



Good Recruitment for Older Workers – GROW 2 design and test phase

Deadline for Tender Submissions:

17 September 2021 10 a.m.



Contents

1. About us.....	4
2. Background to this Invitation to Tender (ITT).....	6
3. Contract Overview.....	8
3.1 Scope of the contract.....	8
3.2 Aims and objectives.....	10
3.3 Approach and Outcomes/Deliverables.....	10
3.4 Contract term.....	12
3.5 Budget.....	12
4. Invitation to Tender evaluation criteria.....	13
4.1 Scoring.....	14
5. Bid return and Tender evaluation process.....	15
5.1 Enquiries and communication.....	15
5.2 Amendments to the Invitation to Tender	15
5.3 Procedure for the submission of bids.....	16
5.4 Content of bids	16
5.5 Evaluation of bids	17
6. Important notices for bidders.....	18
6.1 Confidentiality	18
6.2 Accuracy of information and liability of Ageing Better and its advisers	18
6.3 Anti-collusion	19
6.4 Non-canvassing.....	19
6.5 Copyright.....	20
6.6 Tax Liability	20
6.7 Modern Slavery Act 2015	20
6.8 Confidentiality	20
6.9 Ageing Better's right to reject bids	20
6.10 Time	21
6.11 Bid costs and loss of profits	21
7. Timetable.....	22
Appendix 1: Conditions of Contract	23
Appendix 2 – Pricing Document	24
Pricing Preambles	24

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Appendix 3 – Written Return	26
Section 0 – General Information	27
Section 1- Experience and skills	29
Section 2 - Approach	30
Section 3 - Project and risk management	32
Appendix 4 – Form of Tender.....	33
Appendix 5 – Anti-Collusion Certificate	35
Appendix 6 – Non-Canvassing Certificate	37
Appendix 7 – Supply Chain of Conduct.....	38

1. About us

The UK's population is undergoing a massive age shift. In less than 20 years, one in four people will be over 65.

The fact that many of us are living longer is a great achievement. But unless radical action is taken by government, business and others in society, millions of us risk missing out on enjoying those extra years.

At the Centre for Ageing Better we want everyone to enjoy later life. We create change in policy and practice informed by evidence and work with partners across England to improve employment, housing, health and communities.

We are a charitable foundation, funded by The National Lottery Community Fund, and part of the government's What Works Network.

We have four priority goals:

Work

More people are working later in life. But employment rates drop after the age of 55 – and over half of people have stopped working before state pension age.

Supporting people to be in good quality, fulfilling work, for as long as possible, is important for their financial security in later life.

The Centre for Ageing Better is calling on employers to become more age-friendly. This means offering flexible working, fair recruitment and training and progression at every age and actively recognising the positive contribution older workers make. Ageing Better is also working with partners to find ways of helping more people approaching later life to get back into work.

Housing

Most people want to live in their own home for as long as possible. But most housing in the UK does not meet accessibility standards. And millions of homes are not deemed decent – in other words, not safe or warm.

Safe, accessible housing can maintain or improve health, wellbeing, and social connections as we age.

The Centre for Ageing Better is campaigning with partners for all new homes to be built to higher accessibility standards and for current housing to be radically overhauled. Ageing Better is also working with planners, designers and developers to provide diverse housing options for people approaching later life.

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Health

Too many of us spend later life in poor health and disability despite our longer lives. And people from the poorest areas are spending up to 20 years with disabling health conditions.

Good health allows us to remain independent, work and be involved in our communities.

The Centre for Ageing Better is working with national and local partners to prioritise prevention and early intervention. Ageing Better is also working to ensure people's living and work environments enable them to live a full life even if their health has declined or they have developed a disability.

Communities

The design of the places we live in can enable us to get out and about and meet people as we grow older. But many people face barriers that stop them doing the things they enjoy and that matter to them.

As people approach later life, it's important they live in communities that make it easier to stay connected to other people.

The Centre for Ageing Better is working with local government, businesses, and voluntary sector partners to improve transport and community spaces. Ageing Better is also working to increase opportunities for people to be active and involved in their communities regardless of age, ability or circumstances.

**Let's take action today for all our tomorrows.
Let's make ageing better.**

2. Background to this Invitation to Tender (ITT)

NOTE:

- This Invitation to Tender (“ITT”) is available to download on the Ageing Better website and is open to any **bidder** submitting a proposal for the Contract (hereinafter referred to as the “**Contract**”) before the stated deadline.
- Although this ITT is not subject to the [Public Contracts Regulations 2015](#), Bidders are reminded that Ageing Better will conduct the process in accordance with the key EU principles of transparency, non-discrimination and equal treatment.
- Any clarification questions should be sent to responses@ageing-better.org.uk by 10 a.m. on 27 August 2021
- Bidders should also notify us of their intention to bid by 3 September 2021.

The aim of the Good Recruitment for Older Workers (GROW) project is to minimise age bias in the recruitment process as part of the Ageing Better’s ‘Work’ priority goal. The link to the GROW page from our website is [here](#). The project has three phases:

- Phase 1 – Researching the current recruitment landscape, the experiences of older applicants, and the language used in job ads. This phase has been completed, and the key insights are summarised below.
- Phase 2 – Collaborating directly with employers and recruiters in designing, testing, and identifying the best new approaches to reducing age-bias in recruitment. This will focus on the key stages in the recruitment process. The aim of this phase is to change practice by creating practical outputs that work and can scale. **This ITT is for this phase – Phase 2.**
- Phase 3 – A larger scale roll-out and evaluation phase with employers and recruiters which will build directly on the key activities from Phase 2.

Our research into age-bias in recruitment

Our research and stakeholder consultation work to date has highlighted that many individuals across a wide age range face age-bias and discrimination throughout the recruitment process. We know that this is a highly complex issue, with age generally being the protected characteristic given least emphasis by employers and recruiters. We also know that whilst ageism is an important issue, it cannot be understood, analysed, or challenged without attention to other intersecting forms of bias and discrimination including gender, ethnicity and class.

