



Windmill Therapeutic Training Unit CLG
(Windmill)

Directors' Annual Report 2022

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
Patti Keane	Board of Directors
Bill Kelly	Board of Directors
Pat Collins	Board of Directors
Niall McCabe	Board of Directors
Eamonn Campion	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	Maria Meyler

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

Section 1

Chairperson's Statement:

Welcome to our 2022 Annual Report for Windmill Therapeutic Training Unit CLG (Windmill). Another year living with Covid 19 but a better year for us all as we certainly had more freedom than we had in 2020/2021. However, Covid 19 remained the most significant challenge to all in Windmill throughout 2021 and indeed as we go through 2022, it is still a major challenge for us.

Before I go any further, the Board want to pay tribute to the incredible work done and the huge effort undertaken by our management team and all our staff to keep our doors open and to maintain level of service throughout the year. Thank you to everyone.

Our Statement of Strategy 2021 – 2023 sets out our key objectives under 5 headings – Service, People, Governance, Communication and Resources and so I will use these headings to discuss our performance over the year beginning with Governance.

Governance

As Chair of the Board, it is my role to provide leadership to the Board and to promote good governance. Furthermore, I must ensure that we, the directors of Windmill,
-fulfil our duties and responsibilities for the proper governance of Windmill and
-that we have the appropriate policies and procedures in place for effective management of the charity.

The Board regularly considers its own performance and carries out an annual internal review to ensure the effectiveness of the Board. Board members avail of training provided by The Wheel, The Carmichael Centre, Charity Regulator etc.

During the year, one of our directors, Ann Ryan stepped down and we again reviewed any gaps in skills, knowledge or experience within the Board. We are very grateful to Eamonn Campion and Niall McCabe who agreed to join the Board adding further senior management experience to our existing skillset. All directors, as they join, receive induction training.

Eamonn has taken over the Risk Management Sub Committee and Niall has taken over the Independent Living Sub Committee.

I would like to acknowledge the time given by all directors to the work of the Board. The work is voluntary and it is a very considerable commitment without any monetary reward and it is much appreciated.

My role also involves providing supervision, support and advice to the Head of Windmill. We meet regularly to discuss and agree work priorities and challenges ensuring that the Board

and the Management Team work together to deliver the best possible service and outcomes for those we support.

My thanks to you, Joan, our Head of Windmill, for working tirelessly and giving so generously of your own time to ensure we do our very best to provide service in such difficult times. It is a pleasure to work with you and your dedication to Windmill is simply amazing and much appreciated.

I have said this before but I think it is important to say it again. 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.

We have expanded considerably over the last few years and with that comes a considerable administration burden. In addition, there are ever increasing demands on the Admin Team to enable the Board fulfil its duties and responsibilities and ensure that Windmill complies with all our legal and regulatory requirements.

We have an excellent Admin Team and again I would like to express the Board's appreciation and acknowledge the considerable work that they do on our behalf.

Service

Once again, our service has expanded over the year and we now support 57 people through Day Service. This has been possible through the addition of our 3rd Windmill premises in 2021.

Having introduced an Independent Living Supports Programme a few years ago, we now provide 8 people with Independent Living supports to varying degrees. We are hugely appreciative of an offer from a donor of 3 apartments which we hope will be completed before year end. These apartments will enable 3 people attending Windmill to begin the process of moving to their own apartment and living there with Independent Living Supports provided through Windmill.

The complexity of ownership, rental, fit out and HIQA registration are being considered and we expect to have decisions on these issues by year end also. The selection of the people to live and rent the apartments has been determined by a number of factors but mainly the potential to live independently, to qualify for the Housing Assistance Payment (HAP) and to have an allocation of ongoing HSE funding for support for Independent Living.

The work necessary to develop the expanding Independent Living Programme has been possible by funding provided by HSE to employ a Development Officer.

We want to acknowledge the support of HSE and our local Disability Manager in 2021 Karen Fitzgerald and in 2022 Paula Dwan for this and for all the assistance and support that has been available to us over the year.

