

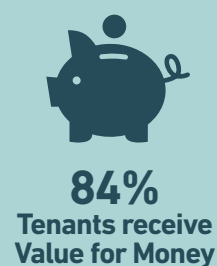
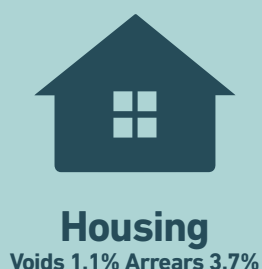
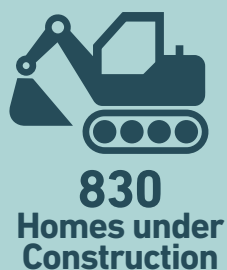
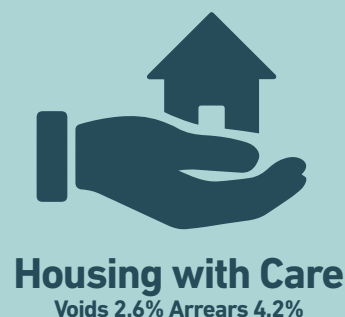
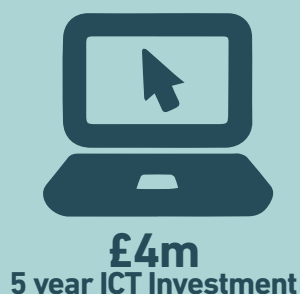
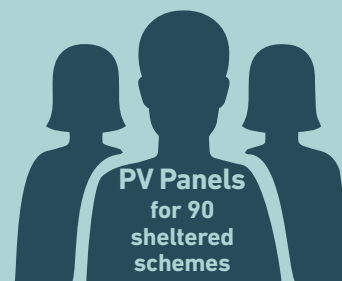
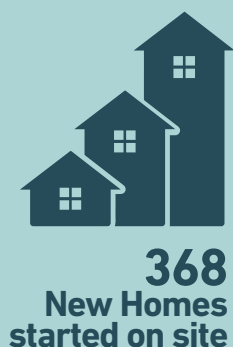
FOLD

housing • care • support
www.foldgroup.co.uk



**Annual Review &
Accounts 2015-16**

2015-16 Fold Highlights



Our Mission

Fold seeks to be the provider of choice for families and others in need of housing, care and support.

REGISTERED OFFICE

FOLD House
3 Redburn Square
Holywood
BT18 9HZ
T: (028) 9042 8314
F: (028) 9042 8167

BANKER

Bank of Ireland
82a Main Street
Bangor
BT20 4AE

SOLICITOR

Wilson Nesbitt
33 Hamilton Road
Bangor
BT20 4LF

INTERNAL AUDITOR

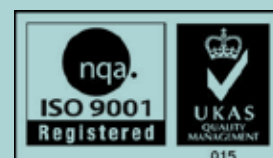
KPMG
Stokes House
17-25 College Square East
Belfast
BT1 6D4

EXTERNAL AUDITOR

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 Charities Commission - Charity No. NIC102575
- 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 CBI
- Registered under the Data Protection Act
- A Corporate Member of Age N.I.
- A Corporate Member of Disability Action
- A Member of the Northern Ireland Federation of Housing Associations
- A Member of the Northern Ireland Council of Voluntary Action
- A Member of Business in the Community
- A Member of the Accord Procurement Group



Foreword

Uncertainty faces the local economy and the social housing sector. Brexit, the extension of welfare reforms and the reclassification of housing associations as public bodies may impact on our ability to reduce housing stress and support vulnerable people. This is at a time when the Northern Ireland and wider UK Economies are only recovering from an extended recession.

Fold and other local associations are ideally placed to stimulate growth in the local construction industry, to signpost the unemployed towards job opportunities in the communities we support and to help sustain tenancies in the face of benefit cuts. Our staff are well trained, highly motivated and innovative in their approach to supporting communities and individuals while protecting the rights of vulnerable people.

We seek to enable people of all ages and abilities to live in the community through a range of traditional, innovative and technological housing solutions. In 2015/16 Fold's 850 staff provided housing, care and support to over 28,000 households. We continued to soundly manage our finances, achieving a surplus of £4.7m against a turnover of £45m. Fold's asset base grew to £397m in the same period.

We supported families, singles, older people and those with complex needs. We continued to grow during the year, starting 368 new homes on site while taking 158 new homes into management. We established a community investment team and increased our intake of trainees, apprenticeships and student placements. We also voluntarily upped our apprentice commitments on social clauses for new developments. We were especially pleased with the

progress of our TBUC shared future housing projects in Ravenhill Belfast and Cookstown.

Our staff continue to demonstrate the highest standards of housing management performance as evidenced by the Department for Communities' Annual Performance Tables. Voids were kept at 1.1% while rental arrears were maintained at 3.7%. This performance is all the more impressive given that Fold overheads rank among the lowest for similarly sized providers in the UK. This is at a time when our customers and funders are seeking clear evidence of value for money.

Fold continues to support the local construction industry while reducing waiting lists for those seeking social housing. We will have over 800 homes in varying stages of construction on 22 sites across N.Ireland in 2016. We expect to take over 300 new homes into management in the new business year. This is all possible through our ability to access private finance. If we are to continue in this vein it is critical we are allowed to redefine our status as a housing association and social enterprise, independent of Government. We will work closely with our Federation, the Department for Communities and the Department of Finance to achieve an outcome which best serves the needs of vulnerable people in Northern Ireland.

Our innovative Telehealth service continues to break new ground. We established our Telehealth service in the Republic of Ireland with the HSE, commencing a vital signs monitoring project in Donegal. Our new Dublin office is well placed to support sales in the private-pay sector as well as contract bids in the South. Meanwhile our Floating Support team continues to support over 560 homes.

We collaborate on procurement with Accord partners Alpha, Habinteg and Triangle associations. We own and manage around 10,000 homes. Together we have successfully tendered framework agreements across an extensive list of goods, works and services. These cover development, maintenance and corporate services activities. Apart from creating some scalar efficiencies, Accord also helps to reduce transaction costs and supports the sharing of specialist procurement advice and best practice.

Our tenants want to live in well presented, secure and safe accommodation and they expect to have a say in how we deliver our services. We invested close to £8m last year in maintaining and modernising our housing stock. We performed risk assessments, thoroughly inspected works and repairs and engaged third parties to verify our quality systems. Our tenant advisory panels helped guide

2016 was a very special year for the association, marking 40 years of housing, care and support in the local community.

our investment and policy decisions. Tenant engagement through forums, advisory panels, committee membership, scheme visits and community surgeries has never been stronger.

2016 was a very special year for the association, marking 40 years of housing, care and support in the local community. We are mindful of the special relationship Fold enjoys with its tenants, residents, their families and friends, not to mention local businesses and public representatives. Therefore we chose to mark this milestone by holding celebrations in over 100 sheltered and supported housing schemes as well as family housing communities and welcomed all the 'Friends of Fold'. Our tenants and staff never miss an opportunity to fundraise and they managed to raise no less than £70,000 through the 40th celebrations. Our charity partner the NI Alzheimer's Society was truly bowled over by their efforts and generosity.

Towards the end of 2015 Fold and Helm housing associations commenced discussions on opportunities for a business partnership. Fold and Helm have between them 80 years of experience in social housing. We share a similar vision, values and objectives. It quickly became clear a partnership could realise synergies as well as potentially delivering tenant and community benefits.

An outline business case for merger showed potential for greater financial capacity, the ability to invest in new technologies and community based services, which are currently beyond our reach. Fold and Helm's Boards decided to take discussions to the next stage, committing to due diligence and the development of a detailed business case. We will decide later in the year on whether or not to recommend a merger to our shareholders. A merger would usher in a new chapter in the history of Fold and Helm. The emerging association would manage 12,000 homes, have a turnover of £75m and an asset value close to £1bn. We would be well placed to fund a greater social housing development programme and possibly access the debt capital markets.

