



Invitation to Tender:

To complete a market review / benchmarking project of Fold Housing's (Fold) colleague roles and terms and conditions

Tender Publication: Tuesday 8th April

Tender Closing Date: Friday 25th April

Background

Fold manages 776 social housing homes in the Greater Dublin Area, Louth and Meath.

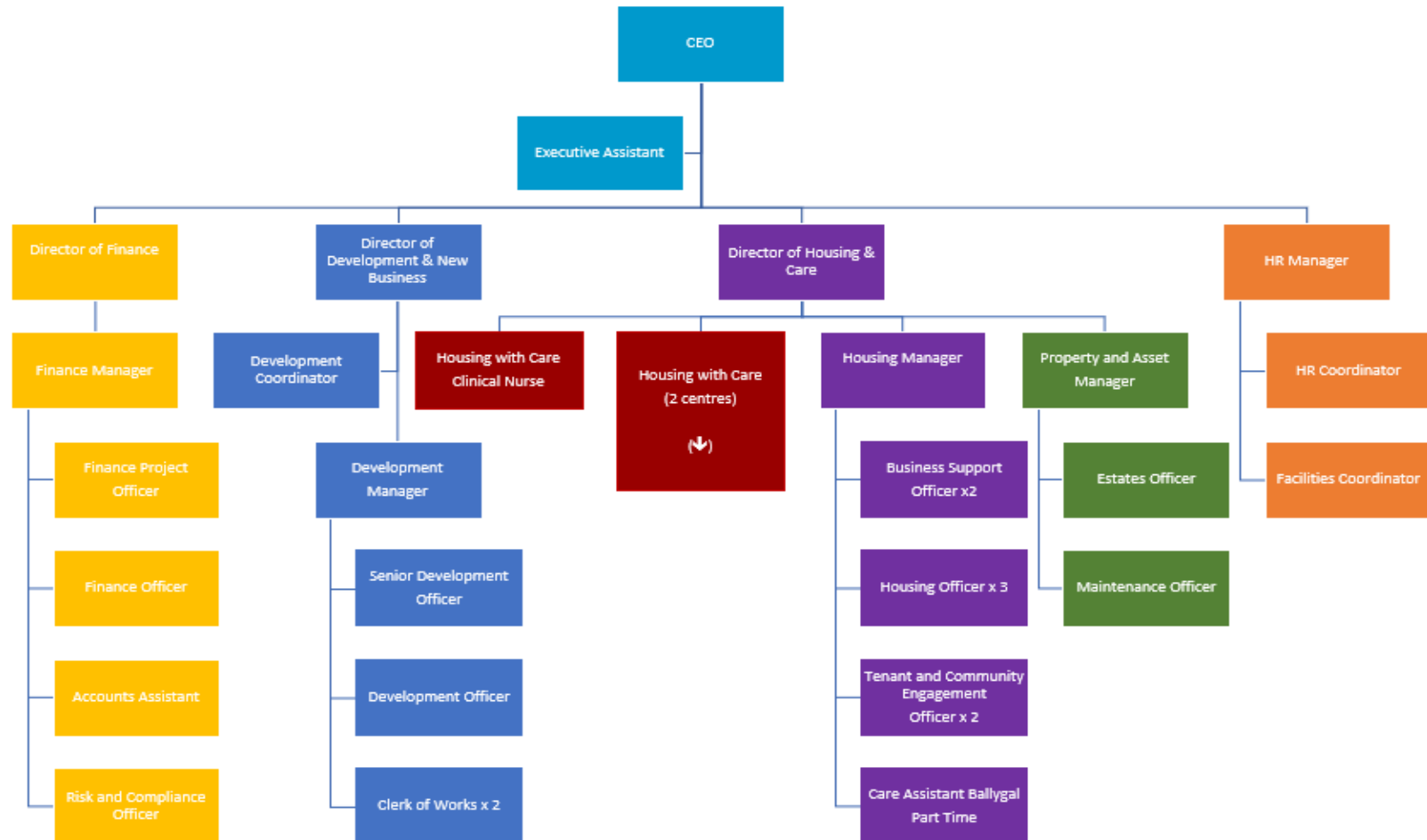
- 112 Housing with Care homes for frail elderly and people living with dementia.
- 471 Homes for Older People
- 193 General Community Housing

We also have nearly 200 homes in construction and a development pipeline of over 800 new homes.

Fold is an Approved Housing Body (AHB), classified as a 'medium sized' AHB with the Approved Housing Body Regulator (AHBRA), approved by the Health Information and Quality Authority (HIQA) for the delivery of care services, a charitable organisation registered with the Charities Regulator, and we have approved borrower status with the Housing Finance Agency.

