



Annual Review & Accounts

2006/07



**FOLD**  
housing • care • support

## Mission Statement

Providing the best housing care and support to those in need of such services.

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

### 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 Concern (NI)
- 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 for Voluntary Action



William Cameron OBE  
CHAIRMAN



Christopher Murdock  
VICE-CHAIRMAN



Colin McLean  
TREASURER



Joan McCrum



Paddy McLroy



John Fivey



Ken Shaw



Aileen Graham



Alice Quinn



Robin Holliday



Brendan Henry



Arthur Halligan



Anne Harper

# Board of Management

## CHAIR

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

Chairman of the Audit Committee

## TREASURER

Colin McLean MIB

Chairman of Finance Committee

## MEMBERS

Alice Quinn

Joan McCrum BA Hons

Paddy McLroy ISO

Aileen Graham OBE BSc Hons M.Ed

Brendan Henry Dip Soc Admin

Chairman of Housing Committee

Anne Harper

Tenant Representative

John Fivey

Tenant Representative

Ken Shaw

Tenant Representative

Robin Holliday BSc (Pharm)

Chairman of Human Resources Committee

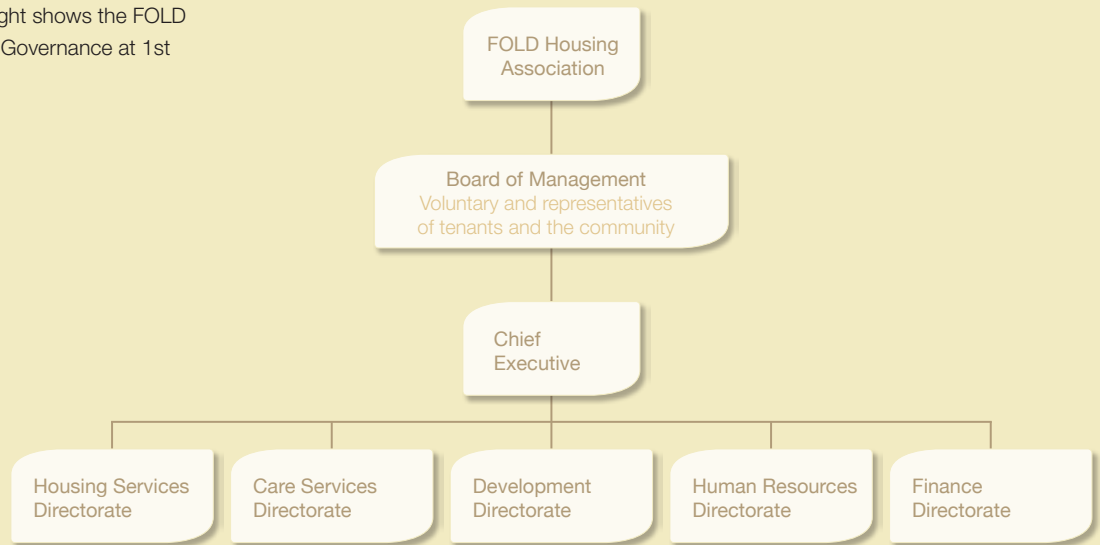
Arthur Halligan FCCA

## COMPANY SECRETARY & CHIEF EXECUTIVE

John McLean

# FOLD Group Structure

The diagram to the right shows the FOLD Group Structure and Governance at 1st April 2006



## 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	•			•	Chair	•
Brendan Henry		•		Chair	•	•	
Anne Harper				•			
John Fivey				•			
Ken Shaw				•			
Aileen Graham			•				•
Paddy McIlroy		•				•	
Joan McCrum							•
Arthur Halligan	•		•				
Alice Quinn							•

Key • attends the sub Committee

### COMMITTEE STRUCTURE

The above diagram shows the Committee structure in place from 1st April 2006. FOLD has 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 will be pleased to receive expressions of interest from readers of this Review.

The details of persons responding will be held on a Register for future consideration. No remuneration other than travelling expenses is payable to Board Members.



Senior Management Team

(Seated L-R) Moyra Armstrong, Director of Development; Marie Pickles, Director of Human Resources; Trevor Dillon, Director of Finance.  
 (Standing L-R) John McLean, Chief Executive; Eileen Patterson, Director of Housing; Eileen Askham, Director of Care Services.

## FOLD Management Team

### SENIOR MANAGEMENT TEAM

Chief Executive  
 Care Services Director  
 Finance Director  
 Human Resources Director  
 Director of Development  
 Director of Housing

Mr J McLean BEng MSc DipM MBA CEng MIEI  
 Mrs E Askham BA (Hons) Bus Studies MCIPD  
 Mr T Dillon B Com (Hons) ACMA  
 Mrs Y M Pickles FCIPD Dip Ism  
 Mrs M Armstrong PG Dip MAPM ACIOB  
 Mrs E Patterson MSc PG Dip MCIH

### HOUSING DIRECTORATE

Director of Housing  
 Area Housing Manager  
 Area Housing Manager  
 Area Housing Manager  
 Area Housing Manager

Mrs E Patterson MSc PG Dip MCIH  
 Mr C Muldoon MSSC BA (Hons)  
 Mr K J C Cranny BSc (Hons) PG Dip MCIH  
 Mrs B Doherty Dip Housing MCIH  
 Miss J Birch BA (Hons) PG Dip Housing

### DEVELOPMENT DIRECTORATE

Director of Development  
 Development Manager

Mrs M Armstrong PG Dip MAPM ACIOB  
 Mr D Erskine BSc (Hons) MCIH

### CARE SERVICES DIRECTORATE

Director of Care Services  
 Care Services Manager  
 Care Services Manager  
 Care Services Manager  
 Staying Put Manager  
 Executive Director of TeleCare

Mrs E Askham BA (Hons) Bus Studies MCIPD  
 Mrs H Irwin BA (Hons) Bus Studies RGN  
 Mr G Morris BA (Hons) Public Policy & Management Cert CIH HNC  
 Mrs R Smith CSS Cert CIH PG Dip Mgt  
 Mr D Jamison Dip ISM  
 Mr K McSorley BA (Hons) MBA

### HUMAN RESOURCES DIRECTORATE

Human Resources Director  
 Human Resources Manager  
 Corporate Services Manager

Mrs Y M Pickles FCIPD Dip Ism  
 Mrs S Bickerstaff Grad CIPD  
 Mrs H Harper BSc (Mgmt)

### FINANCE DIRECTORATE

Finance Director  
 Finance Manager  
 IT Manager  
 Finance Officer

Mr T Dillon B Com (Hons) ACMA  
 Mr S Green CAT  
 Ms K Cronin MSc (ED) PGDip BSc  
 Ms J Curran IPPM

## Chairman & Chief Executive's Review

'The quality of people's lives is improved through the accommodation and services we provide' - FOLD's Vision



FOLD's Chairman William Cameron & Chief Executive John McLean

Welcome to the 2006/07 Annual Review. In 2006 FOLD celebrated 30 years of innovation and progress, completed one corporate planning cycle and commenced a new 5-year cycle up to 2011/12.

