

 	<p align="center">Windmill Therapeutic Training Unit CLG (Windmill)</p> <p>Policy <input type="checkbox"/> Procedure <input type="checkbox"/> Protocol <input type="checkbox"/></p> <p>Guideline <input type="checkbox"/></p> <p>Statement <input checked="" type="checkbox"/></p>	<p>PPPG No: 005</p> <p>Revision No: 005.1</p> <p>Page: 1</p> <p>Date Approved: 15/12/2025</p>
<p>Title: Corporate Safety Statement 2026</p>		
<p>Developed by: Q&S Sub-Committee</p>		
<p>Approved by: Board of Directors</p>		

CORPORATE SAFETY STATEMENT FOR



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VALID UNTIL
(from Board sign off date for 1 year)

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Mission, Vision and Core Values

Our Mission

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

Our Vision

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

Our Core Values

We act in the best interest of those we support, ensuring the person is at the centre of all we do. We value each person as an equal participant and as an equal citizen. We act with respect, dignity, integrity, transparency, honesty and openness subject to our responsibility for confidentiality. We listen to and work with all stakeholders. We work efficiently and effectively, set standards and adhere to them. We build capacity, capability and seek to grow, improve and innovate. We are flexible and able to adapt as necessary.

Chair of Board of Directors Policy Statement

The Board of Directors have an overarching responsibility to ensure that as far as is reasonably practicable, the safety, health and welfare at work, of all employees, people who access our services, visitors and all those affected by Windmill Therapeutic Training Unit CLG (Windmill) activities.

I, as Chair of the Board of Directors, acknowledge that staff through their work and dedication and by taking a positive risk assessing approach continue to ensure we deliver a responsive, enabling and caring service to the people who access our services. Windmill is committed to ensuring that adequate resources are provided to fulfil our statutory obligations to manage and coordinate workplace safety and health.

It is the aim of Windmill to ensure that employees and those attending our services are provided with as safe and healthy a workplace/environment as possible.

Windmill's aims are to ensure legal requirements are complied with under the following legislation:

- Safety, Health and Welfare at Work Act 2005 Fire Services Act 1981 & 2003.
- Safety, Health and Welfare at Work (General Application) Regulations 2007 to 2021.

Windmill will ensure that the systems, processes and resources necessary to manage occupational safety, health and welfare are in place. Ensure that accountability for occupational safety, health and welfare has been defined and communicated to relevant persons. Monitor the achievement of occupational safety, health and welfare objectives and ensure compliance with relevant standards. Provide assurance to ensure that the systems, processes and resources necessary to manage occupational safety, health and welfare are in place and are effective.

The implementation of this policy will be supported by open communication, engagement and consultation thus enabling an open attitude to health and safety issues, encouraging employees to identify and report hazards and suggest innovative solutions, so that we all contribute to creating and maintaining a safe working environment.

Our Head of Windmill and Managers are responsible and accountable for visible and proactive leadership in implementing this policy through the development of Ancillary Safety Statements and implementation of occupational safety and health policies. By providing healthy and safe workplaces we contribute to improving the

quality and safety of persons who access this service, retention of workers and environmental sustainability. I ask all staff to play their part in achieving and maintaining the highest possible standards of occupational safety and health. Management is committed to playing an active role in the implementation of this Corporate Safety Statement and implementation of Ancillary Statements for all locations.

The Ancillary Statements outline the means by which management ensures, so far as reasonably practicable, the safety, health and welfare of employees, people who access our services, visitors and those who come into contact with our service or may be affected by our activities. Individual risk assessments are undertaken for all attending our service and reviewed as indicated by the persons changing needs and/or as required by legislation. The Q&S Sub-Committee to be updated on the status of health and safety in the workplace on an on-going basis. To ensure the above aims are met, the Board of Directors are briefed on a regular basis by the Quality & Safety Sub-Committee and corrective actions taken as appropriate.

Maria Meyler
Chair Board of Directors

Executive Summary

As required by Section 20, of the Safety, Health and Welfare at Work Act, 2005, Windmill Corporate Safety Statement (CSS) describes the arrangements in place for safeguarding and maintaining a safe and healthy environment for employees, people who access our services, visitors and all who come in contact with our services and activities.

The CSS is applicable to all locations and work activities throughout Windmill and places obligations on both management and employees to ensure the safety management system is fully integrated into day-to-day business.

Section 2 of this CSS places the management of Occupational Safety and Health (OSH) as a prime responsibility of managers. The roles and responsibilities of Windmill Board of Directors, Head of Windmill and staff are clearly outlined.

All employees have a responsibility for their own occupational safety, health and welfare and that of others in the workplace and hence successful implementation is greatly dependent on the full cooperation of every employee. Failure to comply with the terms of this CSS may result in disciplinary action. Detailed responsibilities of employees are described in the Ancillary Safety Statements.

In accordance with Section 19 of the Safety, Health & Welfare at Work Act 2005 all hazards at the place of work are identified and risk assessed.

The importance of employee participation in all aspects of safety management is recognised and Windmill Management is committed to consulting with staff and Safety Representatives in advance and in a timely manner.

Windmill is committed to allocate resources for the effective implementation of safety management.

This CSS will be brought to the attention of all employees and Windmill Management are required to maintain records of persons to whom the Safety Statement has been communicated.

This CSS will assist with the implementation of an effective management system, which will be supported by the Ancillary Safety Statements. Management is responsible for ensuring that the contents of this CSS are appropriately communicated, implemented and made available to all employees.

The responsibility of the Lead Health & Safety Officer is outlined in this CSS. Health & Safety Lead is responsible for reviewing the CSS at least annually or when there has been a significant change in matters to which it refers. This role also involves monitoring the achievement of occupational safety, health and welfare objectives and ensuring compliance with relevant standards. Providing assurance to the Quality & Safety Sub-Committee that the systems, processes and resources necessary to manage occupational safety, health and welfare are in place and are effective.

1.0 Introduction

Section 20 of the Safety, Health and Welfare at Work Act, 2005, requires Windmill to prepare a written Safety Statement describing the arrangements in place for safeguarding and maintaining a safe and healthy environment for employees, persons attending the service, visitors and all who come in contact with our services and/or may be affected by our activities.

The aim of the CSS is to formally set out the high-level responsibilities, structures and resource requirements for achieving the above and emphasises the obligation to place hazard identification and risk assessment at the foundation of the safety management system.