The achievements of Fold have been possible through the dedication and hard work of our staff and business partners, the leadership of our Board and the support of all our customers. The Fold partnership continues to go from strength to strength, ensuring we remain the supplier of choice for families and others in need of housing, care and support.

Diana Fitzsimons **John McLean**
Chairperson Chief Executive



Committed to Growth

We will grow and diversify our business through:

- Maximising development opportunities.
- Accessing private finance.
- Developing innovative services.
- Growing Telecare sales.
- Supporting Fold Ireland.

Building more new homes

Together with our procurement partners in the Accord Procurement Group, we managed to commence on site 505 new starts, equivalent to 33% of the overall Social Housing Development Programme. Fold commenced 368 new homes, 73% of Accord's total. Fold's contribution represented 23% of the total output of developing associations for the year.

During 2016/17 we expect to have over 800 homes at varying stages of construction on 22 sites across Northern Ireland.

Social Investment

We are proud of our track record in providing modern, good quality and well designed, energy efficient homes in partnership with communities. However we are keen to increase our support for communities even further. In 2015 our senior team visited Thames Valley Housing in London to see at first hand the employment initiatives being introduced in inner London by the award winning association. We progressed a number of community initiatives of our own, taking their ideas into consideration alongside opportunities particular to Northern Ireland. Our aim is to improve wellbeing and sustainability in our own communities.

The highlights include:

- Partnering in the provision of a 3G football pitch at Poleglass, Belfast (£70k)
- Provision of a playpark at Rathgill (£65k)
- Provision of a playpark at Sliabh Dubh, Belfast (£70k)
- Retail and office units incorporated in new build at Twinbrook, Belfast
- A Community Hub to support 350 households in Skeoge Rd, Londonderry (£110k)
- Planning and Planting project at St Patricks, Ballymena (£2k)
- Supporting local community and sports teams (£9k)
- Four student placements (£70k)
- Two trainee housing officer posts from long term unemployed
- Enhanced social clauses with more apprenticeships on construction contracts

Competitive Design and Build

We continue to progress development opportunities via Competitive Design and Build, the latest been a general needs development at Skeoge Road, Londonderry. Having introduced this mode of delivery in 2013 we have sought to expand our options even further. We are currently developing a Joint Venture offering for developers and local construction partners. We plan to market this new approach in the 2016/17 business year.

Visteon

We were delighted to receive planning permission on our Visteon project in Dunmurry, West Belfast. We have plans for 244 private and social homes, leisure and community facilities and employment space. Visteon represents an investment of around £35m in the local economy. We have concerns that the planning conditions may deter major employers from investing in the site and have sought to change them. In the meantime we have been finalising the remediation strategy to prepare for tendering the construction and remediation works. We remain confident of a start on site in 2017.





Community Restorative Justice Ireland, Fusco's and the Day Today Convenience Store all began trading from their new offices and stores in late 2015 having worked with Fold Housing Association closely throughout the construction process.

As part of Fold's commitment to the social clause ethos, this work has provided one person with an apprenticeship scheme for the entire duration of the contract, with two further opportunities created through the Training for Success scheme with the Department of Employment and Learning (DEL).

Carlo Fusco, owner of Fusco's Fish & Chips and Ice Cream, said: "I have worked in Twinbrook for 32 years and my family has been here for 43 years. The new shop is a dream come true for us. I look forward to coming to work in this beautiful shop every day. It is an asset to the community and will mean that we can carry on our family tradition serving local people and passing trade."

Jacqueline Todd, Owner of the independent Day Today Convenience Store, said: "The new premises are great. It is a new layout but a lot warmer than the old shop and the staff love it too. We are getting passing trade as well as regular customers and it has been great meeting all our new neighbours moving into the homes and the other commercial properties."

Table 2: New properties commenced in 2014-15

Chaine Court, Antrim	14
Strangford Road, Ardglass	18
Leyland Road, Ballycastle Ph1	30
Torrens Playpark, Belfast	5
Fashoda Street, Belfast (D&B)	13
Hazelbank Road, Coleraine	24
Laurel Hill Road, Coleraine	28
Skipperstone Road, Bangor	14
Captain Street Upper, Coleraine	15
Pottinger Street, Cullybackey	24
Comber OTS	12
Rathgill Phase 2 Bangor (site B)	77
Peter Pan, Belfast (D&B)	90
Leaseholds Ph 4	3
18 Royal Court, Gracehill	1
TOTAL	368

FOLD Telecare & Telehealth

We retained a Telecare and Telehealth customer base of 21,507 service users through 2015/16. This included 3,136 clients on various support packages with local health trusts. Although down on 2014/15 this is still a positive performance in light of cut backs in public funding, north and south of the border. In the same period we have seen patient monitored days reduce to 420,481 from 500,000. This reflects budget

pressures facing the health trusts and reduced referrals to the service. Our remote tele-monitoring contract with all local health trusts enters its sixth and final year in 2016/17. It remains to be seen what form the new contract may take. However there is clear evidence of the positive impact Telehealth has made on the lives of people with chronic illnesses.

The Telehealth service was re-accredited in 2015 with ISO20000 and ISO27001 as well as the Telecare Service-users Association (TSA) quality standard. The installation team took delivery of a new fleet of vans which will enhance the quality and consistency of customer service.

Staying Put

The Staying Put team assisted around 500 families to successfully complete adaptations to their homes by way of the Housing Executive's Disabled Facilities Grant scheme. Performance continued to exceed target in most areas with 98% of customers expressing high levels of satisfaction. Our private pay service, launched in 2014/15, continues to support applicants falling outside of the Housing Executive's qualifying DFG criteria. We continue to promote the private pay service among vulnerable people who are private home owners. During the year we carried out a route and branch review of the Staying Put service. This will lead to process and service enhancements in 2016/17 including the replacement of the CAMS case management system.





“When we moved here it gave us hope of moving back into the community” Quote from Ezekiel

My name is Ezekiel, I am a resident at Global Crescent. Before I moved to Global Crescent my family and I lived in private rented accommodation, I was moved out of my home by my landlord who gave me 30 days' notice.

We didn't really have anywhere to go at the time and we were looking for alternatives, we ended up living in a hostel for about 5 months, it was a very difficult time.

When we moved here it gave us hope of moving back into the community, we are very happy that we know the area and are familiar with it.

My family is delighted that this is a shared neighbourhood, you can feel it already, lots of different people living in the area and we've made friends which makes it even better for us. I can feel a sense of community in the area and Fold have already managed to bring the residents together and it is marvellous.

It would be great to develop the community spirit in the neighbourhood and if Fold can do more events and activities to bring the residents together, I would be very happy to be involved.

The development is very near to all the shops and a playgroup where our

kids go. In the future it would be great to have a local mums and toddlers group, it would be very beneficial to people like ourselves with young children.

The house is great, it still smells of 'new'..., new bricks and the facilities are wonderful, we are still getting used to it.

My experience of Fold Housing Association is very positive; we have housing officers checking on us, finding out if we need any help with anything. If you need something and there's no one about they are always on the other end of the phone.

