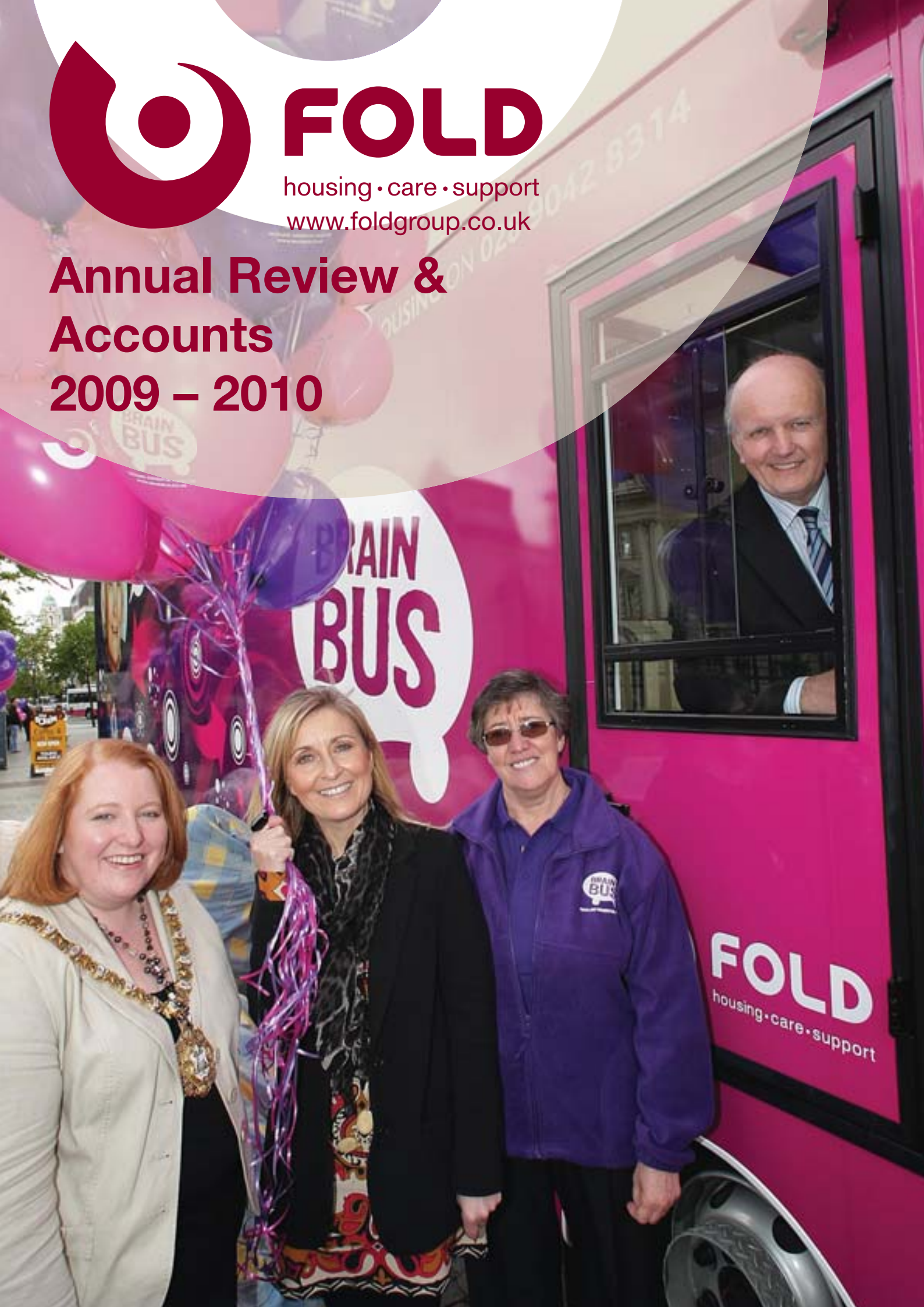




# FOLD

housing • care • support  
[www.foldgroup.co.uk](http://www.foldgroup.co.uk)

## Annual Review & Accounts 2009 – 2010



# MISSION STATEMENT

**PROVIDING THE BEST HOUSING,  
CARE AND SUPPORT TO THOSE  
IN NEED OF SUCH SERVICES.**

## **REGISTERED OFFICE**

FOLD House  
3 Redburn Square  
Holywood  
BT18 9HZ

### **TEL:**

(028) 9042 8314

### **FAX:**

(028) 9042 8167

## **BANKERS**

Bank of Ireland  
82a Main Street  
Bangor  
BT20 4AE

## **SOLICITORS**

Wilson Nesbitt  
33 Hamilton Road  
Bangor  
BT20 4LF

## **INTERNAL AUDITORS**

PricewaterhouseCoopers  
Waterfront Plaza  
8 Laganbank Road  
Belfast  
BT1 3BN

## **EXTERNAL AUDITORS**

PricewaterhouseCoopers  
Waterfront Plaza  
8 Laganbank Road  
Belfast  
BT1 3BN

## **REGISTRATIONS, AFFILIATIONS & MEMBERSHIPS**

- Registered under the Industrial and Provident Societies Act (NI) 1969 - number IP169 on 9/8/79
- Registered under the Housing (NI) Order 1992 - number RI on 14/12/76
- Registered with the Inland Revenue for charitable status - number XN 48778 on 1/8/89
- Registered with the Fair Employment Commission - number 499 on 6/2/90
- A Member of the Northern Ireland Federation of Housing Associations
- Registered under the Data Protection Act
- A Corporate Member of Age N.I.
- A Corporate Member of Disability Action
- The FOLD Group is comprised of FOLD Housing Association and FOLD Housing Trust
- A Member of the Northern Ireland Council of Voluntary Action
- A Member of Business in the Community
- A Member of the Accord Procurement Group

NICFC is Fold's nominated partnering charity for 2009 and 2010.