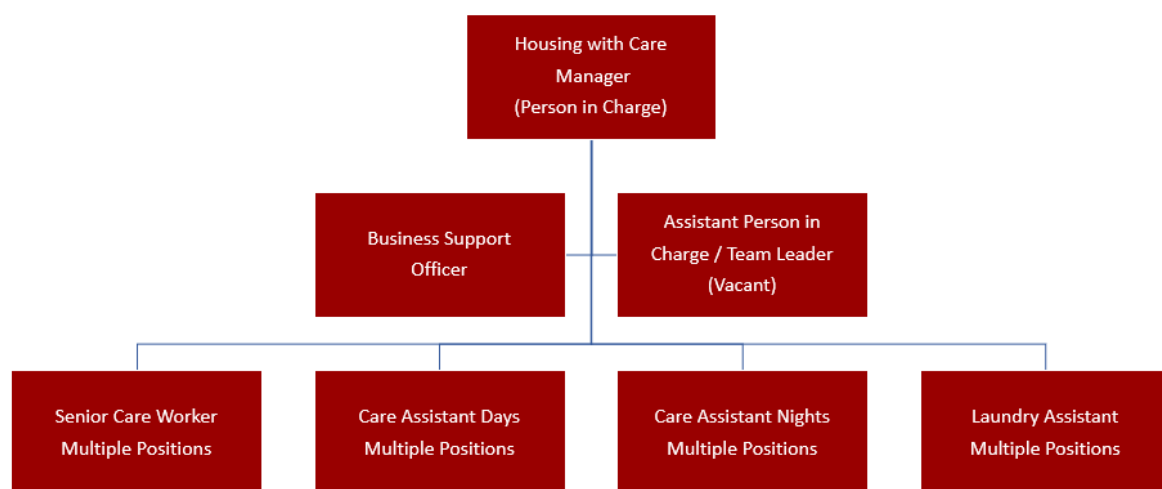
As of March 2025, Fold has a team of 127 colleagues. 102 working in our two Housing with Care (HwC) schemes, 16 delivering our housing/property operations including development, and 9 in corporate services. Our Executive Team comprises of the CEO and three Directors: Finance & Corporate Services, Housing & Care, and Development & New Business.

Fold Organisation Chart



Fold has two Housing with Care schemes in Dublin that have been in operation for the past 19 years. These schemes were the first of their kind to be developed in Ireland and provide an innovative approach to meeting the housing and care needs of frail elderly people and those older people living with dementia. We operate under a social model of care and have 24-hour care staff on site to meet our residents' needs. Where nursing or clinical input is required, we work in partnership with external health professionals and community services.

Housing with Care Organisation Chart



Scope of Services

In line with our strategic commitment to ensure our compensation and benefits offerings are competitive in the market, Fold is seeking support from an experienced consultant / consultancy service to undertake our tri-annual review on terms and conditions of employment.

The purpose of this review is to ensure that our employment offering remains competitive to attract and retain talent in the organisation, while aligning with industry best practices and organisational needs.

The successful service provider will deliver the following:

- Carry out a market review of existing positions in Fold (29 in total), considering responsibilities, complexities, and accountability levels.
- Conduct a review of Fold's main terms and conditions offered to colleagues e.g. pension offer, leave offer, flexible working arrangements and other entitlements, and benchmark these against similar organisations within comparable sectors and areas of responsibility.
- Offer recommendations for adjustments to Fold's compensation and benefits offer, including terms and conditions.
- On a retained basis provide an ad hoc service to conduct market reviews / benchmarking of positions outside of the three yearly cycle. (Until June 2028)

Timescale for the Project

The timescale for the completion of the market review is 31st August 2025.

Project Process

Fold will:

- Provide a key contact; Alison Foran, People & Culture Manager, to coordinate the project and meet with the consultant / consultancy services representatives at the scheduled progress meetings.
- Provide any documentation required to assist in the carrying out to the review.
- Liaise throughout the process to ensure that any additional documentation / information required is provided.
- Ensure availability and schedule meetings with key members of senior staff and Fold Board identified by the Consultant.

The consultant / consultancy service will:

- Provide Fold with a written report outlining the results of the market review of current roles, terms & conditions as well as recommendations for the organisation to consider.
- Recommendations should include the following.
 - Rationale for recommendations
 - Market review benchmarked evidence
- Provide a key liaison representative and meet with the People and Culture Manager at agreed dates to give progress reports on the surveys.

Tender Submissions

All queries on this tender should be directed to Alison Foran, People and Culture Manager before Thursday 17th April.

Proposals should:

- Reference to previous commissions where a similar service has been delivered and accompanying CV(s) referencing relevant knowledge and experience of the people(s) assigned to the project.
- Demonstrate an understanding of the key issues that Fold face regarding our attractiveness as an employer ensuring our offering remains competitive and understanding of our requirements.
- Set out an approach to deliver on the scope presented and should outline the methodology that will be applied to obtain the best results for Fold.
- Outline a work programme indicating the timescale and planned completion date.

Proposals must be submitted to Alison Foran, People and Culture Manager at Alison.Foran@foldireland.ie before 5pm on

Fee

Proposals should provide a fixed fee sum (ex VAT) for carrying out this project and the charging structure for carrying out ad hoc assessments outside the core market review / benchmarking process .

Eligibility and Evaluation Criteria

Fold does not bind itself to accept the lowest or any other Tender. Neither shall it be liable for any costs involved in the preparation of same.

The final decision to award the contract will be based on the most economical advantageous offer. The tender assessment will be based on four criteria:

Criteria	Weighting
Understanding of the brief	20%
Demonstrated skills and past experience of delivering similar reviews, including resource allocation and ability to deliver the specified required review	30%
Methodology and extent to proposed comparative review	30%
Value for money	20%

Timeline

Tenders should be returned to Fold, by email to alison.foran@foldireland.ie by Friday 25th April 2025.

Appendix 1

►► 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.



Creating Value

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



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.



Respect

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