

# Annual Review & Accounts 2022



Increasing residents  
voice and care

# Key figures

€12.1m

Income

€565k

Surplus

€74m

Total Loans

639

Homes

€895k

Maintenance Spend

0.9%

Voids HwC

1.1%

Arrears HwC

1.6%

Voids Independent Living/  
General Needs

1.4%

Arrears Independent  
Living/General Needs

124

Staff

356






Staff Training Courses

1,019

Home to 1,019 people

## Discover More

Visit our website [www.foldhousing.ie](http://www.foldhousing.ie)

-  [fold\\_housing](#)
-  [FoldHousing1](#)
-  [fold\\_housing](#)
-  [Fold Housing](#)
-  [Fold Housing](#)



## Registrations, Affiliations & Memberships

Registered with the Charities Regulator  
No. 20051518

Approved Housing Body (AHB) in Ireland  
with charitable status CHY No. 15142

Registration with the Department of  
Housing, Local Government and  
Heritage (DHLGH)

Health Information and Quality  
Authority (HIQA) Registration

A Member of the Irish Council for  
Social Housing (ICSH)

Company Registration 357889

Certified Body Status with  
Housing Finance Agency (HFA)

## Registered Office

The Crescent Building, Northwood Office  
Campus, Santry, Dublin 9, D09 X8W3

## Internal Auditor

Mazars, 3 Harcourt Centre, Harcourt  
Road, Saint Kevin's, Dublin 2, D02 A339

## External Auditor

Crowleys DFK, 16/17 College Green,  
Dublin 2

## Solicitor

Addleshaw Goddard, Temple Chambers,  
3 Burlington Road, Dublin 4

## Banker

Bank of Ireland, Baggot Street, Dublin 2

## In This Report

<b>CEO and Chairs Foreword</b>	<b>2</b>	<b>Our People - Tenants and Residents</b>	<b>14</b>
<b>Vision, Mission and Values</b>	<b>4</b>	Tenant Engagement	14
<b>Governance</b>	<b>5</b>	Importance of Resident Centred Care	15
Regulation	5	<b>Awards</b>	<b>16</b>
Risk Management	5	European Responsible Housing Award	16
Internal Audit	5	Dublin City Council Neighbourhood Awards	16
<b>Board of Directors</b>	<b>6</b>	<b>Growth and Development</b>	<b>17</b>
Meeting attendance	8	<b>Housing with Care</b>	<b>19</b>
Annual Strategic Workshop and Chair's Reception	8	<b>Independent Living and General Needs Housing</b>	<b>20</b>
<b>Celebrating New Homes</b>	<b>9</b>	<b>Finance and Performance</b>	<b>21</b>
New Dolphin Park	9	<b>Executive Team</b>	<b>24</b>
St Agnes	10	<b>A Snapshot of Our Happy Memories</b>	<b>25</b>
<b>Our People - Colleagues</b>	<b>11</b>		
Staff and Communications	11		



# CEO and Chairs Foreword

**Welcome to Fold Housings (Fold) Annual Report and Financial Statements for 2022. This report provides a summary of the work and achievements of Fold throughout the year. We are an Approved Housing Body (AHB) who provide independent living homes for older people, Housing with Care (HwC) for the frail, elderly and residents with dementia, and housing for families. Given our delivery of care services within our HwC complexes we operate in both the housing and health sectors.**



**Peter Ayton**  
Chairperson



**Kathleen Cottier**  
Chief Executive Officer

Fold's mission is to provide quality homes and support to people who need them across all our housing schemes. Furthermore, as a leader in the provision of older persons housing, we especially recognise the significance of delivering on our mission as an important factor to support independence and vitality in older age.

Fold's Board and colleagues demonstrate professionalism, dedication, and compassion through their actions. We are committed to a culture of accountability, openness and transparency and actively seek to understand our impact and look at ways to improve our services and deliver value for money. At Fold, we recognise that staff are at the very centre of our success. They maintain the trust of our residents, their families and the many statutory organisations, private sector organisations and voluntary organisations we partner with. We value these relationships and take pride in what we have achieved together.

We are very conscious that Covid remains with us and given our work with older people delivering support and care, we remain vigilant in order to protect residents and colleagues from the threats of the virus. The pandemic

continued to impact our activities in 2022 and we acknowledge the hard work and dedication of our frontline care teams and general housing staff who work carefully and responsibly in people's homes. Given the many pressures over the last few years we are delighted that in our 2022 staff survey 85% of Fold colleagues expressed that they are satisfied in their current positions and 92% feel that their colleagues are professional in their jobs.

Our two HwC schemes, Anam Cara and Cherryfields launched in 2006 and 2007 remain in high demand and are home to 112 residents. They are a unique housing offer in Ireland supporting people as their needs change in older age. We specialise in providing a person centred care service for residents with low to medium needs. Fold is pleased that in 2022 we maintained our tradition of receiving very positive inspection reports from the Health Information and Quality Authority (HIQA). This provides confirmation and assurance that Fold delivers exceptionally high standards of care, and we are particularly proud that we are recognised for the emphasis that we place on the residents and that their individual needs are met by our service. "On the day of our inspection the inspector spoke with six residents, who stated that they felt safe and well cared for living in housing with care. They said the staff were 'great,' 'lovely' and 'so kind.'" (HIQA June 2022). These high levels of care within our HwC schemes remain a priority and in 2022, Fold along with many care and nursing home providers saw unprecedented increases in costs. To ensure HwC succeeds in delivering high quality services that meet our residents' needs, we appreciate our continued partnership and dialogue with the Health Service Executive (HSE). This partnership demonstrates our shared commitment to the HwC offering and recognises its exceptional value for money.



Our general housing for families and independent living for older people also continues to perform exceptionally well, meeting, or exceeding performance targets. We have 21 housing schemes with 527 homes throughout greater Dublin and County Meath. We have built up extensive experience and expertise in managing both our own large housing projects and those under management contracts for Local Authorities. We also deal with several different Owner Management Companies and have built excellent working relationships with all our contractors and partners to ensure we maintain high levels of customer service for our residents. Information and data collected from comprehensive programmes of stock condition surveys informs the delivery of planned and cyclical contracts that, alongside a dedicated responsive maintenance team, ensures we keep our commitment to maintaining high quality homes for our residents.