Acknowledging the diverse nature of the activities undertaken and the number of locations, specific safety measures will be implemented by means of Ancillary Safety Statements. It is the Managers responsibility to ensure written Ancillary Safety Statements are in place for their location and work activities taking into account the requirements of the CSS.

1.1 Scope

The CSS is applicable to all locations and work activities throughout Windmill. The CSS

places obligations on both management and staff to ensure that the Windmill safety management system is fully implemented to secure the safety, health and welfare of all employees and those affected by Windmill's activities and to support the continuous improvement of service quality.

2.0 Organisational Roles & Responsibilities

2.1 Windmill Board of Directors

The Board of Directors is the governing body of Windmill. The Board's key priorities include:

- That Windmill has a strategic management system for occupational safety, health and welfare.
- Mechanisms are in place to promote a positive safety culture which is communicated successfully, implemented and audited.
- There is accountability for the management of occupational safety, health and welfare throughout Windmill.
- Systems of internal control and risk management operate effectively.
- There is an appropriate system in place to effectively audit and evaluate the safety management system and to take appropriate action where necessary to ensure compliance with health and safety legislation.
- In so far as is reasonably practicable, appropriate resources are allocated to ensure the effective implementation of the safety management system.
- Health and safety factors are considered during corporate and service design and planning.

The Board of Directors delegates operational responsibility for the day-to-day discharge of statutory duties under the 2005 Act to the Head of Windmill for all matters as set out in this Statement hereafter including specific regard to assurance and support to the Organisation on occupational safety and health matters.

2.2 Quality & Safety Sub-Committee

The Quality and Safety Sub-Committee is responsible for monitoring Windmills' positive safety culture and providing assurance to the Board of Directors that appropriate structures are in place for the effective integration of occupational safety, health and welfare. The Sub-Committee is responsible for monitoring and reporting to the Board of Directors on an on-going basis the achievement of occupational safety, health and welfare objectives and ensuring compliance with relevant standards. Assurance is sought at meetings of the Sub Committee from the Health & Safety Lead that the systems, processes and resources necessary to the management of occupational safety, health and welfare are in place and effective.

2.3 Head of Windmill

The Head of Windmill shall provide leadership and ensure the provision of competent

advice, guidance and support with regard to the management of occupational safety and welfare. The Head of Windmill has corporate responsibility for the development, communication and monitoring of occupational safety, health and welfare strategy including:

- Supporting managers in the implementation of the safety management system and ensuring it is systematically and consistently communicated throughout Windmill.
- Ensuring that appropriate policies, procedures, protocols and guidelines regarding occupational safety, health and welfare at work are developed for implementation throughout Windmill.
- Providing assurance to the Board of Directors that the safety, health and welfare of employees, people who access the service and others affected by Windmill activities are appropriately managed and that Windmill is compliant with its statutory duties under the Safety, health & Welfare at Work Act 2005.
- Ensuring appropriate arrangements are in place to proactively engage with relevant statutory and non-statutory bodies and support agencies.
- Ensuring in conjunction with the management team a written Ancillary Safety Statement is in place for each location and work activities and associated risk assessments which are communicated, monitored, reviewed and updated at least annually and in the event of any significant change in legislation, work activity or place of work.
- Ensuring that a health and safety training needs assessment based on risk assessment has been undertaken and training programmes have been and continue to be implemented to ensure the safety, health and welfare of employees and others affected by the work activities.
- Ensuring that suitable arrangements are in place to facilitate effective consultation on matters pertaining to occupational safety, health and welfare.
- With regard to emergencies or situations of serious or imminent danger, ensuring adequate plans and procedures are in place and periodically tested.
- Putting in place appropriate procedures to ensure all incidents are reported, managed and reviewed in accordance with Windmills' Serious Incident Management Guidelines and accidents and dangerous occurrences are reported to the Health & Safety Authority and HSE as appropriate.
- Ensuring that workplaces are designed and maintained in a condition that is safe and without risk to health, that there is a safe means of access to and egress from the workplace and that plant, equipment and other articles are safe and without risk to health so far as is reasonably practicable.
- Systems of work must be planned, organized, executed, maintained, and reviewed as necessary to ensure they are safe and do not pose health risks, as far as is reasonably practicable.
- Managing and conducting work activities in such a way as to prevent, so far as is reasonably practicable, any improper conduct or behaviour likely to put the safety, health or welfare at work of employees at risk.
- Ensuring safety, health and welfare legislation forms part of the general conditions of a contractor's work specification at all stages of the procurement process.

- Ensuring that all safety related records are maintained appropriately and are available for inspection.
- Integrating performance indicators in relation to safety, health and welfare as part of performance management.

2.4 Managers

- Managers implement the requirements set out in 2.3 above through activities, staff, services and locations within their control.
- Managers are responsible for ensuring that safety is managed, and that safety is inherent in the services provided.
 - Ensure that all work activities within his/her control are carried out in a safe manner.
 - Ensure that all new employees within his/her control are shown the correct method of working and all safety precautions.
 - Ensure that all staff within his/her control are informed and instructed regarding new equipment or modifications to machines within their control.
 - Ensure that all staff within his/her control are informed and instructed regarding new procedures or modifications to procedures within their control.
 - Ensure employees are issued with, and use, PPE as required.
 - Ensure employees do not take unnecessary risks.
 - Ensure employees communicate any health and safety issues to him/her.
 - Ensure that any accidents or incidents or near misses are recorded.
 - Plan and allocate work in such a way that the health and safety of all staff is not compromised.
 - Ensure that the statutory inspection of any machines within their control is carried out.

2.5 Employees

- In accordance with Section 13 of the Safety, Health and Welfare Act, 2005 all employees have a responsibility for their own occupational safety, health and welfare and that of others in the workplace.
- Comply with the relevant health and safety legislation.
- Comply with safety policies and procedures to ensure their own personal safety and health, as well as that of others.
- Co-operating with the Manager in relation to safety, health and welfare.
- Report all hazards, injuries, incidents, dangerous occurrences and near misses as soon as possible.
- Report any defects in equipment, unsafe activities or deficiencies in safety procedures.
- Use any protective clothing and equipment that has been provided.
- Attend training as required.
- Not engage in improper conduct or behaviour that is likely to endanger their own or other's safety, health and welfare while at work.

- Not interfering with, misusing or damaging anything that may affect anyone's safety, health and welfare.

The successful implementation of the Safety Management System will greatly depend on the full co-operation of each employee. Failure to comply with the terms of the Safety Statement may result in disciplinary action.