We launched three separate research projects in 2020 looking at different areas relating to age-bias in recruitment.

- Understanding the recruitment landscape and system in the context of older applicants.
- Understanding age 50+ individuals’ recruitment experience.
- Understanding and improving recruitment language, imagery, and messaging.

The research highlighted areas of potential bias throughout the recruitment process, including:

1. In the recruitment landscape. Our [report](#) “Shut out- how employers and recruiters are overlooking the talents of over 50s workers” highlights that:
 - Employers do not consider age ‘a problem’ in their organisations, so do not account for it in the recruitment process.
 - When considering diversity and inclusion in recruitment, few employers look at or consider age bias in their recruitment processes.
 - Informal and opaque criteria such as organisational ‘fit’ have the potential to disadvantage older workers.
 - If employers did consider age in recruitment, it was often in the context of recruiting younger workers.
 - Despite many employers stating diversity and inclusion were important to them, few had organisational strategies aimed at making the recruitment process more diverse and inclusive, especially in the context of age.
2. Through the experiences of older workers. From the [report](#) “Too much experience – older workers views on ageism in the recruitment process”:
 - The recruitment process is not working for many older workers, with more than one third (36%) of 50- to 69-year-olds saying they feel their age would disadvantage them in applying for jobs.
 - Older jobseekers have a variety of different backgrounds, career paths and ambitions. However, many feel that employers pigeonhole them with stereotypes such as having ‘too much experience’ (29%), exhibiting lower levels of commitment and being less physically or mentally able.
 - Ageism in the recruitment process, described by one participant as “soul-destroying”, has a negative impact on older workers’ job prospects, their wellbeing, and their financial situation. This can potentially lead to job insecurity, early retirement and/or negatively impact people’s confidence and sense of self-identity.
 - Ageist recruitment processes can affect all ages, with younger age groups also saying they are seen as too old in certain circumstances.
3. Through the language in job ads. The research [report](#) “Understanding and improving recruitment language, imagery and messaging” looked at which words were associated with younger, older or all candidates. Words such as ‘innovative’ were associated with younger workers and words such as ‘dependable’ associated with older workers. This research found that:
 - Words and phrases have a bigger effect on older candidates’ perceptions of their success, than on their likelihood of applying.
 - Younger-age stereotype words are more commonly used in real job advertisements than older-age stereotype words.
 - Using language that appeals more broadly to older candidates does not deter younger applicants.
 - Avoiding potentially age-biased words and phrases may be more important for particular groups of older candidates.

We are combining all these findings into a best practice guide (to be published) and we are now looking to use the findings of this research to design, test, and identify the best approaches to reduce age-bias in recruitment.

3. Contract Overview

3.1 Scope of the contract

This tender is for **Phase 2 of the overall GROW project.**

Phase 2 will include collaborating and partnering directly with employers, recruiters and over 50s to scope, co-design, and test approaches to reduce age-bias in recruitment.

This phase focuses on understanding employer and recruiter behaviours and designing and testing new approaches that result in more age-inclusive recruitment outcomes. The focus of this project will be to build relationships with employers and recruiters to co-design and test multiple approaches which will remove barriers in the recruitment process for older workers. The project will test how the evidence from our Phase 1 research and other relevant studies can be implemented in practice.

The successful bidder will be expected to utilise existing research (from Phase 1 and other relevant studies), as well as engage with a representative group of employers, recruiters and those with lived experience to design and test new approaches.

Phase 2 outputs are expected to be practical and include testing a toolkit for employers and recruiters, and recommendations for the approaches that will have most impact and scale. We have already drafted an age inclusive recruitment guide outlining 5 key principles: Put age into ED&I, know your numbers, advertise without age-bias, check your process and build awareness and confidence. This guide, once published will be made available to the successful contractor. The focus should be on the main stages of the overall recruitment process – vacancy/job listing, application process, shortlisting, interview, and post-interview communication. We would expect Phase 2 to prototype and test multiple approaches.

We believe this project needs to take a design-led approach with a focus on the behaviours of those designing and implementing a recruitment process, and on how age bias can be mitigated at different stages. In using this approach, the project will provide opportunities to engage and create buy-in from key stakeholders e.g. employers from across the public and private sector and recruitment agencies. Following a successful co-design process, the project will need to focus on developing practical ideas and testing them through low to high fidelity prototyping. Ideas will need to be scalable and cost effective in order to ultimately enable replication across a range of sectors and employers.

We are open to bidder's suggestions and thoughts as to the best methodology to deliver this approach. We expect bidders to suggest a range of approaches and methods to facilitate the

co-design and prototyping process and a clear justification for the approach suggested. We also expect bidders to lay out what scale of testing is feasible within the timeline and budget.

The successful bidder/s will therefore need to have expertise in co-design, prototyping and organisational behaviour change to be best equipped to develop an informed and feasible approach. They will also need to demonstrate knowledge and expertise in employment practice, diversity, and inclusion (D&I) practice and of the recruitment process.

If you are bidding as part of a partnership or consortium, please explain in the written return how you will ensure the partnership is successful and risks will be managed. If you have worked together in the past, please explain how you have managed this. If this is a new partnership, please explain how you will manage the partnership and mitigate risks.

Approach to Learning

This Phase will not be independently evaluated, and we are not expecting bidders to provide any form of impact evaluation. However, we would expect the successful bidder to capture and share learning at every stage in the process. We will require a learning partner approach with a documented timeline of the process undertaken through the design work.

The bidder will need to demonstrate an ongoing collaborative learning process of 'collecting and reflecting' throughout the design process. We would like to understand the bidder's approach to ongoing learning and improvement with examples of how this approach has been used before – for example learning logs, change logs, how you capture and document the evolution of ideas, theories of change for refined prototypes – and how you would anticipate sharing the ongoing learning with Ageing Better and relevant stakeholders in this project.

