



**Windmill Therapeutic Training Unit CLG
(Windmill)**

Directors' Annual Report 2024

Company Address: Larkins Lane, South Main Street, Wexford Town, Y35XE48

Company number: 226765 Charity Tax Exemption Number: CHY 9500

*Charity Registration Number: 20023799, registered with Companies registration office,
Bloom House, Gloucester Place Lower, Dublin 1*

Reference and Administrative Details

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.

Windmill Therapeutic Training Unit clg - Board of Directors:

| | |
|-----------------|---------------------------------|
| Maria Meyler | Chairperson, Board of Directors |
| Helen Doyle | Secretary, Board of Directors |
| Joe O'Leary | Treasurer, Board of Directors |
| Bill Kelly | Board of Directors |
| Pat Collins | Board of Directors |
| Eamonn Campion | Board of Directors |
| Niall McCabe | Board of Directors |
| Dermot Hand | Board of Directors |
| Carmel Kavanagh | Board of Directors |

Head of Windmill: Joan MacDonald

Board Sub-Committees

| | |
|---|-----------------|
| Governance sub-committee: Chairperson | Maria Meyler |
| Finance sub-committee: Chairperson | Joe O'Leary |
| Fundraising sub-committee: Chairperson | Bill Kelly |
| Independent Living sub-committee: Chairperson | Niall McCabe |
| Communications sub-committee: Chairperson | Pat Collins |
| Risk Management sub-committee: Chairperson | Eamonn Campion |
| Quality & Safety sub-committee: Chairperson | Carmel Kavanagh |
| Human Resources sub-committee: Chairperson | Dermot Hand |

Independent Auditor: John Holohan and Co., Rowe Street, Wexford Town

Principle Bankers: Bank of Ireland, Crescent Quay, Wexford Town

Solicitors: O'Connor Mullen, 1 Glenna Terrace, Spawell Road, Wexford Town

Chairperson's Statement:

Welcome to our 2024 Annual Report for Windmill Therapeutic Training Unit CLG (Windmill).

The Board of Windmill comprises 9 directors listed on the previous page. As directors, we are Windmill's charity trustees and as such we are the people who exercise control over and are legally responsible for the management of Windmill. The work of a Windmill director has changed considerably over the last 10 years and the responsibilities have increased enormously. This is partly due to the introduction of the Charities Governance Code in 2018, but mainly due to the continued expansion of the service or more accurately the range of services that we provide and the increasing number of people that we support.

Many of the directors have served on the Board for a long time, giving generously of their expertise and their time. I would like to express my appreciation and gratitude for all that they do. Patti Keane, retired in 2023 and I would like to thank her for her dedication over many years. Carmel Kavanagh joined the Board and we are delighted to have her considerable experience, having worked previously with HSE and already having a knowledge of Windmill. Four of the directors are due to retire in 2 years and the Board will be working to find new directors with appropriate experience and skills to fill those positions.

As I say each year, Windmill wouldn't and couldn't exist unless we comply with all the legal and regulatory requirements of a registered charity, a company limited by guarantee, an employer and a service that works with vulnerable adults. The Board understands and works hard to ensure that we have good governance in place across all these functions.

We have been working on our new Statement of Strategy for 2024- 2026 and this will be available shortly on our website. We never stand still in Windmill, we continue to expand in all ways and to review, reflect and improve as much as possible. We do new things and we look at the things that we have always done to see if we can improve and do better.

When I joined the Board in 2015, we had income of €765,000 that year. In 2023, our income has risen to €2,070,000. We supported c 35 people in 2015 through Day Service and we now support 66 people with 9 supported through our various support services and independent living services. Staffing has risen from 22 to 57.

We were fortunate to meet with Minister Anne Rabbitte again and members of HSE in May 2024 and we negotiated some further funding to cover once off expenditure on particular projects. Some of that has been received and we will be seeking to have the remainder received before year end.