People

The people that we support are our reason for being, for existing. We aim to provide a quality service that empowers all those that we support. Over the coming year, our Quality & Safety Sub Committee will be reviewing what we mean by quality and looking at how we can measure our performance in terms of quality. We provide 6 hour's service per day on average. We will look to reassess how to measure the service/supports. To assess how good, the service is, from the perspective of the individual we support, and to assess the degree to which it meets our objective of empowering the person.

Our biggest issue in 2022 is our inability to offer staff competitive pay scales and to offer a pension contribution as an employer. We have made many submissions to the HSE seeking adequate funding to enable us to do this, to ensure our ability to pay annual increments and to pay a pension contribution.

Other agencies have the pension funding and under the Freedom of Information Act, we have sought reasons for the decision to refuse Windmill and for records relating to the scheme. While we did receive decisions from HSE, we needed to make further requests of the Dept. of Health. We await the outcome of an internal review request.

These issues are considered our most serious risk as it impacts very negatively on our ability to retain and recruit staff in the current climate of ever increasing inflation and it is a barrier to succession planning.

We appreciate the work of the National Federation of Voluntary bodies and we have supported them in their campaign for Pay Parity.

Communication.

The Sub Committee has been actively working on reviewing our website and looking at how we might improve our communication channels. We are most disappointed that we have been unable to run our Family Forums. While they have been planned, they have had to be cancelled due to Covid risks.

Our first Forum since 2019, is due to take place on 17th October and we hope that we will have as many families / carers as possible.

Resources

I have left resources till last as I need to address the issue of funding. Approximately 84% of our HSE funding goes directly to the payment of staff wages. That leaves 16% together with the Services Charge to cover all running costs including rent, rates, heat and light and our transport costs.

Because we cannot offer staff the competitive pay scales or make an employer pension contribution without an increase in our funding, we cannot compete in the recruitment market. Effectively, experienced staff in our sector are moving to jobs which offer pension and other benefits.

With the increasing costs associated with power and fuel, we cannot maintain our service on the current level of funding.

We continue to fight to secure the funding to retain and recruit staff, to maintain our existing services and to manage the 3 donated apartments but as I write we have no guarantees that this funding will be forthcoming.

So this is not just a challenge for us in 2022, it is a crisis.

Maria

Maria Meyler

Chair of the Board of Directors

Sept 2022

Section 1

Head of Windmill's Statement:

The main focus of the last 12 months has been that of maintaining quality and level of service and adapting in response to need against a background of challenges including Covid and staffing levels.

It is important to recognise that for some Covid has had a huge and continuing negative effect. Some continue to battle the effects and we, in Windmill, wish to support you in whatever way we can.

While within the general population the requirement to apply Covid controls is for the most part gone, this is not the case for those accessing and working within the Disability Sector.

Windmill provides a Social Model of Service, not a medical or clinical model of service. While the general population can choose the level of Covid control they use, we continue to be required to apply a much higher level of Covid control than the general public.

I want to acknowledge those service users and their families and those staff members for whom, some of the infection prevention measures which Windmill was required to employ, impacted negatively upon. It is equally important to acknowledge that some of the measures, such as those related to symptom monitoring, unvaccinated persons, close contacts, isolation, and duration of isolation periods are in direct conflict with the values of some of our families and staff members.

Staffing Levels

Maintaining safe staffing levels has been a great challenge over the previous 12 months. Health Care workers are required to isolate and present for a PCR test if symptoms are present. The duration of the isolation period depended on the result of the PCR test, now being between 2 and 8/10 days. We began the New Year in the hope that we would see a reduction in suspected / actual cases. Unfortunately, this did not prove the case and we saw again a resurgence of Covid cases. There was a period when it was necessary to perform daily risk assessments, considering staffing levels and whether it was possible to provide service safely. It was after Easter that we began to see a decrease in Covid related staff absenteeism.