We enjoyed a successful year with strong financial and operational performance. Our staff continued to deliver excellent service to our residents and the many customers who avail of our daycare, telecare and home adaptation services.

Our financial highlights included:

- Turnover increased by 14% to £24.4m
- Fixed assets increased by £19.4m to £207m
- Overall operating surplus of £1.6m (after FRS17 adjustments and transfers to designated reserves).
- Efficiency gains of £492k

Nine housing projects were completed providing 213 homes whilst £12.9m of Housing Association Grant was drawn down. In the last four years FOLD has commenced 846 dwellings against a target of 800.

We continued to deliver high standards in housing management and maintenance services. We outperformed void and arrears targets whilst investing nearly £4m in maintaining and modernising our stock. Our repairs and maintenance performance continued to remain well above DSD targets.



FOLD Chairman, Michael McGimpsey MLA Minister for Health, Jim Stewart, Chairman of NHSC Trust, Angela Williams Scheme Manager & Barn Halt resident

FOLD pioneered sheltered housing back in 1976. This year NIHE's Supporting People team reviewed our services and confirmed they provide an effective value for money service, are strategically relevant, of good quality and in demand.

FOLD introduced the housing-with-care model in Northern Ireland. Three new schemes were added to Care Services stock, namely Phase II of The Brook in Coleraine, Spelga Mews in Banbridge and Barn Halt cottages in Carrickfergus. Work also commenced on a scheme for homeless people in Enniskillen. FOLD competed for and was awarded a project for Elderly Mentally Infirm (EMI) residents in Enniskillen.

Our four day care centres continued their excellent work and provided nearly 14,000 places during the year. Meanwhile Staying Put assisted nearly 900 families complete £5m of home adaptations. Our TeleCare service grew its customer base by 6% to 18,526. The call advisers placed and received over 380,000 calls and retained their TSA quality accreditation.

FOLD continued to support FOLD Ireland. In this landmark year, the association's first scheme, Cherryfields was opened by the President of Ireland, Mary McAleese. The second project Anam Cara will officially open in March 2008. FOLD continues to assist FOLD Ireland through a service level agreement.

We were re-accredited with the enhanced Investors in People award and obtained

the Business in the Community Charter for our commitment to the well being of staff, our contribution to society and for steps taken to protect the environment and promote sustainability.

2006 was FOLD's 30th Anniversary. To mark this milestone we set a target to raise £30,000 for charity. We placed Habitat for Humanity at the centre of our fundraising activities. Over 100 events were held at FOLD schemes with staff, tenants, families, friends and local businesses working together to achieve the target.

**FOLD's voluntary members of the Board continued to support all activities and along with management helped ensure delivery against our key business objectives:**

- Growth
- Performance Management
- User Focus
- Asset Management
- Efficiency
- Staff Development
- Communication

We are grateful for their guidance and considerable time commitment to committee, board meetings and FOLD events throughout the year.

Finally our thanks to all our stakeholders, including the DSD, the Housing Executive, our voluntary and statutory partners, our

tenants and their representatives on the Board. Their support is vital if FOLD is to continue to prosper.

Moving into 2007/08 FOLD will commence its new corporate planning cycle in the face of the outcomes of the public administration and spending reviews and new policies emanating from Stormont. Implementation of the DSD's new Procurement Strategy will be high on our agenda following the recommendations of Sir John Semple's Affordability Review. The housing movement in partnership with DSD and NIHE will continue to identify new housing projects. However this will become even more challenging with land prices expected to continue rising in 2007/08 and planning approval stretching in most cases to beyond 12 months.

**William Cameron OBE.  
John McLean.**



John McLean Chief Executive of FOLD receives Marketing Excellence Award

## Housing Services

‘Providing excellent housing management, enhancing homes and outperforming repair targets’ - Eileen Patterson



Eileen Patterson, Director of Housing

The Housing Services Directorate is committed to providing the best available services in housing management and maintenance. FOLD provides sustainable and vibrant communities through consultation and engagement of residents and community groups at the earliest possible stage. And with three Board Member positions being allocated to residents, they provide direction to the senior management team in key housing matters including:

- Corporate and annual business plans
- Sliabh Dubh
- Policies and procedures
- Rent and budget setting
- Equality
- Maintenance and repairs

FOLD has four active focus groups made up of residents who provide practical advice and feedback to housing staff on issues of maintenance and housing management. At the Residents Forum they delivered presentations on their contributions during the year. The Editorial focus group prepares the quarterly newsletter, Chatback, for all residents. This compliments the FOLD News which is issued twice a year. Both these publications include submissions from residents and are very well received.

### Housing Performance

During 2006/07 almost all targets were outperformed. An additional 175 homes were taken into management bringing the Housing Directorate's total housing stock to 3,965. These new homes were general needs family housing accommodation spread over five locations:

Location	No of Units
Roden Street, Belfast	26
Morning Star, Belfast	17
Torrens, Belfast	49
Castlereagh Road, Belfast	43
Springfield Road, Belfast	40
<b>Total</b>	<b>175</b>

### Housing management performance during 2006/07 included:

#### Arrears Management - (% of Annual Income)

Net Current Arrears	0.9%
Net Total Arrears	1.4%

#### Voids Management

Short Term Void (Lettable)	45
Long Term Void (Difficult to Let)	30
<b>Total Voids</b>	<b>75</b>
(1.94% of total stock)	

### Lettings/Allocations

There were 648 allocations of accommodation which were comprised of 214 lettings of new accommodation and 434 re-lets of existing accommodation.

### Property Maintenance

FOLD's modernising programme for housing stock continued with almost £4million being invested in 2006/07. Response repairs accounted for an expenditure of £0.8m; cyclical repairs £0.9m; service equipment £0.5m and major repairs and improvements almost £1.7m. FOLD managed 6,500 requests for repairs. The repair response times achieved are shown below:

Response Category	DSD Target	FOLD Result
Emergency Response (24 hours)	85%	96%
Urgent Response (4 days)	80%	84%
Routine Response (4 weeks)	80%	90%



Anna Lo MLA at Malton FOLD, Belfast at annual fun day



Sinead Cuddy and Mary Bradley at Anti Social Behaviour Conference

## New Lettings Profiles - Nicore Statistics

### New Households - Types of Household

Category	Frequency	%	Cumulative %
Older Single Person	293	45.2	45.2
Older Couple	57	8.8	54.0
Single Adult	88	13.5	67.6
Couple	11	1.7	69.3
Young Person	2	0.3	69.6
Single Parent	149	23.0	92.6
Couple with children	25	3.9	96.5
Multi-Adult	22	3.4	99.8
Other	1	0.2	100.0
<b>Total</b>	<b>648</b>	<b>100.0</b>	