Customer Service

We seek to be the provider of choice for families and others in need of housing, care and support through:

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

During 2015-16, we successfully:

- Completed 158 new properties for tenants
- Retained our floating support coverage across 560 households
- Expanded our private pay service offering for sheltered tenants
- Completed the installation of PV solar panels on 90 sites
- Managed 755 housing allocations and relets
- Maintained void levels for sheltered and family housing at 1.1%
- Managed net arrears and past tenant debt within 3.7% of net income.
- Provided 12,500 day-care places

Tenant Feedback

Our latest tenant survey results demonstrate high satisfaction levels among sheltered and general needs groups:

- 89% were satisfied or very satisfied with the overall service provided
- 88% were satisfied or very satisfied with the quality of their homes
- 84% and 85% felt their rent and service charge respectively were value for money
- 94% of sheltered tenants felt safe and secure in their homes

Welfare Reform

The Housing team continued to keep abreast of the welfare reform agenda and its implications for tenants, staff and Board. We have invested in new reporting and payment systems as well as staff training. We are also developing a community investment strategy to support tenants through a range of interventions to improve employment and wellbeing prospects. The introduction of the Local Housing Allowance (LHA) Cap and Universal Credit present arguably the biggest challenges for developing housing associations. Unless reductions in tenant income are somehow offset by increases in Housing Association Grant (HAG), it is difficult to see the current development programme being sustained through

the period of the new Programme for Government. This is despite associations seeking to access cheaper EIB and/or debt capital monies.

Future proofing against Fuel Poverty

We pushed ahead in installing solar photovoltaic (PV) panels on the roofs of 90 sheltered and supported housing schemes across Northern Ireland. Having cleared the financing and maintenance costs we will pass on the full benefits of 3 ROC's and generation savings to sheltered tenants and residents. Although energy prices are unusually low at present, the long term trend will be upwards, hitting hard on those tenants whose sole source of income is the state pension.

At the time of writing we had tendered for a supply agreement with a local provider to install PV panels on Fold general needs properties. Under the arrangement the tenants will receive the benefits of reduced energy costs where they can use solar energy to supplement the power requirements for heating, lighting and the operation of household electric appliances. They will pay nothing for the installation and maintenance of the panels. We hope that up to 500 households will benefit from the scheme. We are committed to reducing Fold's impact on the environment and the installation of the PV panels will go some way to reducing our carbon footprint.



Tenant Engagement

We engaged Supporting Communities NI to advise us on ways of enhancing tenant engagement. During the year they conducted a survey of tenants and held a number of focus groups with those living in sheltered and general needs accommodation. It has historically been difficult to achieve parity in the level of engagement between sheltered and general needs tenants and this year we trialled 'Pop Up' events to try and reverse this trend. We look forward to receiving and acting upon Supporting NI's findings in early 2016/17.

Elsewhere we rolled out a new Tenant Engagement Strategy and increased our annual Tenant Forums from 2 to 3. A new Tenant Handbook was developed and distributed during the year. The work of the Tenant Advisory Panels was instrumental in delivering a repairs programme closer to tenant expectations. We held our Tenant Awards event again this year. This showcased friendship and support among fellow tenants, the presentation of gardens which had been tended by tenants and the quality of outings and events organised by sheltered scheme committees. We were very grateful to Stephen Pyper and Eddie Lowry, Fold's tenant representatives who joined the Housing Committee in 2015.

New Regional Offices

Fold is a Northern Ireland wide provider with a presence in 60 towns. We want to be close to our tenant base with staff having the structures and authority to meet the expectations of customers and public representatives. Last year we expanded our regional offices on the back of increasing Fold stock. We opened a new office in Derry/Londonderry on Race Course Road and expanded our Newry office at Ballybot House. Reinforcing our regional presence leaves us better placed to support our tenants through the challenges of welfare reform.

Telehealth

We are seeking to expand our Telecare 'private pay' and Telehealth customer bases. Our business support teams support the Health and Social Care Trusts, educating health professionals as to the benefits of Telemonitoring and vital signs monitoring. Their efforts have proved very effective such that Fold's triage nursing team are overseeing close to 400,000 patient monitored days annually for people with chronic diseases. The Public Health Authority had our Telehealth RTNI service assessed by Queens University in 2016. We await their findings.

However the service enjoys widespread support from service users of all client groups who have availed of it.

Telecare Service Centre

Fold operates a 24hr call response centre taking enquiries and repair requests from our customer base. During the year the call advisers successfully out-performed their targets in terms of response times and the low number of abandoned calls. Fold's Telecare Centre handled over 500,000 calls last year, servicing around 22,000 customers.

We assess our telephone answering performance every 6 months through a 'mystery shopping' service carried out by a third party assessor. This enables us to highlight customer best practice. It also helps us focus training and process enhancements. We showcase examples of exceptional customer care emerging via the assessment.

Social Media

We use social media as a key communication channel at Fold. Tenants, residents, carers and Telecare customers are looking for alternative ways to communicate with Fold. Facebook and Twitter have proved popular. Office and scheme based staff are now regularly uploading good news stories, achievements by tenants, residents and staff, as well as details of activities. Our staff, board members, business partners, tenants, residents and their families have embraced social media and are all regular contributors to our Twitter and Facebook sites.



Business Partners

Business Partners

We offer a diverse range of services to those in need of housing, care and support. We work with many partners to provide key support services in our jointly managed schemes, including:

- Advice NI
- CAB NI
- Mencap
- First Housing Aid and Support Services
- Housing Rights NI
- Presbyterian Board of Social Witness
- N.I. Health & Social Care Trusts and Public Health Authority
- Northern Ireland Housing Executive
- Department for Communities
- Department of Health
- Health and Social Care Board and Trusts
- Public Health Authority
- Prospects
- Health Service Executive – Republic of Ireland
- Tunstall and S3 partners in the TF3 consortium that provides the Telehealth service

Customer Complaints

We received 82 complaints in 2015/16, down from 94 complaints in the previous year. For Fold's customer base of 27,828, 89.03% of the complaints were processed within the requisite 20 working day target. The management team collectively assess complaints on a monthly basis. Where necessary corrective action is taken including additional training, performance management and procedural review.



Table 3. Customer complaints summary for 2015-16

Fold Customer Type	No. of Complaints	No. Resolved	Percentage Resolved	No. Of Customer
Housing tenants & residents	74	62	83.79%	5,618
Telecare Customers	0	0	Nil	21,312
Staying Put Customers	6	6	100%	500
Other	2	2	100.0%	498
Total	82	70	85.37%	27,928

Table 4. Breakdown of Housing Complaints

Category	No. of Complaints	No. Answered	Resolved
Attitude or behaviour of staff	19	19	18
Contractor workmanship/behaviour	2	2	2
Condition of property or site	7	7	6
Delays in provision of service	16	16	15
Other	15	15	12
Policy/Procedural failure or issues.	2	2	2
Quality of Service	13	13	10
Charges	2	2	2
Unfairness/discrimination/bias	6	6	3
Total	82	82	70



“I think Jasmine Way is a good area to raise my son especially with the neighbours being so nice and friendly” Quote from Michaela McKeown

**My Name is Michaela McKeown,
I live in Fold’s general needs
accommodation at Jasmine Way.**

I decided to live in Jasmine as I am originally from the area, I also have a number of family who live in the area who provide support. I also saw the houses being built and saw how nice they looked so I decided to choose Jasmine for my son and I.

The neighbours are all lovely; I actually knew most of them from before we moved in. The heating and warmth within the property is very good and the houses are very quick to heat.

The sound insulation is also good I don’t hear much particularly with living on the main road which is good. The house is also in a good location beside the local shops. I am impressed with the size of the bedrooms, my son’s room is very spacious which gives him plenty of room to play.

I previously lived in the private rented sector and then in temporary accommodation – my new home in Jasmine is a vast improvement and I have settled in well. My previous accommodation never felt like home but I feel more secure here. I am very happy with the quality of

service I have received from Fold staff so far. I find that there are no issues contacting staff when needed and the maintenance staff are quick to respond to any repairs.

I think Jasmine is a good area to raise my son especially with the neighbours being so nice and friendly. I feel that there will be more of a positive community feel once the development has been completed and fully handed over.

I hope to stay in my current accommodation for as long as possible as my son and I are very happy here – I’m happy knowing that I have a secure tenancy.

