



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

Directors' Annual Report 2023

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
Dermot Hand	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

Chairperson's Statement:

Welcome to our 2023 Annual Report for Windmill Therapeutic Training Unit CLG (Windmill).

I say this each year and need 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. The issue of Governance has been well aired through the media in relation to RTE and I think this year most people have a clearer understanding of the role of a Board and an Executive and the difference between the two.

As Chair of the Board, I want to pay tribute to the expertise and dedication of our directors and to thank them for their work which has increased hugely year on year. They volunteer their knowledge, their time, their energy and their commitment over and over. They prepare for and attend monthly Board meetings, they prepare, convene and chair their Sub Committee meetings and they also make themselves available for various meetings with HSE, Government Ministers and TD's.

Having identified a gap in our expertise, we were very fortunate to have a new director appointed, Dermot Hand, who brings a wealth of knowledge on Human Resources and Performance Management. He has already delivered a very valuable Performance Management system and Joan McDonald, Head of Windmill, will expand further on this.

I am privileged to chair this Board.

As Chair, I work closely on a weekly basis with Joan. I want to take this opportunity to say how fortunate we are to have this lady running our service or more appropriately the many services that we provide. Her passion for this job and her unbreaking resolve, despite the endless challenges that occur, to deliver a therapeutic person centred service for each person that we support is just wonderful to see. On behalf of the Board, the people we support, families and staff, I thank her for her dedication, her commitment, all the long hours and her never-ending support to all of us.

I think everyone will say as Chair of the Board, I do demand a lot and the next people I would like to thank for their incredible work in supporting Windmill's service but also in supporting the Board and the Sub Committees are the Admin Team headed by Linda Kelly. As the rules and regulations and the demands of good governance increase year on year, this very small team puts in incredible effort to support us all. This very capable and flexible team put in long hours and often late evenings and are constantly under pressure to meet the demands and in particular the ever increasing administration demands required by the HSE.

Finally, without our Management team and our staff, there would be no service. It has been another difficult year to ensure satisfactory level of staffing and the team continues to deliver the best possible service despite the many challenges throughout the year. We, the Board, want to acknowledge this and to thank our staff for their great contribution to making Windmill what it is. We look forward to working together to continue to deliver the best quality service for 2023 and beyond. However, we have significant challenges as we go into next year.

Maria

Maria Meyler
Chair of the Board of Directors
Sept 202

Head of Windmill's Statement:

This report focuses on the *Service and People* Section of Windmills Strategic Plan, and in particular that of maintaining and developing quality of individualised service provision over the previous 12 months.

The quality and level of service provision depends largely upon the quality of staff and staffing ratio. 12 months ago in September 2022, Windmill was experiencing a staffing crisis. This crisis and its possible impact upon level and quality of service was brought to the attention of the family group during a Family Forum Meeting of 17th October 2022. Maria Meyler Chair of the Board, expands in her report on the work that has been necessary to secure those monies for 2023 and the continuing task to make them ongoing into 2024 and beyond.

Minister Rabbitte's commitment of €188,000 for 2023 did not allow us achieve pay parity but it did enable Windmill to offer pay at a more competitive rate. This put us in a better position to retain and recruit staff and create a career path within Windmill. Additional monies provided by the HSE Local Office allowed Windmill to consider the introduction of contributory Pensions.

By the end of January 2023 Windmill had achieved full Day Service staffing complement. We were well placed to direct our focus to developing quality of service. We engaged on a process of reenergizing Windmill's Social and Human Rights Individualised Person-Centered approach underpinned by the Therapeutic Relationship.

Quality and Safety Subcommittee and Reporting Structure.

The Quality and Safety Sub-Committee is a sub-committee of the Board of Directors. The main focus of the Quality and Safety Sub-Committee is that of ensuring quality and safety of service in every aspect of Windmill from governance to individualised service provision. Quality and Safety Sub-Committee, working in cooperation with the Management, Coordinators / Leaders and Staff Team, introduced the Quality and Safety Structure.

The aim of the Quality and Safety Structure is to provide a platform for all Windmill's stakeholders. It aims to facilitate communication routes between those who access the service, their families/carers, staff, subcommittees, and Board of Directors. It aims to ensure that each person who accesses the service has a voice, is heard and has influence within Windmill.

The Quality and Safety Structure provides platforms for the consideration of Health and Safety issues whilst also meeting Quality and Standards of service provision as laid down in New Directions (Social Policy for Day Services and their associated Interim Standards).