#### Compared to previous years:

- the proportion of family households declined, from 32% to 27% whilst;
- the proportion of older households increased from 51% to 54%

### Gender of Head of New Household

Category	Frequency	%	Cumulative %
Male	254	39.2	39.2
Female	394	60.8	100.0
<b>Total</b>	<b>648</b>	<b>100.0</b>	

### Ethnic Composition of New Household

Category	Frequency	%	Cumulative %
White	646	99.6	99.7
Indian	1	0.2	99.8
Black/Other	1	0.2	100.0
<b>Total</b>	<b>648</b>	<b>100.0</b>	

### Community to which New Household Belongs

Category	Frequency	%	Cumulative %
Protestant	308	48.2	48.2
Catholic	290	45.3	93.6
Mixed	2	0.3	93.9
No religious belief	20	3.1	97.0
Other not stated	26	2.7	99.7
Hindu	1	0.2	99.8
Jehovah's Witness	1	0.2	100.0
<b>Valid Total</b>	<b>639</b>	<b>100.0</b>	
<b>Overall Total</b>	<b>648</b>	<b>100.0</b>	

### Age of Head of New Household

Category	Frequency	%	Cumulative %
16-17	2	0.3	0.3
18-24	57	8.8	9.1
25-44	133	20.5	29.6
45-59	95	14.7	44.3
60 plus	361	55.7	100.0
<b>Total</b>	<b>648</b>	<b>100.0</b>	

#### Compared to previous years:

- the proportion of new tenants in the two oldest age groups increased from 64% to 70%



99th Birthday Celebration at Drumhaw FOLD, Lisnaskea.



Sheltered Housing Billboard Campaign

#### New Households where head of Household has a Disability

Category	Frequency	%	Cumulative %
Head of Household has a disability	190	29.3	29.3
Head of Household has no disability	458	70.7	100.0
<b>Total</b>	<b>648</b>	<b>100.0</b>	

#### Compared to previous years:

- 29% of heads of household had a disability in 06/07 compared to 27% in 05/06

#### Previous Tenure of Head of New Household

Category	Frequency	%	Cumulative %
NIHE tenant	142	21.9	21.9
Tenant, your Assoc	66	10.2	32.1
Tenant, other Assoc	36	5.6	37.7
Tenant, private	100	15.4	53.1
Owning or buying	144	22.2	75.3
B&B	6	0.9	76.2
With family or friends	102	15.7	92.0
Supported Accom/Hostel	39	6.0	98.0
Institution	7	1.1	99.1
Other	6	0.9	100.0
<b>Total</b>	<b>648</b>	<b>100.0</b>	

#### Summary of the completed 2006/07 Major Repairs Programme

FOLD's housing stock investment programme included:

- The installation of 110 new kitchens
- The refurbishment of 92 bathrooms
- Installation of double glazed windows in 185 apartments
- Boiler House replacements in 3 sheltered schemes
- Replacement of Economy 7 heating in one scheme
- Warden Call upgrades and Intruder Alarms in 186 apartments
- Installation of new Intruder Alarm Systems to 399 properties
- Passenger lift refurbishment in 2 sheltered schemes

Digital Television Upgrades have now been completed to 20 sheltered schemes (800 homes) and this programme of works will continue up to 2010/11, in time for the digital change-over.



Roden Street, Phase 1, Belfast



Community Arts at Sliabh Dubh,  
Springfield Road, West Belfast

### Partnership working

FOLD has a long tradition of working in partnership with other organisations to achieve greater efficiencies and effectiveness in maintenance. In 2006/07 FOLD entered into an agreement with Oaklee, Clanmil, Habinteg and Ulidia housing associations to jointly appoint response maintenance contractors for the Greater Belfast Area. A joint procurement exercise was undertaken to appoint the contractors using a shared schedule of rates. This initiative was built on existing partnering arrangements for oil supply, boiler maintenance and response maintenance outside of Belfast.

### Apartment living for older people

FOLD introduced sheltered housing to Northern Ireland thirty years ago. However our apartments are still confused with residential care homes. We have prepared a marketing campaign to educate the wider public and promote the many benefits of living in a FOLD. Our accommodation will be rebranded as apartments for older people who wish to live independently and securely but with support close at hand. We have taken our campaign to the airwaves and billboards across Northern Ireland under the caption 'the best move I ever made'. In parallel with the campaign we have greatly increased the information available on our website for all our apartments and the range of services we offer.

The NIHE's Supporting People team performed a service review of FOLD's sheltered housing service. The team assessed how FOLD services meet the Supporting People objectives. They visited nine FOLD schemes across the province and confirmed "FOLD services have a very positive impact and provide good quality value for money."

### Family Housing

FOLD now has over 1,200 general family housing units of accommodation in various locations throughout Northern Ireland. This provides good quality, affordable homes for people in housing need. The importance of involving residents and local community representatives in building safe and sustainable communities is recognised in FOLD. The involvement of our residents is promoted by staff working closely with established Residents' Associations in:

- Brookmount Heights, Omagh
- Sliabh Dubh, West Belfast
- Foxes Glen/Lagmore, West Belfast
- Loopbridge, East Belfast.

In order to make sure that FOLD actively engages with the wider community and addresses the emerging social and economic issues, FOLD works in partnership with various forums including:

- The Greater Village Regeneration Trust, South Belfast
- Colin Neighbourhood Partnership, West Belfast
- Upper Springfield Trust, West Belfast
- North Belfast Strategy Implementation Team, North Belfast
- Greater Shantallow Area Partnership, Derry.

In partnership with all the relevant Statutory and Voluntary organisations and residents. FOLD aims to make family housing a safe place to live and the centre of a sustainable and vibrant community, where people would choose to live and raise their families.



Agatha McGlade's 100th Birthday celebration at Fortwilliam FOLD, Belfast.

## Care Services

‘Safety, Security and Support through professionalism and dedication of staff’

- Eileen Askham



Eileen Askham, Director of Care Services

Care Services includes the diverse range of:

- Housing-with-Care/Supported Housing;
- Day Care services;
- Staying Put service;
- TeleCare Service.

2006/07 has proved to be a busy and successful year for the directorate during which progress and achievements were made in all areas.

### **Housing-with-Care (Supported Housing)**

Three new supported housing projects were completed and commissioned:

#### **Spelga Mews & Spelga Avenue - Banbridge**

The new development, located in the centre of Banbridge, was the result of a collaborative working partnership with the then Craigavon and Banbridge Health and Social Services Trust and the NIHE and was completed in February 2007. It provides supported housing for 12 older people with dementia. FOLD staff are on duty 24 hours a day to meet the housing, support and care needs of the residents. Spelga Avenue provides 12 supported bungalows for older people, and in particular, older people with dementia. FOLD staff provides support to the tenants during the day according to their needs, while Trust staff deliver care to the tenants within their own homes.

