

ANNUAL
REVIEW &
ACCOUNTS
2023



Key figures

€14.2m

Income

€1.28m

Surplus

€73.9m

Total Loans

639

Homes

€1.18m

Maintenance Spend

0.86%

Voids HwC

1%

Arrears HwC

0.91%

Voids Independent
Living/General Needs

1.7%

Arrears Independent
Living/General Needs

123

Staff

501

Staff Training Courses

1,009

Home to 1,009 people

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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

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World Earth Day: Fold Housing Estates Officer, Karen Murphy with John Farrell, Client Innovation Manager, City Bin, alongside tenants and staff.



Foreword by Chair and CEO

On behalf of Fold's Board, our colleagues, and residents we are delighted to present our 2023 annual review. We continue to develop and grow our organisation with a focus on addressing the housing and care needs of older people in Ireland.



Belinda Ó Conaill
Chair



Kathleen Cottier
Chief Executive Officer

The delivery of our Strategic Plan is an important driver in developing our services and setting the path for future growth and development. We are therefore delighted to be well on target in meeting the goals that we set ourselves under the plan. There has been a focus on ensuring financial sustainability, evidencing best practice in governance, and improving capability.

We also set ourselves the task of reviewing our older persons care and housing services and we have been working on this throughout 2023 and look forward to sharing the findings and recommendations from this later in 2024. We will set out what we identify as the challenges and opportunities in meeting the housing and care needs of older persons in Ireland and Fold's role in meeting these. Many thanks to our internal and external stakeholders who have contributed to this key piece of work that will influence our next strategic plan.

During 2023 we continued to build a strong development pipeline that saw an increase in the number of homes under construction, and in 2024 we have already had the pleasure of bringing much needed new homes into management.

At Fold we set ourselves ambitious goals regarding standard of services and the financial parameters within which we operate. Our commitment to this is demonstrated in our excellent performance, customer service, and support for colleague learning and development demonstrated in this review. Customer service remains one of our top priorities, so we are delighted to be able to report that 97% of our residents in Housing with Care are satisfied with the service they receive and 95% of residents in our Independent Living and General Needs homes report the same. These continue to be some of the best responses in the sector.

Our biggest challenge throughout the year is one experienced by many organisations in Ireland, the recruitment and retention of qualified and experienced people. We are therefore pleased that our efforts in 2023 to build our employer brand and increase our reach to potential candidates has yielded positive results. We have seen an increase in both quantity and quality of applications and made several successful appointments to our team. This work has continued in early 2024 with the launch of Fold's first People Strategy, an important roadmap for us to achieve our strategic goals to further develop our organisation capability.

2023 was a time of change for the senior leadership team and Board with a new Chair and CEO. Kath Cottier started as CEO in January 2023 and on the resignation of Peter Ayton, Belinda Ó Conaill was appointed Chair. On behalf of Fold, we wish to thank Peter for his commitment to Fold over many years, his stewardship oversaw the separation from Fold's parent company in Northern Ireland and the establishment and development of core services. We also welcomed Marguerite Staunton to our Board of Directors.

As we progress our work, we remain excited about the opportunities open to Fold and committed to developing our role as a leader in the development of housing and care solutions for older people. We continue to be mindful of the challenges we face and the requirement to operate efficiently and sustainably to meet the needs of our residents, their communities and our many external partners. In doing this we are grateful for the experience and commitment of our voluntary Board who provide leadership and are advocates for the needs of our residents and colleagues. We also acknowledge the support of our many partners from national and local Government, funders, statutory and voluntary organisations nationally and locally, as well as our many construction and development allies. Finally, we would like to acknowledge the dedication and professionalism of the Fold team. They maintain the trust of our residents and families and the many organisations we partner with and are therefore at the centre of our achievements throughout 2023.

Belinda Ó Conaill
Chair

Kath Cottier
CEO

Irish Heart Foundation
visits Ballygall





Our Mission

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.



