,510,320</u>
TOTAL CHARITY FUNDS	16	<u>29,272,391</u>	<u>28,308,183</u>

The notes on pages 84–99 form part of these financial statements.

The financial statements are signed on behalf of the Board by



Brian Power
Director



Kieran McCarthy
Director

Date: 28 May 2021

Statement of Cash Flows

For the year ended 31 December 2020

	2020 €	2019 €
Cash flows from operating activities		
Net income / (expenditure) for the year	964,208	(712,501)
Adjustments for:		
Amortisation of intangible assets	57,143	57,143
Depreciation	1,498,182	1,353,590
Decrease in stocks	5,739	1,821
(Increase) / Decrease in debtors	(1,186,934)	452,567
Increase / (Decrease) in creditors	<u>692,343</u>	<u>(213,056)</u>
Net cash provided by operating activities	<u>2,030,681</u>	<u>939,564</u>
Cash flows from investing activities		
Payment to acquire fixed assets	<u>(1,158,666)</u>	<u>(796,745)</u>
Net cash (used in) investing activities	<u>(1,158,666)</u>	<u>(796,745)</u>
Cash flows from financing activities		
Repayment of lease interest	(4,913)	(594)
Repayment of capital element of finance leases	<u>(19,409)</u>	<u>(4,040)</u>
Net cash (used in) financing activities	<u>(24,322)</u>	<u>(4,634)</u>
Increase in cash and cash equivalents	847,693	138,185
Cash and cash equivalents at the start of the year	<u>14,157,934</u>	<u>14,019,749</u>
Cash and cash equivalents at the end of the year	<u>15,005,627</u>	<u>14,157,934</u>

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 2020. 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 Company is bound by specific performance-related conditions that are evident in the grant agreement, where there is a specification of a time period that limits the Company's ability to spend the grant until it has performed that activity related to the specified time period or when there are specific terms or conditions within the agreement that have not been met and are not within the control of the Company. Deferred grant income typically arises in relation to grants for the CRC schools, including grants from the Department of Education and Skills. Grants for the schools are typically paid based on the school year from September to August rather than on the calendar year.
- **Other income and other trading activities:** Such income is credited to the Statement of Financial Activities in the year in which it is received by the Company. Such income is any other income other than grants, donations and legacies.
- **Investment income:** Income earned on funds held on deposit is treated as unrestricted income and is credited when earned.

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

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred and is recorded as part of the expenditure to which it relates.

Costs of raising funds comprise the costs associated with attracting voluntary income, including publicity costs.

Expenditure on charitable activities are those costs incurred by the Company in the delivery of its services for its beneficiaries, including advocacy. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs arise from those functions that assist the work of the Company but do not directly undertake charitable activities. Support costs include Management and Administration, Information Technology, Human Resources, Cleaning, Maintenance, Quality Standards, Health and Safety and Governance Costs. These costs are charged to each service and activity in proportion to expenditure, which is considered to reflect estimated benefits received. The allocation of these support costs is shown in Note 6.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the Company.

The costs of publicity, including advocacy, together with related salary costs, are undertaken in raising funds and in furthering the Company's aims and objectives. These publicity costs appear in the costs of raising funds and the costs of charitable activities.

(f) Tangible Fixed Assets

Tangible fixed assets currently in use in furtherance of the Company's objectives are stated in the Balance Sheet at cost less accumulated depreciation. Depreciation is provided on tangible assets with the exception of land and office artwork, so as to write off the cost less estimated residual value of each asset over its expected useful economic life on a straight line basis at the following annual rates:

Land	Nil
Buildings	4% per annum
Medical equipment	20% per annum
Office equipment	20% per annum
Other equipment	20% per annum
Fixtures and fittings	20% per annum
Computer equipment	33% per annum
Motor vehicles	25% per annum
Office artwork	Not depreciated – revalued every 5–10 years

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Financial Activities. No amounts under €1,000 are capitalised in the Balance Sheet.

The artwork is revalued on the basis of fair value determined from market-based evidence by appraisal undertaken by professional valuers. Revaluations are subsequently carried out with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the financial year.