As I have stated before, Windmill's greatest resource in providing quality service, is our staff team. Throughout the Covid period Windmill staff team and management team have continued to adapt and adjust to the onerous demands of providing service in the changed world. Windmill has often depended upon the good will of staff and management team to maintain level of service and to develop supports in respond to changing and growing needs. Even at times of great uncertainty for themselves, staff members have continued to respond to need and sensitively support those who access the service through change.

For example:

- Staff without question and on short notice stepping into provide cover for absent colleagues and to ensure the smooth continuation of Day Service and Transportation Service for those who access the service.
- Windmill management, with staff team, engaged in a restructuring of Windmill service. This process of change is aimed at providing each person who accesses the service with the best conditions for success within Windmill's resources. The success of this is due to the efforts of staff to adapt and support change.
- Windmill staff, in response to need, supported the development of Independent Living supports to many. During Day Service closure period, many Day Service staff continued to provide Independent Living supports to several persons, with the management team providing a rostered on-call support to staff during the annual leave period.
- In pursuit of providing quality service staff engaged in a 3-day/5-day Person Centred Planning training programme. Staff are required to adjust to the New Norm in society, moving away from the enforced mind set of restriction and prevention. They are now returning to the positive risk taking approach to enable those we support to regain lost ground and their place in society.

The Disability Sector has been experiencing a staffing crisis over the last number of years. Windmill is now in the midst of a staffing crisis. Windmill and Windmill staff have worked to maintain and develop service. However, we now, face a real and immediate risk to our capacity to maintain and develop services.

This staff crisis is the result of an ongoing inequality of funding. Windmill is unable to compete with other agencies regarding staff payment scales, career opportunities, access to pension, and other terms and conditions. These issues are now further exacerbated by greatly and ever increasing cost of living expenses. Staff have informed Windmill that they have had no other option or will have no option but to leave Windmill. Replacing valued skilled and trained staff members who understand Windmill's ethos and philosophy has never been an easy task. Now it is an ever-greater challenge. Due to our inability to offer competing terms and conditions Windmill is at an even greater disadvantage when recruiting new staff.

Conclusion

The last 12 months have indeed been a challenging period for Windmill, those who access the Service, their Families/Carers, the Staff and Management Team and the Board of Directors.

I express my gratitude to those who access the service and their Families / Carers for their patience and cooperation with Windmill over the previous 12 months. I applaud your capacity to adapt to change and adjust to the New Norm.

I also express my great gratitude to the Staff of Windmill, as I have said and at the risk of repeating myself, Windmill's Staff Team is its greatest resource.

To each member of the Management Team, I thank you for the manner in which you work as a team. Generously giving your time and skills, taking a proactive and flexible management approach, leading change and always putting those we support at the forefront of all decisions.

Thank you to Windmill's Administration Team who work tirelessly and rise to the task of taking on the onerous and ever increasing administration duties.

Windmill has a strong Board of Directors on whom I know I can rely on for sound advice, support, guidance and from whom I am happy to take direction. Thank you to each member of the Board for your particular input. Thank you for giving your time, effort and sharing your skills in the advancement of Windmill and thank you most particularly for agreeing to take on the onerous task and responsibility of being a Board Member of Windmill.

Thank you to the Chair of the Board. Maria gives generously to me and Windmill, of her time and expertise, energetically engaging with and taking on, undaunted, every challenge faced.

I would like to express my appreciation of the good working relationship we have with HSE Disability Services CHO 5. Thank you for your ongoing support.

Over the last 12 months' relationships with Windmill has changed for many, if not most. In some cases, there has been a strengthening of relationship and a greater understanding gained. In some cases, there has been a weakening of relationship. Windmill truly regret any negative impact that Covid and / or our response to it has had on our relationship with you. You, the person we support, you the family member, you the staff member, you the member of community. I look forward to strengthening relationships and together working to overcome the challenges of the future, finding a place of stability and joy for all Windmill stakeholders.

