



Windmill Therapeutic Training Unit CLG (Windmill)

Directors' Annual Report 2025

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

*Company number: 226765 registered with Companies registration office,
Bloom House, Gloucester Place Lower, Dublin 1*

Charity Tax Exemption Number: CHY 9500

Charity Registration Number: 20023799,

Reference and Administrative Details

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

Windmill Therapeutic Training Unit clg - Board of Directors:

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

Head of Windmill: Joan MacDonald

Board Sub-Committees

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

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

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

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

Chairperson's Statement:

Welcome to our 2025 Annual Report for Windmill Therapeutic Training Unit CLG (Windmill).

As directors, we are Windmill's charity trustees and exercise control over and are legally responsible for Windmill. All directors are volunteers and give generously of their time and expertise without any form of payment. We work to ensure that Windmill delivers the best service possible supporting the management team as we continue to expand the range of services that we provide and the increasing number of people that we support.

Four of the directors are due to retire over the next 2 years and the Board will be working to find new directors with appropriate experience and skills to fill those positions. This will be a significant challenge.

I have said before that we never stand still in Windmill, we continue always to review, reflect and improve wherever possible. We do new things and we look at the things that we have always done to see if we can improve and do better. We published our new Statement of Strategy for 2024- 2026 last year and this gives a clear picture of all that we hope to achieve over the 3 years.

In 2023, our income / budget was €2,070,000 and in 2024 it increased to €2,482,179 supporting 69 people in Day Service with 9 supported through further support services and independent living services. Staffing levels and staffing costs continue to rise as the number of people and the extent of service increases. HSE funds go to meet these costs with little left to meet our ever increasing costs of running / maintaining our transport service and operating / maintaining our three premises.

Our Audit and Finance Sub Committee is chaired by our treasurer Joe O'Leary with 2 external members. The Sub Committee assists the Board in fulfilling its fiduciary responsibilities by reviewing the annual budgets, cash flows and regular management accounts that are presented to the Board, reviewing the effectiveness of the systems of internal financial control of Windmill and overseeing the auditing, accounting and financial reporting processes.

The Risk Management Sub-Committee continued to oversee the charity's approach to identifying and managing risks. A comprehensive review was carried out of our insurance arrangements, including buildings, directors' and officers' liability, motor, and general cover. This review assessed both adequacy and value for money, concluding that the charity's assets and activities are appropriately protected. To support governance development, members attended Managing Risk, a workshop delivered by The Wheel.¹ This provided insights into sectoral best practice and emerging approaches to risk oversight.

The HR Sub Committee's overriding priority is to implement HR initiatives which empower Managers and Staff to deliver outstanding service to all of those who access Windmill. The HR Annual Plan enables us to keep oversight of progress and update our priorities in light of changing needs. Major areas of focus during 2005 have included our ongoing efforts to secure funding to enable the payment of competitive salaries and benefits to our employees, guiding and supporting Managers and Staff through performance management to strengthen our high-performance culture, completing the roll-out of our Personal Development Planning programme and Succession Planning to enhance our capability to accurately identify our future staffing needs, source and fill key positions that may arise in the future with suitable skilled and experienced candidates.

The Quality & Safety Sub-Committee are directly concerned with establishing, developing and implementing quality and safety structures, processes, standards and oversight of quality and safety across the service. Our committee have been focusing on how Windmill is providing the environment

¹ *Ireland's national association of charities, community groups, and social enterprises.*

for persons attending the service to develop. Specifically, how individuals are advancing their lives and living as self-directed and independently as possible. The Committee monitors complaints, incidents, accidents and record of allegation of abuse.

Our Fund Raising Sub Committee has seen a significant fund- raising effort from one of our parents. Andrew O'Brien and his family aim to raise funds for Windmill and Wexford Special Olympics. His Triathlon on 21st June was a huge challenge and a great success. We want to again thank him for this and to wish him well as he continues with further challenges to meet his target of €210,000. I would also like to acknowledge and thank Zurich Insurance for their ongoing support and donations and all those who have helped with fund raising throughout the last year. Monies donated will be used to fund ongoing work in our premises and in Larkins Lane in particular.

I visited the Together Academy in Dublin and loved what I saw.² So with Andrews efforts and that visit, I decided to try a Pop Up Charity Shop over the Windmill summer holidays. Thanks to all who donated, all who worked setting up, running and taking down the shop. The final total was €8400 but it also gave us food for thought for the possibility of a project like a Windmill charity shop or coffee shop.