At each Balance Sheet date tangible fixed assets are considered to determine whether there is an indication that the asset may be impaired. If there is such an indication the recoverable amount of the asset is compared to the carrying amount of the asset. If the recoverable amount of the asset is estimated to be lower than the carrying amount, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the Statement of Financial Activities.

(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. Investments in non-puttable equitable shares which are listed and actively traded on recognised stock markets are initially recorded at cost plus transaction costs. Thereafter these are valued at fair value which is the quoted price of the securities in an active market at the reporting date.

(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 Activities.

(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 three 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 such as 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, such as the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an outright short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost. There are no such short-term instruments included in the financial statements.

(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 2020.

A Voluntary Hospital Superannuation Scheme is in operation for the majority of the Company's employees and is administered by the Mater Hospital and funded and underwritten by the Department of Health. The Directors consider that the Company has no liability arising from the potential underfunding of the scheme. There is a draft Memorandum of Understanding (MOU) in place, negotiations are continuing and it is due for sign-off between both parties.

A Single Public Service Pension Scheme is in operation for all new staff since 1 January 2013. This scheme is funded and underwritten by the Department of Public Expenditure and Reform. The Directors consider that the Company has no liability arising from the potential underfunding of the scheme.

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

(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 in the form of readily accessible funds.

(t) Leases

Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Finance leases

Where the Company enters into a lease which entails taking substantially all the risks and rewards of ownership of the asset, the lease is treated as a finance lease. The asset is recorded in the Balance Sheet as a tangible fixed asset and is depreciated in line with the Company's depreciation policy. Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the Statement of Financial Activities as interest and the capital element, which reduces the obligation (or future instalments).

2. Judgements in Applying Accounting Policies and Key Sources of Estimation Uncertainty

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Pension Estimates

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

Going Concern

As described in the Directors' Report regarding going concern and the impact of Covid-19 on the CRC, the financial statements have been prepared on the going concern basis. The Directors have prepared budgets and cash flows for a period of at least 12 months from the date of approval of the financial statements which demonstrate that there is no material uncertainty regarding the Company's ability to meet its liabilities as they fall due, and to continue as a going concern. In making this assessment, the Directors have considered the ongoing impact of Covid-19 and do not consider the impact will be so significant as to cast doubt on the ability of the organisation to continue in operational existence. The assessment performed is based on a number of key judgements and assumptions, including: as a Section 38 organisation, public funding will continue at a level similar to 2020 for the remainder of 2021 and will continue into 2022; services will continue to be delivered where possible as was the case in 2020; and the known cost impacts of Covid-19 have been considered and the organisation will continue to manage costs where possible. On the basis of the assessments and the underlying assumptions the Directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the Company was unable to continue as a going concern.

Establishing Useful Lives for Depreciation Purposes of Tangible Fixed Assets

Long-lived assets, consisting primarily of property, equipment, fixtures and fittings and motor vehicles, comprise a significant portion of the total assets. The annual depreciation charge depends primarily on the estimated lives of each type of asset and estimates of residual values. The Directors review these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation charges for the period. Details of the useful lives are included in the accounting policies.

3. Charitable Activities

	Notes	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €	Total 2019 €
Government grants*	3(a)	22,157,705	-	22,157,705	20,107,452
*See Note 8 re 2019 comparative					
		<u>22,157,705</u>	<u>-</u>	<u>22,157,705</u>	<u>20,107,452</u>