Results

We monitor performance and seek continuous improvement through:

- Key Performance Indicators 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 Performance

Our business turnover is up £4m to £44m, partly due to the adoption of the latest SORP, but mainly on the back of a robust development programme. Our surplus marginally fell to £4.7m. Our key banking covenant ratios remain well within agreed targets. Fold continues to outperform its budgeted position through strict cost controls, upper quartile performance in housing management and efficiencies.

On the capital side, we increased our assets by £27m or 7% over the 12 months mainly through the development of new social homes. As in the case of our turnover, our assets were restated under the new SORP, in this case downwards from £418m to £370m for April 2015. By the end of the year they had risen again to £397m. Fold drew down £16m Housing Association Grant during 2015/16.

The Income and Expenditure Account and Balance Sheet (Fig.1) extracted from the audited accounts show Fold is well placed to meet the financial challenges which lie ahead.

Key Financial Indicators

- Net Surplus as % of Turnover – 10%
- Operating Costs as % of Turnover – 82% (Target 83%)
- Rent Losses as % of Rental income – 1.8% (Target 2.0%)
- Interest Cover – 219% (Target 186%)
- Gearing Ratio – 17% (Target 16%)
- Liquidity ratio – 228% (Target 350%)

Housing Rents

Apartments for Older People:
£36 to £94 (average £52) per week

Family Housing (5 Person/3 Bedroom):
£72 to £101 (average £91) per week



Statement of Comprehensive Income For the Year Ended 31 March 2016

	2016	2015 (As Restated)
	£	£
Turnover	45,148,888	44,066,129
Less Operating Costs	(36,983,281)	(34,762,076)
Operating Surplus	8,165,607	9,304,053
Surplus arising from disposals of housing property	147,953	351,728
Transfer to Disposal Proceeds Fund	(138,309)	(319,476)
Interest receivable and similar income	129,220	189,477
Interest payable and similar charges	(3,417,187)	(3,500,172)
Finance expense	(182,000)	(150,000)
Surplus for the financial year	4,705,284	5,875,610
Actuarial gain/(loss) in respect of pension schemes	2,360,000	(2,423,000)
Total comprehensive income for the year	7,065,284	3,452,610

Statement of Financial Position as at 31 March 2016

	2016	2015 (As Restated)
	£	£
Fixed Assets		
Housing properties - Depreciated Cost	393,357,953	367,088,086
Other tangible fixed assets	4,056,248	3,520,927
Investments	250,002	250,002
	397,664,203	370,859,015
Current Assets		
Stock	124,343	148,812
Debtors	6,887,476	8,149,634
Investments	20,778,747	32,433,165
Cash at bank and in hand	731,209	243,323
	28,521,775	40,974,934
Creditors - Amounts falling due within one year	(12,841,312)	(12,147,591)
Net current assets	15,680,463	28,827,343
Total assets less current liabilities	413,344,666	399,686,358
Housing Association Grant	267,384,891	256,653,496
Other creditors	73,713,835	77,852,206
Creditors: amounts falling due after one year	341,098,726	334,505,702
Capital and Reserves		
Called up share capital	25	27
Capital reserve	212	210
Revenue reserve	72,245,703	65,180,419
Total capital and reserves	72,245,940	65,180,656
	413,344,666	399,686,358

The summary financial statements have been extracted from the Association's full financial statements for the year-ended 31 March 2016 which were approved by the Board of Management on 21 June 2016.

TURNOVER/COST TRENDS

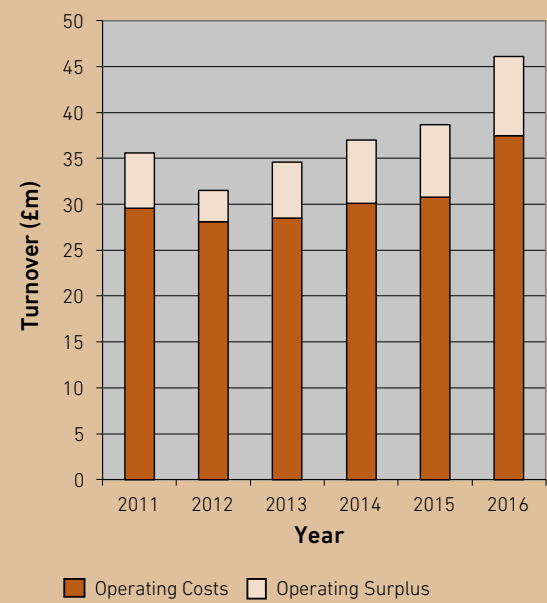


Fig 2.Growth in surplus and costs from 2011 to 2016

GROWTH IN HOUSING
PROPERTY INVESTMENT

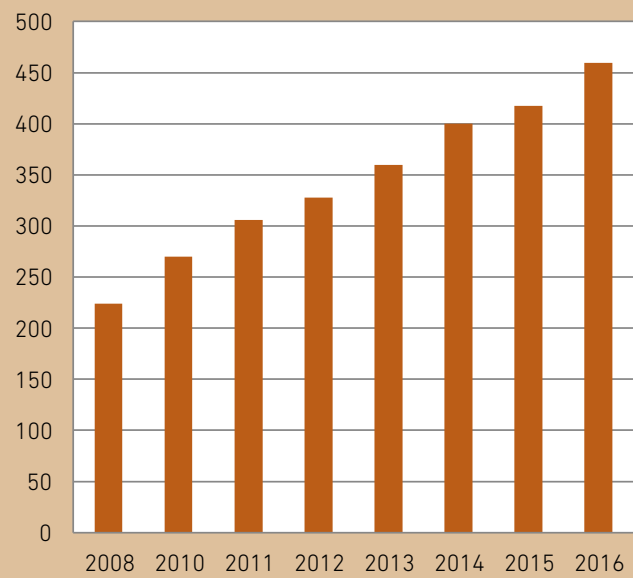
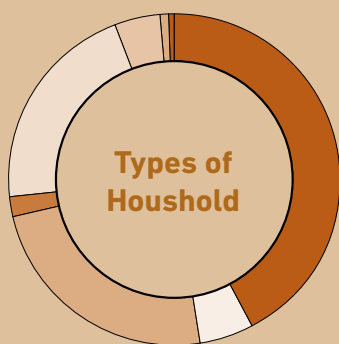


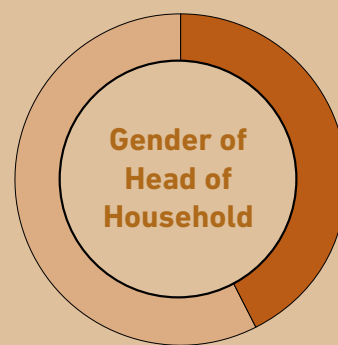
Fig 3. Growth in Asset Base from 2008 to 2016



TENANT PROFILES



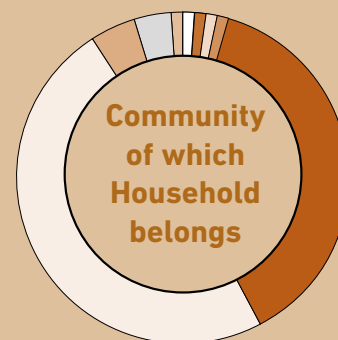
Older single person	39.4%	Older couple	5.4%
Single adult	21.2%	Couple	1.6%
Single parent	26.3%	Couple w. children	3.7%
Multi-Adult	2.4%		



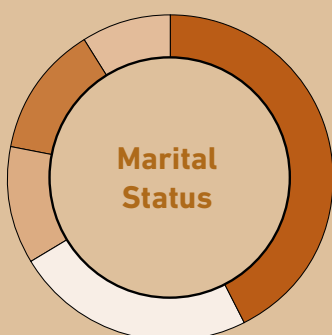
Male	41.2%	Female	58.8%
------	-------	--------	-------