#### **Barn Halt Cottages - Carrickfergus**

Barn Halt Cottages was completed in January 2007. This scheme was developed in partnership with the Northern Health & Social Care Trust and the NIHE. It provides housing for up to 36 people in cottages specifically designed to meet their individual needs. These have been assessed as having complex needs, and will require more help and support than that which is available in, for example, sheltered housing.

#### **The Brook - Coleraine.**

Phase II of The Brook was completed in March 2007. It is a supported housing development in Coleraine for people diagnosed with dementia. This innovative and creative scheme, both in terms of building design and care practices, is jointly managed along with the Northern Health & Social Care Trust. It continues to attract mainland and European interest as a model of Best Practice of supported housing for people with dementia.

### **FOLD Ireland Service Level Agreement**

Care Services manages Housing-with-Care schemes for FOLD Ireland under a service level agreement (SLA). Allocations for 56 units commenced at Cherryfields, Dublin in June 2006. A further scheme in Dublin, namely Anam Cara of similar size is being prepared for allocations from September 2007.

### **Key milestones for Care Services**

Work commenced on the Enniskillen Homeless scheme which will provide 11 units of temporary accommodation to meet the NIHE homeless strategy for that area.

During 2006/07 FOLD competed for and was awarded an elderly mentally infirm (EMI) scheme by the former Sperrin & Lakeland Health & Social Services Trust. The project will be funded by the DSD, the Health Trust and Supporting People and will provide housing, care and support for older people in Enniskillen who have been diagnosed as suffering from dementia.

Knock Eden had its first Supporting People validation visit in March 2006. The visit was very well received and staff were commended for their courteous and friendly manner and obvious care and support given to the tenants who live there.

Comments from the Supporting People Team included:

*“Tenants appeared comfortable in their own homes and there is clear evidence of privacy and choice”*

*“The language used in the support plans demonstrate best practice not seen in other places”*



Tony Connor, Helen Quigley Lady Mayoress of Derry and Toni Strawbridge, Housing with Care Manager



Jeannie Matthews, Millbrook Court HWC Scheme

## Resident Information

### SUMMARY OF LETTINGS BY CLIENT GROUP

Client Type	No.
Young People/At Risk/Leaving Care	14
Homeless Families	46
Learning Disabilities	385
Women at Risk of Domestic Violence	1
Older People with Support Needs	175
Other Households	9

Gender	All Lettings
Male	231
Female	399

Community Background	All Lettings
Protestant	356
Catholic	268
Neither of Above/ Other or No Religious Belief	6

### VOIDS

FOLD achieved 98.1% occupancy against our target of 97%.

### ARREARS

FOLD achieved 98.1% against our target of 97.5.

### Day Care

During 2006/07 over 14,000 day care places at:

- Millbrook Court, Bangor: Dementia
- Avondale, Newtownards: Learning Disability
- Manor Court, Lurgan: Frail Elderly, Learning Disability & Dementia
- Seven Oaks, Londonderry: Dementia

Staff raised over £7,500 to purchase additional resources to provide physical, social and mental stimulation and to fund outings and shopping trips. The annual customer satisfaction survey, the introduction of quarterly newsletters and regular service user/staff meetings helped ensure users of our services are kept informed of our plans and have a say in how we run day care. 27 staff within Care Services achieved National Vocational Qualifications (NVQs).

### Overseas Recruitment

In an effort to fill long term vacancies and to reduce agency spend within two of our Housing-with-Care schemes, FOLD successfully recruited four staff from overseas. The staff have been well received by residents and other staff and have integrated well into the local community.

Further recruitment drives are anticipated to fill other gaps identified in other Housing-with-Care schemes.

### Partnerships

The success of Care Services is based upon strong partnerships and joint working

with various organisations including local government, statutory and voluntary agencies. FOLD works closely with Supporting People, Health & Social Care Trusts, the Regulation and Quality Improvement Authority, and the Northern Ireland Social Care Council to ensure we can successfully rise to the challenges emerging from new legislation.

### During the year FOLD worked in partnership with:

- 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

### Staying Put

Staying Put assisted people living in their homes with over £5m worth of home adaptation work. These works significantly increase the independence and quality of life for frail older people and people with disabilities. During the year over 900 cases were either completed or on site. FOLD delivers this service in partnership with the NI Housing Executive and the Health and Social Services Trusts.



FOLD TeleCare Billboard campaign

### Staying Put Performance

2006-2007	No.
Bath to shower adaptations	172*
Referral from NIHE	2020
New Cases	1056
Ongoing cases (at various stages of completion)	2500
Cases on site	115
Cases completed on site/paid	781

**Turnover in excess of £5 million**

\* This shows a significant increase over the year 2005-06 when 116 adaptations were completed.

### Breakdown by Grant Type

Disabled Facility Grant	69.6% (1,726)
Home Repairs Assistance Grant	16.6% (410)
Renovation Grant	13.4% (333)
Replacement Grant	0.4% (10)
<b>Total</b>	<b>2,479</b>

### Breakdown by NIHE Grants Office

Ballyclare	11% (264)
Ballymena	11% (267)
Belfast N&W	10% (241)
Belfast S&E	8% (210)
Craigavon	11% (278)
Enniskillen	2% (44)
Lisburn	17% (419)

Newry	5% (115)
Newtownards	18% (463)
Omagh	7% (175)
<b>Total</b>	<b>2,479</b>

### Customer Survey

The Staying Put department sends out customer survey questionnaires to all of our clients after the grant work has been completed. From those returned 96% of clients were satisfied with the help and support provided by FOLD and a further 98% said they could now manage more easily within their own home.

Without FOLD's help 89% of respondents said they would have found it difficult to accomplish the grant work and 96% said they would recommend the service to others.

### Client Breakdown by Age (All Grant Types)

	%
80 years of age	14
70-79 years of age	33
60-69 years of age	27
60 years of age	13.4

### TeleCare

#### Answering Calls for Help and Support When Needed - 24/7.

FOLD's aim is to position FOLD TeleCare as the first choice in Ireland for home

monitoring and TeleCare support services. To achieve this aim, three key strategic objectives, were established:

- Grow our market share and increase the number of households supported by FOLD TeleCare services
- Design and develop innovative service solutions in response to customer need
- Achieve and maintain best-in-class quality of service

### Growth

In 2006/07 FOLD achieved 6% net growth with the number of households supported by FOLD TeleCare increasing from 17,536 to 18,526. The number of incoming calls received throughout the year again reached almost 260,000 with a performance average of 94.84% of all calls answered within sixty seconds. Almost 7,500 of service users are tenants of sheltered or supported housing schemes. The demand for FOLD's "Good Morning Call" service also increased with over 120,000 outgoing calls made as an integral part of housing support plans. There has also been significant growth in the numbers of private individuals subscribing to the service.

### Innovation

FOLD has developed its telecare model through working in partnership with housing providers, community groups, and health and social care professionals. FOLD

President of Ireland, Mary McAleese officially opens Cherryfields Housing with Care scheme, Hartstown, Dublin.