3(a) Government Grants

Grant Name and Purpose	Grant Term	Grant Source	2020 €	2019 €
HSE CHO 9 (Dublin Northeast) – Charitable Activity	Annual recurring	S38	17,495,168	15,837,143
HSE CHO 7 (Dublin Southwest) – Charitable Activity	Annual recurring	S38	184,995	184,995
HSE CHO 9 (Dublin Northwest) – Charitable Activity	Annual recurring	S38	183,012	183,012
HSE CHO 3 (Mid-West) – Charitable Activity	Annual recurring	S38	384,264	384,264
HSE CHO 5 (South) – Charitable Activity	Annual recurring	S38	925,944	925,944
HSE CHO 9 (Dublin Area 8 – Nursing Homes Seating Programme)	Annual recurring	S38	54,910	54,910
HSE CHO 9 (Swords – Transition Programme)	Annual recurring	S38	171,974	171,974
Department of Education School Grants	Annual recurring	Department of Education and Skills	1,121,592	869,144
Léargas Grant – Charitable Activity	Once off	Léargas	21,262	51,797
Sláintecare Grant – Charitable Activity	Once off	Sláintecare	-	23,298
HSE IT Capital Grants	Once off	HSE	123,007	120,876
Pobal Grant – Charitable Activity	Annual	European Social Fund and Department of Social Protection	206,199	134,118
School Meals Grant	Annual recurring	Dublin City Council	11,463	21,224
School Meals	Annual recurring	Department of Social Protection	12,350	17,820
National Lottery – Charitable Activity	Once off	National Lottery	-	4,800
HSE CHO 9 (Dublin North West – School leavers day service)	Annual recurring	S38	442,065	475,100
CDET B – Vocational Training Programme	Annual recurring	Department of Social Protection	374,998	352,693
Arts Council – Charitable Activity	Once off	Arts Council	4,080	-
Community Employment Scheme – Pay and General Administration	Annual recurring	Department of Social Protection	440,422	294,340
Grant Income			<u>22,157,705</u>	<u>20,107,452</u>

3(b) Other Income

	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €	Total 2019 €
Pension levy	265,106	-	265,106	308,165
Seating sales	-	63,697	63,697	77,659
Swimming pool, catering and other activities and insurance compensation	93,020	98,062	191,082	796,497
Interest from non-property investments	-	293,180	293,180	4,421
	<u>358,126</u>	<u>454,939</u>	<u>813,065</u>	<u>1,186,742</u>

3(c) Other Trading Activities

	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €	Total 2019 €
The Care Trust DAC – lottery proceeds (Note 22)	-	733,355	733,355	950,000
	<u>-</u>	<u>733,355</u>	<u>733,355</u>	<u>950,000</u>

Note 3 Charitable Activities continued

3(d) Donations and Legacies

	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €	Total 2019 €
Donations and fundraising	278,707	24,166	302,873	213,981
Legacies	-	640,000	640,000	48,443
	<u>278,707</u>	<u>664,166</u>	<u>942,873</u>	<u>262,424</u>

4. Expenditure on Charitable Activities

	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €	Total 2019 €
Staff costs – direct*	15,928,216	170,000	16,098,216	15,363,739
Staff costs – support costs	2,000,686	-	2,000,686	1,817,806
Operating costs – direct	2,019,979	15,820	2,035,799	2,454,351
Operating costs – support costs	1,690,742	1,635,870	3,326,612	3,367,992
	<u>21,639,623</u>	<u>1,821,690</u>	<u>23,461,313</u>	<u>23,003,888</u>

Support costs are further detailed in Note 6. The above 2020 costs include €47,238 of costs, including salary costs, relating to advocacy. *See Note 8 re 2019 comparative.

5. Expenditure on Raising Funds

	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €	Total 2019 €
Staff costs – direct	-	152,148	152,148	124,879
Staff costs – support costs	-	-	-	-
Operating costs – direct	-	10,373	10,373	23,133
Operating costs – support costs	-	50,290	50,290	49,149
Events	-	8,666	8,666	18,070
	<u>-</u>	<u>221,477</u>	<u>221,477</u>	<u>215,231</u>

Support costs are further detailed in Note 6. The above 2020 costs include €30,430 of costs, including salary costs, relating to advocacy.

