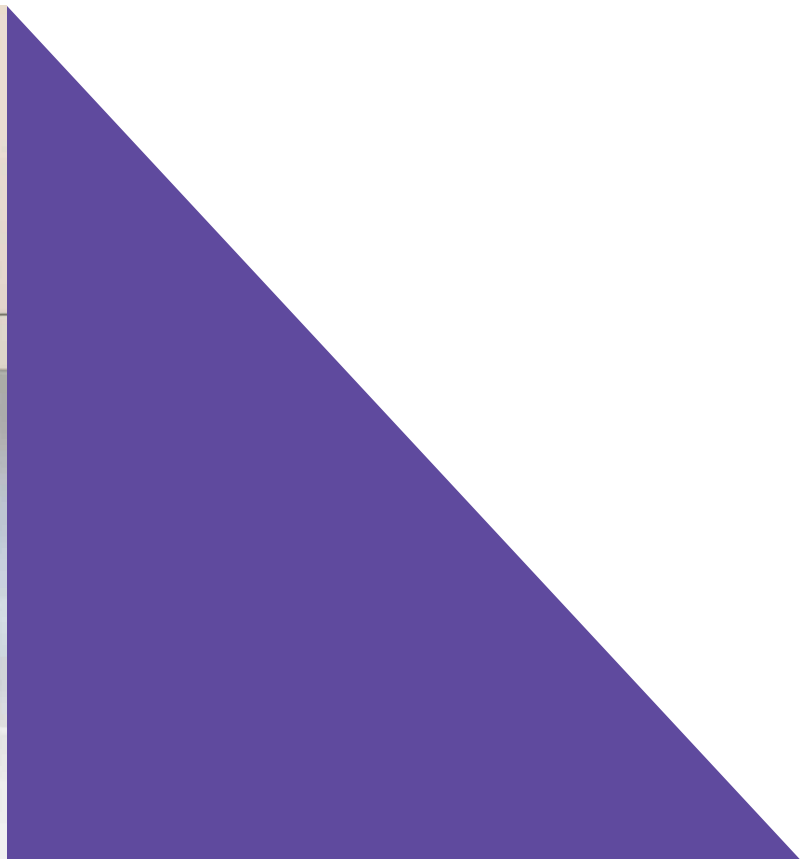


# Strategic Plan

## 2025-2027



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## Discover more

Visit our website [FOLDIreland.ie](https://www.FOLDIreland.ie)



# 1. Foreword

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## ▶▶ Welcome to Fold Housing's (Fold) Strategic Plan for 2025-27.

To focus our attention on why we exist and what we want to achieve, we have restated our vision, clearly defined our purpose and reviewed our values. Over the next three years we will continue to strengthen our capacity and capability to deliver new social housing and services to meet the housing and care needs of older people.

### **We are committed to ensuring that our work contributes to an Ireland where older people have a great quality of life and choice.**

Work in 2024 has endorsed the person-centred approach and value for money of the care services we provide. It is therefore a priority of our Board to strive for a new model of housing that draws on our skills and experience of delivering both care and housing. We believe that this model of housing will be an important choice for people in Ireland and undoubtedly support greater independence in older age.

In our strategic goals we restate our dedication to the highest standards in housing delivery, service provision and governance with the interests of our current and future residents remaining our primary objective.

It is important to recognise that we can only realise our goals by working together to achieve positive change. We therefore continue to value our positive working relationships with residents, multiple external partners and dedicated colleagues. We will continue to strengthen existing relationships and look forward to new partnerships that are essential to achieving our ambitions.

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Belinda Ó Conaill  
Chair

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Kath Cottier  
Chief Executive

## 2. Statement of Vision, Purpose and Values

### ▶▶ Our Vision

# A society where older people have a great quality of life and choice.

### ▶▶ Our Purpose



To develop and manage homes that older people want to live in



To empower residents to live fulfilling lives and foster thriving communities



Work towards delivering a new model of housing at Fold where care is available if needed

### ▶▶ Our Values



#### Integrity

Being open and honest about what we do, how we do it and why. Being responsive to the views of our partners and ensuring that our governance meets best practice.



#### Excellence

Providing quality services to our residents, keeping them at the centre of everything we do. Ensuring that our team have the leadership and supports to enable them to deliver the highest standards in everything we do.



#### Creating Value

Using our resources to best effect in pursuing our objectives. Prioritising sound financial management, achieving value for money and protecting future sustainability.