TeleCare support plans are customised to meet individual and specific needs - offering protection from unwanted callers/ intruders; accidents at home due to cookers being left on; taps left running; and falls. TeleCare services are now being widely adopted to support people with dementia.

FOLD has calling for telecare to be adopted across the housing, health and social care sector as the first line support available to anyone, of any age, who feels vulnerable or at risk in their own home and is in need of housing or care support.

### Quality

In June 2006 FOLD TeleCare became the only service provider based in Ireland, and one of only a select number throughout the UK, to be accepted on the NHS PASA's National Framework Agreement for TeleCare for 2006-2010.

In August 2006 FOLD TeleCare retained its accreditation as the only provider of TeleCare services in Ireland to be independently certified as meeting all the requirements of the TeleCare Services Association Codes of Practice (TSA) for both calls handling and alarm installation operations.

### Fit for the Future

TeleCare has relocated to a new integrated service centre at FOLD's head office in Hollywood. This will facilitate the continued

expansion and development of the service. The new centre provides state of the art facilities for call advisers, support officers, and sales consultants. FOLD also opened new offices in Clones, Co Monaghan to support the service in the Republic of Ireland.

FOLD TeleCare's main strength remains the expertise within a team of highly skilled staff, dedicated to providing immediate help, care and support to people in their own homes.



Cherryfields Housing with Care scheme, Hartstown, Dublin.

## Finance

‘Robust finance and risk management systems, underpinned by significant investment in IT’ - Trevor Dillon

Trevor Dillon, Director of Finance



The year 2006/07 has seen FOLD perform very well in almost all financial key performance measures. The Care Services and Housing directorates outperformed budgeted targets resulting in a surplus for the year of £1.6million after transfers to designated reserves, compared to last year's restated surplus of £0.7million (restatement followed recognition of pension liabilities under FRS17).

**Factors which have impacted on financial performance during the year include:**

- New housing schemes coming under management earlier than forecast;
- Cost efficiencies through improved control over expenditure;
- Investment gains arising from the sale of FOLD's stock market portfolio;
- Efficient management of cash reserves;
- Additional pension costs due to the adoption of FRS17.

A 14% increase in turnover stems largely from the significant capital development programme which FOLD has undertaken over the last few years. The completed units have provided a steady source of additional income. This has been augmented by higher activity levels in non-housing areas such as the TeleCare and Staying Put services.

Despite this growth, FOLD has managed to limit the increase in operating cost to only 10% for the same period, this enabling FOLD to grow its surplus. Lower

than expected increases in operating costs are attributed to a number of factors:

- Improved controls over staff recruitment;
- Reduced reliance on agency staff;
- Savings on planned maintenance programme;
- Reduced energy costs, and;
- Delayed drawdown of new loans.

The growth in turnover/cost trends over the past 5 years is shown on Fig.2.

FOLD managed to achieve efficiency gains of £492,000 during the year according to the efficiency framework developed by the GB based Housing Corporation. This follows efficiency gains of £189,000 in 2005/06.

The healthy surplus achieved in the year is reflected in a strong Balance Sheet (See Fig.3). It also reflects the additional asset base arising from a capital development programme which has seen expenditure on the acquisition and development of new housing properties averaging more than £20 million per annum over the last 4 years. This brings the total book value of FOLD's property portfolio to £207 million. The pattern of sustained growth in FOLD's asset base over recent years is shown on Fig.1. Housing Association Grant (HAG) made available by the Department for Social Development (DSD) continues to provide vital core funding from the public purse with a further contribution of £18million in 2006/07.



FOLD's Board workshop, Newcastle, County Down

The Association continues to utilise loan funding to cover the balance of its capital funding needs and in recognition of the on-going capital programme a loan facility amounting to £15million was secured with Nationwide Building Society to meet funding requirements for the next two years. However it has not been necessary to utilise this funding during 2006/07.

FOLD's gradual withdrawal from the stock-market in line with board policy was completed during the year, releasing £2.6 million (with associated profit of £361,000) and this has helped to maintain the cash position close to the previous year's level.

FOLD continues its commitment to maintaining the quality of its stock and to enhancing its properties, where appropriate. To this end, £1.7million was invested on major repairs and a further £0.9million transferred to the reserve account for major repairs. This reserve now stands at £11.6million.

A strong Balance Sheet position has allowed FOLD to meet its pension obligations which arise due to the requirement to meet the full reporting requirements under FRS17. Previously under the NILGOSC pension scheme of which FOLD is a member it was not possible to identify FOLD's individual share of the underlying assets and liabilities. Information has now been made available and FOLD is able to take account of its pension liability. Details are available from the Association's full financial statements.

However it is worth highlighting the £4.3million pension deficit at 31 March 2007, resulting in a corresponding reduction in revenue reserves.

Despite this additional commitment, FOLD moves ahead from a position of financial strength with a Business Plan in place which emphasises prudent financial management and which focuses the organisation on the efficiency agenda.

### Information Technology

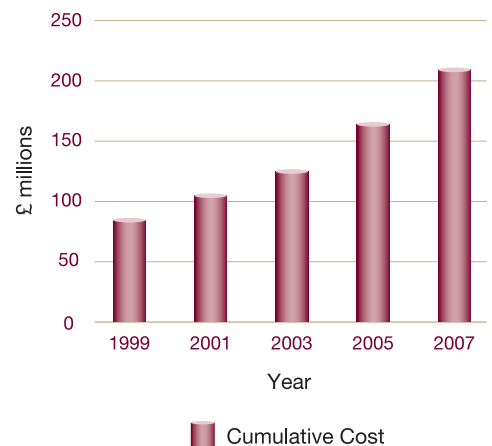
The Finance Directorate continues to spearhead the exciting expansion of our information technology programme following approval of FOLD's 3-Year IT strategy document for 2006/07 to 2008/09.

Key investments in 2006/07 included:

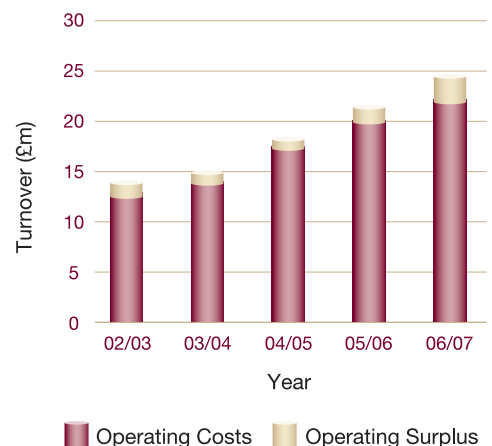
- Roll-out of an IT equipment replacement programme;
- Implementation of a new HR/Payroll application;
- Update of IT business continuity plan;
- Roll-out of broadband connections to sheltered schemes;
- Modernisation of FOLD website;
- New FOLD intranet site.

Under FOLD's 3-Year IT Strategy, information technology will be at the heart of enhanced communications and improved management information systems.