3.0 Safeguarding

At Windmill, safeguarding is a core commitment, guided by the **HSE's National Policy on Safeguarding Vulnerable Persons at Risk of Abuse**. We are dedicated to providing a safe, respectful, and inclusive environment where every individual is protected from harm, abuse, neglect, and exploitation. All staff receive comprehensive safeguarding training aligned with national policy standards. We have **Designated Safeguarding Officers** within our service who are clearly identified and accessible. Staff, individuals we support, and their families are informed about who these officers are and how to report any safeguarding concerns confidentially and without fear. By working collaboratively with all stakeholders, we strive to ensure early identification of concerns and a prompt, effective response to uphold the dignity, rights, and well-being of every person we support.

4.0 Risk Management Process

The management of safety, health and welfare at work is integral to Windmill's approach to risk management and is a legislative requirement as specified under Section 19 of the Safety, Health and Welfare at Work Act 2005.

Section 19 of the Safety, Health and Welfare at Work Act 2005 provides that every employer must identify the hazards at the place of work, assess the risks and from those hazards and have in place a written assessment of those risks as they apply to employees and others affected by the employer's activities.

4.1 Hazard identification and risk assessment process

Hazard identification and risk assessment is the process of examining what can cause harm to people in the workplace so that an informed decision can be made as to whether sufficient arrangements and precautions are in place or additional measures are required to prevent an injury or ill health.

To ensure compliance with Section 19 of the Safety, Health and Welfare at Work Act 2005 each location Manager has responsibility to:

- Identify the hazards and assess the risks in the workplaces under their control.
- Identify current controls that are in place to manage the risk.
- Evaluate the risk using the 5 x 5 Risk Matrix to assist in prioritising subsequent additional controls required.
- Identify what additional controls, if any, are required to eliminate the risk or

reduce it to as low as is reasonably practicable.

- Identify and assign a responsible person who has responsibility for ensuring these additional controls are implemented and agree a time frame for implementation.
- Review the risk assessment and make appropriate changes when necessary.
- Communicate and notify risks that cannot be controlled to the Head of Windmill for escalation to the Board of Directors and entry on to the Corporate Risk Register.

Note: Further information on specific hazard identification, risk assessment and controls are included, as appropriate, in the Ancillary Safety Statements.

4.2 Review and monitoring

To ensure that continuous improvement takes place, risk assessments should be continuously monitored and reviewed at least annually or earlier if there are changes in legislation, following review of incidents, changes in work practices/procedures or upon the introduction of new technology.

Ultimately, the process should ensure that all identified risks in the workplace, that could cause harm to employees, persons who access the service, visitors and all who come into contact with our services and/or who may be affected by our activities, are carefully examined and appropriately managed.

4.3 Communication, notification and escalation of risk

Where it is not possible to complete all actions identified due to resources or other constraints, such as serious incidents, appropriate actions are required to be communicated to the Board of Management in line with agreed processes for the communication, notification and escalation of risk.

5.0 Organisational Arrangements

The following section details a non-exhaustive list of the health and safety arrangements in place in Windmill to fulfil our statutory duties and to reduce the risk of injury or ill health to employees, those who access our services and all other affected by our activities.

Specific hazard control arrangements can be found in the location Ancillary Safety Statements.

5.1 Safe systems of work

The risk assessment process provides management with a systematic approach to the management of risks and enables the identification and prioritisation of subsequent actions necessary for the development and implementation of safe systems of work.

Safe systems of work will be referenced in the location Ancillary Safety Statements. Specific procedures / standard operating procedures to control potential risks will be referenced in the existing controls section of the hazards identified.

It is the responsibility of managers in all locations to ensure that safe systems of work are documented, distributed, accessible, understood by employees and consistently implemented.

5.2 Incident management

Windmill aims to:

- Be just in its approach to incident management and investigation.
- Be committed to the protection and wellbeing of its employees, service users and others.
- Demonstrate compliance with legislative and regulatory requirements.

It is the policy of Windmill that all incidents shall be identified, reported, and reviewed in accordance with the Safety, Health and Welfare at Work Act 2005.

It is the policy of Windmill that all accidents and incidents that occur on the premises, resulting in an injury or a dangerous occurrence, no matter how slight, must be reported immediately to the Location Manager/ Safety Rep.

Incident and Accident report sheets are contained in the Appendix of this CSS.

It is the responsibility of employees to complete the appropriate Incident/Accident Report Form as soon as is practicable after the event occurs and within one working day.

Statutory Instruments S.I. No.370 of 2016 Safety, Health and Welfare at Work (General Application) (Amendment) (No. 3) Regulations 2016 require incidents and dangerous occurrences to be reported to the Health and Safety Authority (HSA) when:

1. A workplace incident causes the death of an employee.
2. Employees are injured at a place of work and cannot perform their normal work for more than 3 consecutive days, not including the day of the accident.
3. Employees are injured while driving or riding in a vehicle in the course of work and cannot perform their normal work for more than 3 consecutive days, not including the day of the accident.
4. Any person in a place of work, or as a result of a work activity, requires treatment from a medical practitioner.

The above must be reported to the HSA on the approved form as soon as reasonably practicable and not later than 10 working days after the event. In the case of a death, a report shall be made by the quickest practicable means (i.e. immediately by telephone) and

subsequently in writing in the approved form within 5 working days of the death. Further information on reporting to the HSA can be found at: www.hsa.ie.

5.3 Internal Emergency Plans

Section 11 of the Safety, Health and Welfare at Work Act 2005 requires Windmill *'to have in place adequate plans and procedures to be followed and measures to be taken in the case of an emergency or a serious and imminent danger within the workplace'* e.g. fire, disruption to water/electricity supplies, flooding, outbreak of illness, adverse weather etc. Ref. Windmill's Serious Incident Management Guideline.

5.4 Environment

Windmill endeavours to avoid causing adverse effects on the environment by developing environmental management systems where possible to continually reduce the environmental impacts of its operations. We are also committed to the protection of work in a manner that conserves our environment and protects the safety, health and welfare of our employees, people who access our services and the community.

Our primary objective in the area of environmental health and safety is to assume a responsible position and in accomplishing this we will;

- Comply with all local and national legislation.
- Ensure that our operations and products used do not create unacceptable risks to human health or the environment.
- Assess the waste generated from our sites/premises and their effects, if any, on the environment and community.
- Where possible waste generated will be reused and or recycled.
- Ensure that all of our waste is disposed of properly.
- We will endeavour to keep these sites and grounds as tidy and clean as possible for the local communities. Our goal of a less hazardous environment can be achieved by a conscientious effort and commitment to excellence from all staff.