# BOARD OF MANAGEMENT



William Cameron OBE  
**CHAIRMAN**



Christopher Murdock  
**VICE-CHAIRMAN**



Colin McLean  
**TREASURER**



Aileen Graham



Paddy McIlroy



Des Neill



Robin Holiday



Christine Quinn



Joan McCrum



Arthur Halligan



Alice Quinn



Dierdre Hamill



Brendan Henry



Peter Gibson



Anne Harper



Norma Evans



David Crothers

## CHAIRMAN

**William Cameron OBE MRICS**  
Chairman of Business Development Committee  
Chairman of Governance Committee

## VICE-CHAIRMAN

**Christopher Murdock MIHM DipHSM MCM**  
Chairman of Care Services Committee

## TREASURER

**Colin McLean MIB**  
Chairman of Finance Committee

## MEMBERS

**Alice Quinn CBE**

**Joan McCrum BA Hons**  
Resigned June 2009

**Paddy McIlroy ISO**

**Aileen Graham OBE BSc Hons M.Ed**

**Brendan Henry Dip Soc Admin**  
Chairman of Housing Committee

**Anne Harper**  
Tenant Representative

**Christine Quinn**  
Tenant Representative

**Dierdre Hamill**  
Tenant Representative

**Robin Holliday BSc (Pharm)**  
Chairman of Human Resources Committee

**Arthur Halligan FCCA**  
Chairman of the Audit Risk Committee

**David Crothers**

**Des Neill**

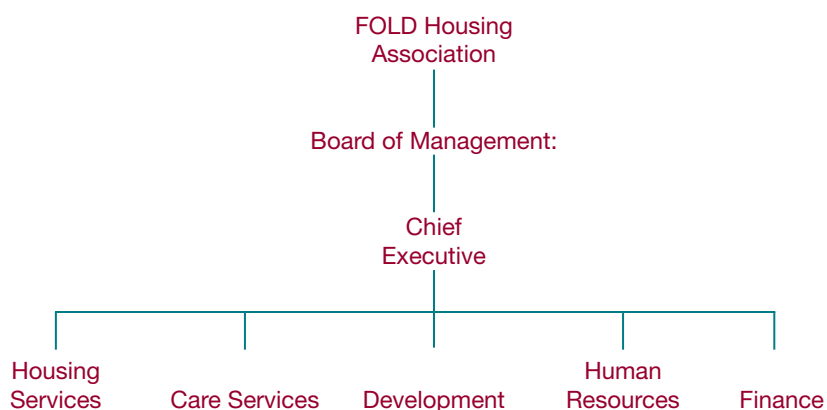
**Peter Gibson BSSc (Hons) CQSW, MBA**

**Norma Evans**  
Appointed June 2010

## COMPANY SECRETARY & CHIEF EXECUTIVE

**John McLean**

# FOLD GROUP STRUCTURE



# FOLD COMMITTEES

|                 | Audit | Business Development | Finance | Housing | Governance | Care Services | Human Resources |
|-----------------|-------|----------------------|---------|---------|------------|---------------|-----------------|
| William Cameron | •     | Chair                | •       | •       | Chair      | •             | •               |
| Colin McLean    |       | •                    | Chair   | •       | •          |               |                 |
| Robin Holliday  | •     |                      |         |         | •          | •             | Chair           |
| Chris Murdock   | •     | •                    | •       |         | •          | Chair         | •               |
| Brendan Henry   |       | •                    |         | Chair   | •          |               |                 |
| Anne Harper     |       |                      |         | •       |            |               |                 |
| Aileen Graham   |       |                      | •       |         |            |               | •               |
| Paddy McIlroy   |       | •                    | •       |         |            | •             |                 |
| Norma Evans     |       |                      |         |         |            |               | •               |
| Arthur Halligan | Chair |                      | •       |         | •          |               |                 |
| Alice Quinn     |       |                      |         |         |            |               | •               |
| David Crothers  |       | •                    |         | •       |            |               |                 |
| Dierdre Hamill  |       |                      |         |         |            | •             |                 |
| Des Neill       |       | •                    |         | •       |            |               |                 |
| Christine Quinn |       |                      |         | •       |            |               |                 |
| Peter Gibson    |       |                      | •       |         |            | •             |                 |

Key • attends the sub Committee

## COMMITTEE STRUCTURE

The above diagram shows the Committee structure in place from 1st April 2009.

FOLD operates the following subcommittees; Audit, Governance, Business Development, Finance, Housing, Care Services and Human Resources.

## RECRUITMENT AND SELECTION PROCEDURES FOR BOARD MEMBERS

FOLD aspires to maintain a balance of Board Members who are representative of all sections of the local community. New members are recruited by a process of election from the tenant body, through public advertisement and by direct recruitment where skills shortages cannot be met through public advertisement. Three members of the Board are elected representative tenants.

# FOLD MANAGEMENT TEAM



Senior Management Team

## SENIOR MANAGEMENT TEAM

### Chief Executive

Mr J McLean BEng MSc DipM MBA CEng MIEI

### Care Services Director

Mrs E Askham BA (Hons) Bus Studies MCIPD

### Finance Director

Mr T Dillon B Com (Hons) ACMA

### Human Resources Director

Mrs Y M Pickles FCIPD Dip Ism

### Director of Development

Mrs M Armstrong PG Dip MAPM ACIOB

### Director of Housing

Mrs E Patterson MSc PG Dip MCIH

## HOUSING DIRECTORATE

### Director of Housing

Mrs E Patterson MSc Pg Dip MCIH

### Area Housing Manager

Mr C Muldoon MSSC BA (Hons)

### Area Housing Manager

Mr Jonathan Glendinning

### Area Housing Manager

Mrs B Doherty Dip Housing MCIH

### Area Housing Manager

Mrs J Gilmore

## DEVELOPMENT DIRECTORATE

### Director of Development

Mrs M Armstrong PG Dip MAPM ACIOB

### Accord Project Manager

Mr A Han

### Development Manager

Lynsay Whillock

## CARE SERVICES DIRECTORATE

### Director of Care Services

Mrs E Askham BA (Hons) Bus Studies MCIPD

### Care Services Manager

Mrs H Irwin BA (Hons) Bus Studies RGN

### Care Services Manager

Mr G Morris BA (Hons) Public Policy & Management Cert CIH HNC

### Care Services Manager

Mrs R Smith CSS Cert CIH PG Dip Mgt

### Care Services Manager

Ms N Culpeper

### Staying Put Manager

Mr D Jamison Dip ISM

### Executive Director of TeleCare

Mr K McSorley BA (Hons) MBA

## HUMAN RESOURCES DIRECTORATE

### Human Resources Director

Mrs Y M Pickles FCIPD Dip Ism

### Human Resources Manager

Mrs F Campbell MCIPD

### Corporate Services Manager

Mrs H Harper BSc (Mgmt)

## FINANCE DIRECTORATE

### Finance Director

Mr T Dillon B Com (Hons) ACMA

### Finance Manager

Mr S Green CAT

### IT Manager

Ms K Cronin MSc (ED) PGDip BSc

### Finance Officer

Ms J Curran IPPM

# CHAIRMAN'S FOREWORD

## “GROWING AND ENHANCING OUR SERVICES IN RESPONSE TO INCREASED NEED”

The last twelve months have been very challenging for the local economy, for those facing unemployment and for many struggling to secure a home. In the face of such need we were pleased to be able to commence what was a record number of new homes during the year.

Fold started 427 houses and apartments, some 23% of the overall social development housing programme. We have witnessed heavy and unsustainable discounting among contractors and consultants in these difficult economic times. We are concerned for our partners who have played a key role in the development of social housing over the years.

Despite the challenging business environment, sound judgement by the Board and management team have helped Fold maintain a firm financial footing and ensure that adequate private finances are in place to underpin future growth. We reviewed many aspects of our business in search of efficiencies, service enhancements and controls.

We have continued in the pursuit of our mission, to provide the best housing, care and support for those in need of such services through our vision in which the quality of people's lives is improved through the housing and services we offer. We have always sought to support those vulnerable people who are unable to access mainstream and traditional means of support. To this end we were very proud to launch Fold's Brain Bus service for people with dementia, living in the community. This will provide a mixture of cognitive and physical therapies and is a European first. We were also pleased to see our Telehealth service expanded to supporting over 300 people living at home with illnesses such as diabetes and COPD.

We have concerns that cuts in the Housing Budget may have serious social implications for the most vulnerable in society. We call upon our partners in the Department for Social Development, the NIHE and in the local Assembly to protect vital revenue streams such as SNMA and Supporting People, without which many supported housing projects will likely close.

The success we enjoy is due to the hard work and commitment of our Board, management and staff. The support of all our customers remains vital if Fold is to continue to prosper.



Official opening of Clonard Gardens.