Joan

Joan Mac Donald

Head of Windmill

Sept 2022

Section 2

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 fund raise 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.

Section 2

Summary of Windmill's Purpose and Activities

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.

Section 2

Summary of Windmill's Purpose and Activities

Today Windmill provides support for c 55 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 35 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 2021-2023 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

Section 3

Achievements and Performance

Achievement within Service for the previous 12 months.

Windmill, despite the challenges presented by Covid restrictions and staffing issues, has continued to offer and provide full level of Service over the previous 12 months.

- **Level of Service**

In Sept of 2021 the Minister of State with responsibility for Disability, Anne Rabbitte TD, announced that adult day services for people with disabilities would return to full capacity by 22 October. Windmill at that time had been offering full level of service to all those who attended the service, 55 people, including 2021 School leavers who had joined us in September.

Windmill's return to offering full level of Service in the Covid environment in the face of changing and increased needs, was only possible because of two crucial factors.

- The first being that Windmill was now operating from three Service locations affording us greater space to operate safely.
- The second and most crucial factor being the efforts of the staff team. The focus undertaken by the staff team had now become that of infection prevention i.e. constant risk assessment and adapting to protect against the risk of Covid and adapting to the changing Covid environment.

Since that time Windmill has continued to provide full level of service, with there being only one "outbreak" requiring a reduction of service in one Service location. This was risk managed with minimum impact.

As the year progressed, Covid restrictions for the General Public gradually reduced. This was not the case for disability services. We are required to continue to employ rigorous infection control measures. Unfortunately, the measures to apply have not always been clear as they frequently conflicted with the guidance published on HSE and Public Health Covid infection prevention sites.

HSE directed continuation of stringent symptom monitoring, with the aim of keeping Covid out of the service. They also stated that the guidance of Public Health took precedence over all else in the delivery of service. Windmill has worked closely with Public Health and so we must treat even the most minor shift from base line wellness as a Covid symptom risk, assessing each case in regard to possible risk to each person present in the service.

- **Development of Management Team**

The Windmill Management team is comprised of:

- Head of Windmill
- Senior Administrator / Deputy
- Senior New Directions Co-Ordinating Manager

- 3 New Direction Co-Ordinating Management roles
- Development Officer/New Directions Co-Ordinating Manager.

The Management Team lead and manage the support teams and provide Supervision to Staff.

In the second quarter of 2022 the Management Team planned and led a restructuring of Windmill Services. This change is aimed at providing each person who accesses the service with the best conditions for success within Windmill's resources.

- **Person Centred Planning Training**

The Person-Centred Planning process is central to the provision of quality service and supports.

The staff team is Windmill's greatest resource in providing a quality person centred service to those we support. It is the focus of the teams, working to ensure that each person receives a quality service / supports appropriate to their needs and achieving positive outcome to their goals.

In order to ensure quality of Service, Windmill provided to the Staff Team a 3 day/5 day' training programme in Person Centred Planning provided by Martha McGinn, National Institute of Intellectual Disability Studies

- **Independent Living Supports (ILS)**

Windmill continues to develop and structure further Independent Living Programmes. We now support 8 people through varied ILS programmes. Each ILS programme devised to meet the individualised needs of the person. The service is provided over the evenings, into the weekends and overnights, in the person's homes and/or in the community as appropriate to the person's needs and dependent on funding.

This is very demanding in terms of availability of staff and rostering. During Day Service closure period, many Day Service staff continued to provide Independent Living supports to several persons, with the Management Team providing a rostered on-call support to staff during the annual leave period.

Through the Independent Living sub-committee and the Development Officer we have progressed the development of the three apartments. A new company, Windmill Living clg, has been formed, which will take ownership of and rent each property. We have worked with the developer in designing the suitability of the apartments. We have worked with the HSE and families to access a limited level of funding for two people which will enable us to provide service over 2 days/nights per week initially. The third apartment will be rented to a person who lives independently requiring minimum supports.