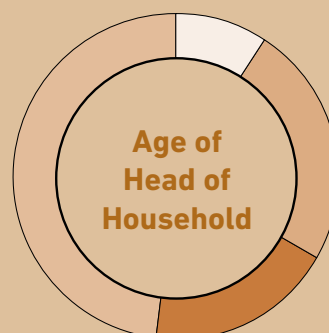
White	97.8%	Chinese	0.4%
Irish Trav.	0.5%	Black African	0.5%
Black Carribean	0.1%	Mixed	0.3%



Protestant	44.6%	Catholic	43.7%
Mixed	0.5%	No religious belief	7.3%
Other, not stated	3.7%	Jewish	0.1%
Islam	0.1%	Buddist	0.1%
Jehovah's Witness	0.1%		



Unmarried	45.1%	Widowed	21.8%
Married/Civil	11.7%	Separated	10.2%
Divorced	11.3%	(still legally married)	



18-24	8.5%	25-44	20.6%
45-59	25.6%	60 plus	45.3%

Fig 4: Breakdown of tenant data during 2014-15

Continuous Improvement

We seek to provide the highest standard of services, at best value, for all our customers through:

- Upholding Substantial Assurance in housing activities.
- Adoption of up to date policies, procedures and processes.
- Lean Six Sigma enhancement projects.
- Benchmarking with best practice inside and outside our sector.
- Maximising the potential of staff through best-practice quality systems.

Lean Six Sigma

We have successfully used the Lean Six Sigma quality methodology to achieve service improvements and cost reductions across our business in recent years. Lean Six Sigma has helped to reduce absence; to reduce incidents of medication maladministration; and to improve the delivery of maintenance and development programmes. This year we used the quality methodology to cut voids and agency costs across our housing with care schemes. These are under financial pressure from reducing Special Needs Management Allowance funding and the introduction of the living wage. We also used Lean Six Sigma to identify strategies for reducing staff turnover in the wider Fold business. Over the twelve months this has contributed to a reduction from 17.5% to 15.2%.

Business Continuity

We performed our annual Business Continuity Plan (BCP) test during November and held our Winter Readiness event to ensure systems and people were prepared for adverse weather, should this arise.

Benchmarking

We benchmarked Fold's operational and financial performance for 2015/16 against a peer group comprising 29 housing associations from Northern Ireland, NE and NW England and Scotland. Their stock size varied from 2,500 to 10,000 units as compared with Fold's 6,500. Fold achieved upper quartile performance in most key areas, including:

- Overheads as a % of turnover
- Housing management costs per property
- Response repairs costs per property
- Percentage of stock at decent homes standard
- Percentage of tenants satisfied with overall service
- Percentage of tenants satisfied with their neighbourhoods as a place to live
- Cost per property of rent arrears collection

- Low rent write-offs as a percentage of rent due
- Annual rate of development of new homes
- EBITDA (Earnings before interest, tax, depreciation and amortisation)
- Percentage of staff satisfied with Fold as an employer

Areas where Fold performed less well and on which we will focus going forward, include:

- Tenant satisfaction with repairs
- Time taken to repair and relet a property
- Properties with a valid gas certificate
- Operating margin

Regulatory Compliance

Fold received a Substantial Assurance rating at the conclusion of its last Department for Communications (DfC) Inspection into Development activities. We continue to maintain systems, policies and records in compliance with DfC's requirements. Should Fold proceed to merger the next DfC inspection is due to take place within 6 months of the merger date.

Regular unannounced RQIA inspections take place across our supported schemes and present Fold's staff and services in a very positive light. Their reports are posted on the RQIA and Fold websites. Fold operates its own internal auditing programme for supported housing in line with the RQIA's thematic inspections.

Assurance Systems

At Fold we operate a 4 level assurance system ensuring effective staff training and compliance with association policies and regulatory standards.

Managers audit the work of staff through spot checks, weekly and monthly performance reports, monthly 1:1's and supervisions. They in turn provide performance reports, mainly in the form of business scorecards to

senior management and the Board. Internal and external auditors inspect processes and confirm compliance of same with Fold policies and statutory requirements. The internal audit programme is selected on the basis of business risk. The organisation employs a further layer of third party auditors who inspect against accredited frameworks such as ISO (9001, 20000 and 27001), Customer Service Excellence (CSE) and Telecare Service-users Association (TSA). We employ specialist third party auditors from time to time to investigate aspects of our business, again based on risk. Finally we have regulatory inspectors from the Department for Communities or RQIA or Supporting People.

Fold's Internal Auditors, KPMG, provided their year-end report against the 2015/16 Audit Plan. We received a substantial assurance rating in most of the following areas:

- Property Development
- Core Financial systems and reports
- Telecare income and debt management
- Telehealth contract compliance
- Gas Safety inspections
- EPIC Care plans for residents

- Business continuity plan

We had one priority 1 finding relating to gas servicing for which the Property Services team presented an action plan to the Audit Committee.

Accountability and Transparency

Fold communicates with all its stakeholders through publishing, distributing and displaying its financial and operational performance on a regular basis. We publish an Annual Review, the Annual AGM Report, Fold Insight and Fold News. We also complete our Annual Regulatory Return to the DfC. We post further information on our Website, Facebook and Twitter pages, and our RQIA Inspection Reports are available via the Fold and RQIA websites.

We brief our tenant committees through the Annual Housing Forums and the recently formed Tenant Area Panels. We hold regular staff/carer forums at our supported housing schemes. Our Internal and External Audit reports are provided to the DfC along with the minutes of our Board Meetings. We also provide an Annual Statement of Fold's Internal Controls. Fold's most recent Governance and Inspection Reports are available on the DfC Housing Division website.



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 our assets.
- Ensuring most cost effective financing is being employed.
- Ensuring ICT strategy delivers a modern, efficient and robust service.

Property Services Performance

Fold invested £8m in maintaining and servicing the existing housing stock throughout 2015/16. The response repair team responded to 14,000 callouts for emergency, urgent and routine repairs. Our response levels significantly exceeded those targets set by the DfC:

Response Category	DfC target	Fold result
Emergency Response (24 hrs)	85%	92%
Urgent Response (4 days)	80%	84%
Routine Response (4 weeks)	80%	94%

Asset Management Strategy

The Property Services team has continued to develop a rolling three year cyclical and major repairs investment programme. Fold's stock condition survey, our latest tenant survey and high occupancy levels across our stock point are clear indicators of the effectiveness of our asset management strategy.

Response Maintenance Contract

During the year, Fold and its procurement partners Alpha, Habinteg and Triangle housing associations successfully procured a new heating system and boiler maintenance contract for our combined 10,000 homes. The contract covers all of Northern Ireland and includes annual servicing and inspection of boilers and communal flues. Accord's new contracting partner, CTS, managed to achieve an almost seamless transfer of operations.

Elsewhere the property services teams undertook a number of joint procurement exercises during the year, including: shower adaptations; an integrated design team; and various servicing and inspection contracts.

We also tendered and awarded 48 cyclical and major repair contracts over the year. Accord continues to be a successful collaborative procurement group in pursuit of best value and improved quality in all its goods, works and services.

ICT Systems

Fold's ICT infrastructure and network now supports over 630 users. We provide free access to all our sheltered tenants by means of a fully serviced PC in the Common Room. We offer free Wifi access in all our sheltered scheme common rooms for tenants. This enables tenants to access the internet via laptops, tablets or smart phones. Our lottery funded programme of tablet and iPad training for older tenants is now in its third year.

The Board approved plans to invest over £3m in Fold's ICT from 2013 to 2017, of which £700k was invested in 2015/16. We upgraded a number of systems supporting core services as well as increasing the resilience of Fold's IT infrastructure. Fold's website is now handling around 55,000 hits per annum and has become a critical communication channel for service users, prospective customers and those with an interest in all we do. IT champions have been trained to maximise the potential of social media such as Twitter and Facebook as Fold continues to expand its profile among a range of client and stakeholder groups.