**Figure 1. Growth in Housing Property Investment**



**Figure 2. Turnover/Cost Trends**



### Income & Expenditure Account Year Ended 31 March 2007

	2007 £	2006 (Restated) £
Turnover	24,398,811	21,362,361
Less Operating Costs	(21,799,488)	(19,903,595)
<b>Operating Surplus</b>	<b>2,599,323</b>	<b>1,458,766</b>
Income from Investments	395,913	413,318
Surplus arising from Property Sales	727,463	40,536
Transfer to Disposal Proceeds Fund	(706,849)	(51,665)
Interest Receivable	535,573	438,058
Interest Payable	(1,019,120)	(839,310)
Interest Receivable	(67,491)	(121,926)
<b>Surplus for the Year</b>	<b>2,464,812</b>	<b>1,338,777</b>
Transfers to Designated Reserves	(898,437)	(649,346)
<b>Surplus/(Deficit) for the Year after transfers</b>	<b>1,566,375</b>	<b>689,431</b>

### Balance Sheet Year Ended 31 March 2007

	2007 £	2006 (Restated) £
<b>Fixed Assets</b>		
Housing Properties	207,292,284	187,923,940
Less Housing Association Grant	(174,622,655)	(156,476,206)
	32,669,629	31,447,734
Other Tangible Assets	3,499,979	3,578,468
Investments	2	2,536,652
	<b>36,169,610</b>	<b>37,562,854</b>
<b>Current Assets</b>		
Debtors/Work in progress	3,878,941	6,281,551
Cash on Deposit	12,925,695	13,226,767
Cash at Bank & In Hand	53,121	71,911
	<b>16,857,757</b>	<b>19,580,229</b>
<b>Creditors - Amounts Falling Due Within One Year</b>	<b>(10,321,814)</b>	<b>(17,937,248)</b>
	6,535,943	1,642,981
<b>Total Assets Less Current Liabilities</b>	<b>42,705,553</b>	<b>39,205,835</b>
<b>Creditors - Amounts Falling Due After One Year</b>	<b>16,660,089</b>	<b>16,432,201</b>
<b>Provisions for Liabilities &amp; Charges</b>	<b>3,506,059</b>	<b>3,119,923</b>
<b>Capital &amp; Reserves</b>		
Revenue Reserves	10,889,761	8,531,627
Designated Reserves	11,649,644	10,751,207
Revaluation Reserve	0	370,877
	<b>22,539,405</b>	<b>19,653,711</b>
<b>Net Funds</b>	<b>42,705,553</b>	<b>39,205,835</b>

Fig.3 The summary financial statements have been extracted from the Association's full financial statements for the year-ended 31 March 2007 which were approved by the Board of Management on 21 June 2007.

## Development

‘Delivering more new homes through increased community involvement, despite unprecedented rises in land prices’ - **Moyra Armstrong**



Moyra Armstrong, Director of Development

The social housing movement experienced a challenging year with unprecedented rises in land prices and an elongation of the planning process. In particular delays on planning decisions affected key FOLD projects. Despite these constraints, 9 projects were completed providing 213 dwellings. A further 201 dwellings were under construction on nine sites in March 2007. FOLD drew down £12.9m of Housing Association Grant (HAG) from the Department of Social Development.

### 2006/2007 Review

This year showed a noticeable increase in the proportion of supported housing units delivered, equating to over 36 per cent of the FOLD development programme.

Each supported housing scheme continues to be an innovative, leading edge design. The Brook development for dementia was acknowledged by the international community as a centre of excellence. The concept of this development revolved around the creation of the first Dementia Village in the United Kingdom. The accommodation incorporating many reminiscence design aids and advanced assistive technology meets the differing needs of people suffering from dementia whilst providing a safe, secure and homely environment.

Two further supported housing schemes include: Spelga Mews, Banbridge, delivering 24 homes for people suffering from dementia; and, Barn Halt Cottages,

Carrickfergus providing 26 homes and intermediate ‘extra’ care.

FOLD completed a wide range of general needs accommodation varying from:

- High density schemes at Sliabh Dubh (194 units) development in West Belfast;
- New Apartments at Castlereagh Road, East Belfast;
- New townhouses in Roden Street, South Belfast;
- Refurbishment of older dwellings at Divis Street, West Belfast.

For the first time FOLD’s development portfolio included the refurbishment of derelict properties. The scheme incorporating 14 houses in the Torrens area of North Belfast has acted as a catalyst for the regeneration of the whole area. The Morning Star development at Divis Street, West Belfast proved to be a complex and challenging project. FOLD worked closely with local residents and the Ulster Heritage Society to ensure the character and presence of an existing bank building was retained and sympathetically converted into family residential units. This scheme also included townhouses and an apartment block.

All new build properties were developed to Secure-by-Design, Eco Homes and Lifetime Homes in accordance with FOLD’s commitment to innovation, protection of the environment, safety and sustainability.



Torrens Family Housing Scheme, Belfast



Barn Halt Cottages, Carrickfergus

Construction commenced on the Enniskillen Homeless project which will provide 11 units of temporary accommodation according to need identified within the NIHE's homeless strategy for the area. Construction commenced on 5 general-needs housing projects equivalent to 72 units of accommodation.

Initial design work has commenced on the Enniskillen Elderly Mentally Infirm (EMI) project which FOLD will deliver in partnership with the Western Health and Social Services Trust and Supporting People. This will provide 30 units of accommodation for people with varying degrees of dementia.

### 2007/2008 Preview

The NIHE/DSD have once again signified their continued confidence in FOLD's ability to meet challenging targets by increasing the HAG allocation for 2007/08 to £20m.

The year ahead looks likely to be FOLD's most challenging development year to date. The development team will complete 181 new homes. This includes: Springfield Road Phase 3 and Castlereagh Road. Design development work has commenced for major new build schemes including Torrens 3C (110 units) and Roden St, Phase 2 (40 units).

In addition to delivering the development programme, the development directorate will be undertaking several key tasks:

- Preparation for the introduction of the new procurement practices following the conclusion of the DSD consultation process;
- Review of development policies and procedures in accordance with the Clients Charter and the impact of EU procurement requirements;
- Reduction of FOLD's 'carbon footprint' on new developments. Within the forthcoming year FOLD aims to go on site with their first new build development achieving an Eco-homes rating of "Excellent".