A handwritten signature in red ink, which appears to read 'William Cameron'.

William Cameron OBE  
Chairman

# CHIEF EXECUTIVE'S FOREWORD

## “MODERNISING OUR BUSINESS FOR THE BENEFIT OF THE COMMUNITY”

The continued deterioration in the economy through last year has had a profound effect on the lives of our tenants, residents and all our customers. We are facing a future where public monies will be greatly reduced, fuel and energy costs will likely increase and revenue streams will come under pressure. Despite these challenges, Fold remains committed to growth. Through sound financial planning we remain confident that our housing association is equipped to overcome these challenges in the years ahead.

Fold supports over 25,000 customers throughout Ireland. Over 800 staff support families, older people, people with dementia and those with learning disabilities. We are very proud of our staff, their commitment to continuous improvement and their demonstrable high standards of care and housing support.

Last year our turnover exceeded £33m whilst we achieved a surplus of £2.6m. Our housing stock increased to over 4,600 whilst the asset value reached £270m. This will serve us well as we seek additional private finance to fund new developments.

Our investment in existing stock exceeded £4m in terms of repairs and regeneration activities. We also conducted 'Best Value' reviews of our property services and development business units. Action plans to maximise and enhance performance are now well advanced.

Our TeleCare business continues to expand and enhance its reputation for quality and innovation achieving 4% net growth in 2009/10.

We continued in earnest with our IT investment plan, installing specialist IT systems in our human resource, care services, housing and IT business units. These are already delivering efficiencies and service improvements. Over 100 work locations across the province have been networked and residents have free access to the internet.

This review provides a snapshot of the progress made by Fold this year. I commend the work of the board, senior management team and all the staff who ensure that Fold continues to modernise its services for the benefit of all the communities we serve.



John McLean  
Chief Executive



100th Birthday Party at Fruithill Fold.

# GROWTH

## WE CONTINUE TO GROW AND DEVELOP OUR SERVICES THROUGH:

- Maximising development opportunities to meet housing need.
- Accessing additional private finance.
- Developing innovative and complimentary services.
- Growing Telecare Sales.
- Supporting Fold Ireland activities.

### 427 NEW FOLD HOMES

NUMBER OF NEW HOMES COMMENCED BY FOLD

### 593 NEW ACCORD HOMES

NUMBER OF NEW HOMES COMMENCED BY ACCORD

### 16% CONSTRUCTION SAVINGS

### £1M CONSULTANCY SAVINGS



Apartments, Ormeau Embankment, Belfast.



Refurbishment of Chapelfields Fold, Belfast.

## ACCORD PROCUREMENT GROUP

The Accord Consortium comprising Fold, Alpha, Gosford, Habinteg and Triangle housing associations completed the first year of the Accord Business Plan. 28 of the 36 business objectives were completed within the first 12 months. Accord's tendering exercise for all consultants will be completed in early 2011. The key Accord achievements included:

- 593 new homes started on site
- 32% of the 2009/10 Social Housing Development Programme
- 16% reduction in construction costs versus pre-tender estimate
- Over £1m reduction in consultancy fees versus base year estimate

Accord Members are mindful of business risks in the year ahead:

- Uncertainty in capital funding
- Likely Cuts in Housing Association Grant
- Continued heavy discounting among contractors and consultants
- Delays in the planning and evaluation process

# FINANCIAL PERFORMANCE

**£33M**  
TURNOVER

**£47M**  
PRIVATE FINANCE

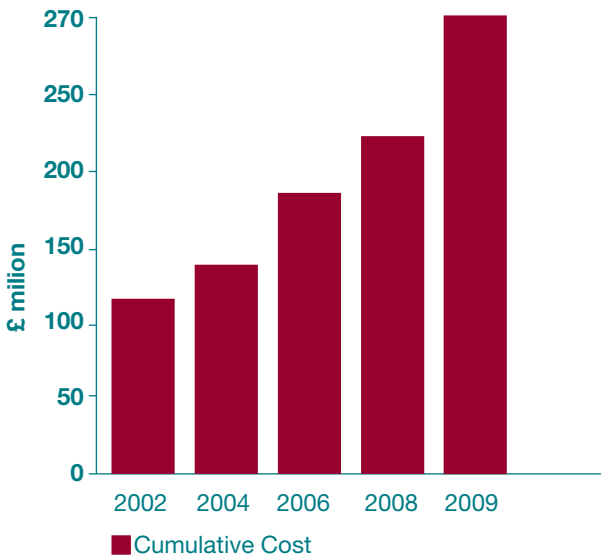
**£146M**  
CAPITAL SPEND OVER LAST  
7 YEARS

**98.7%**  
OCCUPANCY

Despite pressures in key areas of our business we maintained a strong financial performance resulting in a surplus of £2.6m, after transfers to designated reserves, up 15% from 2008/09. The turnover grew by 9% to over £33m. Fold's pension liability in the year increased significantly by 33% to £6.5m. The strength of our balance sheet will serve us well as we continue to borrow funds in the private market for new social housing projects. Fold has drawn down £24m of private finance to fund new developments and has a further £23m in place to support the existing development programme.

Despite difficult market conditions we started 427 flats and houses. We drew down £41m of Housing Association Grant and matched this with over £10m of private finance. Capital spend over the last 7 years has now exceeded £146m increasing our asset base by 11% to £270 million. This pattern of sustained growth can be seen on Fig. 1.

**GROWTH IN HOUSING  
PROPERTY INVESTMENT**



**Fig 1. Growth in Fold Asset Base**



Fold's Ardglass Family Housing Scheme wins the Action Renewables Award as the most sustainable build.

## FOLD DEVELOPMENT DEPARTMENT

We commenced 427 new housing units (See Figure 2 below), equivalent to some 23% of the total NI Social Housing Development Programme, up from 15% in 2008/09.

Following the collapse in land and house prices in 2008/09, we witnessed continued uncertainty and a greatly reduced level of property transactions in 2009/10. Construction and consultant prices reduced very significantly in the period.

**Fig. 2 New Fold Starts in 2009/10.**

| Project               | Units      |
|-----------------------|------------|
| Roden St. Phase 2     | 43         |
| Enniskillen EMI       | 30         |
| Camden Street (OTS)   | 9          |
| Dunanney Avenue (OTS) | 37         |
| Clonard Gardens (OTS) | 11         |
| Eden Phase 3A         | 12         |
| Crossmaglen Phase 4   | 18         |
| Upper North Street    | 31         |
| Dunsy Way             | 33         |
| Tesco Broadway        | 71         |
| Skeoge Road Phase 1   | 124        |
| Clough (OTS)          | 8          |
| <b>Total</b>          | <b>427</b> |

We completed schemes in 2009/10 equivalent to a further 113 new properties, increasing Fold's total housing stock of 4,640. Details of the completions are included in Figure 3:

**Fig. 3 Housing completions in 2009/10.**

| Project                   | Units      |
|---------------------------|------------|
| Camden Street (OTS)       | 9          |
| 45 Cliftonville Rd (OTS)  | 15         |
| Annadale Phases 1-3 (OTS) | 39         |
| Fairyglan (OTS)           | 18         |
| Clonard Gardens (OTS)     | 11         |
| Ardglass                  | 11         |
| Guide Street              | 4          |
| Torrens Phase 1           | 6          |
| <b>Total</b>              | <b>113</b> |

## SUPPORTED HOUSING AND DAY CARE SERVICES

We moved towards completion of our latest supported housing project, Gngangara, in Enniskillen. The specialist dementia scheme being developed in partnership with the Western Health and Social Care Trust and Supporting People comprises 15 bungalows and 15 apartments for older people with dementia. It will complete in October 2010.

