

Strategic Plan

2022-2024








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1. Foreword

Our Board in, partnership with the Senior Management Team, have agreed a strategic plan for the 3-year period from 2022 to 2024. The plan, work on which commenced in late 2020, incorporates the views of our key stakeholders, and takes account of sectoral and societal changes. The Strategic Plan will provide the planning framework for annual Business Planning over the 3-year period. We provide for growth of 50% in our total number of housing units over the next 3 years, but we will formally review this plan annually and take growth opportunities as they arise.

Fold Housing sets out to ensure provision of the highest possible standards in housing and care, with the best interests of tenants and residents as the first and paramount objective. This is a key defining principle for all of our work and activities.

We are conscious that the environment in which we work continues to change and develop. The legal and regulatory framework surrounding housing and housing with care, the needs and expectations of tenants, residents and their families and other parties to the housing and care process, all continue to evolve. We are committed to adapting and developing our services accordingly. We will continue to proactively manage and mitigate current and future risks associated with COVID.

Our new corporate cycle coincides with the commencement of 'Housing for All – A new Housing Plan for Ireland'. The targets in the plan are very ambitious and significant changes need to be made across the supply chain if the targets are to be achieved. Fold Housing is committed to taking an active part in delivering the plan's targets through our own contributions and in partnership with other stakeholders. We also look forward to the conclusion of the work of the Implementation Group on Housing Options for Our Ageing Population which will inform the range and type of housing supports to be provided by Fold Housing.

Our collective aim is to do the best we can in delivering on our service and strategy objectives, through a strongly motivated team and through careful utilisation of the resources available to Fold. We greatly value the professionalism and dedication of all our staff. Their partnership with tenants, residents and their friends and families, district nurses, GPs and other healthcare professionals ensures our residents can sustain their tenancies and achieve the best possible quality of life.

Fold Housing values the constructive relationships it enjoys with multiple external partners and looks forward to continuing to work collaboratively with them in the delivery of housing and services through this strategic plan, that are in the best interests of tenants and the sector as a whole.

Peter Ayton,
Chairperson

Denis Buckley,
Chief Executive Officer

2. Organisation and Governance

2.1 Fold Background

Fold Housing Association Ireland CLG (Fold Housing) was established in 2001 and is a Tier 3 Approved Housing Body (AHB) in Ireland with charitable status that is regulated by the State.

We operate within the regulations of the Department of Housing, Local Government and Heritage (DHLGH) and our Housing with Care (HwC) schemes are additionally regulated by the Health Information and Quality Authority (HIQA). The responsibility for the general policy, management and operation of Fold Housing resides with the voluntary members of the Board of Management of Fold Housing.

We manage 115 homes for frail older people and those with dementia in our Anam Cara and Cherryfields' Housing with Care schemes. Further homes cater for active older people, singles and general needs family tenants.

2.2 Principal Activities

Fold owns and manages a range of social housing properties in the Greater Dublin Area, catering for the following client groups:

- Frail and older people;
- Older people with dementia;
- Families and single people.

Fold Housing offers apartments and houses for active older people and general needs accommodation. Our principal activities include:

- Development of new social housing projects;
- Housing and estates management;
- Provision of care and support for older people including those with dementia; and
- Partnering with statutory and third party sector providers of day care services.

2.3 Growth & Innovation

Our housing stock increased by 214 units during 2020. Our growth ambitions are set to continue in 2021 with the addition of 58 units to our owned or managed housing stock bringing the total to 639 units. Our strategy is to grow this number further over the lifetime of this plan, reaching 900 units by the end of 2024.

2.4 Governance

The responsibility for the general policy, management and operation of Fold Housing resides with the Members of the Board. They have been selected for their proven knowledge and expertise. Fold Housing completed a full governance review in 2021.

2.5 Key Considerations for the next 3 Years

The Board and management considered a broad suite of factors in consideration of this strategy and the following themes were identified as key in the development of Fold's Strategic Plan for the next 3 years:

- Addressing housing needs;
- Providing quality homes;
- Supportive communities;
- Delivering for people with varying care or support needs;
- Developing the digital platform;
- Collaborating with other stakeholders.