We would also like to understand how you will assess ideas for their feasibility, cost-effectiveness, and potential scalability, including the conditions that will likely enable these innovations to thrive.

Towards the end of the project, we may ask you to liaise with the evaluation partners we will be commissioning for Phase 3 to support them to understand how the project has developed. They will not be evaluating your work: this will be to inform their work in the next phase of the project.

3.2 Aims and objectives

The aims of this project are as follows:

- To recruit, and partner with a representative sample of employers, recruiters / recruitment sites across sectors and people with lived experience to reduce age bias in the key stages of the recruitment process.
- To build on relationships with employers and recruiters, including with relationships developed by Ageing Better through sustained engagement with a working group of employers and recruiters for the project.
- To co-design and test a range of new practical approaches with this representative sample
- To build a roadmap of the key stages and learning to demonstrate the process.
- To provide recommendations for the best approaches to address age-bias within recruitment, that are cost-effective and scalable, to take forward for scaling.
- To test and provide recommendations on best practice on how to engage and attract employers/recruiters to take up the approaches.
- To provide guidance employers and recruiters can use to reduce age-bias in their recruitment processes

3.3 Approach and Outcomes/Deliverables

We see the approach for this project comprising three stages, with the contractor involved in the scoping, design, and test stages.

- **Stage One - Relationship building stage**
 - Centre for Ageing Better will begin to build relationships with employers and recruiters to be part of this project.
- **Stage Two - Scoping stage**
 - Further recruitment of a range of employers and recruiters by the contractor to:
 - be part of a working group to support the co-design and feedback on models or products.
 - to trial prototype models/solutions.
 - Recruitment of older workers (50+) with recent experience over the last 2 years of the recruitment process. This sample can also draw on older workers that we have engaged with through employers. This will support co-design and testing on possible models and products where appropriate (i.e., user experience).
 - Report detailing the employers and recruiters recruited to the projects including types and sectors. Please note that Ageing Better would like to maintain an active relationship with employers / recruiters in the project, to enable possible involvement in future work.
 - A journey map of the recruitment process, including key points where age bias could occur, and opportunities for approaches or processes to mitigate

this. We would anticipate it to draw upon the Phase one research and existing evidence, and for the working group to input into this

- **Stage Three - Design and testing**

- Several early iteration co-designed approaches that may reduce age bias at the different stages of the recruitment process. We would expect the bidder to indicate what number of models or products they would anticipate developing in the first instance against what stages of the recruitment process, to get a sense of your approach to the project. We anticipate that this stage would include:
 - Low fidelity rapid prototype testing
 - A report on the initial co-design and testing, including the processes used and the learning from the project to date, and how the approaches could bring about change.
 - Higher fidelity tests of the approaches with the most promise, as agreed with Ageing Better. This will include gathering data to show that the prototypes that make a difference to older workers.
 - Final report on the results of the prototype tests, and feedback from users and working group, on how the approaches could bring about change and learning from the project. This would need to enable Ageing Better to determine which prototypes should be taken forward into piloting (Phase 3), and details regarding the conditions for successful piloting. The report will also need to include an indication of delivery costs, and potential scalability.
 - A toolkit or other similar output to share successful prototyped approaches with employers and recruiters, including early indicators of effectiveness. We are open to ideas of what this would entail.

Points to note:

- We would anticipate that employers recruited by the successful contractor would cover a range of sectors including public and private sectors, and medium to large sized companies. We are open to also including smaller organisations if their time and resource was available. We would also expect recruiters and potential recruitment websites to be part of the project. We would therefore like to hear from bidders on their sampling approach so there is both breadth and depth within the target groups number of employers / recruiters.
- We would anticipate the working group of employers and recruiters to be involved throughout the co-design, feedback, testing, and learning process, to input into the project.
- We know that there are often intersections in terms of bias in recruitment between age and other characteristics such as gender, race or disability. We are interested in approaches that explore how people are multiply disadvantaged in the recruitment process and ways to reduce them.
- We would anticipate people with recent lived experience of the recruitment process to be involved at relevant stages to ensure their views are incorporated into the design of interventions. The contractor will need to demonstrate

experience in recruiting and working with a diverse group of participants and provide a proportionate breakdown against specific ethnic groups and genders.

- Ageing Better will be an active commissioner for this project. We would expect to be involved in decision making around prototype choices, and ensure our research and expertise are brought in throughout. We will also be involved with the working group to ensure we are able to learn first-hand from the group and would want to have access to documentation and materials feedback output from employers, recruiters, and users on the design and testing.
- Ageing Better will look to continue to build on the relationships with employers and recruiters beyond the life of Phase 2 of this project.

3.4 Contract term

The total contract term is estimated to be between 12 to 16 months. **Please provide a timeline against the key phases above and deliverables.**

3.5 Budget

We would like bidders to provide proposals based on the following budget.

- £160,000 (excluding VAT). This is the maximum amount for this phase.

Costs in the Pricing Document should be presented exclusive of VAT. Bidders should state whether or not they will apply VAT to the total Contract value. Ageing Better intends to award a Contract for services, on the basis of this Specification and Invitation to Tender. As such, it is our understanding that VAT is applicable, regardless of the successful Bidder's VAT status. Ageing Better recommends that Bidders should seek independent advice if they do not intend to apply VAT. Ageing Better will not make any additional provision to the agreed Contract value in order to cover VAT liabilities if these costs are not included in the original Pricing Document.

4. Invitation to Tender evaluation criteria

Bids shall be evaluated against the criteria below.