Strategic Goals 2022-2024

- Growing Fold Housing to become a leading provider in the housing sector in Ireland
- Achieving excellence
- Meeting the needs of an ageing population and growing assisted living options
- Remaining financially sustainable and robust while achieving our strategic targets
- Achieve and maintain full compliance by employing best practice and governance
- Develop our organisation capability consistent with our goals



Our Values

Excellence

Providing quality customer services to our tenants and residents, keeping them at the centre of everything we do and ensuring that our team has 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.

Integrity

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.

Respect

Treating our customers, staff, business partners and our communications 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.

Creating Value

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.

Strategic Leadership

Fold Housing is committed to the highest standards in leadership and governance. To this end in 2023 we improved our processes for ongoing evaluation of Board performance, assessments to monitor and manage that the Board has the required skills and competencies and introduced a new Director induction programme.

During 2023 Fold's Chair Peter Ayton completed his time on our Board passing the mantle to Belinda Ó Conaill. Marguerite Staunton was appointed to the Board. Our Board comprises a broad experience covering Finance, Law, Human Resources, Health & Care, Housing, and National and Local Government leadership.

Our Board is responsible for our long-term success, setting the strategy and overseeing Fold's governance, delivery of business plans and the management of risks.

The Board has 6 Committees to deliver on this oversight:



Finance, Audit & Risk

Provide assurance on the effectiveness of internal control frameworks, treasury management and financial reporting. Overview of robust internal audit and risk management processes.



Operations

Oversee the implementation of Tenant Engagement and ensure services are centred on resident needs. Monitor the performance and controls of housing, property, care and support, and human resource services.



Development

Oversee the development pipeline. Appraising and advising the Board on all new development projects and initiatives.



Nominations & Governance

Monitor regulation and governance control frameworks. Review the structure, size and composition of the Board.



Capital Requirements

Monitor, review and evaluate Fold's funding and borrowing capacity to meet development ambitions.



Remuneration

Determine and advise on the framework for pay, procedures and practices for employees.

Board of Directors



Belinda Ó Conaill

Chair, Chair of Nominations & Governance Committee, Chair of Capital Requirements Committee

Belinda is a retired HR Professional with experience that encompasses all elements of HR including key roles in HR Strategy, HR Transformation, Shared Services and the implementation of HR Systems. She has delivered facilitation, strategy development and HR consulting services to voluntary sector organisations.



Richard (Dick) Brady

Vice Chair, Chair of Development Committee

Dick spent his career working within the Local Government system. As Assistant Chief Executive of Dublin City Council he had responsibility for Roads, Traffic, Environment, Housing Development/Construction/Finance, Residential Services and Community functions. He also served as Chair of the Dublin Regional Homeless Executive.



John Lumsden

John is a former career civil servant, who was Assistant Secretary General with responsibilities for road, rail, maritime and aviation matters in the Department of Transport.



Peter Gibson

Chair of Finance, Audit & Risk Committee

Peter was Deputy Director of Social Services for the North Ireland Eastern Health and Social Services Board. His responsibilities included commissioning services for older people, people with mental health needs and learning and physical disabilities. He was a member of the Supporting People Commissioning Body established to oversee funding for supported housing.



Michael Flynn

Chair of Remuneration Committee

Michael is a Chartered Accountant. He is an Audit Committee member of the Legal Aid Board, Tailte Éireann, and the International Foundation for Integrated Care. Previously he was the National Director of Internal Audit in the HSE and before that had senior finance and audit roles in both the public and private sectors.



Teresa Harrington

Teresa Harrington 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, the Audit Committee of the Society of Saint Vincent de Paul and the Audit Committee of the Irish Banking Culture Board. Previously she was an audit partner with PricewaterhouseCoopers.



Mary Flanagan

Chair of Operations Committee

Mary is Interim CEO at Our Lady's Hospice & Care Services (OLH&CS). Previous roles include Director of Nursing roles at OLH&CS, and the HSE overseeing services for older people. She has extensive experience in corporate and clinical leadership and management in Ireland and England, developing service initiatives, new nursing roles and implementing strategic projects.