6. Support Costs and Allocation of Expenditure

6(a) Support Costs

	2020 €	2019 €
Depreciation and amortisation	1,555,325	1,410,733
Unrestricted expenditure on buildings, equipment, training and research	222,980	522,910
Management and administration	1,647,828	1,564,039
IT	817,568	587,539
HR	426,002	421,623
Cleaning	174,707	236,009
Maintenance	211,729	189,103
Quality standards, health and safety	215,074	224,195
Governance costs – detailed in 6 (b)	106,375	78,796
	<u>5,377,588</u>	<u>5,234,947</u>

Note 6 Support Costs and Allocation of Expenditure continued

6(b) Governance Costs

Support costs also include governance costs as follows:

	2020 €	2019 €
Company secretarial costs	43,385	38,148
External audit	22,698	22,375
Internal audit	<u>40,292</u>	<u>18,273</u>
	<u>106,375</u>	<u>78,796</u>

6(c) Allocation of Expenditure

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

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

6(d) Direct Expenditure by Key Area of Activity

	2020 €	2019 €
Children's and Clinical Services	8,461,162	8,065,247
National Specialist Services and Research	2,745,505	2,695,402
Adult Services	4,803,417	4,858,534
Fundraising	171,187	166,082
Schools	1,252,943	1,216,520
Ancillary services (swimming pool, canteen, transport)	<u>870,988</u>	<u>982,387</u>
	<u>18,305,202</u>	<u>17,984,172</u>

6(e) Support Costs by Key Area of Activity

	2020 €	2019 €
Children's and Clinical Services	2,485,668	2,386,746
National Specialist Services and Research	806,557	797,650
Adult Services	1,411,118	1,350,680
Fundraising	50,290	49,149
Schools	368,082	360,005
Ancillary services (swimming pool, canteen, transport)	<u>255,873</u>	<u>290,717</u>
	<u>5,377,588</u>	<u>5,234,947</u>

7. Employees and Staff Costs

The Company employed an average of 440 people in 2020 (2019 in 399). 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 six doctors who are not direct employees of the Company but who are fully or partially seconded from other parts of the health service. It also includes staff such as bus escorts and swimming pool lifeguards who are employed on contracts with no fixed working hours. In addition to this the Company received the benefit of volunteers contributing 303 hours of work.

7(a) Number of Employees

	Monthly Average Number	Whole Time Equivalents	Monthly Average Number	Whole Time Equivalents
	2020	2020	2019	2019
Medical and nursing	150	122	141	116
Clerical and administration	66	55	65	54
Patient and client care	133	113	128	109
Invoiced doctors	6	2	7	3
Community Employment Scheme	28	15	18	10
Support staff on flexible contracts	57	24	58	22
	<u>440</u>	<u>331</u>	<u>417</u>	<u>314</u>

7(b) Total Staff Costs

	2020 €	2019 €
Wages and salaries	16,036,093	15,176,746
Social welfare costs	1,525,244	1,453,222
Pension costs	<u>689,713</u>	<u>676,456</u>
	<u>18,251,050</u>	<u>17,306,424</u>

7(c) Senior Staff Remuneration

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

	2020	2019
Band: €60,000 – €69,999	14	12
Band: €70,000 – €79,999	14	15
Band: €80,000 – €89,999	2	-
Band: €90,000 – €99,999	2	2
Band: €100,000 – €109,999	2	1
Band: €140,000 – €149,999	-	-
Band: €160,000 – €169,999	-	-
Band: €170,000 – €179,999	-	-
Band: €180,000 – €189,999	<u>1</u>	<u>1</u>
	<u>35</u>	<u>31</u>

Total benefits are calculated after deducting pension related deduction (PRD) which is retained as income by the Company. Total benefits do not include employer pension contributions. The above numbers include senior medical consultants. The orthopaedic surgeon received remuneration of €183,357 in 2020 (€180,760 in 2019).

7(d) Key Management Remuneration

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

	2020 €	2019 €
Key management staff costs		
Wages and salaries	965,659	853,081
Social welfare costs	89,190	82,031
Pension costs	<u>54,649</u>	<u>42,984</u>
	<u>1,109,498</u>	<u>978,096</u>

These figures include senior clinical posts. The whole time equivalents of key management increased by 1.3 in 2020 to 11.6 (10.3 in 2019). The CEO received remuneration of €112,019 in 2020 (€106,560 in 2019). Members of the Board of Directors do not receive remuneration for their services as Directors. Expenses directly incurred by the Directors in carrying out their role are reimbursed, if claimed. None of the current Directors of the Company have claimed any expenses since their appointment.