In 2022, we worked with tenant volunteers who supported the completion of Fold's first Tenant Engagement Strategy which we look forward to launching formally in 2023. This strategy goes right to the heart of Fold as an organisation, where we have a culture that values the voice of tenants. This work was supported by our Tenant Engagement Officers who will continue to work in partnership with tenants, Fold colleagues and community partners to meet the objectives set out in the strategy over the next few years. It is an exciting time for our organisation. As a non-profit charitable organisation, we are driven to meet the needs of our residents and engaging with our tenants is vital to ensure we meet their needs and support their ambitions.

We are delighted to have delivered 36 homes for families in Citywest Village, Dublin 24 during 2022. As of 31 December 2022, Fold's 639 homes in management provided safe and secure tenancies for over 1,000 residents. During 2022 we continued to build a robust development pipeline, negotiating contracts, and making successful applications for capital funding from the Department of Housing, Local Government and Heritage (DHLGH) and the Housing Finance Agency (HFA). As such, the groundwork throughout the year has paved the way for an active construction programme throughout 2023 for delivery in 2024/2025. Fold is committed to increasing its housing stock significantly in the coming years, playing an active role in meeting Government targets for new homes. This is demonstrated by the commitments in our Strategic Plan and ensuring that we have access to finance to support and deliver an ambitious development programme.

In 2022, Fold welcomed the opportunity to participate in the pilot project by the Approved Housing Bodies Regulatory Authority (AHBRA) to develop the statutory regulatory framework for AHBs. We fully support this process to develop robust assessment processes that will be the cornerstone of ensuring professional operations in our sector. Along with our regulation by HIQA and the Charities Regulator, we firmly believe that regulation by AHBRA will serve us well. It provides assurance to our residents and their families and our statutory and private funders that we operate effectively in a thorough and sustainable manner.

2022 was the first year of our current 2022-2024 Strategic Plan, the cornerstone of which are six goals, [Housing Strategic Plan](#). These goals focus on areas that will have the best outcomes for furthering our mission and vision. Our plan is monitored closely and we as a Board and Executive are ambitious to meet objectives to build our capacity and capability to effectively meet our residents' needs and grow the organisation. The plan also emphasises our commitment to balance our growth aspirations with sound financial and resource planning to ensure a stable footing in order to meet our ambitions successfully.

In January 2023, our Chief Executive Officer, Denis Buckley, retired, and the Board sincerely thank him for his services over the last 3 years. He supported the Board, colleagues, and residents through the worst of Covid-19, not only meeting these challenges but strengthening our organisation. His successor, Kath Cottier joined Fold in January of this year. Kath has over 20 years experience in the housing sector including senior positions with a large AHB in Ireland. As we progress our work in 2023, we are excited about the opportunities for the AHB sector, and the important role Fold can play in meeting Government targets. However, we recognise that Fold continues to operate in a challenging business environment so we remain mindful to operate efficiently and sustainably whilst delivering for our residents, their communities, and funders. In doing this we are grateful for the exceptional efforts of our voluntary Board members who continue to provide sound leadership and to champion the needs of our residents. We also acknowledge the support of our many statutory and community partners and thank all our residents and their families and friends who continue to put their trust in us.

**Peter Ayton**  
Chairman

**Kath Cottier**  
Chief Executive



## Our Mission

Our Mission is 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.



## 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 practises.”

### 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 be 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.”

# Governance

**Fold's Board members continued to demonstrate their commitment to providing strong support, guidance and oversight to the senior team through Board and Committee meetings during 2022. Meetings continued to be conducted on a hybrid model consisting of video conference and physical attendance.**

## Regulation

Fold is registered as an AHB with the Department of Housing Local Government and Heritage (DHLGH). We are also registered with the Charities Regulator, and the AHB Regulatory Authority (AHBRA), and have approved borrowing status with the Housing Finance Agency (HFA). Fold was one of eight AHBs to participate in a pilot assessment process with AHBRA to inform and support the development of the statutory regulatory framework. Our HwC Schemes are also registered with HSE and audited by HIQA.

## Risk Management

The Board of Fold has overall responsibility for establishing and maintaining the organisations internal control systems and for reviewing their effectiveness. The system of internal controls is designed to manage risk and to provide reasonable assurance that key objectives and expected outcomes will be achieved. Risks are managed through an online software system.

Management responsibility has been clearly defined for the identification, evaluation and control of risks. There is a formal and ongoing process of review in each area of the company's activities. The Executive Team regularly considers significant risks facing Fold and the Chief Executive is responsible for reporting changes to risks to the Board and its Sub-Committees. Fold's Board continually monitors the key strategic, operational, financial and regulatory risks which are included in various Risk Registers and presented at relevant committees and the Board.

## Internal Audit Programme

Fold appointed Mazars as Internal Auditors in 2021 and they continued their programme of audits in 2022 covering key business areas.

## Board of Directors

The company is limited by guarantee and does not have any share capital. Therefore, the Board of Directors do not have a beneficial interest in the company. All Board members serve in a voluntary capacity and do not receive remuneration for their services. Fold annually reviews its skills base as part of its Annual Appraisal. New Board members are invited to join the Board and provide leadership on the basis they have no conflicts of interest and agree to the Rules of the AHB and its Code of Governance. Members annually declare their interests and restate their acceptance of Fold's Code of Conduct. Members are invited to declare any interests at the commencement of all Board and sub-committee meetings.

In accordance with the Articles of Association, 50% of the Board are required to retire by rotation and all are entitled to offer themselves for re-election.



# Board of Directors



## Peter Ayton Chairperson

Peter was an Executive Manager with Dublin City Council. During his career he worked at management level in the Finance and Housing Departments. He has extensive experience of social housing construction, development and policy.

Peter is Chair of the Board, sat on all Board Committees and is Chair of the Nominations and Capital Requirements Committee's.



## Peter Gibson

Peter is a retired Social Worker. Previously, he was Deputy Director of Social Services for the Health and Social Services Board. His responsibilities included commissioning services for older people, people with mental health needs and people with learning and physical disabilities.

Peter is Chair of the Finance, Audit & Risk Committee and a member of the Capital Requirements Committee.