Marguerite Staunton

(Appointed June 2023)

Marguerite held senior management positions in Local Government where she gained extensive experience in social housing construction, tenant services and estate management. She has particular experience in working with Approved Housing Bodies guiding housing projects through statutory approval processes and addressing local issues to ensure successful completion.



Tom Flynn

Tom is 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.



Peter Ayton

(Resigned April 2023) – Chair

Peter was Executive Manager at 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.

Executive & Middle Management

Our Executive Team is responsible for leading the development and execution of Fold's strategy and overseeing day-to-day operations. The team are experienced professionals, who bring enthusiasm, confidence, and respect to our organisation. We are collectively committed to achieving our vision of visibly improving the quality of people's lives through the homes and care we provide.



L-R Martina Conroy, Director of Housing and Care Services;
Tina Donaghy, Director of Development and New Business;
Urs Lanz, Director of Finance and Corporate Services;
Kathleen Cottier, Chief Executive Officer.

In addition to the Executive Team, we are conscious of the increasingly important leadership role played by our middle managers. Throughout 2023 and 2024 we are investing in their further development, both as individuals and to support their collective leadership on Fold's Operations Team.



Having some fun to help the serious work.

Above (L-R) Ray Hearne – Finance; Maureen Mooney – Care; Tracy Dawson – Housing.

Left (L-R) Alison Foran – Human Resources; Ger English – Development; Rose Behan – Care.

Providing Exemplary Housing & Care Services

Fold delivers three types of housing, Independent Living (IL) homes for people over 55, General Needs (GN) housing for families and single people, and Housing with Care (HwC) for frail elderly and those living with dementia. Our value of excellence means we put our tenants and residents at the heart of our service delivery and pride ourselves on delivering high quality housing, repairs & maintenance, and care services. Our commitment to this is demonstrated in the exceptionally high levels of satisfaction expressed by tenants in our 2023 tenant satisfaction surveys.

Our services at a glance:



Independent Living & General Needs

94%

VOID HOMES LET
WITHIN 4 WEEKS

1.7%

RENT
ARREARS

100%

ANNUAL RENT ASSESSMENTS
PROCESSED ON TIME

95%

SATISFACTION WITH FOLD
SERVICES AND HOME

92%

SATISFACTION WITH
THE REPAIRS AND
MAINTENANCE SERVICE

100%

SATISFACTION WITH THE
PERFORMANCE OF FOLD
COLLEAGUES

90%

STATED THAT WE TAKE TENANTS
VIEWS INTO ACCOUNT/LISTEN
TO TENANTS

81%

ARE HAPPY WITH HOW WE
DEAL WITH ANTI-SOCIAL
BEHAVIOUR

86%

ARE HAPPY WITH HOW WE
HANDLE COMPLAINTS



Housing with Care

25%

VOID HOMES LET
WITHIN 4 WEEKS

1%

RENT
ARREARS

97%

OVERALL SATISFACTION WITH
FOLD SERVICES AND HOME

100%

STATED THAT THEIR
WISHES ARE RESPECTED

98%

SAY THAT FOLD
COLLEAGUES ARE
FRIENDLY AND POLITE

94%

SAY THAT THEY ARE
SATISFIED WITH THE FOOD



Across all Homes

0.9%

VOID LOSSES

99.5%

PROPERTIES INSPECTED

487

REPAIRS

100%

OF REPAIRS COMPLETED WITHIN TARGET TIMES



Tenant Imelda Doyle
speaking at the
launch of the Tenant
Satisfaction Survey.

Focus on Tenant Engagement Officers

Following the launch of our Tenant Engagement (TE) Strategy in 2023, Fold has taken great strides to increase our work in this area. There is a focus by our Tenant Engagement Officers (TEO) on building communities and working one-to-one with tenants to overcome challenges. Our TE service exists to enhance tenants' quality of life by fostering social connections and providing opportunities for personal growth.



