



Windmill Therapeutic Training Unit CLG (Windmill)

Directors' Annual Report 2026

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
Joe O'Leary Treasurer, Board of Directors
Carmel Kavanagh, Secretary, 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

Head of Windmill:

Joan McDonald.

Deputy Heads

Linda Kelly
Liz O'Connor Keogh

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 2026 Annual Report for Windmill Therapeutic Training Unit CLG (Windmill). Although it has been a year of very significant challenges, we believe that we continue to provide a quality person-centred service to all those that we support.

Since last October, our Head of Windmill, Joan MacDonald, has been on sick leave and we all miss her terribly. We wish her the very best as she recovers and look forward to her return when she is ready. In the meantime, our two highly capable Deputy Heads, Linda Kelly and Elizabeth O'Connor Keogh, have covered the role. We wish to acknowledge the additional work they have undertaken and sincerely appreciate all that they do to ensure we deliver the best service possible.

Our service continues to increase as we admit new school leavers each year. We currently support 73 people and our income has now increased to c. €2, 788,000 and we employ 58 staff. The overall responsibility for this service rests with the Board while management of the service is carried out by the Executive i.e. The Head of Windmill and her team of Managers.

Many of our directors, who serve on a voluntary basis, have been with us for over 7 years. One director, Helen Doyle, retired during the year and again I would like to thank Helen for all her work over the years. She will be missed. We expect to lose some more directors over the coming year. We are conducting a skills gap analysis and will aim to recruit new directors to ensure that we cover any skills gap.

The Board and the Executive spend considerable time to review, reflect and improve on quality measures to ensure that we deliver the best possible service to each person we support. The Windmill Way research project, funded through HSE, commenced in early Summer 2026. This project aims to show how Windmill has made a positive contribution and improved the quality of life for those people that we support.

We can't provide the service without our buildings; Larkins Lane, Cornmarket and Main Street. We have undertaken a review of each considering the suitability of each building to meet our current needs and looking at the suitability to meet our future needs.

This year, we have also had considerable success in completing our independent living accommodation project in William Neville House. (3 apartments generously donated by a local developer). Three people who attend Windmill, will move into their new homes by next October and will be supported by St Margaret's Network to live independently. It has been a pleasure to work with St Margarets Network to bring this project to completion.

I would like to thank our staff for their hard work, commitment and dedication. Some people have moved on and new people have joined us. Recruitment will continue to be a challenge in 2027.

As we plan for the future, we are working on our new Strategic Plan for 2027-2030. This will look in particular at ensuring that we build on our ability to deliver a quality service. That means looking again at:

- How we deliver the service
- How we ensure quality
- How we manage the service with over increasing demands on our administration
- How we can build capacity to offer places to school leavers year on year

Finally, a big thank you to the people that we support and who make all this work worthwhile whether carried out by our staff, managers or directors.

Maria Meyler

Chair of the Board of Directors Sept 2026

Head of Windmill's Statement:

Throughout the year, our focus has remained firmly on Windmill's purpose which is to support each person who accesses our service to live a meaningful life, with choice, opportunity, inclusion and the right supports around them. Our work continues to be guided by the five areas of our Statement of Strategy — Service, People, Governance, Communications and Resources — and by the values of the Windmill Way.

Person-centred service delivery remains at the heart of everything we do. We continue to strengthen our commitment to focusing on individual interests, goals and aspirations and increasing opportunities for independent living skills, community participation, education, employment, social inclusion, and health and wellbeing in line with the Principles of New Directions.

We continue to underpin our relational practice through embracing the concepts of Social Pedagogy and the Windmill Way, ensuring that relationships, participation, respect and person-centred practice shape everyday life in Windmill. At the same time, responding to changing and increasing support needs remains a significant priority. Careful planning, assessment and advocacy are essential to securing the staffing, funding and resources required to provide safe, sustainable and high-quality supports.

Phase 1 of iPlanit, our digital Person-Centred Planning and outcome-monitoring system, will be rolled out by the end of the year. This will support and strengthen our work by providing a more consistent and effective approach to person-centred planning and the monitoring of individual outcomes.

Our people remain Windmill's greatest resource. We sincerely thank our staff for the professionalism, flexibility and commitment they demonstrate every day. We have continued to strengthen staffing structures, management capacity, accountability and staff development while progressing good governance, quality and safety, financial management, risk management, communications, premises, transport and IT infrastructure.

We are very conscious that Windmill's work is made possible through the contribution of many people. We sincerely thank the HSE, Families and Friends of Windmill, our community partners and everyone who supports us through funding, fundraising, donations, partnership and goodwill.

We wish to express our particular thanks to the Board of Directors for their confidence, support and guidance, and to the Management Team, Administrative Team and entire staff team for supporting us in our roles as Acting Heads. We also acknowledge Joan MacDonald, Head of Windmill, whose leadership, guidance and role modelling over many years provided us with a strong foundation from which to provide continuity of leadership during her absence.

Most importantly, we thank each and every person who accesses Windmill. You are the reason Windmill exists and the centre of our work. It is a privilege to work with you, learn from you and support you in pursuing your individual goals and aspirations. As we look ahead, we remain committed to building on Windmill's strengths and ensuring that person-centred, respectful and high-quality support remains at the heart of all that we do.

It has been a privilege for us to serve as Acting Heads of Windmill during this period.

Elizabeth O'Connor Keogh

Acting Head of Windmill

Linda Kelly

Acting Head of Windmill

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 73 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 60 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 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 12 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 persons 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 8 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 2026) were held and attendance record at each meeting;

20/10/2025 Attendance – Chair, Secretary, Treasurer and 4 other Board Members

24/11/2024 Attendance – Chair, Secretary, Treasurer and 6 other Board Member

08/12/2024 Attendance – Chair, Treasurer and 2 other Board Member

19/01/2025 Attendance – Chair, Treasurer and 4 other Board Members

16/02/2025 Attendance – Chair, Secretary, Treasurer and 5 other Board Members

23/03/2025 Attendance - Chair, Secretary, Treasurer, and 4 other Board Members

25/05/2025 Attendance – Treasurer and 3 other Board Members

22/06/2025 Attendance - Chair and 5 other Board Members

20/07/2025 Attendance – Chair, and 4 other Board Members

07/09/2025 AGM and Board Meeting Attendance – TBC

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,

Those who access Windmill Services & Families/Carers

HSE

Management and staff

Those who access Windmill Services and Families/Carers

The Board has 3 directors who are parents/family of those who access Windmill Services. 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 Finance and HR Manager 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: 30
- Average number of part-time employees: 28

Names and job titles of senior/management staff.

Joan MacDonald Head of Windmill

Linda Kelly Finance and HR Manager / Acting Head of Windmill

Elizabeth O'Connor Senior Manager / Acting Head of Windmill

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.