“I enjoy meeting such a wide variety of people and making a positive impact on people’s lives” Quote from Denise Smyth

My Name is Denise Smyth; I joined Fold in April 2016 as a Trainee Housing Support Officer.

I had previously worked in a Halifax call centre for 13 years; I became disillusioned and wanted a career change. I am now doing a degree in Health and Social Care in conjunction with the Falls Women Centre and thought this post would be interesting.

I was unemployed for about eighteen months and then took up this position as a trainee Housing Support Office. The experience has reinvigorated me; I enjoy meeting such a wide variety of people and making a positive impact on their lives, my self-esteem has been boosted.

Initially the job did not have much structure, but once I started working

with the housing team, I found the experience very rewarding and informative. I saw how Fold could make a difference.

I have enjoyed working as a trainee; I like the variety of the role in and out of the office and in the future I would like to work with Housing with Care.

Community

We seek to provide the highest standard of services at best value for all our customers through:

- A Corporate Social Responsibility (CSR) Strategy.
- Ensuring our communities offer security and protection
- Enabling shared and integrated communities.
- Community investment.
- Encouraging staff to contribute to the community.
- Seeking environmentally friendly solutions.

Neighbourhood Consultation

Customers and communities remain at the heart of what we do. Our new developments commence with the engagement of local communities and their representatives as we search for sustainable and integrated solutions. We are also committed to improving our existing housing stock and the facilities we offer.

Right from the start we seek to ensure we are meeting the ambitions and needs of future tenants. We engage with our customers and the wider community through a variety of programmes. Commencing with community consultation on new developments, we take soundings on all aspects of our services and on measures to ensure the sustainability of new housing schemes.



Shared Living

We enlisted the assistance of training consultancy TIDES, experts in conflict management, community relations and mediation, to help us develop Fold's Good Relations Strategy for our two TBUC shared future schemes at Global Crescent, Belfast and Burren Road, Cookstown. We held shared neighbourhood practitioner events and meetings with prospective tenants, community groups and local public representatives. One of the Shared Future highlights of 2015/16, saw pupils of Euston Street Primary School and St Michael's Primary School come together at a Good Relations Day hosted at Ulster Rugby's Kingspan Stadium. The pupils went on to complete the Young Enterprise module entitled 'Our Nation,' as well as visiting Global Crescent. We have arranged an interactive evening of music and drama in late 2016 at the Burnavon Theatre, Cookstown, to mark the first handovers of homes at Burren Road. We are committed to developing more Shared Future housing projects and where possible adopting the principles of our Good Relations Strategy in all the neighbourhoods we support.

Dementia Friendly Communities

The Alzheimer's Society introduced its dementia friendly communities programme to raise awareness of the daily personal challenges facing those with dementia. In 2015/16 we developed a 2 year plan to make Fold a 'dementia friendly community.' All head office staff, sheltered housing scheme co-ordinators, telecare operators, and Board members became Dementia Friends. This followed a training and awareness programme delivered in partnership with Alzheimer's Society. We plan to roll this out further in 2016/17 to residents of our HWC schemes, their families and friends. We will also seek to educate local people in the community: shop keepers; restaurant staff; library staff; post office and bank staff; and all those people who provide services for our residents in the proximity of our HWC schemes. We will trial the rollout of the strategy among businesses in and around the Loughview HWC Scheme in Holywood.

Floating Housing Support

We continued to expand our housing floating support partnership with the Northern Health and Social Care Trust and Supporting People. The service supports 560 older vulnerable people living out in the community. Our floating support service is enabling older people to sustain their tenancies in Antrim, Ballymena, Carrickfergus, Glengormley, Newtownabbey, Larne, Moyle and Mid-Ulster. We have plans to centralise the service at a standalone office in St Paul's Sheltered Scheme in Belfast.



Community Safety

Community and customer safety remains a key priority for Fold and its tenants. Our sheltered schemes are all enlisted under the PSNI's Neighbourhood Watch initiative. We continue to emphasise the importance of vigilance among our residents. Fold works in partnership with agencies to promote community safety and to manage anti-social behaviour.

Our Anti-Social Behaviour (ASB) policy and 'Good Neighbour Agreements' are explained clearly to tenants at the commencement of new tenancies. We publish details of our service standards, performance and response times for all our customers and regulators to see. Our pre-tenancy courses for new tenants raise awareness of available support, as well as clarifying the attributes of a good neighbour.



Staff Development & Leadership

Everything we achieve is down to the motivation, dedication and creativity of our staff. We are a people focussed organisation, seeking to continually improve on our previous best, through:

- Providing values based leadership with a clear direction,
 - Developing, empowering and retaining our staff,
 - Managing staff fairly and equally,
 - Ensuring effective Health and Safety Management
-

Fold's latest staff survey confirms a very positively engaged workforce:

- 95% belong to an organisation they were proud of (up 5%)
- 95% feel working for Fold enabled them to contribute to society (up 6%)
- 94% get the training they need to do their job (up 5%)
- 94% believe Fold staff to be professional (up 6%)
- 91% believe Fold promotes equality of opportunity (up 8%)
- 92% feel Fold protects their health and safety (down 3%)

Development and E-Learning

Fold employs over 831 staff throughout Northern Ireland. Throughout 2015/16 the HR team delivered an extensive training and development programme, costing around £225k. The programme covered Fold's mandatory training requirements as well as helping with the personal development of staff. Many of our training events are delivered through E-Learning modules. These sit alongside conventional training programmes. E-Learning is particularly popular with staff working varying shift patterns in dispersed work locations. It also minimises disruption to services within 24 HWC schemes and regional offices.

Competency Framework

We rolled out Fold's Competency Framework across the officer grade of staff through 2015/16. It is now included in Fold's recruitment process. The competency framework identifies and links knowledge, skills, behaviours and organisational values that staff need to display in the pursuit of excellent care and support. The framework also guides staff on their expected levels of performance, behaviours and actions as set out in our Code of Conduct.

Leadership Conference

We recognise the need for Fold's leaders to be innovative, hardworking and inspirational in the face of the challenges and opportunities in our sector. Our Leadership conference in 2015 brought together 60 leaders comprising board members, directors and managers. We had presentations and workshops on various aspects of customer excellence from leading external speakers.

Health and Safety

Fold's Health and Safety Committee continued to meet during the year, helping to maintain a focus on potential safety hazards and the wellbeing of customers, staff and the general public who live, work and visit our offices and housing schemes. Risk assessments are carried out across all offices and communal housing schemes together with annual fire safety checks. We recorded 6 Riddor incidents during the year, a similar level to 2014/15. Fold's Core Brief for staff, held every 2 months, provides an update on health and safety and staff wellbeing matters.

Absence and Staff Turnover

Fold's sickness and absence levels rose to 4.8% in 2015. Following a Lean Six Sigma project we introduced the Bradford Factor to help reverse the absence trend. The Bradford Factor has been adopted by many major employers in the management of sickness and absence. With the help of the new system, we managed to reduce absence to 3.5% over the 12 month period.



“No text book or lecture is going to tell you dancing at a tea Dance is marketing, but it is!” Quote from Jenny Martin

My name is Jenny Martin, I am a student at Ulster University Jordanstown. I am studying: Communication Advertising and Marketing.

A friend of mine worked for a housing association in the past and loved it. I knew Fold as being one of the biggest and most respected housing associations so I did a bit of research and applied for the job. Fold have great staff benefits and it's pretty close to my home.

The most interesting assignment I have been set so far is to turn Holywood into a Dementia Friendly community. This is a huge project

which will take a lot of time; I am working alongside Deirdre Carr of the Care Services department to get it up and running for the New Year. We are working towards becoming 'Dementia Champions' to be able to train all business and organisations within Holywood to become Dementia Friends. It has been truly extraordinary to be able to work with people who are living with Dementia and hear their stories about how it is possible to live well with Dementia.