Next to one of our ongoing projects through the ILS Sub Committee i.e. William Neville House. I said last year that this will have huge benefits to our supported independent living projects but also a huge challenge to bring to a successful conclusion. Having taken ownership during the summer, we have installed a lift and are working on furnishing the apartments. The Board has concluded that Windmill will not operate a HIQA Designated Centre. We will work with all parties, to find a provider who will provide Independent Living Supports to three people to live in the apartments and with families and HSE for the required funding.

The Board want to acknowledge, how the role of Head of Windmill has totally changed and expanded hugely over recent years. Joan's continued dedication, passion and huge commitment cannot be underestimated. Her ethos and philosophy and that of her staff, is what makes Windmill stand out as such an excellent service acknowledged by all who know us.

On behalf of the Board, the people we support, their families and our staff, thank you, Joan, for all the long hours and your never- ending support to all of us. On behalf of the Board, I also want to thank the Management team and all our staff. They do a great job and we truly appreciate all that they do. I would like to thank Linda and Marie for all the work that they do for the Board and their support to me as Chair. It is greatly appreciated.

We look forward to working together to continue to deliver the best quality service for 2025 and beyond.

Maria Meyler

Chair of the Board of Directors Sept 2025

² *Together Academy is a unique training and employment initiative aimed at providing young adults with Down syndrome specialised and individually tailored training. We provide young adults with both certified and vocational training, practical work experience, employment opportunities and a critical social and support network.*

Head of Windmill's Statement:

Continuous quality improvement of the Person-Centred individualized service delivery is always foremost in all that we do. This year we identified a digital platform to support our Person-Centred Planning (PCP) process. Currently we are engaged in the challenging process of designing and implementing the platform. In January 2026 we hope to begin rollout of the platform to the people who access Windmill and their Family's / Carer's.

The platform is aimed at efficiently supporting the Staff Team to ensure that each person is at the centre of and receives a quality individualized Service. It will enable qualitative and quantitative reporting and support preparation for the monitoring of Day Services.

Social Pedagogy has been adopted by Windmill as the theoretical framework which underpins our relational practice and the "Windmill Way" of working. All staff have been provided with training in social pedagogy, and it will be introduced to the wider Windmill community at our Family Forum. Thanks to the Communication Sub-Committee who are organising and hosting the Family Forum on the 8th of December.

Work on the *Windmill Way*, a research project showing how we do our work, requested by CEO of HSE and supported through the Head of Disability office, has begun. The *Windmill Way* project will be presented at the Family Forum, those who access Windmill, their families and the Windmill staff will be invited to participate in the study, which will commence in January 2026.

As Maria Chair of Windmill Board mentions, Windmill now supports 69 people. Physical capacity and suitability of premises to support all those who access Windmill, while responding to individual and in many cases possible changing and increased support needs, is always a challenge.

The intake of 2025 referrals to Windmill demanded that we complete internal works to our Main Street premises, this work funded by HSE. We have begun work on our Larkins Lane premises aimed at responding to changing needs and increasing capacity for 2026.

I want to thank those who have contributed, making the commencement of these works possible. Thank you to HSE for funds provided. Thank you to all fundraisers and donors to Windmill. These include the staff and management of Zurich Insurance, Wexford and National Office. Andrew O'Brien, his family and friends who continue their work in the Trisomy 21 challenge. Maria Meyler, her family and friends and all who contributed and donated to the Pop-up Shop. Thanks to the staff of the Revenue Office and to Buglers Doyles and patrons. Huge thanks to Families and Friends of Windmill for their ongoing generosity and support.

While we are grant aided by HSE we remain hugely dependent upon the good will and fundraising efforts of those in our community to maintain and develop level of service. Indeed, it is likely that we will need to return to funders and fundraisers to complete the works in our Larkins Lane premises.

The responsibilities of good governance are ever increasing with onerous demands upon the time and efforts of volunteer Board Members. Thank you to each and every Board Member of Windmill for expending their individual expertise and skills in ensuring the secure steering and advancement of Windmill. I am immensely grateful to each and every Board Member for their ongoing support and guidance provided to myself and my team.