Morning Star Housing Project

### Completed Schemes 2005-2006

Scheme	No of Units
Castlereagh Rd	43
Roden Street	26
Morning Star	17
Spelga Mews, Banbridge	24
Brookgreen Ph 2, Coleraine	28
Barn Halt Cottages, Carrickfergus	26
Torrens Rehabs, Belfast	14
Torrens Ph 2, Belfast	34
79 Torrens Crescent	1
<b>Total</b>	<b>213</b>

### On-Site Schemes

Scheme	No of units
Iris Close	4
Castlereagh Rd	36
Sliabh Dubh	64
Westrock	14
Randalstown Ph 2	14
Knockmore Ph 6	20
New Lodge Rd	8
Whiterock Close	18
Crossmaglen 3	12
Enniskillen Homeless	11
<b>Total</b>	<b>201</b>

## Human Resources & Corporate Services

‘Developing and empowering the staff to provide excellent customer service’

- Marie Pickles



Marie Pickles, Director of Human Resources

As the needs of FOLD residents and customers change so also must the Human Resources directorate to ensure staff are able to rise to the challenges put before them. Since April 2006:

- Staff numbers grew by over 8% to 755;
- Staff turnover reached 15.6%;
- FOLD invested over £200k in training and development;
- 182 training courses were delivered;
- Staff sickness and absence peaked at 4.69%, and;
- 47 staff suggestions through FOLD's Bright Ideas scheme.

In response to new legislation on age discrimination, disability, family and flexibility, modifications were made to FOLD policies, procedures and training.

### Management development

A programme of 7 development modules for managers was rolled out over 14 days through 160 separate training events. The modules included 'legislation at work'; 'managing investigations'; 'project management'; and 'communication & negotiation skills'. In addition managers availed of coaching and mentoring sessions. The development programme finished with a special team building event. The team restored a memorial garden in Ardoyne, originally developed in memory of young people who had lost their lives to suicide.

### Health Safety & Risk Committee

In 2006/07 the Health, Safety and Risk Committee was established. Staff safety representatives were appointed and the committee now comprises representatives from across all directorates. The committee will advise on policy, introduce best practice in health and safety and oversee risk assessments and safety incident reviews.

### Equality

FOLD's Equality Scheme was approved in 2005 and is currently been implemented. Equality is one of FOLD's core values. Two equality impact assessments were completed for complaints and access. As part of this process, users were consulted and the policy and procedure was revised.

### Staff Conference

FOLD's Staff Conference was held in September at the Stormont Hotel, Belfast. Nearly 250 staff attended the event which focussed on 'improved performance through better working together'. Several external speakers including empowerment consultant Billy Dixon and Viridian's HR Director, Gordon Parkes contributed on the day. Local health charities Chest Heart and Stroke and Action Cancer held workshops focussing on staff welfare.

### FOLD's 30th year celebrations

In FOLD's 30th year staff, board members, residents, families and local businesses

helped to organise, support and fund a series of events across housing schemes and offices. The programme of events helped raise £30,000 for Habitat for Humanity. FOLD held a gala dinner at the Belfast Harbour Commissioner's offices to celebrate its contribution to communities throughout Northern Ireland over the past 30 years. FOLD's founding members joined staff, residents, special guests and members of the Board. Twenty five staff were presented with long-service awards by FOLD's founding Chief Executive, Moyra Mitchell.

### Corporate Social Responsibility

FOLD introduced several staff welfare initiatives under its Corporate Social Responsibility agenda. These included sponsored health checks, the staff fun day and the social committee. FOLD held its first family fun day in September 2006. Over 200 staff, their families and friends attended the inaugural event the Clandeboye Estate, Bangor.

### Complaints

Category	Received	Resolved
C1-Attitude of Staff	8	8
C2-Long Delays	3	3
C3-Service Failures	5	5
C4-Other Tenants		
/Miscellaneous	31	30
<b>Total</b>	<b>47</b>	<b>46</b>

## FOLD's Corporate Plan for 2007/08 to 2011/12

‘Providing the best housing,  
care and support for those in  
need of such services’

- FOLD's Mission Statement



Anne Harper, resident Board member presents FOLD cheque to Habitat for Humanity with Margaret Ritchie MLA, Minister for Social Development and Eddie McGrady MP, in attendance



FOLD Staff Fun Day

FOLD successfully completed its 3-year corporate planning cycle in 2006/07. Looking to the future we recognised the need to shape our vision and objectives at a time of unprecedented change in local government and public services. We felt that our planning horizon should be extended to 5 years to aid investment decisions and ensure managers were best placed to plan for future challenges.

A Corporate Planning team conducted an extensive stakeholder consultation process with staff, residents, carers, business partners, the NIHE, the DSD and other key partners. They were able to develop mission and vision statements, values and business objectives which will shape FOLD's business up to the end of 2011/12. The new Corporate Plan was approved by the FOLD Board in March 2007 and briefed out to staff and all stakeholders in April 2007.

### FOLD's Vision

FOLD has a vision in which the quality of people's lives is improved through the accommodation and services we provide. We want to grow and develop and be the housing association of choice with:

- Current and potential customers as their preferred landlord and care & support provider;
- Statutory and voluntary organisations as their preferred partner who delivers against targets and provides value for money;



FOLD Board and Senior Management Team at Newcastle, County Down

- Funders as an association they support with confidence;
- Local communities as preferred partners to build and develop safe and sustainable neighbourhoods;
- Existing and new members of staff as the association for whom they want to work and develop;
- Wider community as an association which protects the environment and encourages equality and diversity.

### FOLD's Values

**Openness and Accountability:** We are open about what we do, how we do it and why. We communicate with our stakeholders, local communities and the general public and take account of their views. We will uphold good governance and financial probity.

**Equality and Diversity:** We are committed to providing equality of opportunity and to accommodating diversity and the differing needs of those with whom we work, including our staff.

**Value for Money:** We demonstrate value for money through the provision of innovative and cost effective services which meet the needs of our customers and demonstrates sound management of our financial resources.

**Quality:** We promote an ethos of continuous improvement and the pursuit of excellence in all that we do. We continuously challenge our services and maintain the highest standards of quality.

**Communication and Consultation:** Meaningful communication and consultation is a core principle in all our activities through: tenant and resident consultation; board and committee representation; consultation with formal and informal external partners and specific focus groups.

**Results and Performance:** We engage in effective communication of business objectives by providing ongoing training, performance management and other quality management systems.

**Corporate Social Responsibility:** We are committed to taking account of our social impact and through our business activities, aim to achieve simultaneous social and economic benefits.

**Environment:** We are committed to pursuing sustainable solutions in partnership with the DSD, NIHE, our residents and staff and all key stakeholders to protect the environment and reduce energy consumption and waste.

**Innovation:** We provide opportunities for all service users to suggest, implement and develop ideas to improve our services.

### FOLD's Business Objectives

**Growth:** Grow and develop FOLD's service provision.

**Results:** Improve FOLD's performance.

**Continuous Improvement:** Ensure that FOLD's housing provision and services set the standard against which all others are measured.

**Customer Service:** Ensure the services we provide reflect customer needs and expectations.

**Asset Management:** Make best use of all FOLD's assets.

**Staff:** Develop FOLD staff to their maximum potential:

**Equality:** Adopt the principles of Equality and Diversity.

**Communication:** Ensure FOLD communicates effectively

# FOLD's Corporate Social Responsibility

‘Responsible businesses are at the heart of society’

– Sir Digby Jones

It is now widely recognised that organisations that understand their links with the communities they serve and their impact on the environment are most likely to prosper in the long term. In 2006 we received the Business in the Community (BitC) charter following a review of our 5-year Corporate Social Responsibility (CSR) Plan.