## John Lumsden

John is an economics graduate of Trinity College Dublin and a former employee of the Civil Service with the Department of Transport. He has held senior positions in that Department with the responsibility for road, rail, maritime and aviation matters.

John is Vice Chair of the Board and member of Finance, Audit & Risk Committee.



## Belinda Ó'Conaill

Belinda is a Senior Human Resource Executive with experience that encompasses all elements of HR. She has delivered facilitation, strategy development and HR consulting services to voluntary sector organisations and also provides interview coaching. She holds a Bachelor of Commerce Degree from University College Dublin, a Masters of Business Studies (HR Strategies) from Dublin City University and a Diploma in Employment Law.

Belinda is Chair of the Operations Committee and a member of the Remuneration Committee.



## Mary Flanagan

Mary is currently Director of Nursing Quality & Clinical services at Our Lady's Hospice & Care services since 2016. She was previously employed in the Health Service Executive (HSE) as Director of Nursing for services for older people. She has extensive experience in corporate and clinical leadership and management both in Ireland and England.

Mary is a member of the Operations Committee and the HIQA Registered Provider Representative.



## Pauline Daly

Pauline is a European Director of JLL (formerly Jones Lang LaSelle) and head of the Valuation Advisory Department with almost 30 years professional experience in all sectors of the property market. Pauline is President of the Society of Chartered Surveyors Ireland (SCSI), and a Fellow of both the SCSI and the Royal Institute of Chartered Surveyors (RICS)

Pauline is Chair of the Development Committee and a member of the Capital Requirements Committee. (Resigned 28th June 2022)





### Michael Flynn

Michael is a Fellow of the Institute of Chartered Accountants and an Associate Member of the Chartered Institute of Internal Auditors. Michael has extensive experience of both chairing and membership of the Audit Committees in the Property Registration Authority, the Road Safety Authority and the Legal Aid Board.

Michael is Chair of the Remuneration Committee and a member of the Finance, Audit & Risk and Capital Requirements Committees.



### Tom Flynn

Tom Flynn is a Senior Counsel and member of the Inner Bar of Ireland practising from the Law Library, in Dublin. He specialises in the areas of local government, planning and environmental law, administrative law and housing law. He is an Adjunct Associate Professor in the School of Architecture, Planning and Environmental Policy, University College Dublin.

(Appointed to the Board on 28th June 2022)



### Teresa Harrington

Teresa is a Chartered Accountant. She is director on a number of Not for Profit Boards, a member of the Finance Committee of the Royal College of Surgeons in Ireland and the Audit Committee of the National Library of Ireland. Previously, she was an audit partner with PricewaterhouseCoopers.

Teresa is a member of the Finance, Audit & Risk, the Nominations and the Capital Requirements Committees.



### Richard Brady

Richard (Dick) is now retired having spent his career working within the local government system. He held the position of Assistant Chief Executive of Dublin City Council and during his tenure had responsibility for the City's Roads, Traffic, Environment, Housing Development/Construction/Finance, Residential Services and Community functions. He was the Managing Director of Ballymun Regeneration Limited and was a member of the City and County Managers Association (CCMA), the CCMA Housing and Water Sub Committees. He also serviced as Chair of the Dublin Regional Homeless Executive.

Dick became Chair of the Development Committee on July 13, 2022. (Appointed to the Board on 15th February 2022)

## Board Attendance

Director	15.02.2022	26.04.2022	28.06.2022	29.09.2022	8.11.2022	6.12.2022
Peter Ayton	✓	✓	✓	✓	✓	✓
Belinda Ó Conaill	✗	✓	✓	✓	✓	✗
Richard Brady	✓	✗	✓	✓	✓	✓
Peter Gibson	✓	✓	✓	✗	✓	✓
Mary Flanagan	✓	✓	✓	✓	✓	✓
John Lumsden	✓	✓	✓	✓	✓	✓
Teresa Harrington	✓	✗	✓	✓	✓	✓
Michael Flynn	✓	✓	✓	✓	✓	✓
Pauline Daly (resigned July 14, 2022)	✓	✓	✓			
Tom Flynn (appointed June 28, 2022)				✓	✓	✓

## Annual Strategic Workshop and Chair's Reception

Fold's Annual Strategy Workshop took place in September 2022 in Malahide. The event included presentations and discussions from external guests with a key focus on the continuum of care for Older Persons. The Board also hosted Fold's Annual Chair's Reception for public representatives, key partners and stakeholders including staff.



# Celebrating New Homes

## ► New Dolphin Park

Fold were delighted to welcome, Lord Mayor Alison Gilliland and Daragh O'Brien, Minister for Housing, Local Government and Heritage to the official opening of New Dolphin Park on March 23, 2022. The residents moved in during Covid (2020/2021) and it was wonderful to eventually safely invite our many partners and supporters to celebrate the new homes. New Dolphin Park comprises of 43 apartments, providing comfortable, modern and secure homes for 44 residents. From our partner organisations we also welcomed Coliin O'Reilly, Assistant Chief Executive Dublin City Council and members from the Dolphin's Barn Regeneration Scheme to the official opening.

We work hard to build all our developments with the needs of residents and the community in mind. This was even more important with New Dolphin Park where many of our tenants are local to the area, some moving from the adjacent senior citizens bedsit complex. This development is part of a larger regeneration project underway in the wider Dolphin Barn estate and those living in the community were at the heart of our planning.

New Dolphin Park operates a Social Kitchen, a space where all residents of Dolphin Park and from the wider community can gather for a hot meal and meetings. Building homes is important but we at Fold also believe in supporting and building communities so we were delighted to develop the social kitchen.

Our work is only possible with the strong partnerships. We wish to extend our thanks that all those who supported this development, in particular Dublin City Council who were the sanctioning authority for the scheme, the Department of Housing, Local Government and Heritage, the Dolphin Regeneration Board along with the Housing Finance Agency for funding this project.





### ► St. Agnes, Crumlin

St Agnes is a development of purpose-built apartments comprising of 103 homes the first of which came into management in March 2020. This was at the very beginning of the first COVID-19 lockdown and the remaining five blocks came on stream over the following months. Despite lockdown restrictions staff worked to ensure that the most vulnerable older people, many coming from homelessness were safely tenanted in their new homes and supported during the transition. We commend our residents and colleagues for their resilience during this time and during their first years in St Agnes, making a home and community despite the challenges of Covid. Given this start Fold was once again delighted to welcome Daragh O'Brien, Minister for Housing, Local Government and Heritage and Councillor Dermot Lacey to the celebration with residents for the official opening of St. Agnes on May 23, 2023.