71

Community Events

Working with tenants we organised regular activities ranging from social gatherings, cultural celebrations, educational workshops and fitness classes.



53

One-to-One Support Sessions

This individual support is crucial in helping tenants navigate various challenges from completing paperwork, securing financial assistance, accessing support packages and overcoming social isolation.



Introducing Ben

Ben lives in St Agnes, Crumlin. When the TEO first met Ben, he felt isolated from friends and family, mostly keeping to himself. During their first meeting, Ben shared his love for music and expressed a desire to learn an instrument to pass the time. Recognising the importance of nurturing this interest, the TEO connected Ben with the CCMA Music Centre in Crumlin where he began guitar lessons. Ben describes this seemingly small step as a turning point in his life, increasing his engagement in many social activities.

The TEO also connected Ben with Irish-speaking classes and other activities and he is now also a regular attendee at events organised by the TE team. On a trip to Howth, Ben had the opportunity to meet other residents from St Agnes and enjoyed the experience so much that he and several of his neighbours went out for dinner together and now continue to meet regularly.

Ben's transformation highlights the profound impact of TE at Fold. He has become an integral part of the community, even volunteering to join Fold's Tenant Group, which includes tenants from across the Fold community beyond St Agnes. Ben expressed his gratitude saying that it is great to know a TEO is only a phone call away, stating that without the support and initiatives provided by TE, he would still feel quite lonely.



Focus on Housing with Care

Our Housing with Care (HwC) schemes are subject to regulation by the Health Information and Quality Authority (HIQA), ensuring the highest standards of care and service delivery. At our schemes, we hold ourselves to the highest standards of care, in line with HIQA regulations and each inspection is an opportunity to showcase our commitment to quality and compliance. Our team works diligently to ensure that all regulatory requirements are met and exceeded, reflecting our unwavering dedication to the well-being of our residents.

Whilst we operate a social rather than nursing model of care, we recognise the importance of regulatory oversight

in maintaining quality standards. Compliance reassures our residents, their families and friends, our funders, and the public of our commitment to excellence and providing a safe and nurturing environment for all our residents.

Our Fold care colleagues are the backbone of our HwC schemes, working tirelessly to meet and exceed regulatory requirements and we take great collective pride in our positive inspection outcomes.

HIQA carried out two unannounced visits in 2023 inspecting 28 areas against the regulatory guidelines. Fold was found compliant in 25 areas, and substantially compliant in the remaining 3 areas.

Quotes from our inspection reports

"The centre was well-resourced. This inspection found that there was a clearly defined management structure in place, with effective management systems ensuring oversight of the service and the delivery of quality care to residents."

"Improvements and ongoing refurbishment was taking place in the centre. For example, new seating had been placed in the courtyards, a new clinical hand wash sink had been installed on each floor and a sitting room on the first floor was newly painted with new furniture and two karaoke machines for residents to use."

"Staff who spoke with the inspector were knowledgeable about residents and their needs, responding to safeguarding issues. It was evident that staff knew residents well and observations were that they were responsive to residents' needs."

"Staff confirmed that they felt supported, and that they could raise issues readily with the person in charge. There was a good system of supervision in each of the departments."

"The inspector observed many activities taking place on the day of inspection and could see both residents and staff enjoying each other's company."



Great Neighbours make Communities

We were delighted in 2023 to award the Inaugural ‘Chair’s Great Neighbour Award’ established in honour of our Chair Peter Ayton on his retirement from Fold’s Board. This award gives us the opportunity to recognise and celebrate the achievements of people who make a difference in their Fold communities.

2023 Winners

Martha Fox

“Martha has lived in Cherryfields Housing with Care for almost 7 years. In this time she has always helped her neighbours by going to shops for them if they were unwell or assisting them with anything they needed. She had a very special relationship with another resident May; she would always be there for May and always encouraged her to go to daily exercises and helped her pick out her clothes each day. May unfortunately passed away earlier this year but this didn’t stop Martha, she automatically moved her attention to other new neighbours and started helping them out.”