5.5 Fire Safety Management

Windmill acknowledges its responsibilities and the potential hazards of fire and its associated risks. A comprehensive Fire Safety Training Programme is tendered for and implemented.

- Managers are responsible for ensuring all staff have received the required training and for maintaining such records.
- Fire drills are undertaken at least once every 3 months, as per the Fire & Evacuation Plan, and is coordinated by the location Manager.
- The Location Manager must ensure that a Fire Register is in place for their area of responsibility with checks completed as required as outlined in the policy.

- Personal Emergency Evacuation Plans (PEEPS) are in place for all persons who access our services.

5.6 Maintenance of Buildings, Plant and Equipment

Buildings, plant and equipment are maintained in a condition that is safe and without risk to health. The Head of Windmill ensures that there is a planned preventative maintenance programme in place and records are maintained and available for inspection as required.

5.7 Selection, Control and Management of Contracted Personnel

It is Windmill policy that persons being contracted are competent to fulfil the contract and are managed appropriately. Contractors will be required to submit their Safety Statement. All contracted personnel will be appropriately supervised and made fully aware of the need to ensure the safety, health and wellbeing of anyone likely to be affected by their activities.

During building or maintenance work, the conditions in the workplace may be very different from those normally encountered, and new hazards may be introduced. It is essential that everyone concerned is aware of the hazards and the correct precautions are adopted. For any work involving construction activity, the provisions of the Safety, Health and Welfare at Work (Construction) Regulations 2013, must be adhered to.

5.8 Instruction, Training and Supervision

Windmill is committed to providing employees with the necessary skills and knowledge to carry out their roles in a safe manner, developing a skilled and competent workforce and promoting a culture of learning in the workplace.

Under the Safety, Health and Welfare at Work Act, 2005 (Sections 8 & 10) the employer is required to provide instruction, training and supervision to their employees in relation to safety, health and welfare at work.

In line with legislation, Windmill provides Occupational Safety & Health Training to all employees:

- On commencement of employment.
- In the event of the transfer of an employee or change in task assigned to an employee.
- On the introduction of new work equipment, new systems of work, or changes in existing work equipment or systems of work.
- On the introduction of new technology.
- To maintain employee competency.

Note: Certain training is mandatory for all employees where the training is considered necessary for the role they perform.

Windmill will ensure, as far as reasonably practicable, that all employees are facilitated in attending any health and safety training. There is a reciprocal duty placed on employees to attend such training.

Managers must also ensure that following such training, employees are adequately supervised and monitored to ensure training is being implemented.

Instruction, training and supervision must be provided in a form, manner and language (as appropriate) that is reasonably likely to be understood by the employees concerned. It is the responsibility of management to ensure that there is an appropriate method in place for the recording of all training, in accordance with legislative requirements. Training records must be appropriately maintained and available for inspection.

6.0 Consultation and Communication

Windmill is committed to providing adequate and appropriate consultation and welcomes the views of all employees on issues relating to health and safety. Consultation will be made in advance and in a timely manner so as to allow employees time to consider, discuss and give an opinion on the matters before managerial decisions are implemented. Relevant employees will be consulted when:

- New risk assessments are being carried out or revised.
- There is a change, update or modification to a particular work process.
- New machines or processes are introduced.
- New substances or materials are introduced.

6.1 Safety Committees

A Health and Safety team meeting will be held at least every month or as often as required, to discuss and review the Health and Safety aspects of the company's operations. This team will be responsible for co-ordinating consultation with employees and providing appropriate information to employees on all matters pertaining to Safety, Health and Welfare.

Purpose:

The Safety Committee exists to promote and support employee involvement in all aspects of workplace safety and health. The committee helps ensure that safety procedures are effective and that concerns are addressed efficiently.

Committee Structure:

- Employees can select members from among themselves to serve on the committee.
- The employer may also appoint some members to help the committee function effectively.
- If there is a designated safety representative in the workplace, they must be included in the committee.

- The committee is led by officers (a chairperson and a secretary) to ensure meetings run smoothly.

Meetings:

- Meetings are held as needed and may take place during working hours without loss of pay.
- Meetings are structured to be efficient, with clear minutes and reports to aid decision-making.
- Meeting schedules should be compatible with the smooth operation of the workplace.

Windmill Safety Committee

Lead Health & Safety Manager	Brenda Johnston
Medication Manager/ILS Manager	AnnMarie Lamb
Transport Manager	Sylvester Donegan
Quality Lead	Elizabeth O'Connor Keogh
Lead Health & Safety Representative/ Larkins Lane Safety Representative	Eddie O'Rourke
Safety Representatives-South Main Street	Richie Bridges & Alan Hyland
Safety Representative – Cornmarket	Chloe Mahon
Admin - Larkins Lane	Marguerite Heffernan
Medication/First Aid Representative	Sandra Harris

6.2 Safety Representatives

Section 25, of the Safety, Health & Welfare at Work Act, 2005 entitles employees to decide on, select and appoint a Safety Representative or, by agreement with their employer, more than one Safety Representative to represent them in consultations with the employer on matters of safety, health and welfare at the place of work.

Windmill recognises the importance and the value of Safety Representatives and fully supports the appointment of Safety Representatives. Safety Representatives will receive training to ensure they have the knowledge and skills necessary to perform their function effectively in accordance with Section 25 of the Safety, Health & Welfare at Work Act 2005.

Safety Representatives may:

- Having given reasonable notice to the employer, regular inspection of the workplace according to a schedule agreed between him / her and the employer that is based on the nature and extent of the hazards in the place of work.
- Being given access to information that relates to the safety, health and welfare of employees.

- Inspect the place of work in the event of an incident, dangerous occurrence or a situation of imminent danger or risk to health and safety
- Investigate accidents and dangerous occurrences provided they do not interfere with or obstruct any person fulfilling their legal duty.
- After giving reasonable notice to their employer, investigate complaints made by employees whom they represent.
- Being given the opportunity to receive appropriate health and safety training to help him / her perform the function of a safety representative.
- Accompanying an inspector from the Health & Safety Authority during an inspection of the workplace.
- At the discretion of the HSA Inspector, accompany the Inspector while they are investigating an incident or dangerous occurrence.
- Make oral or written representations to the HSA Inspector(s) on matters relating to safety, health and welfare at the place of work.
- Receive advice and information from the HSA Inspector(s) on matters relating to safety, health and welfare at the place of work.
- Consult and liaise with other Safety Representatives appointed in the organisation.