- **Career path for Staff**

Windmill continues to work to create a career path for staff. Currently Windmill is creating leadership positions. One, created this year as part of the restructuring process, included

the development of a group aimed at supporting persons with Neuro Diverse needs. Windmill's intention is to advertise a further leadership role within the coming months.

- **Transportation Service**

Windmill provides transportation to and from Windmill to the vast majority of those who access the service. In many cases the transportation supports are designed around the specific needs of the passengers. Currently there are two buses and 4 cars providing transport to and from Windmill. This is a daily logistical task requiring ongoing management to ensure smooth service.

Transportation costs have greatly increased in recent months and while Windmill has to date managed to absorb these costs without increase to transportation charges, we cannot continue to do so.

- **Advocacy supports**

Windmill continues to advocate on behalf of those we support, working together with families and HSE. We secured fulltime residential supports where required and as mentioned earlier we also secured funding to commence Independent Living supports for two others.

- **Conclusion**

Despite all the challenges of the year, we are proud of our achievements in providing quality service to each person we support.

Section 4:

Financial Review

Comment from Finance Sub Committee.

Windmill's financial position at 31 December 2021 is set out in the audited accounts which have been appended as part of the Annual Report. As can be seen from the audited accounts, Windmill is in a healthy financial position with a total amount of €837,295 available for retention at year end.

This is made up of assets; property, plant & equipment valued at €423,337 and current assets of €413,958, a portion of which are restricted funds.

Comment from Finance Sub Committee.

In summary, Windmill's reserve policy is to hold a buffer of 2 month's expenditure in General Reserves and to hold 50% of that amount in cash or immediately realisable assets. The reserves held at 31 December 2021 were in excess of that target level.

Comment from the Finance Sub Committee.

As stated in the audited accounts, there were no uncertainties raised about the organisation's ability to continue as a going concern.

Comment from the Finance Sub Committee

There were no funds or subsidiary undertakings materially in deficit at 31 December 2021.

Comment from the Sub Committee

The funding the organisation received in 2021 has been summarised in the Annual Report and is also set out in detail in the audited accounts appended to the Annual Report.

Comment from the Finance Sub Committee

Issues relating to ensuring the sustainability of future funding are highlighted by the Chairperson in the Annual Report.

Comment from the Sub Committee

Issues relating to the continuing availability of adequate funding and risks or challenges to future funding are highlighted by the Chairperson in the Annual Report

Comment from the Finance Sub Committee

There are no material pension liabilities arising from obligations to a defined benefit scheme. Windmill's investment policy is to invest its prudently available funds in deposit accounts.

Section 4:

Financial Review

- **Employees**

- Average number of full-time employees: 23
- Average number of part-time employees: 25

Names and job titles of senior/management staff.

Joan MacDonald	Head of Windmill
Linda Kelly	Senior Administrator
Siobhan Matthews	New Directions Co-ordinating Manager
Elizabeth O'Connor	New Directions Co-ordinating Manager
Clare Kelly	New Directions Co-ordinating Manager
Brenda Johnston	New Directions Co-ordinating Manager
Sylvester Donegan	Development Officer/New Directions Coordinating Manager

Section 5

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 of 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.

The current Board of Directors is comprised of the following;

Maria Meyler Chairperson,
Helen Doyle Secretary,
Joe O'Leary Treasurer,
Patti Keane
Bill Kelly
Pat Collins
Eamonn Campion
Niall McCabe

The Board also appoints Sub Committees, chaired by a Board director, with specific terms of reference. The following are those currently in existence:

Governance Sub-committee – Chairperson Maria Meyler

Finance Sub-committee – Chairperson Joe O' Leary

Fundraising Sub-committee – Chairperson Bill Kelly

Risk Management Sub-committee – Chairperson Eamonn Campion

Communications Sub-committee – Chairperson Pat Collins

Safety & Quality Sub-committee – Chairperson Maria Meyler

Independent Living Sub-committee – Chairperson Niall McCabe

Section 5

Structure, Governance and Management

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 since Windmill's last AGM (Sept 21) were held and attendance record at each meeting;

