



Statement of Strategy and Strategic Plan

2024-2026



Our Mission

- We empower the people we support, by providing a service which enhances their lives through a responsive, proactive and collaborative approach to meeting their needs, wishes and choices.



Our Vision

- Our vision is to enable those we support, to be valued as citizens equal in status, rights and opportunities as every other citizen.



Our Core Values

- We act in the best interest of those we support, ensuring the person is at the centre of all we do.
- We value each person as an equal participant and as an equal citizen.
- We act with respect, dignity, integrity, transparency, honesty and openness subject to our responsibility for confidentiality.
- We listen to and work with all stakeholders.
- We work efficiently and effectively, set standards and adhere to them.
- We build capacity, capability and seek to grow, improve and innovate.
- We are flexible and able to adapt as necessary.

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Foreword

Windmill is proud of what we do. We work hard to deliver a service to the people we support and we believe that we do the job well. We cope with the many challenges that we face, be it managing through Covid, fighting for appropriate funding, retaining and recruiting the best staff. We are never complacent. We constantly seek to improve all that we do, to be flexible, to be innovative and to fight for the people who use our service and for those who provide the service.

It is now time for our new Statement of Strategy 2024 - 2026. A lot has happened since we created the last Statement and no doubt there will be many challenges over the next 3 years that we don't know now and that we can't predict.

We do know that the people we support are at the heart of all that we do and we do know that we will work tirelessly to ensure that the services and supports that we provide will be the best that we can do - despite the many challenges that we are likely to face.

We do know how important our staff are and without their dedication and commitment, we could not do all that we do and do it as well as we believe we do. It is important that we provide a positive work place and provide the best support to our staff as well as to those who receive our supports.

We do know how much unpaid work and effort is given freely by our Board of Directors and we want to acknowledge the dedication and commitment of those who volunteer to act as Directors. We do appreciate that the demands on the Directors have increased hugely over the past 3 years.

We also know that we have to constantly review, re-assess and reconsider what we do and how we do it to ensure that we respond to the people that we support by delivering the best possible individualised person-centred service that we can within the constraints of funding, staffing and any other challenge that we face. We will continue to innovate and to improve in every way that we can and in all that we do.

So we believe this new Statement of Strategy will enable us to do that, to do it effectively, efficiently and to the very best our ability.

Maria Meyler
Chairperson

Joan Mac Donald
Head of Windmill

Windmill Statement of Strategy 2024 – 2026

The 5 key objectives are:

Service

Deliver a quality service in line with “New Directions” Social Policy that enables and empowers those we support and maintains our reputation for excellence.

People

Work together for those we support, their families and carers, those who work with us and those we depend on with respect, openness, honesty and transparency.

Governance

Ensure effective and efficient governance in compliance with the Board’s statutory and legal obligations.

Communication

Be proactive in our communication with all stakeholders.

Resources

Ensure our finances, our facilities and our IT systems are managed effectively and efficiently and enable the organisation to deliver on its objectives.

Who are we?

Windmill Therapeutic Training Unit CLG (Windmill) is a company, limited by guarantee, governed by a Board of Directors (Charity Trustees) who provide their services on a voluntary basis.

We are a registered Charity with Charitable status.

What do we do?

We provide support for circa 60 adults with mild to moderate intellectual disability through our Day Service Programmes and our Independent Living Programmes.

Windmill is managed by the Head of Windmill who reports to the Board. The service is provided through the management team and circa 35 whole time equivalent staff.

We operate in Wexford Town with premises in Larkin’s Lane, Cornmarket and South Main Street.

We are mainly funded by the Health Service Executive. We also rely on Monthly Contributions from those we support and on fundraising and charitable donations.

Windmill Stakeholders

Windmill identifies stake holders as those who are actively involved in the work of Windmill, who contribute to it or are affected by it.



Windmill Strategic Plan 2024 - 2026

This Strategic Plan is intended as a living document.

Windmill is a capable and flexible organisation and we will respond to changing needs, new opportunities, emerging challenges and changes in the environment.

Our core values are not just words on a page, they are what we, Windmill, believe in and what we aim to achieve every day ...in every way.

By the end of 2026 we hope to have a broader range of services and programmes that further empower those we support and enhance their lives.