8. Comparative Information for the Separate Classes of Funds

For the financial year ended 31 December 2019

	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €
INCOME FROM:			
Charitable activities*	20,107,452	-	20,107,452
Other income	812,936	373,806	1,186,742
Other trading activities	-	950,000	950,000
Donations and legacies	183,989	78,435	262,424
Total	<u>21,104,377</u>	<u>1,402,241</u>	<u>22,506,618</u>
EXPENDITURE ON:			
Charitable activities*	(21,032,096)	(1,971,792)	(23,003,888)
Raising funds	-	(215,231)	(215,231)
Total	<u>(21,032,096)</u>	<u>(2,187,023)</u>	<u>(23,219,119)</u>
NET INCOME / (EXPENDITURE)	72,281	(784,782)	(712,501)
Transfer between funds	(892,664)	892,964	-
EXCESS OF (EXPENDITURE) / INCOME	(820,683)	108,182	(712,501)
NET MOVEMENT IN FUNDS	(820,683)	108,182	(712,501)
RECONCILIATION OF FUNDS:			
TOTAL FUNDS BROUGHT FORWARD	<u>15,331,003</u>	<u>13,689,681</u>	<u>29,020,684</u>
TOTAL FUNDS CARRIED FORWARD	<u>14,510,320</u>	<u>13,797,863</u>	<u>28,308,183</u>

* 2019 figure grossed up for the €294,340 Community Employment Scheme Grant received and spent in 2019 that was stated on a net basis in 2019 Annual Report – see Note 3(a) on page 88 and Note 4 on page 89.

9. Tangible Fixed Assets

	Land €	Buildings €	Medical Equipment €	Office Artwork €	Equipment (Office and Other) €	Fixtures and Fittings €	Computer Equipment €	Motor Vehicles €	Total €
Cost									
At 1 January 2020	805,181	31,455,022	2,077,881	86,250	1,538,742	3,772,515	1,036,069	730,099	41,501,759
Additions	-	638,479	90,959	-	176,577	3,166	50,213	199,272	1,158,666
Disposals and write-offs	-	-	(7,769)	-	(103,802)	(66,612)	(164,399)	(48,223)	(390,805)
At 31 December 2020	<u>805,181</u>	<u>32,093,501</u>	<u>2,161,071</u>	<u>86,250</u>	<u>1,611,517</u>	<u>3,709,069</u>	<u>921,883</u>	<u>881,148</u>	42,269,620
Depreciation									
At 1 January 2020	-	(20,057,789)	(1,764,916)	-	(1,147,450)	(3,711,200)	(874,389)	(563,070)	(28,118,814)
Charge for the financial year	-	(965,543)	(119,000)	-	(164,807)	(29,437)	(111,379)	(108,016)	(1,498,182)
On disposals	-	-	7,769	-	103,802	66,612	164,399	48,223	390,805
At 31 December 2020	-	<u>(21,023,332)</u>	<u>(1,876,147)</u>	-	<u>(1,208,455)</u>	<u>(3,674,025)</u>	<u>(821,369)</u>	<u>(622,863)</u>	(29,226,191)
Net Book Value									
At 31 December 2020	<u>805,181</u>	<u>11,070,169</u>	<u>284,924</u>	<u>86,250</u>	<u>403,062</u>	<u>35,044</u>	<u>100,514</u>	<u>258,285</u>	13,043,429
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>	13,382,945

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

Assets held under finance leases included in tangible fixed assets:

Current financial year

Net book values

At 1 January 2020

Depreciation Charge for the year

At 31 December 2020

Equip (Office & Other) €	Total €
109,847	109,847
(22,383)	(22,383)
<u>87,464</u>	<u>87,464</u>

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

10. Intangible Fixed Assets

Cost:

At 1 January 2020 and 31 December 2020

**Operating
Licences
€**

2,000,000

Amortisation:

At 1 January 2020

Charge for the financial year

At 31 December 2020

571,429

57,143

628,572

Net book amounts:

At 31 December 2020

At 31 December 2019

1,371,428

1,428,571

In respect of previous financial year:

Cost:

At 1 January 2019 and 31 December 2019

**Operating
Licences
€**

2,000,000

Amortisation:

At 1 January 2019

Charge for the financial year

At 31 December 2019

514,286

57,143

571,429

Net book amounts:

At 31 December 2019

At 31 December 2018

1,428,571

1,485,714

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

	2020 €	2019 €
The Care Trust shares	65	65

12. Stocks

	2020 €	2019 €
Wheelchair materials and sundry stock	34,333	40,072

There are no material differences between the replacement cost of stock and the Balance Sheet amount.

13(a) Receivables

	2020 €	2019 €
Patients' fees and appliances	64,385	49,534
Other debtors	44,371	70,660
Prepayments and accrued income	156,907	126,523
	<u>265,663</u>	<u>246,717</u>

13(b) Grants Receivable

	2020 €	2019 €
HSE CHO 9 (Dublin Northeast)	2,980,652	1,715,600
HSE CHO 9 (Transition Programme)	40,753	135,339
Dublin City Council School Meals Grant	11,617	11,181
CDET B	36,694	22,608
Léargas	-	17,000
	<u>3,069,716</u>	<u>1,901,728</u>

14. Cash and Cash Equivalents

	2020 €	2019 €
Short-term investments: Prize bonds	800	800
Short-term investments	5,292,640	6,123,358
Bank balances	9,708,713	8,032,009
Petty cash	3,474	1,767
	<u>15,005,627</u>	<u>14,157,934</u>

15. Payables

Amounts falling due within one year

	2020 €	2019 €
Accruals	1,291,423	999,743
Accruals (related to IPT pension scheme in wind-up)	510,805	474,047
Other creditors	460,997	354,869
Deferred grant income (15a)	791,570	597,034
Tax creditor (15b)	<u>463,075</u>	<u>424,156</u>
	<u>3,517,870</u>	<u>2,849,849</u>

Included within accruals is an amount for annual leave of €126,472 (2019 in €7,232). Increase in 2020 due to Covid-19.

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

	2020 €	2019 €
Deferred grant income balances at start of the year	597,034	448,038
Deferred grant income received	1,149,645	980,715
Deferred grant income released	(955,109)	(831,719)
Net movement on deferred grant income	194,536	148,996
Deferred grant income balances at end of the year	<u>791,570</u>	<u>597,034</u>

Included are 2021 Department of Education and Skills grants of €716,150 (€597,034 in 2019) which are deferred as they relate to the school year ended 31 August 2021 and a HSE grant for 2021 rental costs of €75,420 (€0 in 2019).

15(b) Tax Creditors

	2020 €	2019 €
Payroll taxes (PAYE, PRSI, etc.)	451,561	418,880
Professional Services Withholding Tax	11,514	5,276
	<u>463,075</u>	<u>424,156</u>

16. Statement of Funds

	Restricted Funds 2020 €	Unrestricted Funds 2020 €	Total 2020 €	Total 2019 €
Tangible fixed assets	2,113,745	10,929,684	13,043,429	13,382,945
Intangible assets	1,371,428	-	1,371,428	1,428,571
Shares	65	-	65	65
Stocks	34,333	-	34,333	40,072
Receivables	265,663	-	265,663	246,717
Grants receivable	3,069,716	-	3,069,716	1,901,728
Cash and cash equivalents	12,096,045	2,909,582	15,005,627	14,157,934
Payables	<u>(3,285,760)</u>	<u>(232,110)</u>	<u>(3,517,870)</u>	<u>(2,849,849)</u>
Total	<u>15,665,235</u>	<u>13,607,156</u>	<u>29,272,391</u>	<u>28,308,183</u>