Great Neighbour Award Winner Martha Fox with Rose Behan, Scheme Manager, Cherryfields.

Joan Quinn

“Joan is a great neighbour; she is a true gem in our small community. She makes you feel at home, even outside your own front door. She is an exceptional individual known for her friendliness, willingness to lend a helping hand, and her commitment to creating a safe and welcoming environment for everyone in Cúil Dúin. She is very considerate, respectful, and always ready to foster a sense of belonging. She has done amazing work to date in the gardens, and this award is a small recognition of how much she is appreciated.”



Great Neighbour Award Winner Joan Quinn with Peter Ayton.

Housing Stock & Development

Housing Stock as at 31/12/2023

Local Authority	Homes
Dublin City	339
Dún Laoghaire Rathdown	8
Fingal	126
Meath	13
South Dublin	153
Total	639
Independent Living Homes	414
Housing with Care	112
General Needs	113

Growth

A strong construction pipeline and a large number of homes in construction during 2023 has ensured a strong future growth platform for 2024. We continue to invest time in strengthening our relationships with public and private partners to ensure the delivery of high-quality homes to our future tenants and residents over the coming years. During 2023 our development team grew with the addition of 2 new colleagues. The skills and experience within the Development & New Business Team enables the successful management of the full lifecycle of new homes and communities from inception, design, procurement, construction project management through to handover and completion of defects and final account signoff.

In development as at 31/12/2023

207

HOMES
ON SITE

1

COMMUNAL
FACILITY

52

PLANNING AND SITE
TRANSFER FOR 52 HOMES
& COMMUNAL FACILITY

850+

PIPELINE



Our People

The commitment and dedication of our colleagues continues to make a significant contribution to the strength of our organisation that is respected and admired in the sector as a leader in older persons housing, care services and property development.

Given the challenging employment market, attracting and retaining talent to the organisation is a key priority. In September 2023, we undertook a project to strengthen our position as an employer of choice, refreshing our careers website content and commissioning two promotional videos. Our colleagues are our greatest ambassadors, and the videos provide a visual and authentic feel for what it is like to work for Fold.

Both videos are available to view on our careers page, www.foldhousing.ie/careers. Key to increasing our reach to attract potential new employees has been strengthening our social media presence.

Following the project, we are delighted to report increases in both the quantity and quality of applications, with many successful appointments.