One of those projects, the William Neville House Project, relates to the donation, to Windmill, of 3 apartments and a studio. This will have huge benefits to our supported independent living projects but also it is a huge challenge to bring to a successful conclusion. Having taken ownership during the summer, we continue to work with all parties to move the project along as quickly as possible. Funding for the required supports being the major obstacle to be overcome and Windmill will work with the families to hopefully make real progress on this over the next few months.

Finally, without Joan McDonald, our Head of Windmill, the Management team and our staff, there would be no service. We express our appreciation and thanks to our staff for their great contribution to making Windmill what it is.

We, the Board, want to acknowledge again, the dedication, passion and huge commitment that Joan gives to Windmill day after day after day. She goes above and beyond, working tirelessly to provide the best service possible to each and everyone one that we support. On behalf of the Board, the people we support, their families and our staff, thank you, Joan, for all the long hours and your never- ending support to all of us. I would also like to thank both Linda and Marie for all the work that they do in supporting the Board.

We look forward to working together to continue to deliver the best quality service for 2024 and beyond.

Maria

Maria Meyler
Chair of the Board of Directors
Sept 2024

Head of Windmill's Statement:

As Maria, Chair of the Board, refers to in her submission, Windmill, in response to needs, has more than doubled in size over the last number of years. These expansion developments have brought with them several challenges in relation to ensuring the provision of individualized service to all those who are supported by Windmill.

The Head of Windmill's Annual Plan 2024 considered how best to address these challenges. This year my primary objective has been to ensure the delivery of a quality Service in line with Social Policy "New Directions" and the continuation and strengthening of Windmill's approach, the "Windmill Way".

Day Services will be monitored against "New Directions" and its "Interim Standards" and HSE is in the process of developing and introducing a monitoring process for Day Services to ensure standardized quality of service provision. In preparation for this, Windmill has introduced and is developing internal processes /systems to facilitate the HSE EASI process (Evaluation, Action and Service Improvement) and to meet its quality improvement requirements. For example, a group was established in 2024 to provide a forum to review existing and new PPPGs (policies, procedures, protocols and guidelines) to ensure that they are relevant, accurate and written in a standardised format e.g The Serious Incident Management Guideline was approved at our Board meeting on 27/5/2024. We also enhanced staff roles and reporting systems to include consideration of the EASI process.

Windmill successfully completed the recruitment process this year increasing the staff number by 2.3 WTE's. With the additional roles we have, again this year, restructured the Staff Support Teams. This has enabled us to increase capacity to take on an additional 4 service users for 2024.

With expansion came the risk of dilution of ethos and philosophy. This has been addressed through two staff development processes. The development and weekly facilitation of Staff Reflective Practice Workshops and the identification of Social Pedagogy as the academic training course which expands theoretically and evidentially upon the Therapeutic Relationship. Staff will receive training in, and will be supported to have access to, continuous professional development opportunities in Social Pedagogy training.

Other areas of development aimed at ensuring quality of individualized service to all include the introduction of a WhatsApp family announcement platform to aid communication between Windmill and families.

We also have plans to improve access to premises and to adapt spaces to respond to changing and increased needs. This work will also enable us to increase capacity. We have also been reviewing and increasing our transportation fleet.

These developments are reliant upon adequate resources and funds. We are grateful for the ongoing support of our funders HSE, and fundraisers including Bill and Isabelle Kelly of Kelly's Hotel, Zurich Insurance Wexford, and all other members of our community who have made donations.

The provision of a quality service, the continuous improvement and development of Windmill is reliant upon the input and efforts of many people. I want to thank the Staff Team and Management Team who are Windmills greatest resource in the provision of quality service. Thank you to Windmills Administration Team, Linda and her small but multi-tasking talented crew. Thank you to Windmills Board of Directors, chaired by Maria and Sub Committee members, chaired by Board Members, who voluntarily and generously give their time and expertise. Windmill is extremely lucky to have such a strong Board, I greatly appreciate each one of you. Windmill is indebted to you for all you do to ensure sustainability and good governance of Windmill.

