



Statement of Strategy and Strategic Plan

2021-2023



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.

Contents

- 4 Foreword
- 5 Windmill Statement of Strategy 2021-2023
- 6 Windmill Stakeholders
- 7 Windmill Strategic Plan
- 8 Service
- 9 People
- 10 Governance
- 11 Communication
- 12 Resources
- 13 Windmill Board Structure



Foreword

As we write this we are in lockdown, Covid 19 lockdown. We are going through one of the biggest challenges that we could face as an organisation but more importantly it is such a huge challenge for our service users, their families and each one of us personally.

The world as we had come to know it has changed utterly and it may never return to what it was. That has some positives and some negatives, some further challenges but also opportunities.

We write our new Mission, Vision, Values and Strategy Statement with that very much to the forefront of our thinking.

Our immediate aim is to resume full level of service for everyone within both our Service locations. We have come to realise that some of our people prefer a specific space allocated and designed for them. Covid 19 has given us an opportunity to observe this and so we will work to review how we might provide this within the general shared spaces.

We have always prided ourselves on taking a person- centred approach to planning and delivering the service. We would like to try even harder to ensure that we listen, hear and understand the needs, wishes and choices of those we support and that we deliver on their goals to the greatest extent possible.

We recognise that each person we support is unique and we will continue to encourage personal growth, promote choice and build their skills and confidence.

We know that some of our people would like to have greater independence beyond our routine day service and we have worked to deliver a social programme in the evenings and over weekends. We will further explore what we can do to expand this part of the service.

We have also been running a pilot Independent Living Programme and we expect to extend this throughout the lifetime of this strategy. It will be a significant challenge for Windmill and will require considerable work, but we believe it is an opportunity to expand our service for those we support.

We wouldn'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.

This requires considerable work and ensuring we have the highest standard of compliance is another challenge that we face in the next few years. We strive to be effective in what we do but we also strive to be efficient and we want to ensure 'value for money' in the use of our funds. So we will assess and review our structure, our objectives, our procedures and policies and at all times as we do this work we will ensure that those we support are at the fore of all we do.

We can't do any of this without the support of those who deliver the service. i.e. our dedicated staff and those who fund the service i.e. HSE, families and donors. We want to acknowledge and thank our staff and our funders and we want you to know how much we appreciate that support.

We pride ourselves on trying really, really, hard to be the best we can be for those we support ...and throughout the lifetime of this strategy we promise that we will try even harder.

Maria Meyler
Chairperson

Joan Mac Donald
Head of Windmill

Windmill Statement of Strategy 2021-2023

The 5 key objectives are:

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.

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.

Governance

Ensure effective and efficient governance in complying 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.

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 c 50 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 c 35 staff.

We operate in Wexford Town with premises in Larkin’s Lane and Cornmarket.

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.

Who are we?