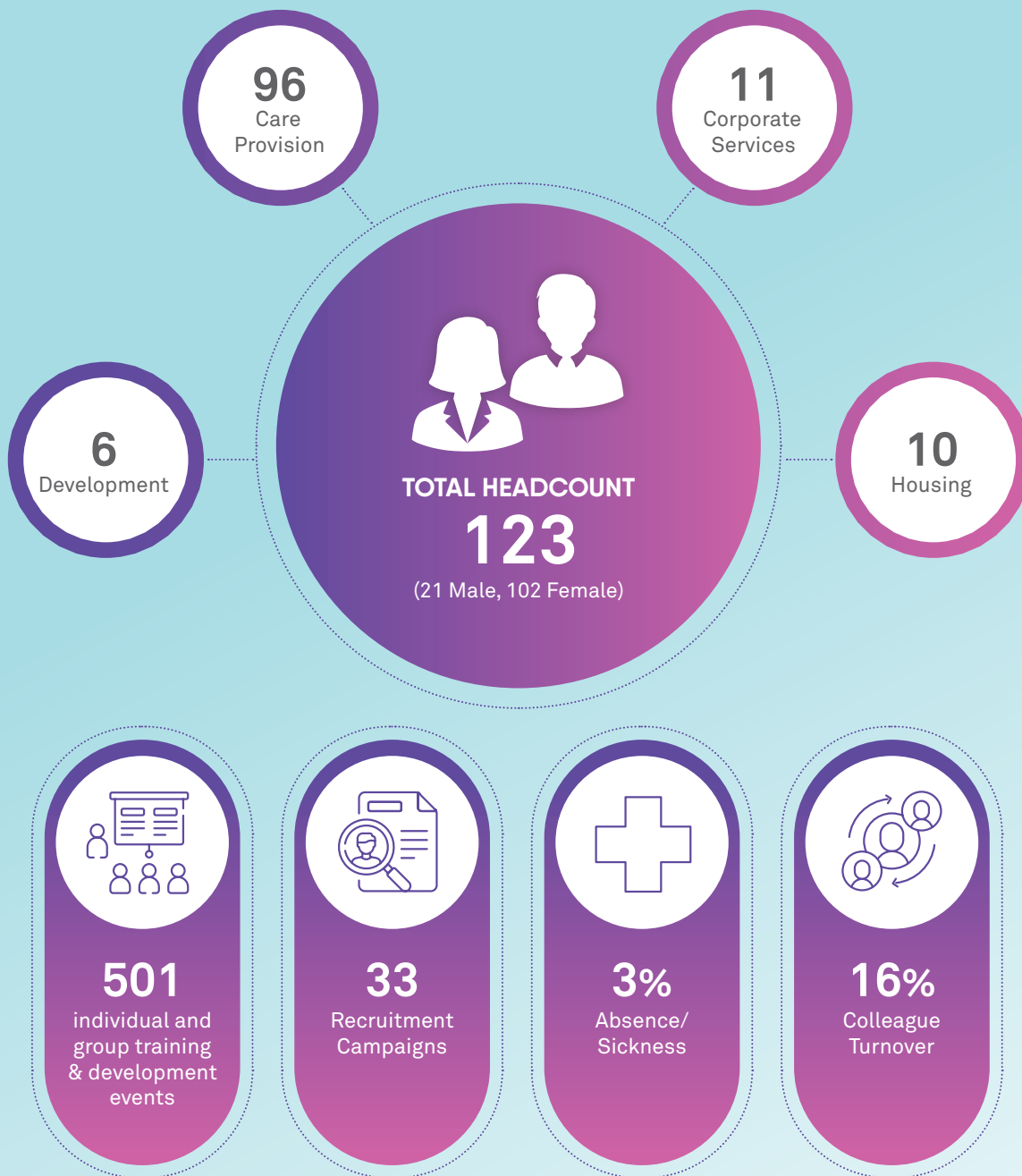


All Fold Care staff are qualified to at least QQI Level 5 'Care of the Older Person'.

Fold supports continual professional development including professional body membership.



Our people at a glance:



Our annual colleague survey is an important way for us to gain an understanding of what our colleagues think about working for Fold and what is important to them. In 2023 our colleagues told us:



In 2023 we launched our colleague **“We are Fold”** newsletter to encourage greater collaboration, understanding and connection between our teams and departments.

Service Awards

In 2023 we celebrated three colleagues who had ten years of service with us. These important awards recognise our colleague's dedication and knowledge about Fold's services, which is an integral part of our success.

- Joanne Freaney
- Ciara Maloney
- Abosede Onasanya

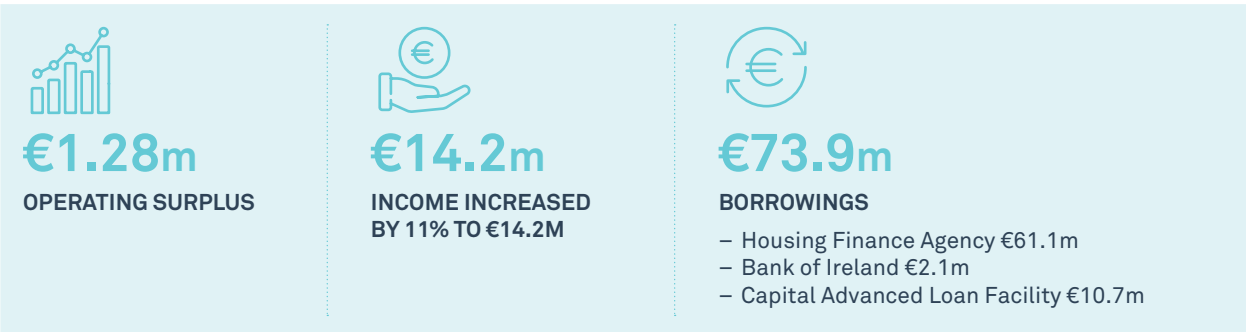


10-year Service Award
Recipient Abosede Onasanya,
Anam Cara, with Scheme
Manager Maureen Mooney.