Criteria	Sub Criteria	Weighting
Price (10%)	Pricing	10%
Quality (90%)	Experience and skills of team Including knowledge of relevant methods/approaches and of similar projects	40%
	Approach Including scoping, prototyping and stakeholder engagement across the whole project	40%
	Project and risk management	10%
Total		100%

4.1 Scoring

Scoring

The criteria shall be scored on a scale of 0 to 5 by reference to the following scoring guide:

Score	Description
5	Exceptional. Demonstrates strengths, no errors, weaknesses or omissions and exceeds expectations in some or all respects.
4	Good. The standard of response fully meets expectations.
3	Satisfactory. The response is acceptable but with some minor reservations.
2	Poor. The response is deficient in certain areas where the details of relevant response require the reviewer to make certain assumptions.
1	Very Poor. The response is deficient in the majority of areas where the details of relevant response require the reviewer to make frequent assumptions.
0	Rejected. Response is unacceptable or non-existent, or there is a failure to properly address any issue.

5. Bid return and Tender evaluation process

5.1 Enquiries and communication

During the Invitation to Tender stage Bidders may submit questions and requests for Clarification or further information. Bidders should note the following procedure for obtaining further information or Clarification on matters arising during the Invitation to Tender stage:

- Bidders shall address their questions and requests for Clarification or further information via e-mail to: **responses@ageing-better.org.uk**.
- On receipt of a request for Clarification or further information, Ageing Better may, at its sole discretion, endeavour to respond to the Bidder and provide such Bidder with any additional information to which Ageing Better has access, but Ageing Better shall not be obliged to comply with any such request and does not accept any liability or responsibility for failure to provide any such information (and absence of a response from Ageing Better shall not entitle a Bidder to make any particular assumptions about the matters sought to be clarified);
- Except as stated below, all questions and requests for Clarification or further information and the corresponding responses, will be circulated by Ageing Better to all Bidders.
- When submitting a question or request for Clarification or further information, Bidders should indicate whether or not they believe the question or request for Clarification or further information is commercially confidential to them and should not therefore be shared with other Bidders. Any such question or request for Clarification or further information should be marked 'Confidential – not to be circulated to other Bidders';
- If Ageing Better considers that, in the interests of open and fair competition, it is unable to respond to the question or request for Clarification or further information on a confidential basis, it will inform the Bidder who has submitted it. The Bidder must as soon as practicable thereafter request that either the query be withdrawn or treated as not confidential.
- All questions or requests for Clarification or further information must be submitted by **10 am on 27 August** at the latest. Requests/questions received after this time will not be responded to by Ageing Better.

5.2 Amendments to the Invitation to Tender

Ageing Better reserves the right to issue amendments or modifications to this Invitation to Tender during the Invitation to Tender stage. These will be issued to all Bidders simultaneously and bids will be assumed to take account of any such modifications and amendments.

5.3 Procedure for the submission of bids

Bidders shall submit one electronic copy Invitation to Tender by no later than via e-mail to: **responses@ageing-better.org.uk**

The Invitation to Tender return shall state the following title:

GROW 2 – Design and Test

We will acknowledge receipt of all bids.

Please provide your response to this Invitation to Tender by completing the required documents. Please do not provide separate or different types or formats of documents unless specifically requested to do so.

Please note that any stated limits on length of responses set out in the Invitation to Tender must be strictly adhered to. Any question response exceeding the stated limit will be disregarded beyond that limit. Unless specifically requested to do so, please do not include or upload any standard marketing or promotional material within your answer as this will be disregarded.

Supporting information (appendices, attachments etc.) should be presented in the same order as, and should be referenced to, the relevant question.

Late submissions will not be accepted.

Bidders are strongly recommended not to leave their Invitation to Tender submission to the last minute. Ageing Better will not be held liable for failures to submit an Invitation to Tender on time due to technical issues reported less than 24 hours before the submission deadline.

5.4 Content of bids

All bids must consist of the following items/documents:

- Confirmation of acceptance of the Conditions of Purchase as set out at Appendix 1;
- A completed Pricing Document as set out at Appendix 2;
- A completed Written Return, specifying how the Bidder will carry out the Services to be provided under the Contract, as set out at Appendix 3
- A copy of the Form of Tender as set out as Appendix 4 signed by the authorised signatory submitting the bid on behalf of the Bidder;
- A completed Anti-Collusion Certificate as set out at Appendix 5, signed by the authorised signatory submitting the bid on behalf of the Bidder;
- A completed Non-Canvassing Certificate as set out as Appendix 6, signed by the

authorised signatory submitting the bid on behalf of the Bidder.

- A signed Supply Chain of Conduct as set out at Appendix 7, signed by the authorised signatory submitting the bid on behalf of the Bidder.

5.5 Evaluation of bids

- Bids will be checked initially for compliance with this Invitation to Tender and for completeness. Bids that are not substantially complete and/or compliant with this Invitation to Tender may be rejected;
- During the evaluation period, Ageing Better reserve the right to call for further information/clarifications from Bidders to assist it in its consideration of their bids. Note that Ageing Better reserve the right to adjust the scoring of a Bidder's bid if information is established during clarifications that fundamentally changes any tendered proposal.
- Ageing Better reserve the option to invite Bidders to attend an interview at Ageing Better's offices to further explain their bid proposals. The provisional dates for these interviews are shown in Section 7 (Timetable) of this Invitation to Tender. The dates, times and venues of the interviews (if held) will be confirmed with Bidders under separate cover;
- The purpose of the Bidder interview is to allow Ageing Better to achieve a more rounded appreciation of Bidders' proposals. Note that Ageing Better reserve the right to adjust the scoring of a Bidder's bid if information is established during the interview that fundamentally changes any tendered proposal.

6. Important notices for bidders

6.1 Confidentiality

Subject to the exceptions referred to below, the information in this Invitation to Tender is made available by Ageing Better on condition that Bidders shall:

- at all times treat such information as confidential;
- not disclose, copy, reproduce, distribute or pass the information to any other third person or allow any of these things to happen; and
- not use the information for any purpose other than for the purpose of making (or deciding whether to make) a bid for the Contract.