Our Glenowen scheme in West Belfast underwent a comprehensive £0.5m facelift during the year. A similar investment in our Manor Court scheme in Lurgan will proceed in 2010/11.

Glenowen managed to secure a bronze award in the EAC Care Awards in London from among 542 entries.

## FOLD BRAIN BUS

We launched Fold's Brain Bus service in May 2010 at the Belfast City Hall with the assistance of ex GMTV presenter Fiona Philips and the Minister for Health, Michael McGimpsey. The mobile therapy service will provide cognitive and physical stimulation for people living with dementia in the community. We secured £1.25m of funding from Atlantic Philanthropies for two buses. The first bus was completed this year and fitted out with specialist technology from our US based partner, IN2L. The service is currently being evaluated by the NI Dementia Centre and Stirling University.



Opening of Knockeden Sensory Garden, Portadown.

## STAYING PUT

Our Staying Put team continues to assist people with disabilities by offering them free practical advice and support to repair or adapt their homes through the Housing Executive Grants Scheme.

We assisted over 900 clients to complete work to their homes worth £7.7m in grant aid. Staying Put exceeded most targets set by the Housing Executive and continues to achieve high levels of customer satisfaction.

## TELECARE

Fold TeleCare is the leading choice in Ireland for home monitoring in the social housing market and for specialist telecare support services. In 2009/10 we achieved 4% net growth with connections increasing to 22,744. The number of incoming calls received throughout the year reached almost 395,000, up by 70,000 calls from the previous year. In August we maintained our TSA quality accreditation which monitors all aspects of its service. We also provided over 150,000 'good morning' calls during the year.

The delivery of our telehealth service, in partnership with the Northern, Western and Southern Health and Social Care Trusts continued throughout the year with our vital signs monitoring peaking at over 350 patients.

We continued to progress two innovative technology projects funded by the Technology Strategy Board's 'Assisted Living Innovation Platform'.



Launch of Fold's Brain Bus.

**FOLD TeleCare**  
Local dedicated support  
24 hours a day

**FOLD**  
housing - care - support

For total peace of mind  
call us NOW **0800 731 3081**

[www.foldgroup.co.uk](http://www.foldgroup.co.uk)

# CUSTOMER SERVICE

We seek to provide the best housing, care and support for those in need of such services, whether they choose to live in Fold accommodation or avail of our home support services. We are committed to providing secure, modern and well managed accommodation for all our residents and an efficient support service for all our telecare, staying put and daycare users. To this end we

- Consult regularly with our customers.
- Promote participation of staff and customers in the design and delivery of all our services.

During the year we set out our business theme to enhance customer service levels through a number of key initiatives:

- Customer Service Excellence assessment
- Staff Conference to focus on providing the best possible customer service

- Revamp of Fold's website with increased user access
- Enhanced understanding of all our customer needs through the Core Brief
- Increased dialogue through tenant focus groups

## CUSTOMER SURVEYS

Our Staying Put department surveys its clients on completion of grant works, see Fig 4. From the 382 questionnaires returned, 97% of clients were either satisfied or very satisfied with the help and support provided by Fold. 96% said they would recommend the service to others.

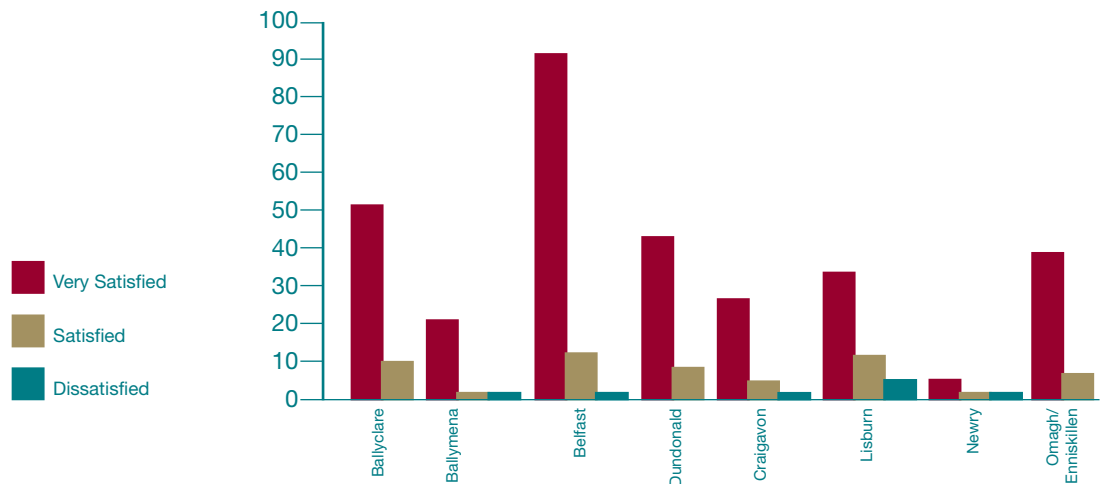


Fig. 4 Staying Put Customer Survey 2009/10.



## TENANT PARTICIPATION

We are committed to giving our tenants a genuine say in the way we run our business. Fold has three tenant board members. We held two Tenant Forums in February and March last year. Our housing staff consulted with tenants throughout the year via the tenants' focus group network.

We revised the Constitution for our Tenant Associations in response to recommendations by the NI Ombudsman. The revisions approved by the Board in February clarified Fold's roles and responsibilities in relation to Tenant Associations.

Our development and housing teams continue to work closely with local communities on new developments. We also work with local community groups, the PSNI and elected representatives to tackle rising Anti-Social Behaviour. To this end we work with community partners in the Colin and Euston Parade areas of Belfast. In 2009/10 we established the Colin Housing Providers Forum along with the Colin Neighbourhood Partnership, the Housing Executive, the PSNI and other housing associations.

## SUPPORTED HOUSING PARTNERSHIPS

We work with many partners to provide key support services, including:

- Mencap
- First Housing Aid and Support Services
- Presbyterian Board of Social Witness
- N.I. Health & Social Care Trusts
- Northern Ireland Housing Executive
- Prospects
- Health Service Executive – Republic of Ireland

## COMPLAINTS AND DISPUTES 2009/10

| Category                            | Number of Complaints | Number answered   | Performance Met   | Resolved          |
|-------------------------------------|----------------------|-------------------|-------------------|-------------------|
| Attitude or behaviour of staff      | 12                   | 12                | 11                | 12                |
| Contractor workmanship/behaviour    | 1                    | 1                 | 1                 | 1                 |
| Delays in provision of service      | 3                    | 3                 | –                 | 3                 |
| Other                               | 20                   | 19                | 18                | 19                |
| Policy/Procedural failure or issues | 3                    | 3                 | 3                 | 3                 |
| Quality of Service                  | 30                   | 27                | 19                | 27                |
| Unfairness/discrimination/bias      | 1                    | 1                 | –                 | 1                 |
| <b>TOTAL</b>                        | <b>70</b>            | <b>66 (94.3%)</b> | <b>52 (74.3%)</b> | <b>66 (94.3%)</b> |

| Category           | Number of Issues | Number answered | Performance Met | Resolved |
|--------------------|------------------|-----------------|-----------------|----------|
| Neighbour disputes | 26               | 26              | 24              | 26       |

**Fig. 5 Fold Complaint Performance in 2009/10.**

The total number of complaints and neighbourhood disputes for 2009/10 in Fig. 5 was marginally down from 99 to 96 versus 2008/09. All complainants received a written response. There was a marginal reduction in replies within 20 working days of receipt of the complaint – down from 81% to 74.3%. This related to the complex nature of many of the complaints received. The resolved level was up from 93% to 94.3%.