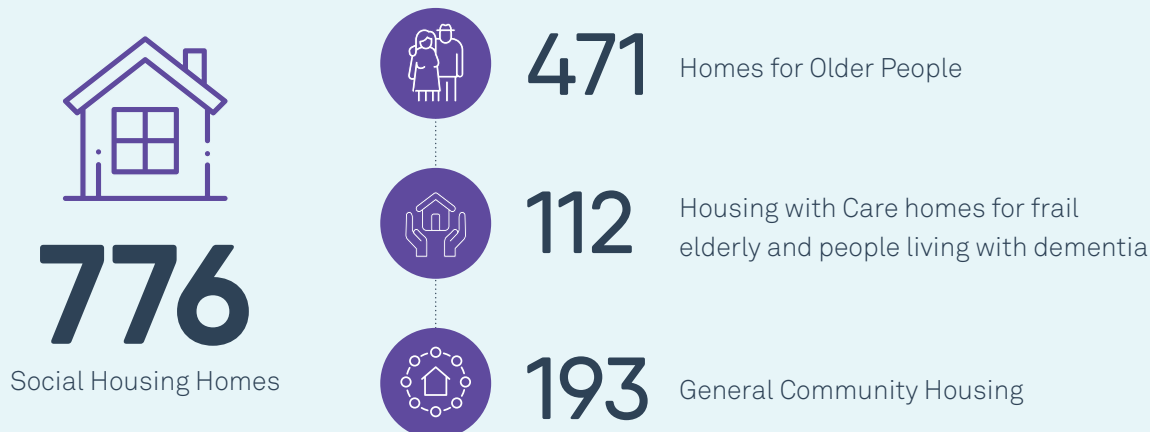




#### Respect

Creating an environment where all residents, colleagues and partners are treated fairly and equitably.




## Who we are as at January 2025

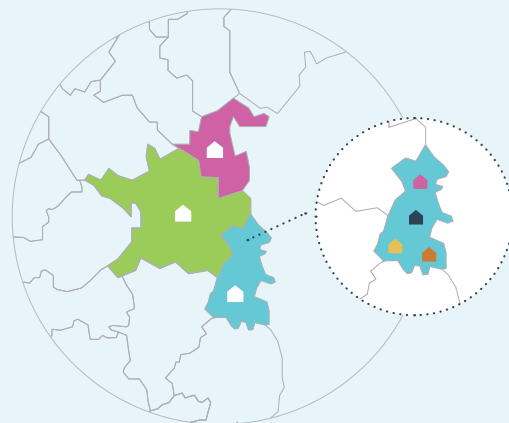
We are an Approved Housing Body (AHB), registered with the Approved Housing Body Regulator (AHBRA), approved by the Health Information and Quality Authority (HIQA) for the delivery of care services, and a charitable organisation registered with the Charities Regulator. Fold was established in 2001 and brought our first homes into management in 2006.



-  **1,051** People call a Fold Property their home
-  **190** homes in construction
-  **800+** pipeline of new homes
-  Manage properties worth **€193m**, aiming for **€332m** by the end of 2027

### Working in 6 Local Authority Areas

-  Dublin City Council
-  Dun Laoghaire Rathdown Co. Council
-  Fingal Co. Council
-  South Dublin Co. Council
-  Louth Co. Council
-  Meath Co. Council



## 127 Colleagues who are skilled in...

- ✓ Delivering care, specialising in dementia
- ✓ Housing and resident support services
- ✓ Estate and property management
- ✓ Resident engagement and community development
- ✓ Property development
- ✓ Construction project management
- ✓ Clerk of works
- ✓ People and culture
- ✓ Corporate services, governance and clinical compliance, and risk management
- ✓ Finance and treasury management

### 3. Our Operating Context

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In delivering our new strategy we acknowledge some of the factors that have shaped our thinking and will be at the forefront of our minds as we deliver on our goals.

#### Demographic Changes

There is a demographic shift underway which will see a significant rise in the number of older people in Ireland, many of whom will have care needs. Preparing for this shift is important and challenging, however also provides opportunities as responses to the delivery of housing, support and care options for older people are underdeveloped. The challenge is complex and the response to achieve positive outcomes is intertwined between housing and health and requires a cross-policy approach with a person-centred focus. This requirement means that there is a need for organisations like Fold who can deliver both housing and care.

#### Housing Policy

Our 2025- 2027 strategic plan coincides with the commencement of a new Government term. The programme for Government places a strong emphasis on housing delivery and a determination to respond effectively to the housing crisis. From Fold's perspective the programme also refers to support for developing and managing older persons housing with onsite services. There is however a level of uncertainty about the direction of government policy regarding AHBs and we await the conclusion of the AHB sector review by the Department of Housing.

#### Social & Health Care

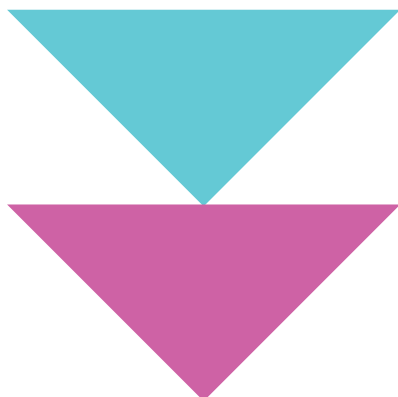
The continued roll out of Sláintecare with an objective of community-based health and care services is important. However, advocacy and support for our older residents is vital to ensure access to these services that support their continued independence. During the lifetime of this strategic plan, we will see the publication of the Commission on Care for Older People and are hopeful that their recommendations will enable a longer-term view to focus policy development and investment. Another area of interest is the imminent expansion of regulation to homecare services that we envisage will enable future development of quality and safe combined housing and care services.