The scheme is located close to the new primary care facility on Armagh Road which also houses a café and pharmacy on site. The location is quiet and secure, and the residents love this peaceful oasis in the middle of the city with one resident saying, "We never dreamt that something like this would be possible... it's just wonderful that people can do this for other people".



Each bright spacious apartment is finished to the highest quality and with the needs of older residents in mind. The apartment feature vinyl and laminate timber floors throughout, spacious wet-rooms, modern kitchens, and wardrobes. All the apartments have high level energy ratings and individual winter balcony-gardens that offer residents safe outdoor private space. The entire development is fully designed to the latest Universal Design guidelines with automated door entry and lifts to upper floors that will allow the residents to age in place safely.

*It has been wonderful to have supported some tenants to right-size into St Agnes. A good number of the tenants surrendered larger homes choosing a home that they felt was more practical and affordable for them. People who chose to move in or 'right size' into independent living homes provide positive feedback for several reasons. A safe and secure tenancy, access to supports and services if and when they need them, a responsive landlord meaning they have less responsibilities for the maintenance of their homes including the outdoor areas, and the reassurance of being part of a supportive community who are at a similar stage of life.*

Fold were delighted to eventually celebrate the opening of St. Agnes and wish to thank all those who have supported the Development, in particular Dublin City Council who were the sanctioning authority for the scheme and the DHLGH along with the Housing Finance Agency (HFA) for funding this project.



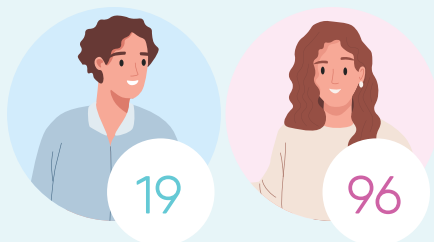
# Our People – Colleagues

## Staff and Communications

In Fold we are proud of how our staff have continued to contribute to our success. We are committed to creating a positive and productive working environment in which our colleagues are enabled to work to the best of their abilities to meet the needs of our tenants and residents.

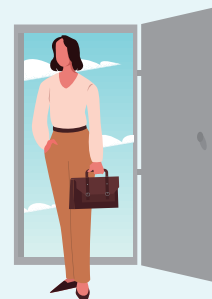
### Staff Head Count

115



### Staff Turnover

12.8%



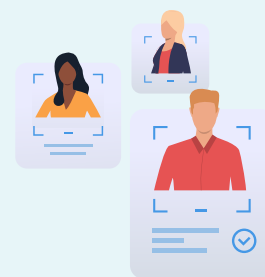
### Sickness and Absence Rates

3.1%



### Number of recruitment competitions 2022

26



### Total Number of training courses which took place in 2022 (including online)

356





## Staff Satisfaction Survey

In 2022, Fold conducted a staff satisfaction survey. The objective of the survey was to gain a greater understanding of satisfaction across key areas such as training, health and safety, internal communications, infection prevention and control and remote working arrangements.

We are delighted that staff expressed high levels of satisfaction in their current positions in terms of having an opportunity to use their training/professional skills, encouragement to pursue self-development and having a sense of job security.

High levels of training attendance were recorded with respondents stating (90% Head Office; 100% HwC) that they had attended a training course in the previous 12 months. In addition to training courses, on the job training and team briefings took place to address the Associations and staff training needs.

The majority of respondents said Fold take adequate steps to protect their health and safety in work (90% Head Office; 100% HwC) and the majority were aware of the Fold Employee Assistance Programme. It is also great to report that all care staff said their Infection Prevention and Control training was up to date.

Finally, all respondents said they had the necessary tools/resources to enable them to work remotely.

## Pandemic Special Recognition Payment

Our HwC colleagues were recognised as playing a vital role in caring for and protecting vulnerable citizens and eligible for the Pandemic Special Recognition Payment. The payment was processed in December 2022. The payment was a once-off, ex-gratia recognition payment for all front-line healthcare workers based on the additional risks they faced in the performance of their normal duties during the pandemic.

## Staff Handbook

In 2022, Human Resources launched a Staff Handbook. The handbook provides a summary of Fold's policies and procedures to new and existing staff. The handbook is an information source for various situations which might arise during employment with Fold.

## Service Awards

Our staff are extremely important to us in Fold, and we believe it is important to acknowledge milestones when they are reached. In September 2022, we recognised two of our long serving members of staff: Maureen Mooney and Faith Kunaka who celebrated ten years' service with the organisation. Both staff members work in our Anam Cara HwC scheme. We would like to thank these employees and all our colleagues whose length of service brings with it commitment and knowledge and is an integral part of Fold's success.



## Staff Wellbeing

Staff's health and wellbeing remains a priority for Fold. Our employee assistant programme offered by Inspire Workplaces is a confidential employee support service designed to support our staff resolve personal or work-related concerns, through telephone support, specialist information and telephone or face to face counselling.

Other wellbeing initiatives which took place during 2022 ranged from organised group hikes around Howth Head and Bray, mini marathon participation, walking challenges, pension and health cover information sessions.

## Remote Working

In March 2022, Fold implemented a formal Remote Working Policy. The policy formalises a hybrid approach to working arrangements in place since 2020 whereby certain categories of staff can work from a remote location 40% of their working week.

## Adora Juanico, Senior Care Worker in Housing with Care

My name is Adora Juanico and I am a Senior Care Worker in Anam Cara HwC.

I graduated with a Bachelor of Science in Physiotherapy in 2000 and passed the Licensure Exam in the same year in the Philippines. I came to Ireland in 2002.

In 2003, I completed People Moving & Handling Course and then I became an in-house trainer/instructor in Cowper's Care Centre for 3 years. I am currently studying Intellectual Disabilities Studies, Major Award at the Open College University.