# RESULTS

## WE MONITOR PERFORMANCE AND SEEK CONTINUOUS IMPROVEMENT THROUGH:

- KPI framework for regulatory and business performance.
- Challenging targets for key business activities.
- Ensure skills and tools are in place to deliver against targets.
- Regularly review and report on performance.
- Maximise staff performance.

## FINANCIAL RESULTS

We performed well against our financial targets, including the achievement of healthy operating surpluses (see the Turnover/Cost Trends graph - Fig.7). Our balance sheet has been strengthened through the year's exceptional capital development programme. Fold also presents a strong liquidity position. Exceptionally low levels of voids boosted rental income whilst the pension cost to the income and expenditure account was lower than originally forecast.

Our pension liability increased to £6.5m during 2009/10. Elsewhere a higher than forecast surplus resulted in Fold's key financial ratios being well ahead of target for the year, namely:

- Net Surplus of 8% versus target of 4%
- Rent losses of 2.2% versus target of 2.4%
- Liquidity of 274% versus target of 150%

The Income and Expenditure Account and the Balance Sheet (Fig 6.), which have been extracted from the audited accounts, provide further information on the organisation's strong financial position.

An improved financial position has been achieved through:

- Controls on staffing and agency costs
- High performance in voids management
- Office administration efficiencies
- Fold's pension liability being lower than expected
- Interest on cash reserves
- Telecare business outperforming budget

## EFFICIENCIES

FOLD is committed to the Government's efficiency agenda. Along with our partners in the Accord Group we managed to demonstrate efficiencies in both contractor and consultant contracts during the year. These amounted to construction savings of £7m or 16% against the DSD target of 10% and a 27% reduction in consultancy fees versus those secured in the 2007/08 base year. The efficiencies are indicative of the unprecedented competition in the sector. We are concerned that suppliers will find it difficult to fulfil their contract obligations at such rates.



Refurbishment of Glenowen housing-with-care scheme, West Belfast.

## INCOME & EXPENDITURE ACCOUNT YEAR ENDED 31 MARCH 2010

|   | 2009/10<br>£      | 2008/09<br>£      |
|---|-------------------|-------------------|
| <b>Turnover</b>                                       | <b>33,082,696</b> | <b>30,138,833</b> |
| Less Operating Costs                                  | (27,064,438)      | (26,246,208)      |
| <b>Operating Surplus</b>                              | <b>6,018,258</b>  | <b>3,892,625</b>  |
| Surplus arising from Property Sales                   | –                 | 123,096           |
| Transfer to Disposal Proceeds Fund                    | –                 | (122,180)         |
| Interest Receivable                                   | 166,820           | 695,718           |
| Interest Payable                                      | (952,968)         | (967,754)         |
| Other Finance Costs                                   | (483,000)         | (226,000)         |
| <b>Surplus for the Year</b>                           | <b>4,749,110</b>  | <b>3,395,505</b>  |
| Transfers to Designated Reserves                      | (2,179,385)       | (1,209,747)       |
| <b>Surplus/(Deficit) for the Year after transfers</b> | <b>2,569,725</b>  | <b>2,185,758</b>  |

## BALANCE SHEET YEAR ENDED 31 MARCH 2010

|  | 2010<br>£         | 2009<br>£         |
|--|-------------------|-------------------|
| <b>Fixed Assets</b>                                    |                   |                   |
| Housing properties                                     | 270,172,021       | 239,108,941       |
| Less: Housing Assoc. Grant                             | (228,120,991)     | (192,736,873)     |
|  | 42,051,030        | 46,372,068        |
| Other Tangible Assets                                  | 3,640,442         | 3,447,028         |
| Investments  | 2                 | 2                 |
|  | <b>45,691,474</b> | <b>49,819,098</b> |
| <b>Current Assets</b>                                  |                   |                   |
| Debtors/Stock  | 9,073,980         | 4,631,607         |
| Cash on Deposit  | 24,710,881        | 13,142,339        |
| Cash at Bank and in Hand                               | 115,579           | 773,958           |
|  | 33,900,440        | 18,547,904        |
| <b>Creditors – Amounts falling due within one year</b> | (12,369,137)      | (10,447,757)      |
|  | 21,531,303        | 8,100,147         |
| <b>Total Assets less Current Liabilities</b>           | <b>67,222,777</b> | <b>57,919,245</b> |
| <b>Creditors – Amounts falling due after one year</b>  | (23,825,639)      | (19,495,218)      |
| <b>Pension Deficit</b>                                 | (6,494,000)       | (4,350,000)       |
| <b>Net Assets</b>                                      | <b>36,903,138</b> | <b>34,074,027</b> |
| <b>Capital &amp; Reserves</b>                          |                   |                   |
| Revenue Reserves                                       | 16,652,228        | 16,002,502        |
| Designated Reserves                                    | 20,250,910        | 18,071,525        |
| <b>Net Funds</b>                                       | <b>36,903,138</b> | <b>34,074,027</b> |

Fig. 6 The summary financial statements have been extracted from the Association's full financial statements for the year-ended 31 March 2010 which were approved by the Board of Management on 22 June 2010.

### Turnover/Cost Trends for 2005 to 2009

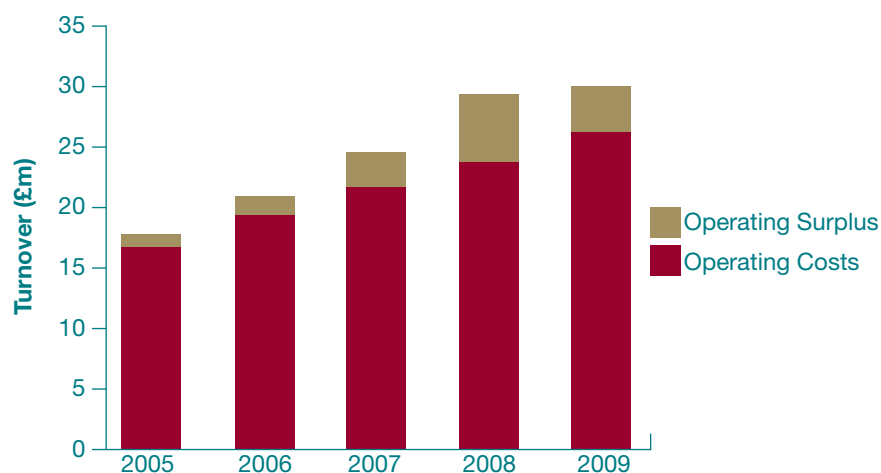


Fig. 7 Fold Turnover and cost trends for 2005 to 2009.