Notwithstanding the conditions referred to above, Bidders may disclose, distribute or pass information to another person if:

- it is done for the sole purpose of enabling a bid to be made and the person receiving the information undertakes in writing to keep the information confidential on the same terms as set out in this Invitation to Tender; or
- Ageing Better gives its prior written consent in relation to such disclosure, distribution or passing of information.

Ageing Better may disclose any information relating to the bids to its directors, officers, employees, agents or advisers. Ageing Better also reserve the right to disseminate information that is materially relevant to the Contract to all Bidders, even if the information has only been requested by one Bidder. Ageing Better will act reasonably as regards the protection of commercially sensitive information relating to the Bidder.

6.2 Accuracy of information and liability of Ageing Better and its advisers

The information contained in this Invitation to Tender has been prepared by Ageing Better in good faith but does not purport to be comprehensive or to have been independently verified. Ageing Better does not accept any liability or responsibility for the adequacy, accuracy or completeness of, or makes any representation or warranty (express or implied) with respect to the information contained in the Invitation to Tender or with respect to any written or oral information made or to be made available to any Bidder or its professional advisors and any liability therefore is hereby expressly disclaimed.

Bidders considering entering into a contractual relationship with Ageing Better should make their own enquiries and investigations of Ageing Better's requirements. The subject matter of this Invitation to Tender shall only have contractual effect when it is contained in the express terms of an executed agreement.

Nothing in this Invitation to Tender is, or should be, relied upon as a promise or representation as to the future and Ageing Better does not undertake to provide Bidders with access to any additional information or to update the information in this Invitation to Tender or to correct any inaccuracies that may become apparent. Ageing Better reserve the right, without prior notice, to change the procedures outlined in this Invitation to Tender or to terminate discussions and the delivery of information at any time before entering into the Contract.

6.3 Anti-collusion

Any Bidder who, in connection with the competition for the selection of Bidders for the Contract:

- Fixes or adjusts its bid by or in accordance with any agreement or arrangement with any other Bidder;
- Enters into any agreement or arrangement with any other Bidder to refrain from making a bid or to alter, in any way, the content of any bid to be submitted;
- Causes or induces any person to enter into any such agreement as referred to above or to inform any other Bidder of the content of any other bid for the Contract;
- Offers or agrees to pay or give or does pay or give any sum of money, inducement or valuable consideration directly or indirectly to any persons for doing or having done or causing or having caused to be done any act or omission in relation to any other bid or proposed bid for the Contract; or
- Communicates to any person (outside its consortium, its professional and financial advisers other than Ageing Better or any person duly appointed by Ageing Better) the content of its proposed bid, will be disqualified (without prejudice to any other civil remedies available to Ageing Better and without prejudice to any criminal liability that such conduct by a Bidder may attract) from further participation in the competition for the Contract. Bidders are required to return with their bid the Anti-Collusion Certificate set out at Appendix 6.

6.4 Non-canvassing

Any Bidder who, in connection with its bid for the Contract:

- offers an inducement, fee or award to any representative of Ageing Better or any person acting as an adviser to Ageing Better in connection with the selection of Bidders for the Contract; or
- does anything which would constitute a breach of the Bribery Act 2010, will be disqualified (without prejudice to any other civil remedies available to Ageing Better and without prejudice to any criminal liability that such conduct by a Bidder may attract) from further participation in the competition for the Contract. Bidders are required to return with their bid the Non-Canvassing Certificate set out at Appendix 7.

6.5 Copyright

The copyright in this Invitation to Tender is vested in Ageing Better and may not be reproduced, copied or stored in any medium without the prior written consent of Ageing Better. This Invitation to Tender and any document issued to Bidders supplemental to it shall remain the property of Ageing Better and shall be returned upon demand.

6.6 Tax Liability

Ageing Better and its subsidiaries, conducts their activities with integrity, transparency and fairness. Ageing Better are committed to the prevention of the facilitation of tax evasion as they recognise the importance of fostering a positive culture of tax compliance and maintaining the confidence of students, staff, partner organisations, other customers and the tax authorities.

Ageing Better and its subsidiaries do not and will not work with others who do not share their commitment to preventing the facilitation of tax evasion.

6.7 Modern Slavery Act 2015

The Bidder recognises that Ageing Better has a legal and moral commitment to ensuring that Ageing Better, through its staff, associates, agents, service providers and suppliers, conducts its business in accordance with the highest standards of ethical behaviours, transparency and probity. The Bidder shall, upon the request of Ageing Better, provide evidence of the steps the Bidder is taking to ensure that slavery and human trafficking is not taking place in any part of the Bidder's own business or supply chain in accordance with the provisions of the Modern Slavery Act 2015.

6.8 Confidentiality

Bidders shall not undertake (or permit to be undertaken) at any time, whether at this stage or after conclusion of the Contract, any publicity activity with any section of the media in relation to the Contract other than with the prior written consent of Ageing Better (in relation to the form and content of the proposed publicity).

6.9 Ageing Better's right to reject bids

Notwithstanding anything else stated in this Invitation to Tender, the issue of this Invitation to

Centre for Ageing Better

Tender in no way commits Ageing Better to enter into the Contract or any other agreement whatsoever. Ageing Better is not bound to accept any bid and reserve the right to accept any bid either in whole or in part.

Ageing Better reserve the right to reject any or all of the responses received and discontinue the bidding process and/or reject any incomplete or incorrectly completed responses.

Bids will be checked initially for compliance with the requirements of this Invitation to Tender and for completeness. Clarification may be sought from Bidders in order to determine if a bid is complete and compliant. Bids that are not substantially complete and/or compliant with the requirements of this Invitation to Tender may be rejected.

6.10 Time

Ageing Better reserve the right, in its absolute discretion to amend the timetable or extend any time period in this Invitation to Tender.