Stakeholder engagement also helped inform this process. Fold considered all factors and suggestions from stakeholders when developing this Strategic Plan, and these were considered in the development of our goals and objectives as set out in Sections 4 and 5.

2.6 Risks and Mitigating Actions

Fold Housing has considered a series of risks that could adversely impact the successful implementation of our strategy. These risks have been assessed and appropriate mitigating actions have been identified. These will be managed and monitored through the structures and processes as set out in Fold's existing risk management framework.

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**Our housing stock
increased by 214 units
during 2020**



3. Statement of Mission, Vision and Values

• Our Mission Statement



To provide quality homes and support to people who need them and also, to be a leader in developing housing solutions for older people.

• Our Vision



To visibly improve the quality of people's lives through the accommodation and support we provide, developing our services through growth and innovation to become the provider of choice with all our stakeholders.

• Our Core Values

1. Excellence:

“By providing quality customer services to our tenants and residents, keeping them at the centre of everything we do and ensuring that our team have the necessary leadership and supports, including training, to enable them to deliver to the highest standards and to seek and promote innovation in policies and practices.”

2. Integrity:

“By being open and honest about what we do, how we do it and why, being responsive to the views of stakeholders and ensuring that our governance meets best practice standard.”

3. Respect:

“By treating our customers, staff, business partners and our communities with due care and attention and by ensuring all policies and practices create an open, respectful environment where all residents, tenants and staff are treated fairly and equitably.”

4. Creating Value:

“By ensuring we use our resources to best effect in pursuing our business objectives, mindful of our service commitment to tenants and residents alongside our obligations for sound financial management, achieving value for money and protecting future sustainability.”

4. Strategic Goals

- To help us succeed, Fold has identified six key strategic goals that form the primary drivers for Board and management and staff over the lifetime of this plan. All of our objectives and activities over the next 3 years are designed to support Fold in the delivery of these goals.

- **Our Strategic Goals**

Goal 1



“Growing Fold Housing to become a leading provider in the housing sector in Ireland.”

Goal 2



“Achieving excellence.”

Goal 3



“Meeting the needs of an aging population and growing assisted living options.”

Goal 4



“Remaining financially sustainable and robust while achieving our strategic targets.”

Goal 5



“Achieve and maintain full regulatory compliance by employing best practice governance.”

Goal 6



“Develop our organisation capability consistent with our goals.”

5. Strategic Objectives

Fold has defined an extensive set of strategic objectives to support the delivery of its goals over the next 3 years. We will assign the necessary resources to drive these objectives and to help deliver the target outcomes we have set for the organisation within this plan.



Goal 1



Growing Fold Housing to become a leading provider in the housing sector in Ireland.

Strategic Objective	Target Outcome
1 Grow the number of residential units under our control;	<ul style="list-style-type: none">• Approximately 100 units per year.• Traditional, Part 5, Affordable, Turnkey.• Managed & leased units up to ceiling of approximately 15% of total stock.
2 Pursue suitable consolidation opportunities which serve our long-term goals;	<ul style="list-style-type: none">• Pursue Tier 1 or 2 AHBs opportunities to help grow stock.• Partnership/JV/Merger.
3 Explore the possibility of engagement in the cost rental market;	<ul style="list-style-type: none">• Agree Risk Appetite for number of units and feasibility of management.
4 Expand our geographic reach;	<ul style="list-style-type: none">• Focus on Greater Dublin Area (Dublin, Kildare, Meath, Louth, Wicklow).• Consider location of Part 5's.• Expand territory if it fits our overall strategy.
5 Define a business model for the management of third-party properties;	<ul style="list-style-type: none">• Business model in place.• Balanced mix of owned vs managed units.
6 Enhance our knowledge and reputation;	<ul style="list-style-type: none">• Be the leader in Social Housing for older people (in terms of quality of care).• Review Housing with Care Model and options.

→ Goal 2

“
Achieving excellence.