The operational level Quality and Safety forums have been instrumental in the development of the Coordinator / Leader roles. Coordinators, as part of the operation level Quality Control teams, under the direction and delegation of Managers, are in the process of taking on the EASI tool process (HSE New Directions tool to facilitate Services self- access their

compliance with New Directions and associated standards). Coordinators are required to put in place actions generated in the tool's Continuous Quality Improvement Action Plan.

A reflective practice is crucial in maintaining quality of individualised service. This year Windmill has developed its reflective practice approach working closely with staff to ensure consistency in approach in line with Windmill ethos and philosophy. Windmill has also, this year, provided extensive training in Person Centered Planning.

As part of quality assurance, the Communications Sub-Committee hosted a family forum. The focus of the forum was very much service focused with the main agenda item being the Assisted Decision Making Bill and seek feedback from service user's families regarding quality of service provision. A questionnaire, based on New Direction associated Standards, devised by the Quality and Safety Sub Committee was subsequently provided to all families. The feedback for the survey was in the large part very positive.

Health and Safety

The main focus of the Operational Level Health and Safety team over the previous 12 months was to ensure that, with the growth of service, each service location and area of service provision is in line with best practice Health and Safety.

Work has been completed on:

- Fire evacuation plans.
- Risk registers for each location.
- Completion of all mandatory training.
- Reviewing and updating our Medication Management Policy and Procedures.
- Introducing Personal Emergency Evacuation Plans.

Staff Performances Management and Personal Development Planning Process

Windmill introduced this year a Staff Performance Management and Personal Development Planning Process. The process devised by Dermot Hand, in collaboration with the Management Team, is aimed at meeting Windmill's specific needs and takes Windmill's approach and culture into consideration.

The Performance Management Process includes the complete staff team, all staff members, Managers, and Head of Windmill. The Performance Management Process, in addition to managing performance, provides guidance and direction to each staff member in the performance of their role, enabling them achieve best outcomes in the delivery of Windmill's Strategic Plan. Each staff member being aware of their individual importance and role in achieving Windmill's Mission and Vision ensuring quality individualised person-centered service.

This is achieved by:

- Establishing clear and measurable performance expectations at organisational team and individual levels.

- Providing a framework for ongoing discussion and dialogue, where managers can offer coaching and support to staff to help them to accomplish their objectives.
- Provide a clear and measurable basis for recognizing and rewarding staff for their accomplishments and contribution to our success.

All Managers and staff attended training workshops and have now set and agreed their 2023 performance objectives.

Managers will hold Performance Review Meetings with their team members at the end of 2023.

We are currently in the process of launching Personal Development Planning for all Managers and Staff. Personal Development Planning (PDP) is the principal tool we will use to develop staff's capability in Windmill.

The PDP process is designed to support Managers and Staff by:

- Empowering them to take personal responsibility for their professional and career development;
- Enabling them to assess their current levels of knowledge, skills and competencies in the context of their role requirements;
- Guiding them in identifying and agreeing career development objectives and actions including training in their current roles, developmental assignments and training courses; and
- Providing a framework within which Managers can coach staff, help them enhance proficiency in their current roles and guide them to achieve their longer-term career objectives.

All Managers and staff will receive training in the Personal Development Planning process. Just like Performance Management, Personal Development Planning will become part of the ongoing discussions between staff members and their Managers.

I want to thank Dermot Hand, Director, who quickly understood Windmill's approach and who skilfully crafted a process to meet Windmill's specific needs.

Capacity and Level of service

Windmill now provides Day Service to 62 adults with 5 persons having commenced their placement in September. We completed a restructuring of resources process to ensure that each person who accesses the service, both existing service users and new referrals, receive quality individualised service.

The Management Team began the restructuring planning process in early 2023, considering issues such as:

- Each person individually in relation to which location might best suit their needs and best enable their inclusion into community.
 - Reorganising service locations and spaces to meet changing needs of individuals.

- Number of people in locations and supporting dynamics aimed at promoting positive relationship development.
- Staff ratios and matching staff skill set, experience and knowledge to allow staff to be individually proactive and to work in teams in the provision of individualised person-centred service.
- Staffing levels and resources required to meet support needs of all and forward planning to consider 5 people joining Windmill in September.
- Strategies to facilitate the Staff team to support those who access the service, involving them in the decision making process, particularly in relation to change that impacts upon them.