## HOUSING RENTS

Apartments for older people                      £30 to £79 per week (average £44 pw)  
 Family housing (5person/3bedroom)            £65 to £85 per week (average £73 pw)

## HOUSING MANAGEMENT PERFORMANCE

### Arrears Management

Former Tenant Arrears                      1.91%  
 Net Total Arrears                              4.02%

### Voids Management

Short term voids (lettable)                      16  
 Long term voids (Difficult to let)                37  
 Total Voids                                      53 (1.27% of total stock)

### Lettings and Allocation Profiles

There were 612 lettings of which 87 (14.2%) were allocations of new accommodation and 52 (8.5%) were re-lets of existing accommodation.

### Types of Household

|                     | Frequency | Valid Percent | Cumulative |
|---------------------|-----------|---------------|------------|
| Older Single Person | 321       | 52.5          | 52.5       |
| Older Couple        | 47        | 7.7           | 60.1       |
| Single Adult        | 150       | 24.5          | 84.6       |
| Couple              | 8         | 1.3           | 85.9       |
| Single Parent       | 73        | 11.9          | 97.9       |
| Couple w children   | 9         | 1.5           | 99.3       |
| Multi-Adult         | 4         | 0.7           | 100.0      |
| Total               | 612       | 100.0         |            |

Fig. 8 Lettings analysis and tenant profiles for 2009/10

In relation to the previous year, the proportion of:

- Family households declined from 15% to 13%
- Older households declined from 65% to 60%
- Single adult households increased from 17% to 25%

|        | Frequency | Valid Percent | Cumulative |
|--------|-----------|---------------|------------|
| Male   | 254       | 41.5          | 41.5       |
| Female | 358       | 58.5          | 100.0      |
| Total  | 612       | 100.0         |            |

**Fig. 9 Gender analysis of Lettings for 2009/10.**

In relation to the previous year

- The proportion of male heads of household increased from 39% to 42%

|               | Frequency | Valid Percent | Cumulative |
|---------------|-----------|---------------|------------|
| White         | 603       | 98.5          | 98.5       |
| Chinese       | 1         | 0.2           | 98.7       |
| Indian        | 1         | 0.2           | 98.9       |
| Black African | 1         | 0.2           | 99.0       |
| Mixed         | 2         | 0.3           | 99.3       |
| Other         | 4         | 0.7           | 100.0      |
| Total         | 612       | 100.0         |            |

**Fig. 10 Ethnic composition of Household for 2009/10**

|                     | Frequency | Percent | Valid Percent | Cumulative |
|---------------------|-----------|---------|---------------|------------|
| Protestant          | 297       | 48.5    | 48.8          | 48.8       |
| Catholic            | 254       | 41.5    | 41.8          | 90.6       |
| Mixed               | 1         | 0.2     | 0.2           | 90.8       |
| No religious belief | 22        | 3.6     | 3.6           | 94.4       |
| Other not stated    | 34        | 5.6     | 5.6           | 100.0      |
| Total               | 608       | 99.3    | 100.0         |            |
| Missing System      | 4         | 0.7     |               |            |
| Total               | 612       | 100.0   |               |            |

**Fig. 11 Community to which Household belongs for 2009/10**

Compared with the previous year:-

- The proportion of new tenants who were 'Catholic' increased from 39% to 42%
- The proportion of new tenants who were 'Protestant' decreased from 55% to 49%

|           | Frequency | Valid Percent | Cumulative |
|-----------|-----------|---------------|------------|
| Unmarried | 228       | 37.3          | 37.3       |
| Widowed   | 204       | 33.3          | 70.6       |
| Married   | 72        | 11.8          | 82.4       |
| Separated | 59        | 9.6           | 92.0       |
| Divorced  | 49        | 8.0           | 100.0      |
| Total     | 612       | 100.0         |            |

**Fig. 12 Marital status of Head of Household for 2009/10**



|         | Frequency | Valid Percent | Cumulative |
|---------|-----------|---------------|------------|
| 18-24   | 41        | 6.7           | 6.7        |
| 25-44   | 111       | 18.1          | 24.8       |
| 45-59   | 93        | 15.2          | 40.0       |
| 60 plus | 367       | 60.0          | 100.0      |
| Total   | 612       | 100.0         |            |

**Fig. 13 Age of Head of Household for 2009/10**

- The proportion of tenants in the oldest groups declined; conversely the younger age groups increased.

|                                    | Frequency | Valid Percent | Cumulative Percent |
|------------------------------------|-----------|---------------|--------------------|
| Head Of Household has A Disability | 164       | 26.8          | 26.8               |
| Head Of House has No Disability    | 448       | 73.2          | 100.0              |
| Total                              | 612       | 100.0         |                    |

|                        | Frequency | Valid Percent | Cumulative Percent |
|------------------------|-----------|---------------|--------------------|
| NIHE tenant            | 136       | 22.2          | 22.2               |
| Tenant, your Assoc     | 53        | 8.7           | 30.9               |
| Tenant, other Assoc    | 43        | 7.0           | 37.9               |
| Tenant, private        | 119       | 19.4          | 57.4               |
| Owning or buying       | 94        | 15.4          | 72.7               |
| B&B                    | 14        | 2.3           | 75.0               |
| With family or friends | 86        | 14.1          | 89.1               |
| Supported Accom/Hostel | 31        | 5.1           | 94.1               |
| Institution            | 11        | 1.8           | 95.9               |
| Other                  | 25        | 4.1           | 100.0              |
| Total                  | 612       | 100.0         |                    |

## SUPPORTED HOUSING PERFORMANCE



The Tree of Life Project, Malton Fold, South Belfast.

### Voids Management

Total Voids 1.95%

### Arrears Management

Total Arrears 4.2%

### Summary of Lettings by Supported Housing Client Group

#### Client Type

|  |     |
|--|-----|
| Young Persons / At Risk / Leaving Care | 10  |
| Homeless Families                      | 37  |
| Learning Disabilities                  | 380 |
| Older Persons with Support Needs       | 98  |
| Other Households                       | 97  |

#### Gender - All Lettings

|        |     |
|--------|-----|
| Male   | 226 |
| Female | 396 |

#### Community Background – All Lettings

|   |     |
|---|-----|
| Protestant                                    | 302 |
| Catholic                                      | 315 |
| Neither of Above/Other or No Religious Belief | 5   |

# CONTINUOUS IMPROVEMENT

## WE SEEK TO PROVIDE THE HIGHEST STANDARD OF SERVICES AT BEST VALUE FOR ALL OUR CUSTOMERS THROUGH:

- Adoption of up to date policies, procedures and processes.
- 'Best Value' Reviews
- Benchmarking with best practice inside and outside our sector.
- An EFQM Quality Framework.
- Maximising the potential of staff through best-practice quality systems.
- Ensuring compliance with Health and Safety legislation.

## BEST VALUE REVIEWS

We are committed to improving quality of service, productivity and value across all our services. Each year we focus on different parts of our business. Through reviews and benchmarking in and outside our sector and other UK providers, we identify areas for improvement. We completed best value reviews of our Property Services and Development departments during 2009/10.

## QUALITY SYSTEMS

We seek to deliver excellent services for all our customers. Our services are regulated by the Department for Social Development, the Housing Executive's Supporting People team and the Regulation and Quality Improvement Authority (RQIA). RQIA inspections take place continuously across all our registered supported schemes and describe Fold's staff and services in a very positive light.