Working for Fold has confirmed my decision that marketing is the career path that I want to take. It has made me realise marketing is not just about

posting tweets or sitting behind a computer screen. From tea dances to flower arranging to theatre plays with Fold you get a taste of everything. No text book or lecture is going to tell you dancing at a tea Dance is marketing, but it is!

I would recommend working within the Social housing sector, especially to younger people. It's a job for those who like to meet new people and those who like to be kept busy.

Elsewhere our staff turnover had risen to 17.5%, reflecting similar trends in our sector. Staff turnover can impact on productivity, push up agency and training costs. It can also impact on customer service and cause anxiety for clients with complex needs. Again using Lean Six Sigma methodology we identified a number of measures and enablers to reverse this increase and finished the year with a reduced turnover of 15.2%.

Staff Welfare

Our staff are living and working through challenging times. We aim to support them through a broad programme of wellbeing initiatives, comprising:

- A free health 'MOT' assessment by our Occupational Health Nurse (OHN).
- An office based independent OHN service to support staff through illness
- Regular team building events
- Access to a staff counselling service
- Health insurance available for all employees
- Regular talks / presentations to staff by charities on health related matters
- Flexi-time for office based staff
- Lone worker policy with working arrangements for staff
- Health and Safety training
- Flu vaccines for care staff on request
- Assistance for staff with the cost of cancer screening
- Provision of a child care voucher scheme

Equality Review

Fold is fully committed to ensuring our staff, customers and members of the public all see and experience equality in all we say and do. We have developed key policies and strategies which uphold equality and diversity in all our activities such that Fold is compliant with legislation and best practice. Through 2015/16 we completed year 4 of our 5 year Equality Scheme. Details on this can be downloaded from the Fold Website.

Fold's Voluntary Board

Fold's voluntary Board continues to provide direction and guidance to the senior team, to monitor controls and to assess performance against targets. We have a highly skilled and dedicated Board with expertise in key areas such as: finance matters, estates management, housing, governance, development, health, ICT, legal matters and human resources. Fold board members in 2015/16 gave very generously of their time in supporting the association with attendance at:

- Fold Board and Committee meetings;
- Workshops and Special Meetings dealing with the Fold / Helm merger;
- Meetings to open, evaluate and score tenders;
- The strategic workshop in Ballymena;
- Consultation meetings with department officials and elected representatives;
- Official Openings of new housing developments;
- Assisting in drafting the new 2016/17 Business Plan;
- Assisting in drafting responses to key consultations;
- Accord Committee and review meetings;
- Housing conferences and training events.

The total expenses claimed by our members during 2015/16 for travel and subsistence amounted to £2,693 (2014/15 £3,607).

A portrait of Des Neill, an older man with grey hair and a mustache, smiling. He is wearing a dark suit jacket over a blue shirt and a patterned tie. The background is a blurred outdoor setting with green trees and a blue banner on the left.

“This added to the happiness, security and contentment of our sheltered tenants, lifts our organisation above the norm” Quote from Des Neill

My name is Des Neill I am Vice Chair of Fold Housing Association.

When my mother died in early 2000 after 17 happy years in the local Hollywood Fold, I wrote to offer my services if they could be of any benefit to the organisation that had so ably and kindly benefitted our family for so long.

I retired from the Health Department in NI as Director of Estate Policy, responsible for all aspects of the management and standards in the built estate in Health and Social Care services in the province. Prior to this I project managed major capital works projects in health buildings in the health estate. I was a chartered surveyor. I felt my background in estate management

and capital development were a mix of experience that could be used at Board level effectively.

The emphasis in building communities rather than just the high quality housing Fold develop, is what makes the organisation outstanding in its sector. This added to the happiness, security and contentment of our sheltered tenants, lifts our organisation above the norm, and has moved the word “fold” into the lexicon, meaning everything safe about the care of the older generation.

Having worked in a policy role in the public sector for many years, my hopes for Fold when we become a larger organisation, are to develop beyond our current “exemplar

organisation position” into one that is sought out when policy is being developed so that we can influence the future in our sector. It was obvious when I worked in Health that too many precious resources were being needlessly squandered through under provision in the social care side of our organisation. The lack of joined up thinking that led to a cluttered up expensive acute sector because of the lack of community care and preventative medicine is one we should be able to highlight and influence with our knowledge and experience. Fold hold the solution to many of these problems.

Board of Management



CHAIR

Diana Fitzsimons MA MSc FRICS MRTPI
Chair of Governance Committee

VICE-CHAIRMAN

Des Neill MRICS, Dip PM(RICS)
Chair Development Committee

MEMBERS

Alice Quinn CBE
Chair of the Audit Risk Committee

Dierdre Hamill
Resident Representative

David Crothers
Chair Housing Committee

Peter Gibson BSc (Hons) CQSW, MBA
Chair of Care Services Committee

Norma Evans
Chair of Human Resources Committee

Stephen Torrans

Trevor Conway

Aubrey Sayers (retired 2015)

Jill England MBE

Melanie English

Graham Long

Peter Ewing BSc (Hons) FCA

Lorraine Campbell

Peter McGuinness (Independent Member
of Fold Properties)

Committee Structure

FOLD operates the following standing subcommittees; Audit & Risk, 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 through public advertisement and by direct recruitment where skill shortages cannot be met through public advertisement. Two members of the Board are elected tenant/resident representatives.

Fold Management Team



SENIOR MANAGEMENT TEAM

Chief Executive

Mr J McLean OBE BEng MSc DipM MBA CEng MIEI

Care Services Director

Mrs F McAnespie RSCN RGN

Finance Director

Mr E Magowan BA (Hons) MSC FCCA MCM

Human Resources Director

Mrs G Somerville BSc (Hons) MSc MCIPD

Director of Development

Miss A Conway BA (Hons) MSC

Director of Housing

Mrs E Patterson MSc PG Dip MCH

HOUSING DIRECTORATE

Area Housing Managers

Ms G Teggart PG Dip CIHCM

Mrs B Doherty PG Dip CIHCM

Ms G Mullin PG Dip CIHCM

Mrs L Tully LLB

Property Services Managers

Mrs A McStravick MRICS

Mr S Woodrow MCIOB

DEVELOPMENT DIRECTORATE

Development Manager

Mrs L Magill BSc (Hons)

Accord Project Manager

Mr P Murtagh BSc (Hons) QS MRICS

Contracts Manager

Mr S Harley

Regeneration Manager

Mrs B O'Kane BSc (Hons) MSc RTPI

CARE SERVICES DIRECTORATE

Care Services Managers

Mrs H Irwin BA (Hons) Bus Studies RGN

Mrs D Carr BSc (Hons)

Staying Put Manager

Mr R Harper

Executive Director of TeleCare

Mr K McSorley BA (Hons) MBA

Business Support Manager

Ms B Taylor

Telecare Ops Manager

Mr G Forrest

HUMAN RESOURCES DIRECTORATE

Human Resources Manager

Mrs F Campbell MCIPD

Corporate Services Manager

Mr A Han

FINANCE DIRECTORATE

Financial Controller

Mrs E Corsar BA (Hons) DipHE FCA

Finance Manager

Mr S Green CAT

Accounting Services Manager

Ms J Curran IPPM

IT Manager

Mr Steve Beighton

Mr M Ferris (Acting)