The restructuring process was successfully completed by September, at which time we welcomed 5 new people to Windmill. Windmill is now at full capacity.

The flexibility and approach of staff and the collaborative work between management and the staff team was crucial in the success of this process. I want to acknowledge and thank those who access our service for their trust, patience, and willingness to engage in the process.

Windmill continues to provide transportation to those who access the service using 6 cars and 2 buses. Transport is provided to and from service along with transport supports throughout the day to facilitate Person Centred Plans. Transportation represents the second greatest expense, coming second only to wages.

Windmill provides Individualised Independent Living Service to 4 people who live in their own homes. These supports are based in and extend from the person's home and are designed to meet the individual needs of the person.

Individualised Independent Living Supports, (ILS) extension of Day Service supports, taking supports into evenings and weekends are provided to 6 people. These supports are designed to meet individualised needs of the person as identified in Person-Centred Plans.

Windmill has grown over the last number of years and this in turn has brought about an increase in reporting, recording, communication and administration requirements in areas such as Personal Centered Planning, GDPR compliance and facilitation of the Quality & Safety structure.

Windmill has in place a GDPR Officer and this year has appointed a GDPR Champion who are currently focusing on developing a system to ensure that Windmill complies with GDPR (General Data Protection Regulations) regarding the way in which Windmill:

- Uses, processes, and stores personal data (information about an identifiable, living person).
- Ensuring that the individual's rights over any of their personal information which Windmill processes is protected.
- Keeping data collection to a minimum and build in security measures to prevent data leaks and breaches at all stages of the processing of personal information.

The need to introduce an internal digital platform which will support the efficient, streamlined reporting, communication and sharing of the Person-Centered Planning Process and related HR matters, has become very apparent. This year Management team members Liz O Connor and Brenda Johnston have worked to research and identify Windmill's needs in this regard.

Having identified and designed information and approval flow pathways and having designed digital documents to support the move from hardcopy to digitalised system, they opened shared drives and folders to support all person-centered plans and provided protected access of all staff to shared folders enhancing better internal information and communication systems.

Windmill has now in place a pilot test digital system. One that has placed us in an informed position to work with an IT professional to development a full, efficient and effective platform, appropriate to support Windmills aims and in line with GDPR regulation.

This year has been a challenging and busy year. Much has been achieved and this is due to the efforts of many.

I am proud and happy to say that Windmill has a very strong Board of Directors. Each member of the Board gives generously to Windmill of their time and expertise. Their expertise and guidance provided through the Board, the Sub-Committees and working directly with Windmill management and staff members has been crucial in ensuring the quality and continuation of Windmill. Thank you also to the non-director Sub – committee members for your input, expertise, time and guidance given to Windmill.

Windmill is extremely fortunate to have Maria Meyler on our Board. Never failing in her willingness to give of herself and to share her expertise for the betterment of Windmill, not a week goes by, but Maria dedicates at least hours, often days, to working for Windmill. I am personally very grateful to Maria for her loyalty, her passion, her fearless approach and her determination to always do the right thing.

I want to thank my colleague, Linda Kelly, Linda's unwavering dedication, her in-depth knowledge and understanding of Windmill and wonderful capacity to make ends meet, has been invaluable in ensuring Windmill's quality and continuation. I am truly grateful to have Linda as my colleague and partner in our efforts for Windmill. Thank you also to Marie O Connor who works beside Linda, together they ensure that Windmill meet, to the best possible standards, the onerous and ever increasing reporting and regulatory demands.

This year Windmill has made several developmental changes and taken on quality enhancing projects. The management team has played a crucial part in ensuring the success of each one of these developments. I want to thank them for their work and willingness to respond to the increasing demands. Their management, leadership and working beside the staff team has ensured the continuation and development of Windmill's approach.

Thanks to the Staff team for their flexibility in approach, their willingness to engage, on an individual and team basis, in a reflective practice and sincerity in taking on Windmills ethos and philosophy. Each and every staff member plays a crucial role in providing a quality

human rights based, individualised person-centered service to each person who accesses the service.

My final thanks goes to each and every person who Windmill supports. I am honored to know, to work for, with and beside you. You are what Windmill is about. I am determined that each and every one of you receives the best possible supports, meeting your needs and empowering you to achieve your wishes and choices.