07/09/2021	Attendance – Chair, Secretary, Treasurer and 1 other Board Member
19/10/2021	Attendance – Treasurer (also Chaired) Secretary, and 3 other Board Members
23/11/2021	Attendance – Chair, Secretary, Treasurer and 1 other Board Member
07/02/2022	Attendance – Chair, Secretary, Treasurer and 1 other Board Member
14/03/2022	Attendance – Chair, Secretary, Treasurer and 1 other Board Member
25/04/2022	Attendance – Chair, Secretary, Treasurer and 3 other Board Members
16/05/2022	Attendance - Acting Chair, Secretary and 3 other Board Members
27/06/2022	Attendance – Chair, Secretary and 3 other Board Members
22/08/2022	Attendance – Chair, Secretary, Treasurer and 5 other Board Members

Our Board agenda always includes

- Reporting on Activities
- Review of Finances
- Conflicts of Interest and loyalties
- Health & Safety Report for the previous period

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 have not undertaken any fundraising events during this period.

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 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 biannually. 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 Senior administrator 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.

Staff

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.

Section 5

Risk Management

Our mission is to empower users by providing a service which enhances their lives through a responsive, proactive and collaborative approach to meeting their needs, wishes and choices. Good governance, with risk management at its core, is critical to the delivery of an effective and sustainable service.

Risk management is a structured response to uncertainty. Our risk management system will consist of a cycle of identifying real and potential threats and opportunities, evaluating their consequences and determining effective responses. The cycle will involve regular monitoring and reporting. Effective implementation will foster stakeholder trust by improving performance, maintaining stability and unlocking opportunities. The approach is set out in detail in our Risk Management Policy 2021-2026.

Principle risks and uncertainties facing Windmill

Staffing

Our greatest resource in the provision of a quality service has been our capacity to provide a consistent and competent staff team who are familiar with our person-centred ethos and philosophy and who are well placed to model for and guide new staff.

We cannot achieve our mission without adequate people, with the right skills and experience. Much of the service delivery is necessarily one to one, or more. We have entered a period of considerable uncertainty regarding our ability to retain and recruit staff. The uncertainty stems directly from pay and pension disparities.

We are actively pursuing funding to address the disparities so that we can offer competitive pay and conditions.

Further adapting to Covid

We are endeavouring to restructure resources and service provision to adapt to the developing “new norm”, whilst addressing the individual and social isolation effects of the pandemic, to ensure a quality service in line with New Directions.

(<https://www.hse.ie/eng/services/list/4/disability/newdirections/new%20directions%20report.pdf>).

This is an ongoing process and there remains a risk that new strains of Covid may emerge which may cause the public health advice to alter.

Funding

The current energy crisis is leading to energy and general price inflation. Windmill is not immune and is already facing difficulties coping with:

- costs of transporting service users
- heating, cooling and lighting three premises
- likely pressures on staff to seek higher wages

We must explore all options to manage the emerging crisis.

Windmills risk management plans and strategies

Windmill is committed to embedding a culture of risk management throughout the organisation to provide:

- identification, assessment and control of risks that threaten its mission
- factoring risk management into all aspects of Windmill's management processes
- ensuring that all staff understand their roles and responsibilities in relation to risk management
- clarity of risk ownership and informed decision-making
- planning and acting in response to risks that opportunities for growth or optimisation may present
- taking necessary, calculated risks to support the achievement of planned objectives
- monitoring the effectiveness of the risk management system including learning lessons from past activities.

As a first step we are currently compiling a comprehensive Risk Register. This will be a single, shareable, editable document that lists and evaluates risk, and proposes mitigations, using the format recommended by the Charities Regulator at:

<https://www.charitiesregulator.ie/media/1698/risk-register-template.docx>

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.