In respect of the prior financial year

	Restricted Funds 2019 €	Unrestricted Funds 2019 €	Total 2019 €
Tangible fixed assets	1,218,872	12,164,073	13,382,945
Intangible assets	1,428,571	-	1,428,571
Shares	65	-	65
Stocks	40,072	-	40,072
Receivables	246,717	-	246,717
Grants receivable	1,901,728	-	1,901,728
Cash and cash equivalents	12,318,978	1,838,956	14,157,934
Payables	<u>(2,644,683)</u>	<u>(205,166)</u>	<u>(2,849,849)</u>
Total	<u>14,510,320</u>	<u>13,797,863</u>	<u>28,308,183</u>

17. Movement in Funds

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

In respect of the prior financial year

	At start of financial year 2019 €	Income 2019 €	Expenditure 2019 €	Transfers between funds 2019 €	At end of financial year 2019 €
Grant funding	1,330,873	20,920,388	(20,921,702)	-	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	21,104,377	(21,032,096)	(892,964)	14,510,320
Unrestricted funds	13,689,681	1,402,241	(2,187,023)	892,964	13,797,863
Total	29,020,684	22,506,618	(23,219,119)	-	28,308,183

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

* Reflects the usage of F&S restricted funds for the restricted purpose of capital expenditure in 2019 and reflects the classification of assets and liabilities to their respective class of restricted/unrestricted.

18. Net Movement in Funds

Net movement in funds is stated after charging:

	2020 €	2019 €
Depreciation of tangible fixed assets and amortisation	1,555,325	1,410,733
Operating lease charges	95,400	92,900
Auditors' remuneration – external audit services (incl. VAT)	22,698	22,375

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

19. Taxation

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

20. Pensions

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

The amount of pension costs recognised in the Statement of Financial Activities during the year was €689,713 (€676,455 in 2019) and the amount due at year end was €264,935 (€261,258 in 2019).

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 €510,805 which have been accrued for pension wind-up costs and related costs. With the exception of the wind-up and related costs of €510,805, 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 2019 and 31 December 2020.

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 2020 was nil (nil in 2019).

21. Commitments

Capital Commitments

At 31 December 2020, the Company had entered into commitments of €20,880 (€65,738 in 2019) in relation to capital work to be carried out during 2021.

Operating Lease Commitments

The operating lease charged to expenditure in 2020 was €95,400 (€92,900 in 2019). At 31 December 2020 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2020 €	2019 €
Not later than 1 year	77,300	77,300
Later than 1 year and not later than 5 years	226,250	226,250
After 5 years	<u>255,000</u>	<u>300,000</u>
	<u>558,550</u>	<u>603,550</u>

Obligations under Finance Leases

At 31 December 2020 the Company had future minimum lease payments under finance leases as follows:

	2020 €	2019 €
Not later than 1 year	35,267	8,081
Later than 1 year and not later than 5 years	101,458	12,121
After 5 years	-	-
	<u>136,725</u>	<u>20,202</u>

22. Related Parties

The Care Trust DAC

Since March 2016 the Company has owned 50% of the issued share capital of The Care Trust DAC, a company set up to operate pools and lotteries for charitable purposes for the benefit of the Company, Rehab and the Mater Hospital. With effect from 1 September 2014 the share of these lottery proceeds attributable to the Company have been paid directly to the Company by The Care Trust DAC. These amounted to €733,355 during 2020 (€950,000 in 2019).

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

Key Management

There were no transactions with key management personnel other than those set out in Note 7(d).

23. Contingent Assets and Liabilities

As disclosed in the Directors' Report, on 8 January 2021 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.

24. Financial Instruments

	2020 €	2019 €
Financial Assets		
Financial assets measured at amortised cost	<u>18,184,099</u>	<u>16,179,856</u>
Financial Liabilities		
Financial liabilities measured at amortised cost	<u>460,997</u>	<u>354,869</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.

25. Events After the Balance Sheet Date

There were no material events since the Balance Sheet date.

26. Approval of Signing of the Financial Statements

The financial statements were approved for signing and authorised for issue by the Board of Directors on 28 May 2021.

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

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