Joan

Joan Mac Donald
Head of Windmill
Sept 2023

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.

Summary of Windmill's Purpose and Activities

Today Windmill provides support for c 62 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 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 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

Achievements and Performance

Statement of Strategy 2021 – 2023 sets out our key objectives under 5 headings – Service, People, Governance, Communication and Resources.

In this Report, I will address our performance over the year under Governance and Resources.

I am going to concentrate on resources / finances and identifying/ managing risk which are often the main governance issues that cause the pitfalls for Boards of not for profit / charity companies.

I will also refer to the work of our Communications and Independent Living Sub Committee.

Resources

This is the biggest challenge that we have faced over the last year. We made families aware in October (through our Family Forum) that we were unable to retain and recruit staff because we did not have the finances to match the rates of pay and provide a pension that other similar organisations could do. We had made many submissions to the HSE seeking adequate funding to enable us to compete for staff. We want to acknowledge the support of local HSE CHO5 who at the time of the Family Forum provided us with some additional funding but this fell far short of the figure of €188,000 that we needed to remain competitive and be able to retain and recruit staff.

The Board, Management and staff, would like to thank our families who worked with us, supported us and who directly appealed to the HSE and local TD's. This support and a live interview with South East Radio brought the crisis to the attention of all local TD's and through their support, Joan, Linda and myself met with Minister Anne Rabbitte, James Browne TD and Paul Kehoe TD in Leinster House in October last. The Minister was satisfied that we did have a financial case to be made based on the level of capitation funding by which approximately half of our 62 people are supported. Those people are aged up to 67 years and have ever changing and increasing support needs. She agreed to provide the €188,000 on a once off basis for 2023. We appreciate the meeting and the support of all those in attendance.

We understood that the battle for 2023 was at last resolved and we expected to see this money from Jan 2023 on a monthly basis. That did not happen.

These funds finally arrived in May 2023 but only after a long struggle with email after email, phone call after phone call until eventually, with the help of our local TD Verona Murphy, a zoom meeting was set up with Mr Gloster. Mr Gloster agreed that the promised money should be made available immediately to Windmill for 2023 and within a week, the back money was received and monthly payments since. We very much appreciate the help and support provided by Verona over the last few months. We appreciate the intervention of Mr Gloster and were delighted to welcome him for a visit, that he proposed, to see and hear of Windmill's services and to understand our financial issues into the future i.e. the need for

ongoing yearly funding of €188,000 index linked. He agreed to revert to us in late Aug / Sept with an update.

Minister Rabbitte had arranged to visit last week also but unfortunately wasn't able to make the proposed date. She has since asked to be briefed and that has been sent on immediately. We await an outcome from both Mr Gloster and Minister Rabbitte.

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

Finances

Our Audit and Finance Sub Committee, chaired by our treasurer Joe O'Leary with 2 members, addresses the fiduciary responsibilities, reviewing financial information that is provided to stakeholders and the public, reviewing 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 principal activities of the Sub Committee in 2022/23 were as follows:

- Reviewed and approved the Annual Financial Statements with management.
- Met with the External Auditor to review the findings from the statutory audit and signed off on the audited accounts prior to their submission to the Board.
- met with the Windmill Office Administration team to review the financial procedures and controls in place in Windmill.
- received and reviewed regular accounting updates from Management on Income and Expenditure
- reviewed the Windmill Reserve policy on request from the Board and suggested some modifications.
- reviewed the relevant financial sections of the HSE Service Agreement and advised the Board in relation to compliance.

The Sub Committee will continue to focus on Financial Reporting and to provide a robust challenge to the key judgements included in the Financial Statements, Sub focusing on maintaining the high standard of financial governance and internal financial controls in existence in Windmill.

On a positive note, we will restart our fund raising projects in Oct. Thanks to Bill Kelly once again and his Fund Raising Sub Committee who will hold a fund raiser to enable us install a lift in our Main St premises.