#### Climate Change

We are in a crucial time for delivery on climate action. There is a need for action by organisations such as Fold to play our part in the delivery of the Irish Government Climate Action Plan goals to honour our commitments under global agreements.

#### Changing Aspirations

We are aware that each generation brings different and generally higher levels of expectation and aspiration. To keep pace with these changes and meet emerging needs it is a priority to have a sophisticated understanding of our current and future residents' needs and work with them in developing our homes and services.



## Governance

In an environment where the not-for-profit sector is tasked with, and takes responsibility, for the delivery of essential public services appropriate governance is essential. Increased oversight by Regulators and through legislative reporting, whilst adding to the responsibilities and are a pull on organisation resources, are vital to ensure accountability, transparency, and ethical conduct. As a sector, it is important that individual AHBs through good governance build trust to gain and retain the confidence of our residents, the public and our many funders and wider stakeholders.



## 4. Strategic Goals

### ▶▶ Our Strategic Goals

To help us succeed, Fold has identified six key strategic goals that are the primary drivers for Board and colleagues over the lifetime of this plan. All of our objectives and activities over the next 3 years are to support Fold in the delivery of these goals.

#### Goal 1 →

##### Deliver Homes

“Build excellent homes that people want to live in and support great quality of life in older age”

- Deliver at least 350 new homes over the lifetime of this strategy
- Prioritise design quality and the needs of our residents and communities
- Prioritise 75% of our homes as specialist older persons housing
- Develop partnerships to pursue the development of specialist older persons housing with the availability of onsite personal care services

#### Goal 2 →

##### Financial Sustainability

“Ensure sound financial management is the cornerstone of sustaining our services and enabling our capacity to grow”

- Maintain strong financial health, clearly defining and meeting key performance indicators and complying with the requirements defined by our regulatory and funding authorities
- Provide financial and commercial acumen to assess new housing and care opportunities to sustainably meet our purpose
- Enhance Fold’s treasury and investment strategy and continue to externally verify Fold’s borrowing capacity to meet growth ambitions
- Be ready to meet enhanced Environmental, Social and Governance (ESG) reporting standards as we grow

#### Goal 3 →

##### Impactful Colleagues

“Build a culture where colleagues are engaged and ambitious to meet Folds purpose”

- Enable our leaders to support colleagues to be their best at work, developing skills, experiences and careers
- Deliver initiatives where our people feel valued, are emotionally connected and are supported to take care of their health and wellbeing
- Enhance our understanding and ability to foster a culture of inclusion and equality, celebrating and embracing diversity
- Prioritise the colleague voice to enable continuous improvement, foster internal collaboration, and maintain a working environment and conditions that make us an attractive employer



#### Goal 4 →

### Operational Excellence

“Maintain and enhance excellent resident services alongside maintaining and investing in our homes”

- Prioritise our person-centred philosophy of care and support, and work in partnership with residents to positively shape our services and ways of working
- Remain ambitious to deliver and demonstrate our best in class services across housing, support and care
- Invest in our homes and communities through our responsive, cyclical and planned maintenance programmes
- Strive to minimise the environmental impact of our business activities and prioritise work and projects that positively contribute to greater sustainability

#### Goal 5 →

### Oversight

“Maintain high standards in our governance practices and enhance informed and effective decision-making”

- Prioritise governance to deliver on our purpose in an effective, efficient, accountable and transparent way
- Record the right information and data to understand, identifying appropriate indicators that enable us to measure performance, outcomes and impact
- Ensure our systems, processes and policies comply with legislation and best practice
- Prioritise our risk management culture, expanding the framework and processes to identify, evaluate and manage risk

#### Goal 6 →

### Influencing

“Tell our story to influence positive change to support quality housing and care for people in older age”

- In partnership with residents showcase our older person's housing, support and care services
- Capture data and information to demonstrate social value and impact from our operations
- Engage with residents as well as housing and care peers to research and develop practical solutions to meet Ireland's requirement for homes and services that enhance quality of life in older age
- Establish strategic partnerships to advocate and lobby for change to improve choice and quality of housing, support and care services in older age

## 5. Monitoring our Progress

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Behind each of our goals are a set of projects. Their delivery will be monitored and managed through our annual business plans, performance monitoring and reporting processes to the Fold Leadership Team and to the Board. We will also be creative to ensure we communicate progress to our residents and partners and hold ourself accountable to achieving our goals as well as celebrate our success.