Strategic Objective	Target Outcome
7 Benchmark our standards, services and processes to ‘best in sector’, adopting quality as a primary driver in all aspects of our operations;	<ul style="list-style-type: none"> • Best in class for Housing & Care of Older People. • Be in top 25% of AHBs in performance standards.
8 Develop a defined set of performance indicators, embracing all aspects of our operations;	<ul style="list-style-type: none"> • Implement a new suite of KPIs. • Enhance the Risk Register content and presentation. • On-going performance management
9 Meet all regulatory, financial and statutory requirements, with close monitoring in all compliance areas;	<ul style="list-style-type: none"> • Maintain and report compliance across all areas.
10 Manage and enhance relations with all key stakeholders and with other key players in the sector.	<ul style="list-style-type: none"> • Constructive relationship with all key stakeholders.

→ Goal 3

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Meeting the needs of an aging population and growing assisted living options.

Strategic Objective	Target Outcome
11 Undertake a comprehensive review of Housing with Care and determine our future direction in relation to housing and support for older people;	<ul style="list-style-type: none"> • Review the future for HwC model. • Develop a new model for both Health & Community Care.
12 Align resources and services around those areas of the service continuum that match our agreed future direction;	<ul style="list-style-type: none"> • Agree Continuum of Care stages to service.
13 Explore new and sustainable supports and services consistent with our agreed future direction;	<ul style="list-style-type: none"> • Agree staffing & financial support required for new model.
14 Partner with other providers as appropriate in the design and delivery of care services.	<ul style="list-style-type: none"> • Explore and enter partnerships with other providers to enhance our service.

5. Strategic Objectives

→ Goal 4

“Remaining financially sustainable and robust while achieving our strategic targets.”

Strategic Objective	Target Outcome
15 Meet the key financial indicators set out in this strategy;	• Aligned to accepted norms in regulatory ratios and funders requirements.
16 Ensure we have the finance capacity to meet growth targets;	• Finance capacity must correlate with targeted growth of units and development costs.
17 Explore and, as appropriate, adopt alternative funding options;	• Seek and assess alternative funders and funding mechanisms.
18 Develop treasury policy strategy;	• Have fit for purpose policy in effect.
19 Review and implement an appropriate reserve and liquidity policy.	• Have an appropriate reserves policy in place and in operation.

→ Goal 5

“Achieve and maintain full regulatory compliance by employing best practice governance.”

Strategic Objective	Target Outcome
20 Evaluate existing governance arrangements and processes and ensure they meet our regulatory requirements and best practice governance;	• Having best practice GRC (Governance, Risk & Compliance) structure in place. • Maintain annual audit internal programme. • Carry out an external review of Board effectiveness every 3 years.
21 Adopt a positive green policy agenda.	• Exceed required SEAI targets. • Improve waste management process. • Reduce energy consumption.

→ Goal 6

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**Develop our organisation capability
consistent with our goals.**

Strategic Objective	Target Outcome
22 Maximise appeal of Fold as an employer;	<ul style="list-style-type: none"> • Enhance staff satisfaction, motivation and retention. • HR policies and practices are aligned to strategic purpose. • Capacity within Staff to match the ambition of the strategy.
23 Reflect our strategic goals and values in our performance management framework;	<ul style="list-style-type: none"> • Performance management framework and procedure is in place and working.
24 Establish a suitable and viable 'working from home' model, where applicable, that ensures efficiencies and objectives are being met, while promoting staff morale;	<ul style="list-style-type: none"> • Develop and Implement a suitable work from home policy for the organisation.
25 Maintain a satisfaction evaluation process for management and staff;	<ul style="list-style-type: none"> • Continue to Improve staff communications and team building.
26 Implement Succession Planning;	<ul style="list-style-type: none"> • A robust succession planning process for key positions at Fold.
27 Develop HR processes to support management of attendances, absences etc.	<ul style="list-style-type: none"> • Monitor absence management and ultimately reduce this KPI to below target.
28 Develop Fold's digital strategy and digital systems for tenants and residents.	<ul style="list-style-type: none"> • Improved safety and connectivity for tenants and residents. • Best in Sector for IT supports. • Broader reach through enhanced website and tenant portal. • Have agreed digital strategy.