Note: The safety representative shall not suffer any disadvantage in their employment through discharging their functions and cannot be held criminally liable for failure to perform any function of a safety representative.

7.0 Resources

Adequate resources must be allocated by Windmill in order to ensure that occupational safety, health and welfare can be achieved on a sustainable basis. Resources are required to ensure the safety management system is efficient and effective and shall be identified through the risk assessment process. Where through the risk assessment process additional resources are identified that cannot be funded, the risk and required resources must be escalated to the Board or Directors and incorporated onto the relevant risk register. Risk assessments, resource requirements and expenditure records will be maintained and available for inspection and for audit purposes.

8.0 Safety Statement Distribution

Each Manager will ensure that the CSS and relevant Ancillary Safety Statements will be brought to the attention of all employees through team meetings and emails with a read and understood return. These will be available for all employees in their work location and brought to the attention of all employees at least annually, and at any other time following any amendment. Each Manager will maintain records of persons to whom the Safety Statements have been communicated.

Where appropriate the relevant sections of the Ancillary Safety Statement will be brought to the attention of contractors and other relevant persons prior to commencement of work or activities associated with Windmill services.

The Safety Statements will be brought to the attention of the above persons in a form, manner and as appropriate, language that will be understood.

9.0 Implementation of Corporate Safety Statement

The CSS will assist with the implementation of an effective safety management system, which will be supported by the Ancillary Safety Statements.

Management is responsible to ensure that the contents of the CSS are appropriately communicated, implemented and made available to all employees.

10.0 Revision of the Corporate Safety Statement

It is the responsibility of the Head of Windmill to ensure that the CSS is reviewed at least annually or when there has been a significant change in the matters to which it refers such as legislative, organisational changes, there is another reason to believe that the Safety Statement is no longer valid, or an Inspector in the course of an inspection, investigation, examination, or inquiry directs that the Safety Statement be amended.

11.0 Safety Auditing

The safety management system will be audited by the Quality & Safety Sub-Committee whose purpose is to provide assurance regarding compliance and identify areas for improvement. It is the responsibility of management to report audit findings to the Quality & Safety sub Committee. The Quality & Safety Sub-Committee reports to the Board of Directors through minutes and attendance of the Chair at Board Meetings.

12.0 Health and Safety Authority

The Health and Safety Authority (HSA) is the national statutory body with overall responsibility for the administration and enforcement of health and safety at work legislation. The HSA monitors compliance with legislation at the workplace and investigates accidents, causes of ill health and complaints.

HSA Inspectors carry out reactive and pro-active inspections of workplaces. Reactive inspections may arise following an accident, incident or complaint. Pro-active inspections may be routine or targeted.

The Safety, Health & Welfare at Work Act 2005 permits the HSA Inspectors to take actions where statutory contraventions are observed.

For further information, refer to:

https://www.hsa.ie?eng/topics/inspections/inspectors/actions_of_inspectors/

13.0 Key Stakeholder Statement (see Guidance Notes)

All key stakeholders (internal or external) are asked to sign this statement confirming that:

- I have been adequately consulted with.
- I have been provided with a final draft of this PPPG.
- I have reviewed and agreed with the content of this PPPG.
- I recommend final approval of this PPPG to the PPPG Committee

Name & Title	Signature	Date

PPPG Developer(s)		

14.0 (a) Statement of Approval:

Reviewed by PPPG Group	Date:
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14.0 (b) Statement of Approval by Sub-Committee:

I confirm the following

- I have been provided with a copy of the PPPG named above.
- I have read and I recommend the final approval of this PPPG to the Directors of Windmill Therapeutic Training Unit Clg.

Reviewed by Sub-Committee	Date

15.0 Read and understood confirmation

- The Approved PPPG document will be circulated by email to all staff members.
- When a staff member has read and understood the emailed PPPG, they will confirm by email to reporting@windmilltherapeutic.com
- Administrative staff will keep Excel record spreadsheets on staff where confirmation of the document has been read and understood.

Induction will include key PPPGs, all inducted staff will have 3 months to confirm that they have read and understood all additional PPPGs.

Appendix 1 – Organisational Safety Structure.



BOARD OF MANAGEMENT/DIRECTORS	
Chairperson	Maria Meyler
Secretary	Helen Doyle
Treasurer	Joe O'Leary
Directors	Bill Kelly, Pat Collins, Eamonn Campion, Niall McCabe, Dermot Hand, Carmel Kavanagh

QUALITY & SAFETY SUB COMMITTEE	
Chair	Carmel Kavanagh
Head of Windmill	Joan MacDonald
Family Rep	Anne Carberry
Health & Safety Lead	Brenda Johnston
Quality Lead	Elizabeth O'Connor Keogh
Transport Lead	Sylvester Donegan
ILS & Medication Lead	Ann Marie Lamb

EXECUTIVE MANAGEMENT TEAM	
Head of Windmill / Head of Services	Joan McDonald
Finance and HR Manager	Linda Kelly
Senior Manager	Elizabeth O Connor Keogh
Managers	Sylvester Donegan, Ann Marie Lamb, Brenda Johnston

SAFETY COMMITTEE	
HEALTH & SAFETY OPERATIONAL TEAM	QUALITY OPERATIONAL TEAM
Brenda Johnston	Elizabeth O'Connor Keogh
Eddie O'Rourke	Ann-Marie Lamb
Richie Bridges	Amanda Martin
Chloe Mahon	Geraldine Cullen
Marguerite Heffernan	Nicola O'Connor
Sandra Harris	

LOCATION MANAGEMENT	
Location Manager – South Main Street	Brenda Johnston
Location Manager – Cornmarket	Ann-Marie Lamb
Location Manager – Larkins Lane	Sylvester Donegan

SAFETY REPRESENTATIVES	
Safety Representative – South Main Street	Richie Bridges
Safety Representative – Cornmarket	Chloe Mahon
Safety Representative – Larkins Lane	Eddie O'Rourke

Appendix 2 - Supporting Legislation / Codes of Practice (Non-exhaustive) Safety, Health and Welfare at Work Legislation

Safety, Health and Welfare at Work Act 2005

Safety, Health and Welfare at Work (General Application) Regulations 2007 (S.I. No 299 of 2007)

Safety, Health and Welfare at Work (General Application) (Amendment) Regulations 2007 (S.I.) No. 732 of 2007)

Safety, Health and Welfare at Work (General Application) (Amendment) (No. 3) Regulations 2016 (S.I. No 370 of 2016)

Safety, Health and Welfare at Work (General Application) (Amendment) Regulations s2023 (S.I. No.255/2023)

In addition to the above the Health and Safety Authorities website contains an extensive list of health and safety legislation/regulations and codes of practice can be sourced at <http://www.hsa.ie/keng/Legislation/List of Legislation/>.