Much work has been done behind the scenes in the areas of Governance, Finance and Audit, Human Resources, Quality & Safety, Risk Management, Communications and Independent Living projects. These achievements can be viewed in the achievement challenges and performance page of this Annual Report. There have been several challenges addressed and further to take on. We are hugely grateful to the Chairs and Members of our Sub Committees and associated working groups, who have supported us and who continue to work beside us to meet ongoing challenges.

As has been said on many occasions, Windmill's greatest resource is its Staff team. My huge thanks and admiration to Windmill's Administrative Team and their tireless efforts to respond to ever increasing demands. Thank you to The Management Team for their responsive, adaptive and multi-tasking approach. Thanks to the staff team, each person no matter what the role plays a crucial part in the provision of quality individualized person-centred support to each person who accesses Windmill.

Windmill's purpose is to support those who access the service. Thank you to each and every person who accesses Windmill, it is an honour to know and work beside and with you.

Joan

Joan MacDonald

Head of Windmill.

October 2025

Summary of Windmill's Purpose and Activities

Origins:

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

Purpose:

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

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

Our Mission:

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

Our Vision:

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

Our Core Values:

We act in the best interest of those we support, ensuring the person is at the centre of all we do.

We value each person as an equal participant and as an equal citizen.

We act with respect, dignity, integrity, transparency, honesty and openness subject to our responsibility for confidentiality.

We listen to and work with all stakeholders.

We work efficiently and effectively, set standards and adhere to them.

We build capacity, capability and seek to grow, improve and innovate.

We are flexible and able to adapt as necessary.

Today Windmill provides support for 69 adults with mild to moderate intellectual disability through our Day Service and our Independent Living Programmes.

Windmill is managed by the Head of Windmill who reports to the Board. The service is provided through the management team and c 37 whole time equivalent staff.

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

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

1 Service

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

2 People

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

3 Governance

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

4 Communication

Be proactive in our communication with all stakeholders.

5 Resources

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

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

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

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

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

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

The 12 *New Directions* supports are as follows:

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

Structure, Governance and Management

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

Appointment of Board:

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

Tenure:

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

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

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

Board of Directors and Meetings:

Windmill currently has 9 Directors. Windmill's Board of Directors hold monthly meetings with a break during the summer and New Year. The dates for meetings for the last 12 months including Windmill's AGM's (Sept 2025) were held and attendance record at each meeting;

20/10/2024 Attendance – Chair, Secretary, Treasurer and 5 other Board Members
18/11/2024 Attendance – Chair, Secretary, Treasurer and 6 other Board Member
09/12/2024 Attendance – Chair, Secretary, Treasurer and 5 other Board Member
27/01/2025 Attendance – Chair, Secretary, Treasurer and 3 other Board Members
24/02/2025 Attendance – Chair, Secretary, Treasurer and 5 other Board Members
31/03/2025 Attendance - Chair, Treasurer, and 5 other Board Members
28/04/2025 Attendance - Chair, Secretary, Treasurer and 6 other Board Members

26/05/2025 Attendance – Secretary and 5 other Board Members

23/06/2025 Attendance - Chair, Treasurer and 4 other Board Members

21/07/2025 Attendance – Chair, Secretary and 4 other Board Members

01/09/2025 AGM and Board Meeting 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

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 and HSE Service Arrangement.

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

Our main Stakeholders are as follows,

Service Users & Families/Carers

HSE

Management and staff

Service Users and Families/Carers

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

It is essential that the Board knows and understands the service requirements through their relationship with those who access Windmill Services and their families and carers. It is also essential that families are aware of the Board members and aware of the issues that are of

concern to the Board. The Family Forum is an ideal opportunity to discuss and interact for this purpose.

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

HSE

The Chairperson of Windmill's Board of Directors, the Head of Windmill and the Senior administrator attends the HSE Service Level Arrangement Meetings three times a year. After each of these HSE meetings, a report is provided to the Board of Directors. The communication meantime is through regular phone and email correspondence keeping the HSE aware at all times of any issues that are relevant.

Management

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

Staff

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

Names and job titles of senior/management staff.

Joan MacDonald Head of Windmill

Linda Kelly Finance and HR Manager

Elizabeth O'Connor Senior Manager / Deputy Head

Brenda Johnston Manager

Sylvester Donegan Manager

Ann Marie Lamb Manager

Comment from the Finance Sub Committee Windmill's Investment Policy

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

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

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

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

Audit Information;

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

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

Auditors;

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