Mission, vision and values

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

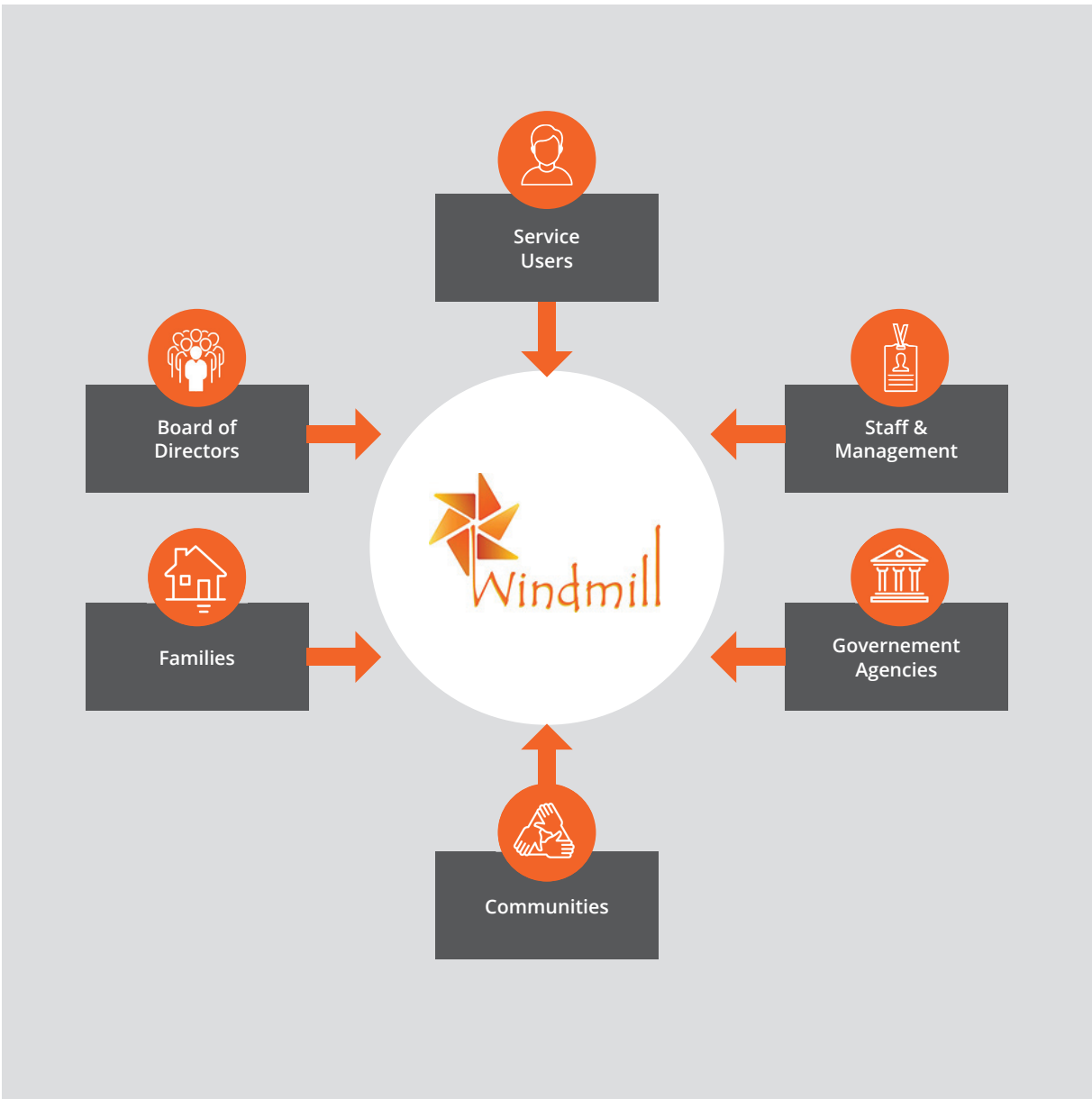
Our vision is to enable those we support, to be valued as citizens equal in status, rights and opportunities as every other citizen.

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.

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

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 2023 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 for day service that enables and empowers those we support and maintains our reputation for excellence.

Objectives:

Deliver a quality Person-Centred service in line with HSE Policy New Directions that includes:

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

Independent Living Programmes

- Continue our pilot programmes with a view to further developing our independent living supports.
- Work with our donor and our families in the provision of 3 apartments as a pilot project for independent living accommodation and supports.
- Ensure the appropriate structure is in place to take ownership of and operate the Independent Living accommodation.

Outcome: Independent Living Supports Programme extended and enhanced.

Actions and Outcomes:

Person-centred service

- Continue to build upon the therapeutic and person-centred approach and ensure each person has a person-centred plan which identifies, implements, assesses, reviews and records goals and outcomes.
- Review and update the person-centred planning process to better evidence goals and outcomes.
- Develop an online platform to facilitate the effective recording, monitoring and reviewing of the person-centred planning process to ensure quality of service.
- Continue to deliver the Service/Programmes to a high quality and standard.

Outcome: Each individual receives a quality person-centred service that is responsive to their needs, wishes and choices.

Social Participation and Inclusion Programmes

- Continue to provide the social participation and inclusion supports extending into weekends and evenings in response to identified goals of those we support.
- Continuously research and further identify and offer additional social inclusion opportunities.

Outcome: Enhanced social participation programmes delivered.

Advocacy Service

- We will continue to enable the self-advocacy of and advocate for those we support to access the appropriate services and supports to participate in the wider community and advocate for their right to be treated as equals in society.