Fire

Fire Services Act 1981 as amended 2003

Building Regulations 2006,

Appendix 2a– Supporting Publications

HSA (2006) Workplace Safety and Health Management

HSA (2010) Health and Safety Management in Healthcare
Information Sheet HSA (2016) A Guide to Risk Assessments
and Safety Statements

HSE Corporate Statement HSA (2017) Safety Representatives Resource Book,
third edition 2023

HSE (2020) Incident Management Framework

Appendix 3 – Windmill Health, Safety and Welfare Policies, Procedures, Protocols and Guidelines (Non-Exhaustive)

- **Ancillary Safety Statements**
 - Larkins Lane
 - Cornmarket
 - Main Street
- **Code of Conduct Policy**
- **Social Networking & Electronic Communication Policy**
- **Environmental Policy**
- **Medication Management Policy**
- **Smoking Policy**
- **Dress Code and Personal Hygiene Policy**
- **Drugs & Alcohol Policy**
- **Driving for Work Policy**
- **Infection Prevention & Control Policy**
- **Serious Incident Guideline**
- **Fire & Evacuation Plan**

SAFETY STATEMENT

INCIDENT (NEAR MISS) REPORT SHEET

Nature of Incident: (Tick as many as are applicable):

- (a) Near Miss
- (b) Near loss of equipment
- (c) Dangerous condition
- (d) Dangerous Occurrence
- (e) Damage of Equipment
- (f) Loss of Material
- (g) Medication Error
- (h) Hazard

Name (of person affected): _____

Date of Birth: _____

Date of Incident: _____

Time: _____

Witnesses: _____

Description:-----

Signed: -----

Date: -----

CM 129

INVESTIGATION REPORT FORM(Incident)

Date Investigation Commenced:

..... Description of Incident
(further details – eSquipment, environment, etc.)

Corrective Action Recommended & Person Responsible with Completion Dates:

Corrective Measures	Person Responsible	Date

Manager Signature: Date:

SAFETY STATEMENT
ACCIDENT REPORT SHEET

Name: ----- Age: -----

Address: -----

Occupation:-----

Date Reported: ----- Date of Accident: -----

Time: -----

Witnesses:

-

Exact location of accident:-----

What was the person doing at the time of accident:

How did an accident happen:

Injuries received:

Treatment:

Did the person work after the accident: Yes / No:

Name of family/carers informed: -----

Date:----- Signed:-----

INVESTIGATION REPORT FORM(Accident)

Date Investigation Commenced: -----

Description of Accident (further details – equipment, environment, etc.)

Corrective Action Recommended & Person Responsible with Completion Dates:

Corrective Measures	Person Responsible	Date

Signed: _____

Tied up with _____

Supporting Staff: _____

Senior Staff: _____

Date: _____

Date: _____

Date: _____

Date: _____

Transport Risk Register

Location: All Service Provision

Completed by: Management team, Brenda Johnston, Ann Marie Lamb, Sylvester Donegan, Liz 'O Connor Keogh

Date: 28.08.2025

Review Date: Nov 2025(quarterly or as needed)

This risk register was assessed using the below HSE Risk Matrix.

Red- High Risk

Amber-Medium Risk

Green- Low Risk

RISK MATRIX	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Rare/Remote (1)	1	2	3	4	5

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Accidents or collisions Mechanical failure or breakdown	Staff/Individuals sustain injury or death in collision Individuals have disrupted transport service to/from service	All vehicles are subject to regular statutory checks (NCT for cars and DoE, VTRS for buses) All vehicle faults are reported and actioned with as soon as reasonably practicable. Service agreements in place with mechanics and service centres. Systems in place for pre-drive vehicle checks and reporting faults.	Syl will enquire about legalities and practicalities of fire extinguishers in cars.	Sylvester Donegan, Marguerite Heffernan, all staff using the Windmill car.	June 2026

Fire breaking out in vehicles		<p>Regular vehicle maintenance and checks (brakes, tyres, lights, restraints)</p> <p>In the event of a collision or breakdown, the driver must contact the Windmill office immediately. The administration team will then notify the relevant service based on the vehicle involved</p> <p>All drivers are aware of the individual supports required by passengers. Risk Assessments and PBS plans proactively put in place. Communicated to all transport staff. Escorts are put into place where additional supports may be required. All transport staff have access to mobile phones and additional support if required. Staff have access to family contact details.</p> <p>Vehicles equipped with first aid kits.</p>	<p>General fire training to be provided. Request for car fire safety to be included in the learning outcomes, Syl to research legalities and practicalities of fire extinguishers.</p>		
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Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	5	20	3	4	12	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Transport risks – getting on/off vehicles, seatbelts, wheelchair securement	Injuries during boarding/alighting vehicles, accidents during travel, unsecured wheelchairs.	Staff ratios maintained, seatbelts/wheelchair restraints used, vehicle safety checks.	Staff refresher training, GPS tracking, updated transport risk assessments per trip.	All staff, management, transport manager	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	5	25	2	4	8	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Unsafe vehicle condition (seatbelts, wheelchair restraints, etc.)	Use of seat belts, harnesses, and wheelchair restraints	Use of seat belts, harnesses, and wheelchair restraints	Additional training for drivers and escorts in regards to seat belt and clamps. Look at individual plans with OT.	Sylvester Donegan, Marguerite Heffernan, all staff using the Windmill car.	June 2026

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4		12	2	3	6	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Inadequate staff training in transport safety	Traffic accident causing injury or death. Delay to individuals accessing transportation service in turn causing delay in arriving/leaving service on time.	New driver/escort induction provided. Manual Handling training RA training Bus drivers must hold D1 license and complete CPC	Review level of training Clamp Training to be put in place RA training to be completed with all transport staff	Transportation manager (Syl) and Management team	June 2026