6.11 Bid costs and loss of profits

Bidders shall bear their own costs and in no circumstances whatsoever shall Ageing Better become liable for any bidding costs, nor shall Ageing Better be liable for any loss of profits, loss of Contracts or other costs or losses suffered or incurred by a Bidder as a result of that Bidder not being awarded one or more Contracts pursuant to this procurement process. Ageing Better shall similarly not be liable in the event that the procurement process is cancelled, whatever the reason.

7. Timetable

The indicative timetable for the procurement process is as set out below:

Stage	Date
Invitation to Tender issued to Bidders	Wednesday 4 August 2021
Deadline for clarification questions	Friday 27 August 2021 by 10am
Deadline for notifying intention to bid	Friday 3 September 2021
Deadline for bid submission	Friday 17 September 2021 by 10 am
Bidder Interview	Wednesday 29 September 2021
Notification of result	Friday 1 October 2021
Appointment of successful Bidder	Monday 11 October 2021
Contract commencement	Monday 18 October 2021

Ageing Better reserves the right to amend the above timetable.

Appendix 1: Conditions of Contract

Appendix 2 – Pricing Document

Pricing Preambles

1. The Pricing Document contains the Bidder's rates (excluding VAT).
2. The descriptions in the Pricing Document shall not be regarded as an exhaustive statement of everything included in the Contract; refer to the Specification for the full Contract requirements. The rates in the Pricing Document shall include for all work shown or described in the Contract as a whole and for all work not described but apparent as being necessary for the provision of the Services.
3. The rates in the Pricing Document shall include for the whole of the Bidder's obligations under the Contract whether expressly stated or reasonably implied. No additional request for payment will be permitted unless authorised in writing by Ageing Better.
4. All rates quoted are to be fixed until March 2023. Rates from March 2023 onwards shall be subject to review between the parties, and any proposed increase shall be agreed in writing by Ageing Better. Any rate of increase shall be limited to a maximum of the prevailing CPI rate at the time of the review, published by the Office for National Statistics.
5. Where quantities are stated in the Pricing Document the Bidder should note that they may vary and there is no guarantee of quantity. The rates quoted in the Pricing Document shall apply regardless of the actual quantity of Services subsequently ordered.
6. The rates shall be sufficient to provide the Services in the Specification in isolation from any other requirement and in any quantity.
7. No quantity or continuity of work is guaranteed to the Bidder and this should be taken into account when completing the Pricing Document. Unless expressly stated to the contrary, any quantities given in the Pricing Document are indicative only.
8. Payment shall be made in accordance with the Pricing Document and the procedures described in the Conditions of Contract attached at Appendix 1.
9. The Bidder shall include all mileage, subsistence and expenses costs within the submitted rates.
10. The Bidder shall include all costs for the production of any documentation and the attendance of any meetings required by Ageing Better under the Contract within the submitted rates.

Schedule of Rates

Team member	Role	No. of days	Price per day (excl. VAT)	Total days
Total (excl. VAT)				£

The above rates shall include for all work shown or described in the Contract as a whole and for all work not described but apparent as being necessary for the provision of the Services.

Appendix 3 – Written Return

The Written Return is separated into a number of Sections and questions to provide Bidders with clarity on the overall requirements of Ageing Better in relation to the quality measures used to evaluate all bids.

Each Section is linked to the Evaluation Criteria detailed in Section 4 of this ITT document. The Section weightings are shown in each Section heading

Each element of each question shall be scored on a scale of 0 to 5 by reference to the scoring guide detailed in Section 4 of this ITT document.

Bidders shall note that there is a 3000-word limit for the entire written return, excluding CV's. Words that are used in diagrams are included in the word limit. Please note that any stated limits on length of responses set out in the Invitation to Tender must be strictly adhered to. Any question response exceeding the stated limit will be disregarded beyond that limit.

Section 0 – General Information

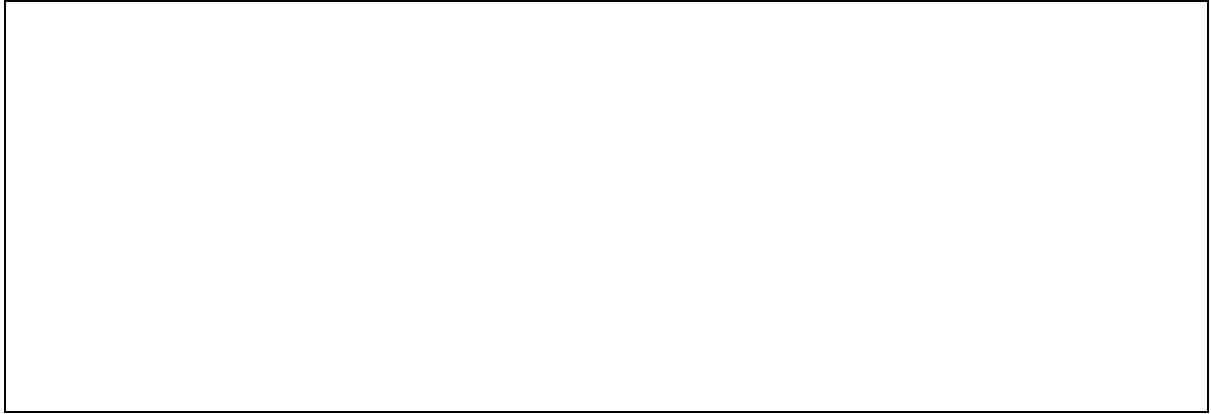
1	Bidder name	Insert details
2	Registered address	Insert details
3	Name of person completing the Invitation to Tender	Insert details
4	Telephone number	Insert details
5	E-mail address	Insert details
6	Company status (e.g. Ltd, Plc, sole trader, Charity, Community Benefit Society, etc.)	Insert details
7	VAT registration number	Insert details
8	Company registration number and/or charity number	Insert details
9	Date of incorporation	Insert details
10	<p>Please provide the organisation name, contact details and a brief description of 2 contracts of a similar nature which demonstrate the Bidder's experience in relation to Ageing Better's requirements. Any Contract award will be subject to a satisfactory reference being provided by one or both of the named companies.</p>	
	Insert details	

NOTE TO BIDDERS

Upon identifying the successful Bidder, Ageing Better may seek further evidence to determine the Bidder's ability to perform the Contract prior to awarding the Contract. If the Bidder is unable to provide the further evidence required, Ageing Better reserves the right to withdraw the Bidder's successful Bidder status.