In 2006, I began working in Fold as a Night Care Assistant in Cherryfields HwC. In 2007, I was promoted to Senior Care Worker and moved to Anam Cara where I remain to this day. Between 2007 and 2011 I was also Fold's in-house People Moving & Manual Handling trainer. Between 2016-2017, I was appointed as temporary Acting Scheme Manager

to cover the Manager's maternity leave, before returning to my role as Senior Care Worker.

My role as Senior Care Worker involves staff supervisions, care staff rostering, managing complaints from residents, family & staff, liaising with the pharmacy, administration of residents' medications, liaising with GP's and other medical professionals; assessments, planning, and evaluation of residents' care, organising activities for the residents, ensuring all staff adhere to Health & Safety, Safeguarding, Infection Control policies & all other Fold policies. Lastly, ensuring that our residents receive the best quality of care by promoting & maintaining their independence and respecting their privacy, dignity, and autonomy.

There are hard and stressful days in my role and there are also sad and painful days when I see some of our residents come and go. But for the



last 17 years, Anam Cara has been my second home! I love working with the people around me. Caring for our residents who come from different walks of life has taught me to be more compassionate, open minded and become a better person and Carer. What I love the most is the trusting relationship that we built with the residents and giving them a sense of belongingness. Knowing that I make someone happy for the remaining years of their lives is the reason why I enjoy my job.

## Susan Taylor, Senior Development Officer

My name is Sue Taylor and I am a Senior Development Officer in Fold Housing.

I graduated with a Diploma in Fine and Decorative Art. I also hold a Diploma in Property & Facilities Management – Assoc. SCSi, Diploma in Housing Studies and I have recently completed a Professional Certificate in Project Management.

I joined FOLD in 2016 as a Development Officer where I worked closely with the Director on the schemes in New Dolphin Park, Crumlin and Citywest. I moved for a brief time in 2018 into Housing Management with responsibility for estates management and maintenance and then returned to work with the development team in 2020 as a Development Officer. In 2023 my position was upgraded to that of Senior Development Officer.

My job involves working closely with the Director and Manager as well as the wider team in Development and New Business to manage the process of delivering new homes. Our goal is

to develop homes to the highest possible standards and in accordance with best practice, statutory obligations and in line with the strategic goals of Fold. I work on all projects both pre and post contract, so from inception to delivery and then throughout the defects liability period.

Fold have been very accommodating in supporting me to undertake additional training and qualifications during my time working on the Development and New Business team. I have been lucky enough to complete courses of study in Housing, Project Management, Capital Works Management Framework and Public Procurement to name but a few, and this has greatly enhanced my professional and technical skills. I was also given paid leave to study and take my exams.

Every stage of the development lifecycle is different and I enjoy the entire process. The pre-contract work before a scheme gets to site requires perseverance, patience and



diplomacy to negotiate with developers, local authorities, and local communities. The legal and procurement processes and the funding applications require focus and attention to detail which I like. Being part of the Design Team and seeing a project move from paper, to bricks and mortar is probably the most exciting and creative part of the process, and it is especially enjoyable and satisfying to see a building coming out of the ground. The best part, however, is seeing lights on and people moving into their new home and knowing that I have contributed in a small way to making this a possibility for them.

# Our People – Tenants and Residents



## Tenant Engagement – Independent Living and General Needs

### My Home, My Say

Throughout 2022, Fold worked in partnership with our tenants in Independent Living and General Needs homes to develop our Tenant Engagement Strategy. With the support of tenant engagement specialists 'Supporting Communities' the strategy **My Home, My Say** was approved by our Board in November 2022 and formally launched in May 2023.



It is paramount that tenants have a meaningful say in how we prioritise and deliver our services. In developing our new Tenant Engagement Strategy, we consulted with a large cohort of tenants, members of staff and stakeholders. Through this consultation and in partnership with our Tenant Focus Group we co-designed our new Strategy **My Home, My Say** [<https://www.foldhousing.ie/publications/>].

Our initial step was to offer training to all tenants interested in partnering with Fold to shape the strategy. These training sessions and our continued consultation with interested tenants allowed us to create our first Tenant Focus Group. Our Focus group with tenants and staff met online weekly for 7 weeks and were facilitated by Supporting Communities. The Focus Group was responsible for contributing to and reviewing draft strategies and making the final decisions on what content should be included. The tenants also chose a tenant-approved logo that will be used going forward on any documentation that has been reviewed and approved by our tenants' focus group. Fold is committed to ensuring that adequate resources are put in place to enable tenant

engagement to flourish. We have two dedicated Tenant Engagement Officers who are responsible for delivering on this strategy and are the primary contacts for tenants who are involved.

Community development and integration are key parts of Folds' work and having an active housing management presence is another element of creating a long-term sustainable community. Fold takes pride in being deeply rooted in our local communities. Our plan under the Tenant Engagement Strategy is to continue to build on our experience to date, expand our existing partnerships, and further develop links with services that can support our tenants to live independently and build their community. Tenants are encouraged to participate in a broad range of activities offered through our tenant engagement team, who also keep our tenants up to date with what's going on in their local community.

Some highlights from our **My Home, My Say** action plan are:

1. Seek to find ways to engage with tenants who traditionally have not engaged in our activities.
2. Seek to minimise barriers to engagement.
3. Actively promote engagement activities of other local agencies
4. Move to tenant led Estate walkabouts.
5. Continue with Tenant focus groups.
6. Continue with tenant's newsletter.





## Independent Living: Tenant Profile – Imelda Doyle

### Tenant in New Seskin Court, Tallaght

Fourteen years. It's a long time. Could be lifetime. That's how long I have been living in New Seskin Court, Tallaght.

I have made good friends here, we chat support each other, sometimes feed each other, provide a listening ear and occasionally clink a glass. There is always someone to call on in times of perceived crisis.

A couple of years ago my son who lives with his wife in Galway said why don't you move to Galway we

are here, you have many good friends in the west. Then one morning I got out of bed walked into my living room it was filled with warmth and sunshine. I sat down and thought are you mad considering moving. Where exactly in Galway might you be?, Would you have the sunshine streaming in your window?, Would you be close to all the amenities you are here? Shopping, public transport, your prescriptions delivered, a nice park across the road if I fancy a walk. No, I am not going anywhere. It



reminded me to always be grateful for what I have and not be searching for what I think I want. I am blessed and privileged to have such a lovely home and all that comes with it.