Risk Management

The Strategic Plan 2021-2023 requires the Board to ensure a strong focus on risk. The required outcome is that risk strategy, management, and appetite are regularly reviewed, assisting Windmill to continue to be capable and flexible in the face of changing needs, challenges and opportunities. The Risk Management Policy, adopted in 2021, provides for a

Risk Management Sub-Committee (RMSC) and sets out its terms of reference. The RMSC, in line with the policy's key objectives obtained the Board's approval of the Risk Register in May and this assists Windmill to identify, evaluate, mitigate and monitor risks. The RMSC reports on risk as a standing item at the Board monthly meetings and is planning, within Windmill's limited administrative resources, to designate a Risk Officer to carry out tasks including in-depth reviews of key risks, having identified the requirement, in light of recent events affecting other organisations, for in-depth reports on fire and data-protection risks. These reports, for delivery in 2023, will assist the Board to evaluate the risks to Windmill and the effectiveness of current mitigation measures.

Communications

Two Family Forum meetings have been held since September 2022, ensuring families are kept up to date and dealing with subjects of interest to parents and family members. Considerable consultation was carried out by the Subcommittee prior to the first Family Forum in July 2022 - this work resulted in the establishment of a good format, which is now in place. Consideration has been given to the use of modern technology to communicate more effectively and efficiently. Work has been ongoing to find the best method to communicate with families and a proposal to use WhatsApp for that purpose will be brought before families at the next Family Forum in October 2023.

The Communications Subcommittee (CSC) carried out a full review of the website sections have been updated. A draft Complaints Policy was prepared and agreed by the Board in 2023 - however the policy must now be reviewed to meet the most recent HSE guidelines.

The Communications Subcommittee is currently working on objectives for 2024. The priorities for the Subcommittee in 2024 will be further updating of the Windmill website, Biannual Family Forums, the introduction of a WhatsApp to assist with the dissemination of information to parents, review of Windmill's Complaints Policy to meet the most recent guidelines set out by the H.S.E and a review of the Whistleblowers Policy.

Independent Living Sub Committee (ILS SC)

Having introduced an Independent Living Supports Programme a few years ago, we now provide 8 people with Independent Living supports to varying degrees. The ILS SC has been focused on the acquisition of the apartment building at Cluain Beag, Clonard. The building is a generous gift from William Neville and Sons. It is a new building and contains 3 apartments and an office/caretaker's room. Construction of the building was completed in mid-2023.

The complexity of ownership, rental, fit out, possible HIQA registration and the supports to be provided and by whom, continue to be difficult to resolve. We have been impatiently waiting for the application for charity status for Windmill Living CLG to be approved as it is with the Charities Regulator since Oct 2022. We have engaged Catherine O'Connor of O'Connor Mullen convey the property and we engaged an independent engineer to survey the building. We also engaged Rath Electrical to install additional security and fire protection cabling to meet the future needs of the occupants. Our aim for 2024 is to make

the building fit for purpose, and resolve all issues pertaining to ownership and supports and have it tenanted by 3 of our Windmill people that we support.

Conclusion

For 2024, our biggest challenge and our biggest risk continues to be adequate resources.

We need adequate funding to ensure that we can deliver the best quality service that we aspire to do, to retain and recruit sufficient staff to deliver the service and sufficient staff to provide administrative support to the Board, to Management and to our operational team.

We also have to consider the issue of our ability to take any further school leavers given our financial issue and the fact that our three premises are now at capacity.

At the moment, with regard to finances, there is no light at the end of this tunnel but as we did last year, with determination, we will battle on.

Financial Review

(Overview)

- **Employees**

- Average number of full-time employees: 26
- 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
Brenda Johnston	New Directions Co-ordinating Manager
Sylvester Donegan	Development Officer/New Directions Coordinating

Manager

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
Dermot Hand

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

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 for the last 12 months including Windmill's AGM (Sept 22) were held and attendance record at each meeting;

12/09/2022	Attendance – Chair, Secretary, Treasurer and 4 other Board Members
14/10/2022	Attendance – Chair, Secretary, Treasurer and 3 other Board Members
14/11/2022	Attendance – Chair, Treasurer and 3 other Board Member
12/12/2022	Attendance – Chair, Secretary, Treasurer and 3 other Board Members
23/01/2023	Attendance – Chair, Secretary, Treasurer and 2 other Board Members
20/02/2023	Attendance – Chair, Treasurer and 5 other Board Members
13/03/2023	Attendance - Chair, Treasurer and 3 other Board Members
24/04/2023	Attendance – Chair, Secretary and 4 other Board Members
15/05/2023	Attendance – Secretary as Acting Chair, and 5 other Board Members
19/06/2023	Attendance – Chair, Secretary, Treasurer and 3 other Board Members
21/08/2023	Attendance – Chair, Treasurer and 5 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 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.

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.