Fold is accredited with the CSHS quality standard for sheltered housing, and the EFQM Mark of Excellence. Assessment under the Customer Service Excellence framework commenced during the year and will be completed in 2010/11. In addition Fold's sheltered housing was selected by the Housing Executive's Supporting People team to pilot their new Quality Assessment Framework (QAF) and the results will be available in 2010/11.



## DSD REGULATORY INSPECTION

The final report following the DSD's regulatory inspection of Fold in November 2008 was received by Fold in September 2009. The overall rating was confirmed as satisfactory with many aspects of Fold being singled out for very good performance.

The Inspectors wrote 'The Team found that the standard of the evidence provided during the Corporate Governance element of the inspection was of a very high standard. The Team found adequate evidence that the Association provides a very good service to its tenants, has an established inherent ethos of forward thinking and this is evidenced by their vision and improvement plans with a dedicated focus on best value reviews in most areas of the services it provides'.

The Inspectors identified areas for improvement in the work and procurement processes around property management.

Corrective actions were incorporated into the best value review of the department and their implementation commenced during the year.

## APARTMENTS FOR OLDER PEOPLE

We are the largest provider of sheltered housing in Northern Ireland with over 2,800 apartments and bungalows for older people. We successfully achieved re-accreditation to the CSHS Code of Practice for all our schemes. The Code is the Centre for Sheltered Housing Studies (CSHS) and is recognised by NIHE's Supporting People Team as meeting the rigorous standards of the Quality Assessment Framework.

In 2009, Fold was recognised at the UK Over 50's Housing Awards as being the most outstanding housing association in the UK in terms of its provision of sheltered accommodation. Fold won the UK award from 100 other private and public sector providers.

## PROCESS IMPROVEMENTS

Our housing team was selected to work on two Housing Executive initiatives aimed at improving the housing application process. We worked on a pilot project for verifying Housing Benefit applicant details. This should reduce the processing time for applications. We also worked on their new Housing Management System which will manage allocations from the Common Waiting List.



Day activities at Millbrook HWC, Bangor.

## HEALTH & SAFETY AND RISK MANAGEMENT

We are committed to ensuring our tenants, staff and members of the public experience a safe working environment at Fold. Our Health, Safety, Risk and Insurance Committee continues to monitor performance, investigate incidents and oversee corrective actions where necessary. In 2009/10 we recorded 4 Riddor incidents. We revised our Risk Management policies and procedures in 2008/09 and these along with a new Risk Register were embedded in the organisation during 2009/10. Our Risk Register is reviewed quarterly by the Audit and Risk Committee and the Fold Board.



Minister for Social Development Alex Attwood and William Cameron, Fold Chairman join tenants at Clonard Gardens, Belfast.

## MODERNISATION OF SYSTEMS

We invested close to £0.6m in new IT systems supporting staff in our HR, Care Services and Housing Departments. We introduced the EPIC key worker support system in our supported housing projects. We moved away from paper based processes with the introduction of our Midland HR System. We also networked all our sheltered housing schemes through a new Citrix System and improved rent management through the adoption of a new reporting system. Elsewhere we continued to strengthen our network and business continuity processes for the benefit of all our customers.



John McLean and Jacqui Gilmore sign the Colin Housing Providers Agreement.

# ASSET MANAGEMENT

## WE ARE COMMITTED TO MAKING THE BEST USE OF ALL FOLD'S ASSETS THROUGH:

- Robust project appraisal systems.
- Providing for timely maintenance, renewal and replacement services.
- Regularly reviewing usage and maintenance of assets.
- Ensuring most cost effective financing is being employed.
- Ensuring ICT strategy delivers a modern, efficient and robust system.

## PROPERTY MAINTENANCE

We continue to enhance, refurbish and modernise our housing stock. A stock condition survey performed in 2007/08 drives our 5 year investment strategy. Our investment in response and cyclical maintenance and major repairs reached £4.8 million during the year. A further £2.0m was transferred to our designated reserves for future major repairs.

Our response times achieved during the 2009/10 year are shown below in Fig. 14.

| Response Category                | DSD Target | FOLD Result |
|----------------------------------|------------|-------------|
| Emergency Response<br>(24 hours) | 85%        | 86%         |
| Urgent Response<br>(4 days)      | 80%        | 81%         |
| Routine Response<br>(4 weeks)    | 80%        | 95%         |

Fig. 14 Maintenance Response Performance for 2009/10

## PROPERTY SERVICES BEST VALUE REVIEW

The Property Services review resulted in wholesale changes to our asset management strategy through:

- Restructuring of the department
- Creation of programme maintenance and response repair teams
- Introduction of a new quality control system
- Revised procurement procedures in line with EU guidelines
- Recruitment of additional staff with IT expertise
- Transfer of all adaptation works into the Property Services department
- More robust inspection through increased use of IT and databases

We were grateful to the Housing Executive for providing technical and procurement expertise for the review. As part of the review we benchmarked performance and systems with GB based housing association Places for People. We are grateful for their openness and assistance in this exercise.



Sensory Garden, Knockeden Supported Housing Scheme.

# STAFF AND EQUALITY

Our continued success is due to the professionalism and dedication of our staff and the special relationship they enjoy with our tenants and customers. We are a people focused organisation, seeking to continually improve and to be best in class through:

Our organisational wide training and development strategy which empowers and retains staff.

- Developing, empowering and retaining management.
- Managing staff equally and fairly.
- Ensuring effective Health and Safety management.

We employ over 800 staff in 100 work locations across the province. Over 50% of our staff work part time and avail of Fold's family friendly terms and conditions.

## STAFF DEVELOPMENT AND LEADERSHIP

We invested almost £250k in training and development in 2009/10. Fold's corporate training programme delivered over 30 training courses covering: corporate induction; recruitment and selection; data protection; and performance management.

We completed the third year of our Management Development Programme with over 30 senior managers completing modules in:

- Management leadership
- Performance Management
- Management of staff and resources
- Budget and Risk Management
- Health and Safety Training

## NATIONAL VOCATIONAL QUALIFICATIONS

37 staff achieved National Vocational Qualifications. We were grateful for funding from the DHSSPS's Training and Support Programme which helped enhance skills and knowledge in 2009/10.

| AWARD                          | LEVEL | NO OF STAFF |
|--------------------------------|-------|-------------|
| Health & Social Care           | 2     | 23          |
| Professional Cookery           | 2     | 2           |
| Health & Social Care           | 3     | 5           |
| Housekeeping                   | 2     | 1           |
| Business Administration        | 3     | 2           |
| Management                     | 4     | 1           |
| A1 Assessor                    | -     | 1           |
| V1 Verifier                    | -     | 1           |
| Undergraduate in Dementia Care | -     | 1           |
| Total                          |       | 37          |

Fig. 15 NVQ Awards for Fold staff in 2009/10



Fold's Belfast Marathon Team fundraising for NICFC.

## STAFF EVENTS

We held our third 'Staff Awards Night' in November 2009 to highlight exceptional achievements of staff and to recognise the dedication of many in the front line.

We continued with a series of coffee pot meetings and internal fundraising events. These are organised by staff to support our nominated charity and to enhance communications between departments.

## ABSENCE AND STAFF TURNOVER

Attendance is a key staff performance indicator. Through a careful programme of monitoring and employee support we managed to achieve an absence rate below target at 3.9%. This represented the highest attendance rates on record for Fold. Staff turnover in the same period dropped to 11.6% against a figure of 14.6% in the previous year.