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	5	20	2	5	10	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Ineffective communication: Risk of challenging behaviour, emotional stress to staff, safeguarding issues, misunderstanding of needs or instructions if drivers and staff fail to communicate correctly.	This can lead to misunderstandings, delays in responding to emergencies, unsafe transport, and increased risk of accidents or injury. This may cause distress or harm to service users and place additional stress on staff, potentially compromising care	Transport whats app group in place. Staff members will walk person who accesses Windmill services to the vehicle and tie in with the driver. Regular transport meetings in place.		Transportation manager (Syl) and Management team	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	3	12	2	3	6	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Risk of trips, falls, collisions, and personal safety incidents for both service users and staff in poorly lit areas.	<p>Cars are damaged if parked in an unsafe area</p> <p>Staff and individuals accessing poorly lit areas to access transport increasing risk of slips/trips/falls etc.</p> <p>Risk to staffs own personal security</p>	Cars parked in multistorey carpark, over weekends cars parked in multistorey carpark and Bride Street Church Manager on call during evening supports and weekends.		Transportation manager (Syl) and Management team	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	1	4	4	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Behavioural incidents affecting safety / Medical emergencies during transport	The driver may not be able to provide the necessary supports if lone working and the person supported could become more heightened and elevated if they have to wait for the vehicle to be pulled over to a safe space.	All drivers are aware of the individual supports required by passengers. Risk Assessments and PBS plans proactively put in place. Communicated to all transport staff. Escorts are put into place where additional supports may be required. All transport staff have access to mobile phones and additional support if		Transportation manager (Syl) and Management team	Ongoing

		required. Staff have access to family contact details.			
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Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	3	4	12	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Traffic conditions or road hazards, adverse weather	Transport delayed to/from service for individuals	Yellow weather warning- managers send a text informing staff of weather warning and to put safety first. Transport does not travel in orange or red weather warning. Whats App communication group in place to alert all individuals who access transport		Transportation manager (Syl) and Management team	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	2	4	8	

Service Provision RISK REGISTER

Location: All Service Location

Completed by: Management team, Brenda Johnston, Ann Marie Lamb, Sylvester Donegan, Liz 'O Connor Keogh

Date: 30.07.2025

Review Date: Nov 2025(quarterly or as needed)

This risk register was assessed using the below HSE Risk Matrix.

Red- High Risk

Amber- Medium Risk

Green- Low Risk

RISK MATRIX	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Rare/Remote (1)	1	2	3	4	5

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Failure to comply with care standards or regulatory requirements	There is a risk of reputational damage, forced closure, negative publicity, and adverse impact on service users if best practice is not followed	Mitigation measures include regular audits, ongoing staff training, and compliance checks. A service level agreement is in place, and a Quality Lead is part of the management team.	Funding is being sought for an additional Quality personnel role. A monitoring system is being implemented in the day service sector	The Chairperson of the Board, Head of Windmill Joan Macdonald, and the management team	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	5	20	3	4	12	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
There is a risk of financial mismanagement or budgeting errors	There is a risk of reputational damage, forced closure, negative publicity, adverse effects on service users, and financial impact if best practice is not consistently followed.	All fee-based modules, such as cooking and baking, are documented, and receipts are issued to families or guardians. The Finance Committee oversees financial processes, including staff wages and service-related expenditures, to ensure transparency, accountability, and compliance with organisational policies and regulatory requirements.	There is a need to develop and publish a Finance Policy for individuals accessing the service, as well as a Private Property Policy, to ensure clarity, accountability, and safeguarding of personal funds and belongings	Linda Kelly, the management team, and all staff employed by Windmill	On-going

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
3	3	9	2	3	6	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
There is a risk of inadequate or inappropriate service location accessibility	There is a risk that individuals may not be able to access service locations fully, including different floors, or that storage and utility areas may be inaccessible	A risk assessment has been carried out, and any changes to the base location are determined based on its findings	Windmill will continue to make locations as accessible as possible	Location management and all employees of Windmill.	On-going

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	4	20	5	3	15	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
There is a risk related to building security, including preventing unauthorised access, managing visitors, and safeguarding exits.	Unauthorised access could result in theft, harm to service users, and breaches of safeguarding.	Locked doors, staff monitor entrances, and a visitor sign-in system.	Mitigation measures include regular security audits and quarterly updates of access lists.	Building Landlord, Location managers, All staff working in that building.	On going

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	2	4	8	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
There is a risk of infection spreading among service users and staff due to poor hygiene, cross-contamination, inadequate handwashing, or improper waste disposal, particularly affecting those with weakened immunity or high dependency on staff	Poor hygiene and infection control can cause illness among service users and staff, disrupt routines, increase stress, and lead to non-compliance with health and safety regulations	Risks are managed through regular cleaning schedules, strict handwashing protocols, careful handling of waste, and measures to prevent cross-contamination, ensuring a safe and hygienic environment for service users and staff.	Increase frequency of high-touch area cleaning, staff refresher training, and infection control audits.	All location managers, H&S lead/ reps, All staff.	On-going

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	5	20	3	5	15	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Potential risks related to medical care include: management and administration of medications, monitoring and responding to allergies, seizure management, and diabetes care	Incorrect medication administration, unmanaged allergies, seizures, or poorly controlled diabetes may result in serious health emergencies	All staff are trained in safe medication administration, and individualised care plans and medical management plans are in place for each service user. Clear emergency protocols are established for managing seizures and diabetes-related incidents, ensuring prompt and effective responses to any health emergencies.	All staff to receive refreshers in SAMS training	Location managers, Quality officer, all SAMS trained staff	On-going

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	5	25	2	5	10	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
There is a risk that service users may experience injuries, sudden medical emergencies. life-threatening incidents such as cardiac arrest, choking, severe allergic reactions, or accidents within the home or community.	Potential impacts include physical harm ranging from minor injuries to permanent disability or death, medical emergencies requiring hospitalisation or intensive care, and emotional or psychological effects such as trauma, stress, or anxiety for those involved. Such incidents may also disrupt service routines, reduce staffing availability, and lead to legal or regulatory consequences if health and safety standards are not met	To reduce these risks, all staff are trained in CPR and first aid, robust accident reporting procedures are in place, and there is immediate access to emergency services to ensure timely and effective responses to any injuries or medical emergencies		All employees of Windmill are responsible for this task.	On-going

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	5	25	3	5	15	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible	Due Date
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				for action	
There is a risk that service users may experience choking, allergic reactions, or adverse effects from food intolerances, as well as dehydration due to inadequate fluid intake.	These incidents could lead to serious health emergencies, including airway obstruction, anaphylaxis, or other medical complications. Inadequate nutrition and hydration may also impact overall health, wellbeing, and daily functioning, and could result in hospitalisation or long-term health issues if not properly managed	To reduce these risks, staff provide supervision during meals, individual dietary needs are carefully recorded and followed, and hydration is actively encouraged throughout the day to support overall health and safety..	HSE guidelines and FEDS training, ensure safe food handling and allergy managed safety.	All staff employed by Windmill	On-going