Fold Corporate Business Scorecard - 2015-16

	Business Area	Action / Business Improvement Initiative	Target	Actual
1	Results	Achieve Surplus by end Mar'15 (Feb Figures)	11.0%	10.0%
2		Maintain net Housing Arrears under	3.9%	3.7%
3		Maintain net HWC Arrears at less than	2.5%	4.2%
4		Maintain Housing Voids at less than	1.7%	1.1%
5		Maintain HWC Voids at less than	2.5%	2.6%
6		Housing relet turnaround within 2 weeks	90%	83%
7		HWC relet turnaround within 2 weeks	90%	34%
8		TeleCare debtor days < 45 days	45	48
9		Contain Telehealth penalties < £5k over 2014/15	£5,000	£1,270
10		Handovers to Housing by 1st Apr'15	185	158
11		FOLD target for new starts by end Mar'15	350	368
12	Safety	Report back on Lone Worker app trial	Sep 14	Complete
13		Targeted RIDDOR incidents by year end.	0	6
14	Partnership	Submit joint Accord development bid	Aug 15	Complete
15		Increase Telehealth monitored days by year end to 500,000	500,000	420,481
16		Recover TeleCare connections to 23,791 by year end	23,315	21,507
17		Update Accord Action plan with other Accord members	Aug 15	Complete
18		Appoint new Heating Contractor	Oct 15	Complete
19	Value for Money	Achieve Repair Response Times of:		
20		Emergency Repairs (within 24hrs) (Feb '15 figs)	90%	92%
21		Urgent Repairs (within 4 working days) (Feb '15 figs)	90%	84%
22		Routine Repairs (within 1 month) (Feb '15 figs)	90%	94%
23		TeleCare response time < 60 secs	98.5%	97.3%
24		a) FOLD Direct lost calls < %	5%	2.7%
25	Valuing our People	b) FOLD Direct average waiting time < seconds	20	11
26		Unique web site visits by end Mar'15 (Feb '15 figs)	60,000	53,538
27		Achieve Sickness and Absence less than	4.2%	3.5%
28		Maintain Staff Turnover less than	18%	15.2%
29		Appraisals completed minimum	80%	91%
30		HWC Agency spend by year end less than (Feb'15 figs)	£200k	£339k
31	Improvement and Innovation	Leadership Conference	Oct 15	Complete
32		Confirm implementation of DfC 2013 recommendations by Oct'14	Feb 16	Complete
33		Customer Service Excellence Reassessment	May 15	Complete
34		ISO 9001/20000/27001/TSA recertification relevant Departments	Dec 15	Complete
35		Complete Winter Readiness and BCP Reviews	Sep 15	Complete

Business Area		Action / Business Improvement Initiative	Target	Actual
36	Improvement and Innovation	Carry out Six Sigma process improvement projects:	Mar 15	Complete
37		Reducing Staff Turnover	Mar 16	Complete
38		Root and branch review of Staying Put	Mar 16	Complete
39		Introduce Bradford Factor	Mar 16	Complete
40		a) Core IT system uptime > %	95%	100%
41		b) IT calls closed within 1hr > %	92%	92.3%
42		Upload Housemark Benchmarking Data	Mar 15	Complete
43	Openness and Accountability	80% of complaints to be processed in 20 working days	80%	90.5%
44		Complete DfC Annual Regulatory Return	Mar 16	Complete
45	Equality	Complete Section 75 and Annual Equality Returns	Mar 16	Complete
46		Housing Forums at 3 locations	Mar 16	Complete
47	Sustainability	Prepare Tender for General Needs PV Panels	Mar 16	Complete
48		Install PV Solar Panels in Sheltered Scheme	110%	90%

Board and Committee Meetings

	Board	Audit	Business Development	Finance	Housing	Governance	Care Services	Human Resources
Diana Fitzsimons	Chair	•	•	•	•	Chair	•	•
Trevor Conway	•	•		•			•	
Stephen Torrans	•		•					•
Norma Evans	•						•	Chair
Alice Quinn	•	Chair		•				•
David Crothers	•		•		Chair	•		
Des Neill	Vice Chair		Chair		•			
Peter Gibson	•			•		•	Chair	
Melanie English	•	•	•					
Jill England	•				•			•
Graham Long	•				•		•	
Peter Ewing	•			Chair				
Lorraine Campbell	•				•			
Peter McGuinness*								

Key • attends the sub Committee
* Independent Member



Fidelma Glass, Stephanie Curry, Ursula Cormican, Ben Conway, Carolyn Torrington and Marie Miller.



Sullivan Upper Cultural Group.

FOLD'S 40TH

Fold Housing Association celebrated its 40th anniversary at Cultra Manor recently. Guests, staff and tenants gathered for dinner and entertainment was provided by Sullivan Upper Cultural Group, St Patrick's Primary School, Hollywood, and local comedian, Colin Barkley. Chief Executive, John McLean, presented a film which captured the history of Fold since it was established in 1976 by a group of volunteers, including the late Moyra Mitchell. Since then, Fold has grown to provide housing, care and support to over 30,000 homes through TeleCare, manages over 6500 homes for families and singles in 60 towns across NI as well as specialist housing with care for the frail elderly. Fold employs 850 staff.



Fold Housing Association
3 Redburn Square, Holywood
Co Down BT18 9HZ
028 9042 8314
www.foldgroup.co.uk



Pauline Heavely, Dominic Lavery, Caroline Bell, Judith Zubiene, Louise McConville, Christina Drainey and Graham Long.

Elaine Dobson, Grainne Teggart and St Patricks Primary School Holywood P7 and Mr Bryan Gibson.



Fold's Chief Executive, John McLean with Shauna McRandal, St Patrick's Primary School, Holywood, adding the final touches to Fold's 40th celebration cake.



Nichola Legge and Christine Sands.



Gavin Wilson and Patrick McKeown.



Gillian Somerville and Tina Harrison.



**Jim McCaffrey, John McLean,
Diana Fitzsimons and Billy Cameron.**



**Sullivan
Upper
Cultural
Group.**



**Julie Perry and
Jane Moore**



**Kevin
McSorley
and Barbara
Taylor.**



**Jean Curren, Eddie Magowan
and Edel Corsar.**



**Eileen Patterson, Elaine Dobson
and Grainne Teggart**



**Olive Farry and
Margaret Broome.**



**Judith Gray and
Carmel Seeley.**



**Carol Patty and
Helen Craig.**



**Fiona McAnespie
and Jim McCaffrey.**

Abbreviations

ASB	Anti-social behaviour
AGM	Annual General Meeting
BCP	Business Continuity Plan
BHSCT	Belfast Health & Social Care Trust
CAB	Citizens Advice Bureau
CSE	Customer Service Excellence
CSR	Corporate Social Responsibility
DfC	Department for Communities (formerly DSD)
DFG	Disabled Facilities Grant
EBITDA	Earnings before Interest, Taxes, Depreciation and Amortisation
HAG	Housing Association Grant
HSE	Health Service Executive (Republic of Ireland)
HWC	Housing with Care
ICT	Information Communications Technology
LHA	Local Housing Allowance
MTC	Measured Term Contract
MOT	Ministry of Transport
NHSCT	Northern Health & Social Care Trust
NIHE	Northern Ireland Housing Executive
OHC	Occupation Health Nurse
ROC	Renewable Obligation Certificate
RQIA	Regulations Quality Improvement Authority
SHPS	Social Housing Pension Scheme
SNMA	Special Needs Management Allowance
SORP	Statement of Recommended Practice
TBUC	Together Building United Communities
TF3	Telehealth Consortium of Tunstall, Fold & S3



FOLD

housing • care • support

www.foldgroup.co.uk

Fold Housing Association
Head Office
3 Redburn Square, Holywood BT18 9HZ
Tel: 028 9042 8314

North West Office
7 Racecourse Road,
Derry-Londonderry BT48 7RB
Tel: 028 9039 7165/66

Southern Office
Ballybot House, 22 Cornmarket,
Newry BT35 8BG
Tel: 028 9039 7216

North East Office
Deerfin Fold, Wakehurst Road,
Ballymena BT42 3LJ
Tel: 028 9039 7147

Armagh Office
Gosford House, 1 Barrack Hill,
Armagh City BT60 1BL
Tel: 028 3751 8522

Email: info@foldgroup.co.uk
www.foldgroup.co.uk



/foldni



@FoldNI