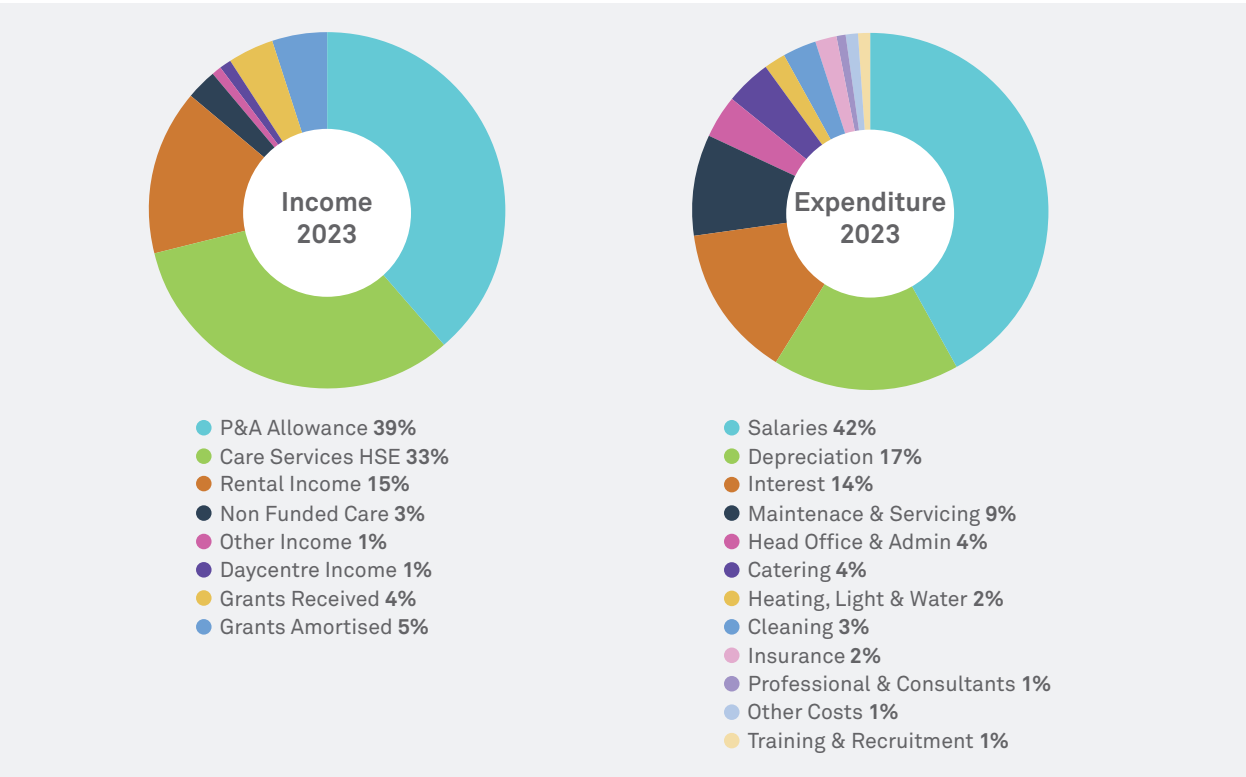
Finance & Governance

The Finance department collaborates closely with other departments and external partners to achieve Fold’s objectives, aiming to leverage technology to drive growth and enhance data efficiency for decision-making and strategic development. Our positive financial result in 2023 reinforces the strength of our business model and confidence for our various stakeholders.