Service

Key Objective:

Deliver a quality service in line with “New Directions” Social Policy that enables and empowers those we support and maintains our reputation for excellence.

Objectives:

Deliver high quality Person-Centred Services in line with HSE Policy New Directions across all our services i.e.

- Day Service
- Social participation and Inclusion Programme
- Independent Living Supports
- Advocacy Supports
- The provision of residential accommodation for those we support who wish to live independently
- Transportation Service

Actions & Outcomes:

Person Centred

Provide each person with individualised supports which enhances their life through a responsive, proactive and collaborative approach.

Strengthen and imbed the therapeutic relationship and person-centred ethos and culture.

Ensure regular assessment and review of each Person-Centred Plan (PCP) to record and evidence advancement of goals and outcomes.

Services

Continue to develop, improve and innovate across all services.

Ensure each person is supported to access and participate in their local community to the greatest extent possible.

Continuously research to identify and offer additional social inclusion opportunities.

Continue to provide social participation and inclusion supports extending into weekends and evenings, subject to resources, in response to identified goals of those we support.

Explore with service users, families and staff, through the PCP process, the timing of our supports and services moving beyond a structured Day Service timing of 10am to 3:30pm Mon to Fri.

Use the HSE EASI Tool to maximise its potential to support us to meet New Directions Interim Standards.

Maximise the potential of the HSE EASI Tool and its Action Plan to prepare for monitoring and regulation as set out under New Directions Interim Standards.

Research and acquire a digital platform to facilitate the effective recording, monitoring, review and reporting of the person-centred planning process to support quality of service.

Continue our pilot programmes with a view to further developing our Independent Living supports.

Ensure the appropriate structures are in place to take ownership of and manage the William Neville House, Cluain Beag as owner and landlord.

Work with our donor and our families in the provision of 3 apartments at William Neville House, Cluain Beag as a further pilot project for Independent Living accommodation.

Outcomes:

- *Each person receives a quality individualised person-centred service that is responsive to their needs, wishes and choices.*
- *Enhanced social participation programmes delivered.*
- *Independent Living Supports Programme extended and enhanced.*

Advocacy

Continue to advocate for appropriate service provision for those we support.

Continue to advocate for adequate funding to provide the appropriate service for those we support.

Continue to enable self-advocacy.

Outcome:

Advocacy services further developed and enhanced

Transport

Provide an efficient transportation service to the extent possible to enable access to our Services and Programmes.

Review Transportation service to include the structure, funding, costs, staffing, fleet and routes.

Outcome:

Those we support are enabled to access our service and their community to the greatest extent possible.

People

Key Objective:

Work together for those we support, their families and carers, those who work with us and those we depend on with respect, openness, honesty and transparency.

Objectives:

- Empower the people we support and make sure they are at the centre of everything we do.
- Support & develop staff and create a positive working environment for staff & volunteers.
- Ensure the staff have the appropriate training and skills required.
- Ensure that we have an effective performance management and review system in place.

Actions and Outcomes:

Our People - Those we support

Provide a service which enhances the lives of those we support through a responsive proactive and collaborative approach.

Listen and respond to the needs and preferences of those we support and continue to involve families/carers in decisions about service provision.

Ensure each person has an individualised Person-Centred Plan (PCP) which identifies and implements their needs, wishes and choices.

Provide opportunities for formal and informal feedback from those we support and their families in relation to services we provide.

Outcomes:

- *Those we support are provided with a quality service that is based on their needs, wishes and choices to the best degree possible.*
- *Those we support and their families know that Windmill continues to actively listen and respond to them.*

Our Staff – Those we rely on

Training and development processes reviewed and enhanced as appropriate.

Review our staffing structure, positions, titles and numbers across all grades and positions and implement any changes necessary to ensure the effective running of Windmill.

Ensure the appropriate levels of responsibility and reporting arrangements across all positions/grades.

Performance Management process and system is in place and reviewed annually.

Outcome:

- *Positive team that is enabled to work effectively.*
- *Effective performance management in place.*

Stakeholders

We will build on our existing relationships with key stakeholders and other organisations – statutory and non-statutory – and our supporters to ensure that funding and support for our work is maintained and developed.

Outcome:

Positive working relationships with all our stakeholders

Governance

Key Objective:

Ensure effective and efficient governance in compliance with the Board's statutory and legal obligations.