We were the first not-for-profit organisation in Northern Ireland to achieve this charter. Our plan aims to: promote sustainable communities; protect the environment; advance the welfare of staff, and; contribute to society. We established a dedicated CSR Project Group representing staff from all departments. CSR values and objectives are now firmly embedded in our 5-year Corporate Plan and will ensure FOLD understands its community and environmental performance and can improve upon it.

## Sustainable Communities

Our development, housing and care teams are responsible for the planning, development and management of sustainable communities and the promotion of prosperity.

In 2006/07 we secured the Client Charter for development. The charter encourages greater partnerships between FOLD and its suppliers, end-users and local authorities. Most recently our development teams have been engaging with community groups, planners and the housing executive on our new projects:

- Torrens, North Belfast;
- Roden Street Phase II, South Belfast, and;
- A former PSNI station in Ardglass.

We invested nearly £4m in the refurbishment and repair of existing housing stock. Residents helped to monitor progress and assess FOLD performance through resident focus groups. Resident board members approve business plans and budgets for development and maintenance and monitor performance during the year.

We now seek to complete projects with a signature art project. We have found that community involvement in the design and selection process further enhances the bond between residents and the housing project. Recent examples include the Morning Star, Divis Street, Belfast, Sliabh Dubh, West Belfast and Roden Street Phase I, South Belfast.

## Protecting the Environment

The CSR Project Group continue to look at ways of maximising:

- **Design:** new buildings include Ecohomes ‘very good’ standard and ‘Secure by Design’.
- **Energy Efficiency:** environmental audits of housing schemes and offices; briefing of staff in relation to FOLD’s carbon footprint; replacement of inefficient boiler plant; changeover from E7 heating to oil or gas central

heating; trial of ‘fuel stretcher’ fuel saving control system; installation of double glazing window systems; trialling of lighting time circuits in schemes; commissioning of CHP unit at Ardmoulin scheme; travel policy which encourages minimal travel.

- **Renewable Resources:** geothermal heating scheme and grey water collection at The Brook, Coleraine; recycling of office waste paper; recycling of printer cartridges; setting up recycling points for residents at housing schemes.
- **Amenity Improvement:** support of community art projects and environmental improvement schemes in partnership with NIHE, Groundwork NI, Lower Duncairn Residents Group and NIE.

## Community

The staff, residents, their carers and families are deeply involved in supporting community based activities. These include:

- **Fundraising:** FOLD residents and staff co-ordinated a major fundraising event across all housing schemes and offices which raised £15,000 for Habitat for Humanity. FOLD matched the amount from its private reserves and £30,000 was handed over to the charity; FOLD housing-with-care schemes and many sheltered schemes organise annual fundraising events which raise money for charities and for the welfare of fellow residents.



Resident Recycling Centre at Barn Halt Cottages, Carrickfergus



Community Art at Roden Street Phase 1

- **Volunteering:** FOLD management restoring Ardoyne Memorial Gardens for young victims of suicide in conjunction with BitC; introduction of staff volunteering policy.
- **Partnerships:** Mencap; First Housing Aid and Support Services; and Prospects.
- **Enabling independence:** TeleCare; Staying Put and Daycare.
- **Providing social housing and care services:** Over 110 projects across Northern Ireland.
- **Sponsoring community art projects:** Sliabh Dubh; Morning Star.
- **Sponsoring youth football teams:** Brookmount, Omagh.
- **Facilitating community groups:** Alzheimer's Society; Arthritis Care Group; Chest Heart & Stroke; Help the Aged; Weight Watchers; District Police Community Forum.
- **Encouraging good community relations:** working with community groups, the NIHE and the DSD to redevelop communities.

### Workplace

FOLD's reputation for quality of care and innovation has been developed through the diligence and commitment of its staff. We are committed to advancing their welfare and providing support as and when required:

- **Health and Safety:** promoting health and safety at work backed up by robust risk assessment processes and extensive training of staff.
- **Wellbeing:** providing a weekly occupational health service on site and a confidential help-line for staff; support of staff social committee.
- **Communication:** company and regional briefing process; staff one-to-one's; annual appraisals; coffee-pot meetings; staff conferences; intranet; balanced scorecards; staff roadshows; regular mailshots to home; an integrated telephone system linking regional offices.
- **Staff Suggestions:** FOLD's in-house 'Bright Ideas' scheme bringing forward over 100 proposals to advance the business since 2005/06.
- **Staff Recognition:** greater emphasis on recognition of effort and achievement by managers; staff awards night; family fun-day; long service awards.
- **Employee Development evidenced by IIP:** 3 working days of training per employee per annum; In-house management development programme; university based management course; NVQ programme of training; 360 degree assessment programme for managers; coaching and benchmarking modules; team building events; state-of-the-art training suite.

- **Workplace:** provision of modern and spacious office accommodation with air conditioning; flexi-time working for office staff; disability access in most offices; good proximity of schemes to public transport.
- **Equality and Diversity:** embedded policies and procedures subjected to equality assessment; written commitments on equal opportunities covering age, disability, race, marital status, national origin, gender and religious beliefs; flexible working – paternity and adoption leave, child breaks, career breaks, part-time working and flexicare.
- **Employee benefits:** final salary pension scheme; childcare vouchers; discount schemes arranged with service providers e.g. travel operators, hotel chains, fitness clubs.

# FOLD HOUSING CELEBRATES 30 YEARS



01



02



03



04



05



06

01 Julia Bell, Ken Shaw and Aileen Graham.  
02 Anne Harper, Kate Dorrian and Ruth Brannigan. 03 Paddy McIntyre, Anne Henderson and David Duly. 04 Moyra Mitchell and Eileen Askham. 05 Linley Hamilton Band. 06 Colin Berkley and Des Reid. 07 Caroline Keenan Jackson, Victoria Fleming and Maisie Beattie. 08 Jean and William Cameron. 09 Lady Sylvia Hermon, Elaine Calderwood and William Cameron. 10 Anne Louise Parker, Louise Shanks, Debbie Morrow, Karen Clarke, Sarah Bickerstaff and Jennifer Bush. 11 John McLean, Victoria McLean, Sylvia Hermon and William Cameron. 12 Hilary Irwin, John McLean and Victoria McLean. 13 Brendan Henry, Moyra Henry, Moyra Mitchell, Jean Cameron and William Cameron.



07



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**FOLD**  
housing · care · support

**FOLD Housing Association**

FOLD House  
3 Redburn Square  
Holywood  
BT18 9HZ

**TEL:** (028) 9042 8314

**FAX:** (028) 9042 8167

**EMAIL:** [info@foldgroup.co.uk](mailto:info@foldgroup.co.uk)

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