## Person Centred Care – Housing with Care

Residents in our HwC homes move in because they need more support, however it is still paramount that they have a meaningful say in how we prioritise and deliver our services to them. Recognising their unique perspectives and preferences, involving residents in decision-making processes ensures that their voices are heard, their individuality is respected and their wellbeing is prioritised.

As part of their individualised care plans, residents work with their Care Worker to complete a 'Key to Me' assessment. This is where we begin to understand individual residents likes and dislikes and what life was like before HwC so we can support continuing activities that were important to them as well as maybe try out new things. This tailored care and support to residents promotes a healthy lifestyle and encourages residents to maintain their independence for as long as possible. In partnership with residents and families if appropriate, care plans are reviewed quarterly and ensures the residents remain in control of their affairs as well as review any health

and medical requirements with GP's and the pharmacy.

Our annual resident satisfaction survey is also an important way for us to get feedback to improve our services, it also gives our HwC residents and their families a voice. The survey is carried out by an independent company and provides valuable information about our services. It allows us to assess how well we are meeting the needs and the expectations of

our residents and identify areas where improvement can be made. By understanding the feedback received, we can take appropriate actions to enhance our services and ultimately improve tenant satisfaction. As well as being displayed on the scheme notice boards the findings of the survey are discussed at both residents and family meetings that happen twice a year.

### Housing with Care Resident Profile – May Synnott

My name is May and I have been living in Cherryfield since May 2015. Before moving here, I lived in a flat complex in Dublin. During that time, I had wonderful neighbours and a supportive friend who provided me with a lot of assistance. Unfortunately, my friend passed away, and I found it increasingly difficult to manage on my own, particularly with personal care. I felt incredibly lonely and isolated and frightened living there as there was lots of anti-social behaviour and gangs hanging around.

Since I moved into Cherryfield, I have experienced a sense of safety

and security. The staff here have been incredibly supportive whenever I require assistance. They respect my wishes and empower me to make my own choices. Living in Cherryfield has alleviated my fears but has also allowed me to build many new friendships. It truly feels like home to me.



# Awards

## European Responsible Housing Awards

Fold's New Dolphin Park in Rialto, Dublin was one of five finalists from across Europe shortlisted in the "More than a roof – supporting communities of equal opportunities" category in the European Responsible Housing Awards 2022. The European Responsible Housing Awards are an initiative of the European Commission (DG Enterprise, DELPHIS and Housing Europe) and a jury composed of national tenant unions, civil society organisations, associations of local authorities, financial institutions, academics, and housing professionals decide on the winner.

We were delighted to be finalists in this prestigious competition and to be recognised for our work in placemaking and building sustainable local communities. This is an endorsement of our innovative approach to social housing where we focus on our tenants' well-being, quality of life and their empowerment. This is at the core of responsible housing as we provide tenants with more than good quality houses, we provide them with homes they can be happy and safe in and that they are proud to call home.



## Dublin City Council Neighbourhood Awards

Fold entered four of its Independent Living Schemes into the Dublin City Council Neighbourhood Awards; Ballygall, Wellview, New Dolphin Park and St Agnes. We were delighted that three of the schemes were finalists in their categories and residents and staff thoroughly enjoyed attending the awards ceremony.

- Ballygall won first place in the west central area neighbourhood competition and went on to be joint winners in the category of Senior Citizens Complex in the residential category for the whole Dublin City Council area.
- New Dolphin won second prize in the Senior Citizens Complex in the south central area.
- Wellview won runners up in the Dublin community clean up category.





# Growth and Development

**Throughout 2022 we continued to engage with our stakeholders in the public and private sector and spent our time strengthening these relationships and exploring new business opportunities. These opportunities have further expanded our development pipeline that will result in increased delivery of high-quality homes to our future tenants over the coming years.**

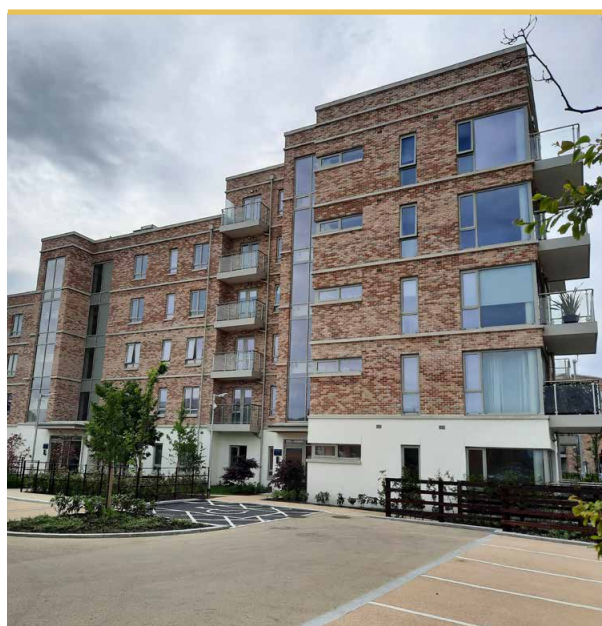
The Team focused strongly on the delivery of homes by working closely with the DHLGH, Local Authorities, the HA and the HFA. A vital collaboration is also with our private development partners, we work to offer support and assistance to them in securing finance where necessary and in working closely with their design teams we endeavour to ensure our Independent Living Homes are designed to the latest standards and to ensure our older tenants can age in place without the need to move to alternative accommodation as their needs change. It is our objective that our housing developments are carefully planned to meet resident and community needs incorporating features such as accessible design for both homes and common areas/facilities.

The government has established ambitious housing delivery targets for all AHBs and Local Authorities. This is reflected in the Housing for All policy with multiple initiatives available to assist AHB's to continue to deliver at pace and unlock the development potential of available land. The Development team in Fold are engaged through various steering and representative working groups with our colleagues throughout the sector and in government to ensure that any blocks to the delivery of much needed social housing are reported and actioned as quickly as possible.

## Citywest Village House

We were delighted in early 2022 to welcome 36 families and individuals to our newest scheme in Citywest Village House. The Apartment block benefits from its strategic location, providing ease of access to services, public transport, and local amenities. It is located close to essential amenities such as shops, schools, and healthcare facilities enhances the convenience and liveability of the building, making it a desirable place to reside.