Thank you to those who access Windmill, I am honoured to know and work with all of you and your families. Windmill is an expanding entity, my main focus continues to be ensuring that you receive a quality individualized person-centred service, one facilitated by a real relationship of equality and respect.

Joan

Joan Mac Donald
Head of Windmill
Sept 2024

Summary of Windmill's Purpose and Activities

Origins:

Windmill was first conceived by John Carroll in 1988 when he held a forum in the Talbot Hotel. The recommendation was for a training programme for adults with mild to moderate intellectual disability, based in a social and therapeutic model. Subsequently John Carroll and Peg Dunne formed Windmill Therapeutic Training Unit in August 1988.

Purpose:

The main objects for which the company is established are to engage in the provision of support to people with disabilities:

- a. to encourage and enable each person;
 - i. to be respected as an adult, to be heard and listened to as a valued individual
 - ii. to develop capacity for independence and autonomy to the greatest extent possible for the individual
 - iii. to identify and develop their skills
 - iv. to identify and achieve positive outcomes to goals and aspirations
 - v. to be active in the wider community
- b. to provide individualised service in line with social policy "New Directions" as set out in the HSE plan published in 2012 with supports which are facilitated through the application of the principles of the therapeutic relationship (Carl Rogers 1957)
- c. to provide supports which may include day service, independent living supports, and other services in line with the above objects.
- d. The company is reliant financially on the support and funding provided by state agencies in order to deliver on the objects.
- e. The company may fundraise and carry out other activities in line with the objects.
- f. The company can do all such other things as are incidental or conducive to the attainment of the above objects.

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.

Today Windmill provides support for c 66 adults with mild to moderate intellectual disability through our Day Service 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 c 37 whole time equivalent staff.

We operate in Wexford Town with service locations in Larkin's Lane, South Main Street and Cornmarket.

Our 5 key objectives as set out in our Strategic Plan 2024-2026 are:

1 **Service**

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

2 **People**

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

3 **Governance**

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

4 **Communication**

Be proactive in our communication with all stakeholders.

5 **Resources**

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

We deliver a quality Person-Centred service in line with HSE Policy *New Directions* that responds to the needs, goals and wishes identified in the person-centred planning process.

This includes;

- Day Service
- Independent Living Supports Programme
- Social participation and inclusion programme
- Advocacy Supports
- Transportation Service

While Day service takes place within our buildings and Independent Living Programme provides supports in people’s homes, both provide opportunities to participate in the wider community to the greatest extent.

The day service supports occur within regular working hours and the other programmes go beyond those hours and can include 24/7 support.

The main focus is to enable individuals to achieve a sense of self-worth, self-actualisation and fulfilment and achieve their rightful place in their community as equally valued citizens.

The 12 *New Directions* supports are as follows:

- Support for making choices and plans
- Support for making transitions and progression
- Support for inclusion in one's local community
- Support for accessing education and formal learning
- Support for maximising independence
- Support for person and social development
- Support for health and wellbeing
- Support for accessing bridging programmes to vocational training
- Support for accessing vocational training and work opportunities
- Support for personal expression and creativity
- Support for having meaningful social roles
- Support for influencing service policy and practice

Achievements, Challenges and Performance

Some of our achievements and challenges during the last year.

Adequate funding to provide our services to our people remains the biggest challenge year on year and our ability to deliver high-quality, person-centred services is fundamentally dependent on the skills, experience and commitment of our Managers and Staff.

Following further negotiations with HSE, the once off funding received in 2023 was increased to €200,000 and is now ongoing for 2024 and future years. Thanks to Minister Rabbitte, Minister of State, James Browne, Mr Bernard Gloster, CEO of HSE, and our local HSE people, we are in a better position than previous years and Windmill would again like to acknowledge their ongoing support. With the additional finances, we were able to introduce salary scales for staff and delivered on our commitment to introduce pensions for our staff during 2024. Staff have also received all WRC payments due and HSE has provided Windmill with the funds to cover these payments also. We continue to work with and support the National Federation of Voluntary Bodies in their campaign for Pay Parity.