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	5	25	3	5	15	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
There is a risk that service users may experience breaches of dignity or privacy during personal care, and that injuries could occur to service users or staff during manual handling. Vulnerable individuals include	Risks in personal care can result in physical injury, emotional distress, reduced self-esteem, and a loss of trust in staff, particularly affecting individuals with limited mobility or high dependency on support.	Staff trained in personal care and manual handling, privacy screens, infection control procedures.	Refresher training, periodic audits of personal care practices, update handling equipment as needed. Intimate Care Plan to be developed and in place for all individuals who require personal	Management team,	Ongoing

those with limited mobility or high dependency on staff			intimate care, reviewed quarterly or as and when needed.		
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Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	4	20	3	3	9	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Challenging behaviours – aggression, self-harm, person going missing, triggers and de-escalation strategies.	Risk of harm to staff, peers, or service users themselves; damage to property; person going missing, emotional distress for others in the service.	Individual behaviour support plans in place positive behaviour support plans in place. Regular review of support plans; involve external behavioural specialists (YAT) where needed; create quiet/safe spaces for de-escalation. Train more staff in de-escalation.	Follow procedures of reviewing our documentation quarterly Staff to be trained in deescalation, low arousal.	Management Team	Sept 2026

Initial Risk	Residual Risk
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Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	3	4	12	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Vulnerability and safeguarding – risk of neglect, abuse, exploitation.	Risk of neglect, abuse, or exploitation of service users.	<p>Safeguarding policy, whistleblowing procedures. D.O in place</p> <p>HSE Land safeguard training</p> <p>Garda vetting of all staff and volunteers</p> <p>Anonymous reporting channels, regular audits.</p> <p>Monthly reports to sub committee.</p>	Bring awareness to all stakeholders around safeguarding, inform all at family forum, and celebrate national safeguarding day yearly.	Management Team	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	2	4	8	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for	Due Date
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on				action	
There is a risk of a person supported becoming distressed due to mental health issues.	Suicide risk, anxiety, panic attacks, emotional distress affecting service users.	Staff trained in mental health first aid, care plans in place, referral pathways to mental health services.	Crisis intervention training, review and update of care plans, access to counselling services.	All staff, Management,	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
3	5	15	2	5	10	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Social interaction – bullying, isolation, discrimination among peers.	Bullying, isolation, and discrimination among peers impacting emotional well-being.	Staff supervision, anti-bullying and equality policies, group activities supervised. Zero tolerance Relationship & Sexuality module in place. Employee Assistance Programme available to staff	Peer mediation, social skills workshops, structured inclusive activities.	Management Team, All Staff,	Ongoing

Initial Risk	Residual Risk
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Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
3	3	9	2	3	6	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Policies and procedures – not up to date with legal/regulatory requirements	Out-of-date policies could result in non-compliance, legal issues, or poor care delivery.	Policies reviewed annually, compliance checks, staff briefings.	Increase review frequency, update procedures in line with legislation, track staff acknowledgement of updates.	Management Team, PPPG, The Board	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
3	3	9	2	3	6	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Understaffing – reduced supervision, poor care quality, increased accidents.	Reduced supervision, delayed response to incidents, increased risk of accidents or poor care.	Staffing rota, minimum staff ratios, use of relief staff.	Workforce planning review, contingency staffing plan, recruitment drives as needed.	Management Team	Ongoing

Initial Risk	Residual Risk
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Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	3	4	12	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Data protection – handling of personal and medical records.	Loss or misuse of personal/medical information, GDPR breaches.	Password-protected systems, locked filing cabinets, limited access.	Regular GDPR refresher training, encrypted devices, internal audits of data handling.	All Staff, GDPR officer, Management Team,	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	3	12	2	3	6	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
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Communication failures – breakdowns between staff, families, or external agencies	Miscommunication between staff, families, or agencies could cause errors in care or missed safeguarding issues.	Handovers, staff meetings, family communication protocols.	Implement standardised communication tools (logs, digital records), training in effective communication, escalation procedures.	All Staff, Management Team,	Ongoing
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Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	3	3	9	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Facilitation of outing risks – weather, road safety, missing persons procedures	Weather, road conditions, or missing persons could cause harm during trips.	Staff ratios, vehicle safety checks, pre-trip risk assessments.	Trip-specific contingency plans, GPS tracking, staff refresher training on outing safety. Missing person profile for each service user.	All Staff, Transportation Manager, Management Team	Ongoing

Initial Risk	Residual Risk
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Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	5	25	2	4	8	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Visitors and contractors – safety checks, safeguarding risks.	Risk of accidents, unauthorised access, or safeguarding breaches.	Sign-in system, escorted access,	Enhanced contractor safety briefings, regular safeguarding updates, visitor badges,	Reception staff, full staff team, management team,	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	2	4	8	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Risk of injury due to no manual handling or incorrect training.	During transfers, staff may be at risk of back or musculoskeletal injuries, while service users could be dropped or otherwise injured, particularly if proper lifting techniques or equipment are not used	Hoists, slide sheets, manual handling training, individual transfer risk assessments.	Refresher training every two years, equipment maintenance logs, updated handling plans for high-risk service users.	Management Team	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	4	20	3	4	12	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Stress and burnout	High workload and emotional strain could reduce care quality, increase absenteeism, and staff turnover.	Supervision, workload monitoring, staff breaks. Staff access to Employee Assistance Programme	Staff wellbeing programmes, access to counselling, resilience training, workload audits.	Management Team, All Staff	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
5	5	25	3	4	12	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Lone working	Staff supporting service users outside the main group may face aggression, injury, or delayed assistance.	Lone working policy, mobile phones, check-in procedures, manager available on call outside of regular working hours.	Research Lone worker monitoring app, emergency alert devices, regular check-ins.	Management Team	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	4	16	2	4	8	

Risk Description	Impact/Vulnerabilities	Existing Control Measures	Additional control measures	Person Responsible for action	Due Date
Training gaps	Staff may be inadequately trained in safeguarding, first aid, de-escalation, or specialist care.	Induction training, mandatory courses, competency checks.	Refresher training schedule, skills audits, training updates aligned with service needs.	All Staff, Management Team	Ongoing

Initial Risk			Residual Risk			
Likelihood	Impact	Initial risk rating	Likelihood	Impact	Residual risk rating	Status
4	5	20	2	3	6	