The design prioritises ease of access within the building, addressing the needs of all tenants, including those with impaired mobility. By incorporating features like accessible entrances, elevators, and wide corridors, the building ensures that residents can navigate the spaces comfortably and safely. The inclusion of level access balcony areas and terrace gardens promotes inclusivity, allowing residents to enjoy outdoor spaces effortlessly.



## In the Pipeline

A significant amount of pre contract work and new business continued throughout 2022 despite the uncertainty generated by the Covid pandemic and Brexit. The Development Team continued negotiations with various partners including Local Authorities, Developers, Land Agents and Landowners with a view to exploring opportunities and agreeing Heads of Terms on pre-contract projects. This work will see a steady delivery of +1000 Independent Living homes for older persons and general needs housing over the next three years.

### Millwood Court, Dublin 5

Having progressed through a Part 8 planning process We have been engaging extensively with the local community and will continue to do so for the duration of the delivery of the project. This scheme when completed will provide 52 new homes for older people on the housing list.

### Orchard Road, Dublin 3

Fold were delighted to win an Expression of Interest from Dublin City Council (DCC) to deliver older persons housing on the old DCC Depot site. Lead by Reddy Architecture & Urbanism the design of this project is progressing well and we look forward to delivering circa 35 units of bespoke Independent Living Housing in keeping with our award winning scheme at New Dolphin Park Rialto.

### Dundalk, Co. Louth

In partnership with Louth County Council works commenced in early 2023 on a scheme of more than 70 purpose built Independent Living apartments. This is a major project for Fold in Dundalk and will offer those in need a bright modern efficient home in the centre of the town, close to all amenities and services.

## Future Development

We continue to progress negotiations on a significant number of other projects with the current total pipeline of development projects set to deliver more than one thousand units in line with Fold's business plan objectives. In line with this aspiration, we have worked with the Board of Fold to ensure that the Board's decisions are informed by expertise and scrutiny from its supporting committee structure which ensures the Board has the necessary insight, challenge and assurance to make the best decisions. We have worked hard to ensure that an appropriate governance structure is in place and supported by robust business and financial planning we expect to meet the challenges laid out in Housing for All.



# Housing with Care

**Our HwC service offers 112 homes over two developments in North Dublin, 56 for frail elderly and 56 for people living with dementia. Anam Cara and Cherryfield have both successfully risen to the challenges over the last few years of living with COVID-19, continuing our commitment to care for residents to an exceptionally high standard.**

Our staff, residents and families have worked together to manage through the strict infection control procedures and at times have needed to pause visiting. The team throughout 2022 worked in personal protective equipment ranging from surgical masks to N95 masks and full PPE when required. This in itself added extra pressure on staff and residents.

The health and wellbeing of residents and staff throughout the COVID-19 pandemic was the number one priority for Fold. To instill this ethos, we had responsive infection, prevention and control protocols, a risk management-based approach to decision making and a commitment to enabling safe visiting where possible and within the public health guidelines. Our efforts were bolstered by a successful vaccination programme, and the high levels of vaccination by residents and staff undoubtedly helped. To enable safe visiting during the pandemic, we implemented a booking system which allowed families to book visiting slots, reducing administration for our Reception staff and maximising the available capacity. This was complimented by changes to our Visitor sign in book which allowed us to capture additional information to support our COVID-19 response and safe visiting, such as proof of vaccination. These difficult times certainly reinforced what we had always known: that our residents and staff are our greatest assets.



Despite the disruptions of the COVID-19 pandemic, our commitment to offering our residents a vibrant and fulfilling activities programme remained. There was a refocus on delivering a range of activities within Anam Cara and Cherryfield during lockdowns, catering to a variety of interest and abilities, which was very well received by residents. Once lockdowns lifted, residents were once again able to enjoy outings and visitors from community groups. Although the pandemic impacts were still ever present, our staff welcomed the opportunity to meet face to face to share meals, support each other and generate new ideas and information to help our community rejuvenate, rebuild, and reconnect.

We were successful in receiving positive HIQA inspections in both Anam Cara and Cherryfield in 2022. Our registration with HIQA and strict adherence with guidelines supports the continued improvement and development of our service and we are delighted that inspections endorse our high levels of care.



# Independent Living and General Needs Housing

**Our Independent Living homes for over 55s are designed for independent living in older age and General Needs housing is eligible for all social housing applicants. This service consists of 527 properties that are home to over 907 tenants. We welcome people from all walks of life, embracing diversity and fostering a sense of belonging.**

Fold is committed to building communities for our residents, where they can enjoy enriched and fulfilling lives. Working with our tenants we develop a deep understanding of their unique needs and Fold has designed its housing and services to prioritise comfort, accessibility, independence and a strong sense of community. At Fold, it is a priority that our older tenants find a supportive environment that enhances their well-being and promotes social engagement.

Each Fold development has dedicated Housing and Tenant Engagement Officers to support residents and respond to their needs. We spend time with every new tenant to ensure they fully understand their obligations as tenants of Fold and what is expected of them. Equally, they are also informed of what they can expect from Fold as landlords. Tenants are empowered with regular formal engagement meetings, tenant satisfaction surveys and ways to contribute to Fold and their communities outlined in our Tenant Engagement Strategy [My Home, My Say](#).

Fold places a strong emphasis on fostering social connections among our tenants. Through various community programs and activities, such as coffee mornings, exercise classes, and cultural events, tenants have ample opportunities to interact, make friends, and partake in shared interests. This sense of camaraderie and belonging enhances residents' quality of life and can combat feelings of isolation and loneliness. Fold has become a trusted name in delivering exceptional living experiences for older tenants.

The Fold team is a dedicated group of housing and property professionals who ensure the smooth and efficient operation of our services. With their expertise and commitment to tenant satisfaction, they play a vital role in maintaining positive tenant relationships. The Team is known for their exceptional communication skills and empathetic approach, providing guidance and assistance to tenants throughout their tenancy, addressing any concerns or issues that may arise promptly and professionally. With their knowledge of housing regulations and policies staff ensure that all processes are carried out in compliance with legal requirements. They conduct regular inspections, handle rent assessments, and oversee maintenance and repair requests to ensure a safe and comfortable living environment for all tenants.