Outcome: Advocacy services provided to the greatest extent possible for those we support.

Day Service

- Provide Day Service in line with New Directions interim standards.
- Provide Day Service based in locations central to the community of those we support in collaboration with families/carers.

Outcome: We provide an effective and efficient service in line with HSE Service Level Arrangement.

Transportation service

- Provide a safe and efficient transportation service to the extent possible to access our Services and Programmes.
- Review Transportation service to include funding, costs, extent of service, 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 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.

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:

Those we Support & families/carers

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

Outcome: Those we support and their families know that Windmill continues to actively listen and respond to them.

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

Outcome: All regulatory standards and quality requirements are adhered to.

- To place quality and safety at the forefront of everything we do.

Outcome: Feedback is reflective of this process.

Staff

- To advocate for appropriate service provision for those we support.
- Review staff structures, numbers, pay and conditions and skills.

Outcome: Positive team that is enabled to work effectively. Training and development processes reviewed.

- Put a staff performance management process and system in place and review annually.

Outcome: Effective performance management in place

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

Outcome: A service that delivers on the needs, wishes and choices of those we support

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 complying with the Board's statutory and legal obligations.

Objectives:

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

Actions and Outcomes:

- Takes responsibility for the performance of the charity.
Outcome: Make informed and transparent decisions that advance our objectives.
- Ensure the Board meets regularly with agenda and relevant papers available to directors in advance of each meeting.
Outcome: Agenda papers and minutes available.
- Ensure the Board complies with all regulatory requirements and its governing documents and makes effective and efficient use of financial and other resources.
Outcome: Regular review of controls to ensure compliance, monitoring performance and making adjustments where necessary.

- Ensure the Board has a strong focus on risk.

Outcome: Regular review of risk to include risk strategy, risk management and risk appetite.

- Ensure appropriate and relevant policies are in place.

Outcome: Review, update and agree operational policies covering key aspects of the service.

- Ensure the Board reviews its own performance.

Outcome: Monitor progress against plans and evaluate the effectiveness of the work to meet our objectives. Review the effectiveness of the Board to include the structure, size and membership and make any necessary improvements.

- Ensure the Board has the appropriate, necessary and relevant experience, skills and capability and access to appropriate training and advice.

Outcome: Yearly review

Communication

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

Objectives:

- Be open and transparent in all our dealings.
- 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.

Parent reps

- Ensure parent reps communicate with families and encourage feedback
- Outcome: Parent reps to minute communications and provide update at each meeting of the Board.*

Actions and Outcomes:

Social Media

- Continue to update relevant and appropriate content.
- Outcome: Bi-monthly review of content by sub-committee.*

Sub-committee

- Set up a sub-committee with terms of reference to develop our communication strategy.
- Outcome: Committee set up by 28th February 2021.*

Technology

- To increase use of technology to communicate more effectively and efficiently.
- Outcome: Speedier and less costly communication.*

Website

- To update the website, enhance the content and quality and publish our complaints and whistle-blower procedures.
- Outcome: Bi-monthly review of the website, ensuring content is up to date.*

Meetings

- To have regular, effective and efficient meetings at all levels i.e. staff, management and Board of Directors.
- Outcome: Meetings held and minutes available.*

Family Forum

- Ensure regular family forums take place.
- Outcome: Hold a minimum of 2 family forums per year.*

Resources

Key Objective:

Be 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 we have funding to sustain our existing service and fulfil our objectives to further develop and innovate the service.

Actions and Outcomes

Finance

- Work with our main funders, HSE and other donors to ensure adequate 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.

Outcome: Our funding remains sustainable and allows us to further develop our services.

Facilities and IT Systems

- Ensure that our premises, our transport fleet and our IT systems are fit for purpose.
- Ensure we use IT as much as possible to improve process efficiency and value for money.
- Manage all our resources effectively and efficiently.
- Assess the suitability of our premises for our current and future service provision.
- Review and update other resources as required.
- Ensure we have the right IT infrastructure in place to support our services.

Outcome: Our resources are fit for purpose and suit our needs.

Windmill Board Structure





www.windmilltherapeutic.com