The HR Sub Committee was set up by the Board of Directors in February 2024 and has created a detailed HR Annual Plan 2024, which sets out the principal priorities and activities for the year, under the headings of Organisation Structure, Performance Management, Staff Development, Resourcing and Remuneration. This plan has enabled us to maintain oversight of progress and update our priorities in light of changing needs. In addition to supporting the achievement of the Board's strategies and plans, it also supports the Head of Windmill in implementing agreed initiatives to enhance the capability of Managers and Staff.

The Quality & Safety Sub-Committee are directly concerned with establishing, developing and implementing quality and safety structures, processes, standards and oversight of quality and safety across the service. Their role is to oversee and monitor quality and safety systems for compliance with regulations, standards and service user experience. The Sub-Committee held 6 meetings over the past 12 months. Windmill Open Disclosure Policy promotes acknowledging when service provision falls below the standards expected. Details of complaints received are reviewed and 2 complaints were recorded in the past year. Management encourages service users and stakeholders to engage in the complaints process. Incidents and accidents are reported and variances and trends month on month are examined. Improved identification and compliance in reporting was noted which was explained due to a combination of factors including staff awareness training, Health & Safety being a standing agenda item at Staff Meetings and weekly Reflective Practice meetings.

The Risk Management Sub-Committee (RMSC) identified its goals for 2024 to include a review and report of our insurance cover, in terms of adequacy and cost and to support management in its project to procure a digital records management system.

Our Audit and Finance Sub Committee assists the Board in fulfilling its fiduciary responsibilities by reviewing the annual budgets, cash flows and regular management accounts that are presented to the Board, reviewing the effectiveness of the systems of

internal financial control of Windmill and overseeing the auditing, accounting and financial reporting processes

The Sub Committee will continue to focus on Financial Reporting while maintaining the high standard of financial governance and internal financial controls already in existence in Windmill.

The Sub Committee will monitor the Procurement Procedures and Guidelines to ensure that they are aligned with Government Procurement Rules and that they continue to match the Windmill Business requirements.

Structure, Governance and Management

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.

Appointment of Board:

Our Board of Directors comprises a maximum of 10 directors with a broad range of skills and experience. We regularly review our skills and if necessary, recruit to fill any competency gaps. We encourage our directors to take up appropriate training and development opportunities that are available from such bodies as the Charity Regulator, The Wheel, Boardmatch etc.

Tenure:

At the first Annual General Meeting of the Company, all the Directors shall retire from office and at the Annual General Meeting in every subsequent year one-third of the Directors for the time being, or if their number is not three or multiple of three, then the number nearest one-third, shall retire from office.

The Directors to retire in every year shall be those who have been longest in office since the last election, but as between person who became Directors on the same day, those to retire shall (unless they otherwise agree amongst themselves) be determined by lot.

The term for any Director shall be limited to a maximum of 6 consecutive years in total. After the sixth consecutive year, no director may hold office for a period of at least twelve months. After the said twelve-month period that person may again stand for election.

Board of Directors and Meetings:

Windmill's Board of Directors hold monthly meetings with a break during the summer and New Year. The dates for meetings for the last 12 months including Windmill's AGM's (Sept 2023 & Sept 2024) were held and attendance record at each meeting;

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| 18/09/2023 | Attendance – Chair and 6 other Board Members |
| 23/10/2023 | Attendance – Chair, Secretary, Treasurer and 4 other Board Members |
| 20/11/2023 | Attendance – Chair, Treasurer, Secretary and 6 other Board Member |
| 11/12/2023 | Attendance – Chair, Secretary, Treasurer and 5 other Board Member |
| 29/01/2024 | Attendance – Chair, Secretary, Treasurer and 4 other Board Members |
| 26/02/2024 | Attendance – Chair, Secretary and 6 other Board Members |
| 22/04/2024 | Attendance - Chair, Treasurer, Secretary and 6 other Board Members |
| 27/05/2024 | Attendance – Chair, Treasurer, Secretary and 5 other Board Members |
| 01/07/2024 | Attendance – Chair, Treasurer and 3 other Board Members |
| 26/08/2024 | Attendance – Chair, Secretary, and 5 other Board Members |
| 23/09/2024 | Attendance – Chair, Treasurer and 6 other Board Members |