Section 1- Experience and skills	Weighting
	40%
<p>Please outline your experience in relation to similar projects and highlight your knowledge and experience of the topic areas. Please also highlight involvement of specific staff. CVs can be included as appendices and do not count towards total word count.</p> <p>We are looking for bidders to evidence the following</p> <ul style="list-style-type: none"> • Relevant skills to complete the objectives of the project and experience of applying these skills in similar projects • Relevant experience and knowledge of the employment sector and the recruitment process 	
Bidder's Response	

Section 2 - Approach	Weighting
	40%
<p>Please tell us how you would approach delivering this work and achieving the outcomes we want to see. Within this response please include:</p> <ol style="list-style-type: none"> 1. An approach to identifying and relevant stakeholders for the project – including employers, recruiters, people with lived experience, and others outlined in the ITT. 2. An approach to engaging and managing relationships with stakeholders. 3. An approach to co-design and to developing and refining the prototyped models. 4. An approach or framework for documenting the learning throughout the project learning activities. 5. An approach to documenting final model/s and assessing their feasibility, likely uptake and benefits to employers. 6. An approach to developing a recommended output for this project <p>Please also highlight any challenges you foresee and how these might be overcome.</p> <p>The Bidder shall demonstrate how their proposed solution addresses the requirement above. The Bidder's response shall take each requirement and explain the understanding of the requirement and the Bidder's proposed solution to addressing that requirement. Bidders shall provide evidence to support the response.</p>	
Bidder's Response	



Section 3 - Project and risk management	Weighting
	10%
<p>Please explain how the project will be managed to ensure a high-quality outcome and outputs. Please identify the main risks surrounding this project and how you will manage them.</p> <p>Outline your approach to assuring the quality of processes and outputs and your approach to risk management. If you are bidding as a consortium, please highlight your history of working together and how you will work together on this specific project, including how you will mitigate any risks as a result.</p> <p>.</p>	
Bidder's Response	

Appendix 4 – Form of Tender

To: Centre for Ageing Better

Re: GROW 2 – Design and Test (the “Contract”)

Dear Sirs

1. Having examined the Invitation to Tender and having satisfied ourselves as to all other matters relevant thereto, we confirm our tender for the Contract.
2. We enclose our tender, and confirm that these comprise all of the documents required to be submitted in accordance with the matters set out in the Invitation to Tender. We acknowledge that we are bound by our proposals submitted pursuant to the Invitation to Tender.
3. We hereby unconditionally and irrevocably offer to provide the Services requested to be provided and performed under the Invitation to Tender in accordance with the Contract and at no greater rates or prices than the rates or prices stated in the Pricing Document.
4. We confirm that we are fully conversant with all the Invitation to Tender documentation and that this tender is submitted strictly in accordance with the Invitation to Tender.
5. We agree that this tender shall remain open to be accepted or not by Ageing Better and shall not be withdrawn for a period of twelve (12) months from the deadline for receipt of tenders as set out in the Invitation to Tender, or such longer period as may be agreed with Ageing Better.
6. We undertake to execute the Contract for the proper and complete fulfilment of the Services required or any part or parts thereof, as you may in your absolute discretion award to us.
7. We agree that we shall commence and undertake the Services required when instructed to do so pursuant to the terms of the Contract.
8. We certify that the details of this tender and the Invitation to Tender documentation have not been communicated to any other person or adjusted in accordance with any agreement or arrangement with any other person or organisation.

9. We acknowledge that Ageing Better is not bound to accept the lowest or any tender it may receive, and reserve the right at its absolute discretion to accept or not to accept any tender submitted.
10. We certify that we have full power and authority to enter into the Contract and to carry out the Services, and that this is a bona fide tender.
11. We confirm that in submitting our tender, we have satisfied ourselves as to the accuracy and completeness of the information we require in order to do so (including that contained in the Invitation to Tender).

Total Price for this Tender

£

in words

Signed for on behalf of the Bidder by a duly authorised signatory of the Bidder:

Signed: _____

Name: _____

Position/Status: _____

On behalf of:
(name of Bidder) _____

Date: _____

Appendix 5 – Anti-Collusion Certificate

To: **Centre for Ageing Better**

Re: **GROW 2 – Design and Test** (the “Contract”)

The essence of the public procurement process is that Ageing Better shall receive *bona fide* competitive tenders from all Bidders. In recognition of this principle we hereby certify that this is a *bona fide* bid, intended to be competitive, and that we have not fixed or adjusted the bid by or under or in accordance with any agreement or arrangement with any other Bidder (other than a member of our own consortium). We have not and insofar as we are aware neither have any of our employees, contractors, advisers, agents, officers or subcontractors:

1. Entered into any agreement with any other person with the aim of preventing bids being made or as to the fixing or adjusting of any bid or the conditions on which any bid is made; or
2. Informed any other person, other than the person calling for this bid, of the content of the bid, except where the disclosure was necessary for the preparation of the bid for insurance, for performance bonds and/or Contract guarantee bonds or for professional advice required for the preparation of the bid; or
3. Caused or induced any person to enter into such an agreement as is mentioned in paragraph (1) and (2) above; or
4. Committed any offence under the Bribery Act 2010; or
5. Offered or agreed to pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other bid or proposed bid any act or omission; or
6. Canvassed any other persons referred to in paragraph (1) above in connection with the Contract; or
7. Contacted any officer of Ageing Better about any aspect of the Contract except in a manner permitted by the Invitation to Tender.