# Finance and Performance

**Fold generated a net surplus of €565k. Our income for 2022 was €12.1m, an increase of 7% on 2021 (€11.3m). Our housing stock increased by 36 homes during 2022 to 639.**

Fold's fixed assets as at 31 December 2022 were €123.5m (gross of depreciation) up from €112m in 2021. Fold's total reserves rose to €5.6m.

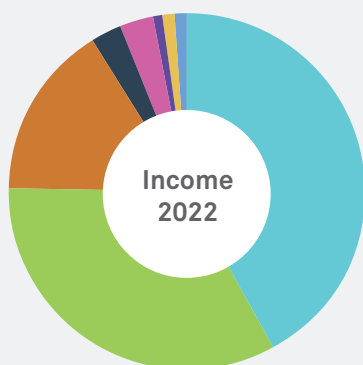
In terms of housing management, our void and arrears performance were well below our set targets in both HwC and Independent Living/General Needs.

Fold's total borrowings rose to €74.1m by 31 December 2022. At year-end, we had borrowings from the HFA of €62.9m, €2.4m from Bank of Ireland and €9.7m in CALF funds (including deferred interest).

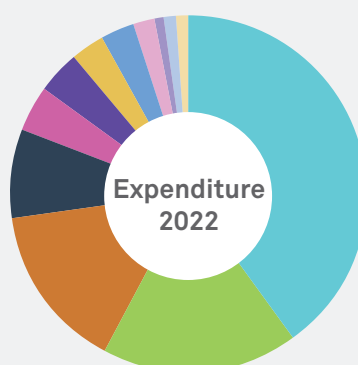
Fold robustly assesses financial and operational risks for all new business development opportunities, in addition to regular reviews of the financial operations and capacity of the organisation. We continue to operate in a challenging business environment seeking efficiencies where possible and providing value for money. Regular

internal audits are carried out by an independent audit firm on various activities of the organisation each year. We continue to conduct various stress tests of our business model against rising interest rates, costs and income scenarios amongst other assumptions.

We performed well with our key ratios and metrics against our desired targets. Finance works as a business partner with the other departments in the organisation to achieve Fold's objectives. With continuous improvement as a key value we are always seeking innovative solutions to meet the challenges that lie ahead in our sector. The Finance department aims to embrace, invest and harness technology to assist with driving growth and providing more efficient data for decision making and strategic development. Our positive financial results in 2022 strengthens our business model and gives confidence to all our stakeholders.



- P&A Allowance 43%
- Care Services HSE 34%
- Rental Income 16%
- Non Funded Care 3%
- Other Income 3%
- Daycentre Income 1%
- Management & Main Grant 1%
- Grants 1%



- Salaries including Housing with Care 40%
- Depreciation 18%
- Interest 15%
- Maintenance & Servicing 8%
- Head Office & Admin 4%
- Catering 4%
- Heating, Light & Water 3%
- Cleaning 3%
- Insurance 2%
- Professional & Consultants 1%
- Training & Recruitment 1%
- Other Costs 1%



# Income and Expenditure Account

For The Financial Year Ended 31st December 2022

	2022	2021
<b>Income</b>	<b>12,099,634</b>	<b>11,326,175</b>
Direct costs	(7,707,931)	(6,996,094)
<b>Gross surplus</b>	<b>4,391,703</b>	<b>4,330,081</b>
Administrative expenses	(2,010,427)	(1,861,184)
<b>Operating surplus</b>	<b>2,381,276</b>	<b>2,468,897</b>
Interest Receivable	-	19
Interest payable and financing costs	(1,815,779)	(1,707,700)
<b>Net Surplus for the year</b>	<b>565,497</b>	<b>761,216</b>

# Balance Sheet

As at 31st December 2022

	2022	2021
<b>Fixed assets</b>		
Tangible assets	108,578,993	99,522,037
	108,578,993	99,522,037
<b>Current assets</b>		
Debtors: amounts falling due within one year	592,886	160,678
Cash at bank and in hand	3,608,363	4,299,868
	4,201,249	4,460,546
<b>Creditors: Amounts falling due within one year</b>	(4,393,693)	(3,688,358)
Net current assets	(192,444)	772,188
Total assets less current liabilities	108,386,709	100,294,243
<b>Creditors: Amounts falling due after more than one year</b>	102,815,709	(95,288,900)
<b>Net assets</b>	5,570,840	5,005,343
<b>Reserves</b>		
Income and expenditure reserve	5,570,840	5,005,343
<b>Total reserves</b>	<b>5,570,840</b>	<b>5,005,343</b>

# Executive Team



**Kathleen Cottier**

Chief Executive Officer

✉ Kathleen.Cottier@foldireland.ie



**Tina Donaghy**

Director of Development  
and New Business

✉ Tina.Donaghy@foldireland.ie



**Martina Conroy**

Director of Housing and  
Care Services

✉ Martina.Conroy@foldireland.ie



**Urs Lanz**

Director of Finance and  
Corporate Services

✉ Urs.Lanz@foldireland.ie



# A Snapshot of Our Happy Memories



▲ Staff and Residents enjoy a trip to Howth



▲ Residents enjoy a trip to Dun Laoghaire Harbour



▲ Residents enjoy a trip to Phoenix Park



▲ Staff at the VHI Womens Mini Marathon





▲ Residents enjoy a trip to Dublin Castle's Christmas Markets



▲ Residents enjoy a trip to watch Sister Act in the Bord Gais Energy Theatre







▲ Residents enjoying the outdoor spaces in Anam Cara





▲ Staff enjoy the Bray Cliff Walk as part of Staff Wellbeing Day



▲ Tenants in Wellview enjoy an afternoon with Gillian Ryan Historian





**Fold Housing Ireland CLG**

The Crescent Building, Northwood Office  
Campus, Santry, Dublin 9, D09 X8 W3

**T** 00353 (01) 822 8804  
**E** enquiries@FOLDireland.ie  
**W** [www.foldhousing.ie](http://www.foldhousing.ie)

**Discover more**

Visit our website [www.foldhousing.ie](http://www.foldhousing.ie)



fold\_housing



FoldHousing1



Fold Housing



fold\_housing



Fold Housing