Winner and runners-up for Fold Christmas Card Competition.



## FOLD'S VOLUNTARY BOARD

Fold's voluntary board continues to provide direction and guidance to the senior team and to monitor their performance. We are fortunate to have a highly skilled and dedicated board with expertise in many key areas such as estates management, housing, governance, finance, health and customer services. Three positions on the board are held by residents and users of our services. Fold board members in 2009/10 gave very generously of their time in supporting the association with attendance at:

- Fold Board and Sub Committee meetings
- Induction, training and strategic review events
- Consultation meetings with Departmental officials and elected representatives
- Official Openings of new housing developments
- Accord Committee and Review meetings
- Senior staff recruitment exercises
- Staff events

The total expenses claimed by members in the execution of their duties during 2009/10 amounted to £2,270.

## EQUALITY REVIEW

We have embedded the principles of Equality and Diversity through:

- Ensuring all policies and procedures conform to Equality legislation.
- Providing diversity in housing, care and support for the total community.

We are in the final year of our Equality Action Plan with progress on target. The Equality Progress Report approved by the Fold Board in September 2009 was submitted to the Equality Commission along with our Fair Employment Commission (FEC) Return in accordance with Article 55.

# COMMUNICATION AND COMMUNITY

## MARKETING

We seek to be a clear communicator through:

- Implementing an effective communications plan.
- Ensuring effective communication with Fold and Customers.
- Keeping customers, stakeholders and partners regularly informed of Fold's performance, services and achievements.
- Providing a modern and informative website.
- Keeping all our partners informed of key issues.



Promoting Fold Services in the community.

## TELECARE AND APARTMENT CAMPAIGNS

Our 2009/10 marketing campaign focussed on the education of the general public, and the benefits of living within Fold's 'Apartments for Older People.'

This was delivered through a radio, billboard and poster campaign.

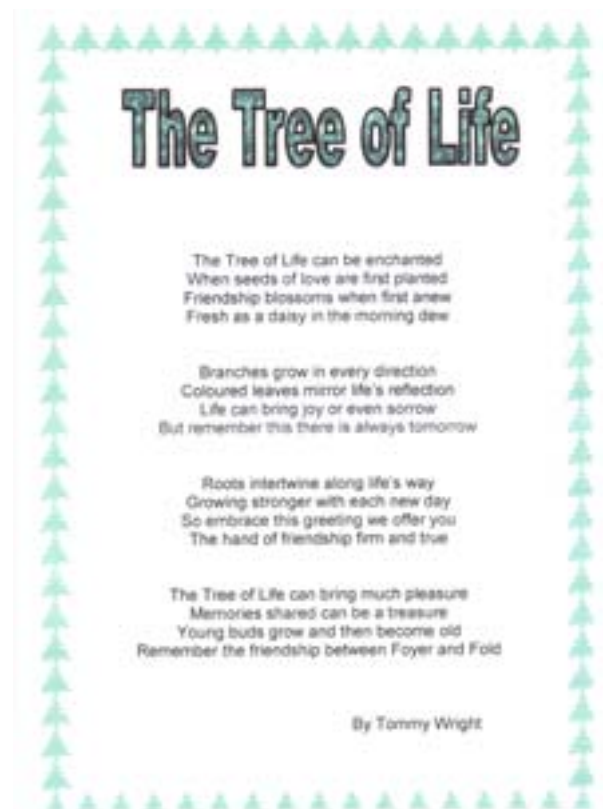
A radio advertisement was run for Telecare with an extended campaign running into the Winter period. Promotional events were held in shopping centres and these boosted private referrals.

Our Development team staged another very successful corporate golf day with business partners helping to raise almost £3,000 for the NI Cancer fund for children. Enhancements to the Fold website and the Fold intranet were also completed during the year. We published the latest edition of our Fold News and continued with our ezine trials.

The second 'Fold Insight' magazine was issued to stakeholders and was well received. Editorials were run in Agenda NI whilst the local press covered openings of new schemes and significant refurbishment projects.

Website hits during the year reached 25,110 against a target of 24,000. In most months after key promotional activities Telecare continued to show a rise in enquiries. With regards the apartment campaign, our voids are at the lowest level for many years.

Core briefs were held throughout the year for staff. The rollout of the Fold intranet continued and all scheme co-ordinators are now networked. Around 60 schemes offer free broadband access to residents living in Fold apartments.



## LAUNCH OF THE BRAIN BUS

A special launch campaign was run to mark the introduction of the Fold Brain Bus. A programme of events was set up to introduce the Brain Bus and highlight the challenge of dementia. This culminated in a high profile launch of the service in May at the Belfast City Hall by Fiona Philips, the TV presenter. She was joined by the Health Minister, Michael McGimpsey and the Belfast Lord Mayor, Naomi Long. Fold's Brain Bus has in the last year been show cased on UTV, on radio, in several press articles and at the Assembly Buildings, Stormont.

## SECURITY FOR OLDER PEOPLE

In 2008/09 we had seen a rise in burglary related crime across our apartment schemes. We consulted with the PSNI and established

that such criminal activity had risen on the back of the economic downturn. In consultation with residents we introduced a number of effective measures.

- A programme to install alarms in all apartments
- Clear signage warning of security alarms erected on all schemes
- Fold paid for all tenants to have a security light timer and low energy light bulb
- Fold designated some apartment schemes as 'Neighbourhood Watch' schemes
- Scheme audits leading to additional security measures
- Briefing for residents on scheme security

In 2009/10 we noted a significant reduction in the incidents of burglary and will continue to monitor security in the future..

## FOLD FUNDRAISING

Fold staff and tenants have for many years raised funds for worthy causes both within and outside of the association. Many tenant committees across the province engage in raising money through coffee mornings, garden parties and support overseas initiatives such as the Romanian Christmas shoe box appeal.

The NI Cancer Fund for Children (NICFC) is the adopted charity for Fold up to the end of 2010. We are very proud of the fundraising achievements of all our staff, residents, tenants, residents, their friends and families who during the year raised over £30,000. This money was given to a number of key charities, including NICFC.

Our housing-with-care schemes also managed to raise money through bed pushes, car boot sales and other events. These funds will provide additional facilities and equipment.

## SUSTAINABLE DEVELOPMENTS

All new build properties are being developed to Secure-by-Design, Code Level 3 and Lifetime Homes criteria in accordance with our commitment to innovation and the protection of the environment.



Signing of Colin Community Forum.



Fold Family Fun Day.



# Family Fun Day

Fold Housing Association recently held its Family Fun Day at the Clandeboye Estate, Bangor. The event was attended by over 300 people who enjoyed a wonderful day in the sunshine. Entertainment was provided by the Reef Radio Band and guests also enjoyed a delicious BBQ. Cartoon characters Wild Bill Hiccup, face painters, Hullabaloo Theatre and Colin the magician entertained the children. Adults and children also enjoyed the clay pigeon shooting, archery and many other activities. The event was a great success and Fold are looking forward to the next Family Fun Day in 2012! The event is held in recognition of the exceptional efforts of staff.



Anna Brown.



Climbing the wall.



Spider Babes.



Mr Cool Cat and André Robinson



Pete the Pirate.



Wild Bill Hiccup.



The Argo Avenger.



Friendly Faces - face painting.



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