Our finances at a glance:



Breakdown of Income and Expenditure



Income and Expenditure Account

For The Financial Year Ended 31st December 2023

	2023	2022
Income	12,989,830	12,071,617
Direct costs	(8,844,497)	(8,387,313)
Gross surplus	4,145,333	3,684,304
Administrative expenses	(2,306,111)	(2,010,427)
Other operating income - grants	1,241,467	707,399
Operating surplus	3,080,689	2,381,276
Interest Receivable	-	-
Interest payable and financing costs	(1,798,863)	(1,815,779)
Surplus for the year	1,281,826	565,497

Balance Sheet

As at 31st December 2023

	2023	2022
Fixed assets		
Tangible assets	106,602,891	108,578,993
	106,602,891	108,578,993
Current assets		
Debtors: amounts falling due within one year	819,712	592,886
Cash at bank and in hand	4,967,133	3,608,363
	5,786,845	4,201,249
Creditors: Amounts falling due within one year	(4,302,401)	(4,393,693)
Net current assets	1,484,444	(192,444)
Total assets less current liabilities	108,087,335	108,386,549
Creditors: Amounts falling due after more than one year	(101,234,669)	(102,815,709)
Net assets	6,852,666	5,570,840
Reserves		
Income and expenditure reserve	6,852,666	5,570,840
Total reserves	6,852,666	5,570,840

A full copy of our audited accounts is available for viewing in the publications section of our website.

Regulatory compliance

Full regulatory compliance was sustained throughout the year. Fold Housing is registered as an Approved Housing Body (AHB) with the Department of Housing, Local Government and Heritage. We are also registered with the Charities Regulator, and the AHB Regulatory Authority, and have approved borrowing status with the Housing Finance Agency. Our Housing with Care Schemes are also registered with HSE and audited by HIQA.

Internal Audit and Risk Management

Fold has engaged Mazars as our internal auditors and they continued their programme of audits in 2023. The programme covers key business areas with their findings and recommendations acted upon by management. Responsibility for identifying, evaluating and controlling risks is defined across the business and risk registers are reviewed at each Board meeting as well as the Operations, Development, and Finance, Audit & Risk Committee meetings.

Board Meeting Attendance

Board of Directors Attendance							
Attendance	Members	AGM	Meetings				
91%	9	1 (25/04/23)	6				
2023	14/02	25/04	27/06	26/09	31/10	05/12	TOTAL
Peter Ayton	✓	✓	N/A	N/A	N/A	N/A	2/2
Peter Gibson	✓	✓	✓	✓	✓	✓	6/6
John Lumsden	✓	✓	✓	✗	✓	✓	5/6
Mary Flanagan	✓	✗	✓	✓	✗	✓	4/6
Teresa Harrington	✓	✓	✓	✓	✓	✓	6/6
Belinda Ó Conaill	✓	✓	✓	✓	✓	✓	6/6
Michael Flynn	✓	✓	✓	✓	✓	✓	6/6
Richard (Dick) Brady	✓	✓	✓	✗	✓	✓	5/6
Tom Flynn	✓	✓	✓	✓	✓	✗	5/6
Marguerite Staunton	N/A	N/A	N/A	✓	✓	✓	3/3

Peter Ayton resigned as Chair of the Board and from his membership to Board Committees at the AGM in April 2023. Marguerite Staunton was appointed to the Board on 27th June 2024.



Committee Attendance

Capital Requirements Committee		
Attendance 100%	Members 5	Meetings 1
Development Committee		
Attendance 83%	Members 3	Meetings 4
Finance and Audit Committee		
Attendance 100%	Members 4	Meetings 4
Nominations Committee		
Attendance 100%	Members 3	Meetings 1
Operations Committee		
Attendance 100%	Members 3	Meetings 4
Remuneration Committee		
Attendance 100%	Members 3	Meetings 2



Fold Housing Ireland CLG

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