Our Board agenda always includes

- Reporting on Activities
- Review of Finances
- Conflicts of Interest and loyalties

The Board of Directors ensure that they have the facts to make informed decisions at meetings, that minutes are maintained and that decisions are recorded accurately. Conflicts of interest and conflicts of loyalty will arise from time to time and this is normal. When they arise, they are dealt with as outlined in Windmill's conflict of Interest policy.

Governance and Fundraising Standards:

Windmill is in compliance with the standards set out by the Charities Governance Code.

Windmill's Stakeholders and their relationships with the Board of Directors

Our main Stakeholders are as follows,

Service Users & Families/Carers

HSE

Management and staff

Service Users and Families/Carers

The Board has 3 directors who are parents/family of Service Users. Two directors hold the posts of Family Liaison Officers. Families are encouraged to join the Board as vacancies arise. They are also very welcome and encouraged to join the various sub Committees and most Sub Committees have a parent / parents on the committee.

It is essential that the Board knows and understands the service requirements through their relationship with service users and their families and carers. It is also essential that families are aware of the Board members and aware of the issues that are of concern to the Board. The Family Forum is an ideal opportunity to discuss and interact for this purpose.

The Chairperson of the Board of Directors' email address is available on Windmill's Website. A family member can also contact Windmill office if they need to contact a member of the Board of Directors.

HSE

The Chairperson of Windmill's Board of Directors, the Head of Windmill and the Senior administrator attends the HSE Service Level Arrangement Meetings three times a year. After

each of these HSE meetings, a report is provided to the Board of Directors. The communication meantime is through regular phone and email correspondence keeping the HSE aware at all times of any issues that are relevant.

Management

The Head of Windmill and The Finance and HR Manager attend the monthly Board of Director Meetings. The Head of Windmill's report of activity paper is included at each Board Meeting. An AGM is held every year. The Head of Windmill engages regularly with the Chairperson of the Board. Members of the Board of Directors are involved in recruitment of staff, personnel policies and disciplinary matters. The chairperson's email address is available to staff to allow them raise concerns or provide feedback on the operation of Windmill.

Staff

- Average number of full-time employees: 27
- Average number of part-time employees: 27

Names and job titles of senior/management staff.

| | |
|--------------------|------------------------|
| Joan MacDonald | Head of Windmill |
| Linda Kelly | Finance and HR Manager |
| Siobhan Matthews | Manager |
| Elizabeth O'Connor | Manager |
| Brenda Johnston | Manager |
| Sylvester Donegan | Manager |
| Ann Marie Lamb | Manager |

Comment from the Finance Sub Committee Windmill's Investment Policy

Windmill's Investment Policy is to invest its prudently available funds in Deposit Accounts. There are no funds available for long term investment.

The Measures taken by the Directors to secure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014, with regard to the keeping of accounting records are

- the implementation of necessary policies and procedures for recording transactions
- employment of appropriately qualified accounting personnel with appropriate expertise
- the provision of adequate resources to the financial function and
- the maintenance of computerised accounting systems.

Windmill's accounting records are maintained at Larkins Lane, South Main Street, Wexford Town, Co Wexford.

Audit Information;

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

So far as each Director is aware, there is no relevant audit information of which Windmill's statutory auditors are unaware, and each Director has taken all of the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that Windmill's statutory auditors are aware of that information.

Auditors;

The Auditors, John Holohan and Co., Chartered Accountants and Statutory Audit Firm have expressed their willingness to continue in office in accordance with the Companies Act 2014.