We also undertake that we shall not procure the doing of any of the acts mentioned in paragraphs (1) to (7) above before the hour and date specified for the return of the bid nor (in the event of the bid being accepted) shall we do so while the resulting Contract continues in force between us (or our successors in title) and Ageing Better.

In this certificate

The word “person” includes any person, body or association, corporate or incorporate and “agreement” includes any arrangement whether formal or informal and whether legally binding or not.

Signed for on behalf of the Bidder by a duly authorised signatory of the Bidder:

Signed: _____

Name: _____

Position/Status: _____

On behalf of:
(name of Bidder) _____

Date: _____

Appendix 6 – Non-Canvassing Certificate

To: **Centre for Ageing Better**

Re: **GROW 2 – Design & Test** (the “Contract”)

Non-Canvassing Certificate

I/we hereby certify that I/we have not canvassed or solicited any officer or employee of Ageing Better in connection with the award of the Contract and that no person employed by me/us or acting on my/our behalf has done any such act.

I/we hereby further undertake that I/we will not in the future canvass or solicit any officer or employee of Ageing Better in connection with the award of the Contract and that no person employed by me/us or acting on my/our behalf will do any such act.

Signed for on behalf of the Bidder by a duly authorised signatory of the Bidder:

Signed: _____

Name: _____

Position/Status: _____

On behalf of:
(name of Bidder) _____

Date: _____

Appendix 7 – Supply Chain of Conduct

Ageing Better is committed to carrying out procurement activities in an environmentally, socially, ethically and economically responsible manner and to entering into agreements and contacts with suppliers that share and adhere to its vision

To demonstrate this commitment, Bidders are asked to acknowledge their compliance with the principles of the Supply Chain Code of Conduct for this Contract, below, with respect to their organisation and their supply chain:

With respect to Social Compliance Tenderers shall:

(i) Not use forced, involuntary or underage labour

- Employees should be free to choose their employment and leave that employment without hold by financial deposit of personal items
- Forced, bonded or involuntary prison labour shall not be used
- Support the effective abolition of child labour
- Comply with the national minimum age for employment, or minimum age 15, whichever is the higher unless a lower minimum age is permitted under International Labour Organisation (ILO) convention 138
- Where any child is found to be engaged in performing child labour, to provide support for that child to enable them to complete, as a minimum, their compulsory education (even if they shall cease to be involved in child labour) or an equivalent education level, as provided for under the UNI Covenant on Economic, Social and Cultural Rights. Such support by the Tenderer should recognise and not prove detrimental to the conditions of the child or those that their work supports

(ii) Provide suitable working conditions and terms

- At least statutory minimum wages (or if none, a realistic living wage) must be paid without discrimination to all employees and all non-statutory deductions must be with the consent of the employee.
- Working hours must be excessive (not over 48 hours per week, excluding overtime) and must allow for at least 1 day off for each 7 day period on average. Working beyond this should be non-regular and of employees own will
- A safe and hygienic working environment must be provided, including any catering or accommodation areas. Any hazardous working, as defined by ILO, should only be carried by persons age 18 years or over
- All equipment must be safe for use and processes must allow a safe working environment
- Policies and processes must be in place for recording and eliminating occurrence / reoccurrence of health and safety related incidents.

(iii) Treat employees fairly

- Allow employees the freedom of association to join (but not be forced to join), or be represented by, a trade union or similar organisation of their choice, and be free to leave organisations
- Not discriminate or unfairly treat any employee for any reason including education, social class/ caste, nationality, trade union membership or any of the 9 Protected Characteristics of the UK Equality Act 2010

- Provide a workplace free from discrimination, harassment or victimisation
- Treat all employees with respect and dignity, and not accept inequality as justifiable on a basis of culture
- Remunerate all employees equally at the same employment grade, regardless of any characteristics listed above, unless statutory conditions require otherwise.

With respect to Ethical Compliance & Economic Development Tenderers shall:

- As a minimum, comply with all laws and regulations of the countries they are working in, manufacturing in or trading with, as applicable
- Not be involved in any way with acts of corruption or bribery, or support acts of violence or terrorism or abuse of individual people or communities
- Not force unsustainable or unfair contract terms on their suppliers, or throughout their supply chain, nor allow unfair exploitation of a dominant market or customer position
- Support fair trade conditions for producers, where applicable
- As a minimum, comply with all financial regulations and taxations of the countries they are working in, manufacturing or trading with, as applicable
- Include community benefit delivery in the locality of where the contract is performed (including publishing and delivering levels of local training and employment opportunities)
- Appoint sub-contractors through an open and fair process, such as public advertising of such opportunities wherever possible
- Act at all times with respect and integrity, including open and transparent accounting
- Allow staff protection if reporting misconduct or raising concerns with respect to their own, or another organisation, and ensure all affected staff are treated in a fair and transparent manner

With respect to Environmental Compliance Bidders shall:

- As a minimum, comply with all local and national environmental laws, regulations and directives of the countries they are working in, manufacturing in or trading with , as applicable
- Actively avoid causing environmental damage and / or negative environmental impact through manufacture and supply of the goods or services and disposal of supply chain waste
- Have a business plan in place, and be acting on it, to minimise their environmental impact year on year and adopting or working towards internationally recognised environmental standard and/ or behaviours
- Encourage the development and use of environmentally friendly technologies
- Promote positive environmental impacts (such as reduced carbon emissions, better carbon management, waste management and water management, reduced pollution levels and technological improvements) through their activities wherever possible.

I confirm that I am authorised and have all requisite corporate authority to make this declaration on behalf of the entity referred to below

I hereby confirm that the entity referred to below adheres to this Supply Chain Code of Conduct and , if successful in this procurement exercise , shall ensure its supply chain adheres to the Code of Conduct also in order to enforce and promote sound social, ethical , environmental and economic practices

Entity	(Enter text here)
Name	(Enter text here)
Title	(Enter text here)
Position in Entity	(Enter text here)
Date	(Enter text here)