Objectives:

- Provide leadership to sustain and advance the delivery of our key objectives.
- Provide governance in accordance with the Articles within a framework that ensures good business practices, organisational accountability, transparency and financial sustainability.

Actions and Outcomes:

- Take responsibility for the performance of the charity.
- Place quality and safety at the forefront of everything we do.
- Have a strong focus on risk and put controls in place to eliminate or mitigate risks to the greatest degree possible.
- Ensure Windmill complies with all regulatory requirements and its governing documents and makes effective and efficient use of financial and other resources.
- Ensure the Board has the appropriate, necessary and relevant experience, skills and capability and access to appropriate training and advice.
- Meet regularly with agenda and relevant papers available to directors to ensure informed and transparent decisions are made that advance our objectives.

- Ensure the Board reviews its own performance and the effectiveness of the Board to include the structure, size and membership and make any necessary improvements.
- Monitor progress against plans and evaluate the effectiveness of the work to meet our objectives.
- Ensure all regulatory standards and quality requirements are adhered to.
- Review controls to ensure compliance, monitoring performance and making adjustments where necessary.
- Review, update and agree operational policies covering key aspects of the service.
- Regularly review risk to include risk strategy, risk management and risk appetite.

Outcome:

Windmill is managed responsibly and carries out our objectives while ensuring compliance with all statutory and legal requirements.

Communication

Key Objective:
Be proactive in our communication with all stakeholders.

Objective:

Be open, transparent and proactive in all our communications with all stakeholders
 Raise awareness of the charity and what it does.
 Ensure that all stakeholders can communicate easily with the charity.
 Keep our message clear, appropriate and relevant to the audience.

Actions and Outcomes:

Sub-committee

- The communications sub-committee to continue to develop our communication strategy, to meet regularly and implement agreed communications objectives.

Meetings

- To continue to hold regular, effective and efficient meetings at all levels i.e. staff, management and Board of Directors with minutes available for all meetings held.

Website

- Regular review of website to update and enhance the content and quality of our website.

Family Forum

- Hold a minimum of 2 family forums per year.

Parent Representation –

- Ensure parent representatives communicate with families and encourage feedback.

Social Media

- Continue to update relevant and appropriate content.

Technology

- To increase use of technology to communicate more effectively and efficiently.

*Outcome:
Windmill effectively communicates with all stakeholders in an open and transparent manner while providing opportunities for feedback.*

Resources

Key Objective:

Ensure our finances, our facilities and our IT systems are managed effectively and efficiently and enable the organisation to deliver on its objectives.

Objectives:

- Ensure our finances are managed effectively and efficiently and our facilities and our IT systems are at the highest standard to enable the organisation to deliver on its objectives.
- Manage all our resources effectively and efficiently.

Actions and Outcomes:

Finance

- Work with our main funders, HSE and other donors to ensure sustainable funding.
 - Continue to assess, review and manage financial risk, reviewing and updating policies and internal controls regularly.
 - Ensure we have the right financial information to enable fully informed decision-making and evaluation.
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Resources

- Assess the suitability of our premises for our current and future service provision and ensure our premises are fit for purpose.
- Update our IT systems to better deliver and improve efficiency and acquire new technology that improves our effectiveness to deliver a quality service.
- Review and update other resources as required.

Outcomes:

- *Our funding is sustainable and allows us to further develop our services.*
- *Our resources are fit for purpose and suit our needs.*

Windmill Board Structure



Sub Committees listed below:

Governance	Finance	Fundraising	Quality & Safety	Independent Living	Communications	Risk Management	Human Resources
Maria Meyler	Joe O’Leary	Bill Kelly	Carmel Kavanagh	Niall McCabe	Pat Collins	Eamonn Campion	Dermot Hand
Joan MacDonald	Pat Carberry		Anne Carberry	Maria Meyler	Siobhan Matthews	Joan MacDonald	Joan MacDonald
Marie O’Connor	Liam Gallagher		Joan MacDonald	Joan MacDonald	Catherina Dixon		Linda Kelly
			Sylvester Donegan	Nora NicAogain	Geraldine Cullen		
			Liz O’Connor Keogh	Michael Carey			
				Leonard Poole			
				Paul Ebrill			
				Nuala Waters			
				Michael Ward			

