

Commissioning employment and skills provision for over 50s

A Commissioner
Toolkit

ageing-better.org.uk





1. Purpose

This toolkit is aimed at commissioners of employment and skills provision, who want to create and commission services that work better for people in their 50s, 60s and beyond. This can be applied to both dedicated over 50 provision and to all-age services.

It is based on research, co-design and engagement work the Centre for Ageing Better has undertaken with commissioners, providers and service users at a regional and national level.

This toolkit pulls together our learning, and outlines strategies and things to consider when developing inclusive, effective services that do not disadvantage older jobseekers.

2. Context

Out of the 3.5 million people aged 50-64 who are economically inactive, 460,000 people claim they would want to work. Together with the people in this age group who are jobseeking, there are about 780,000 people who could be supported back into work ([DWP 2023](#)).

However, past employment support and skills provision hasn't worked well for this group. The chance of getting a job from employment support declines steadily with age and we have seen this replicated in provision over the years – those aged over 50 on the Work and Health Programme suffered worse outcomes after 24 months than the all-age average, with just over a quarter of 50-54 year olds (27.5%), less than a quarter of 55-59 year olds (24.6%), and under a fifth of people aged 60 and over (19.4%) getting a job in this time ([DWP 2023](#)).

Too often, a lack of flexibility in delivery options and styles, and the short-term focus of provision, leaves older jobseekers feeling that support services are not designed for them and do not recognise their varied skills and experiences.

Many older jobseekers also express a distrust of services, being concerned about the impact provision may have on things such as benefits, caring responsibilities and requirements to take work they feel isn't well suited to them.



‘I would say [they] need to understand people at certain ages needs different things. So if you’ve got somebody who’s getting to 50 ... you can’t expect them to do the same things that young people are doing. And you have to ... ask the question, are you happy to have people over the age of 50, and if they’re not - no thank you. Just be honest.’

(Over 50s focus group member, 2023)

‘Sometimes you feel like you go on these courses and it’s just, you’re just filling in statistics and numbers ... I want to work. It’s for my mental health, I want to work.’

(Over 50s focus group member, 2023)

We need to make sure that services are tailored to the specific life circumstances that people are more likely to face at this age. We need to make sure that our approach works for people who have a long and varied work experience, but don’t have the knowledge or confidence to communicate that to employers. And we need to tackle internalised ageism – alongside the ageism we know to be present in recruitment processes and the labour market – which prevent people from accessing support and employment and skills provision. As the state pension age continues to rise and inequalities within the ageing population grow, we can no longer tolerate services with a significant drop in performance for those in their 50s and 60s.

Over 50s are not a homogenous group. There is a range of complex needs and circumstances that will need to be taken into consideration and there is no one-size fits all approach.

However, by addressing common and more prevalent challenges – much like we do when looking at provision for other priority groups – we can start to achieve better and more sustainable outcomes. Employment and skills support needs to work for all ages, and tailored pathways are central to encouraging individuals to engage with services and find work that works for them.

Working to make the commissioning and contract management of services more human and responsive to complexity of need will take time and require fundamental changes to some existing approaches, along with a clear commitment to do better for people as they age. This toolkit sets out aspects of new ways of working and provides examples of change in practice. Ultimately, successful outcomes are reliant on a

network of services, with whole systems responsible for change. The logic which we specifically tie to work and skills activity here should also be extended to cross-cutting areas by those responsible for the whole system.

We have developed [delivery guides for providers](#) outlining the principles of good delivery and would encourage commissioners to use these when developing provision and when working alongside existing partners to improve outcomes.



3. Scoping: Reflect on what you know, and get inspired

We know some of what works for this group – and a lot about what doesn't work. Understanding who you need to design for, where these people are, and what is and isn't working for them is crucial if you are to design and commission a responsive delivery model.

The greatest tool you have to start improving services is to ensure that you have access to reliable data about this cohort.

Commissioners should factor in time and resource for a detailed mapping exercise, reflecting on what has and hasn't worked about past provision, what local need is, and how to set out models for delivery that meet the needs of older residents.

- **What services already exist?** Which organisations are already delivery services? What national and local provision is already in place? Include targeted 50+ services and those with an all-age focus. For the all-age provision, what data is collected for different age groups as part of this? Are outcomes comparable to other age groups?
- **What does performance look like?** What outcomes are people of different ages achieving? Does performance drop-off after a certain age? Look at wider progression into skills or other provision, not just into employment.

- **What has – and has not – worked?** What data and user feedback exists? Do you have any feedback from older service users about their experience? Have you yourself witnessed the challenges older workers face accessing services in your area?
- **Who is – or isn't – engaging with services?** How many people in their 50s, 60s and beyond in your area are engaging with your services? Does that reflect what you would expect based on the wider population?
- **What role does intersectionality and inequality play?** Do not just consider employment and skills data – look at demographics, languages spoken, access to wider local services, access to transport links and health services. Using data in your

work will help you better understand the needs of your population and the impact work could have.

- **Think about the local labour market and how key groups over 50s might engage with it:** Where are the greatest opportunities for jobseekers in your area? What types and levels of skills are needed? More often than not, multiple geographical areas will need to feed into a solution, with regular contact between these embedded into the approach.
- **What do you know about employers?** What are the attitudes of certain sectors or employers to older workers? Are there high levels of flexible work opportunities, for example? Do you have a standard for good practice in place? Changing the attitudes and

activity of employers in your area may unlock as many changes as improving your employment support offer and will be crucial to increasing employment among over 50s.

- **What provision exists elsewhere?** Looking at what provision exists elsewhere and applying this to your local setting can also highlight new opportunities. Our bank of [international case studies of support](#) is a good starting point for this.

International example of support for people over 50

Canada – Targeted Initiative for Older Workers (TIOW)

program: a group-based approach to employment assistance providing income support tailored to the needs of older workers.

Who did it? This initiative was managed by Provinces and Territories (PTs). Projects were designed in line with the parameters set out in bilateral agreements between the PT and the Federal Government. Projects were usually delivered by third-party service providers. It was a federal-provincial/territorial cost-shared initiative.

What kind of support was it?

A group-based approach to employment assistance and employability improvement activities. It provided income support tailored to the needs of older workers. The initiative focused on unemployed workers, primarily between 55 and 64, in small vulnerable communities experiencing high unemployment and/or significant downsizing and closures.

What were its key features?

- Projects were required to provide employment assistance activities such as cv writing, interview techniques, employment counselling and job search techniques
- Projects were also required to offer at least two employability improvement activities such as assessment activities, peer mentoring, skills training, wage subsidies, community-based work experiences, preparation for self-employment and post-project follow-up and mentoring
- Projects which did not include either work experience or subsidised employment were obliged to offer income support in the form of allowances to participants
- There was a minimum requirement of 25 hours per week of activity for participants. No minimum or maximum number of weeks of participation was stipulated
- The programme was closely modelled on previous employability schemes for older workers that successfully produced higher rates of employment and employment earnings as well as job satisfaction
- The most successful schemes included some form of marketing of older workers to employers
- Regular positive peer support motivated participants. This had a positive impact on the intensity of job-searching

4. Co-design in commissioning services for over 50s

Co-design is the process of designing something together with one or more relevant stakeholders and beneficiaries, where decision making is shared equally throughout the process. The goal is to create solutions with the goal of creating solutions that are more engaging, relevant and effective for the people who will use them.

It involves people with the relevant skills/subject knowledge and lived experience coming together to create a tangible 'product' e.g. a new service, training/marketing materials or information booklets.



Examples of co-designed solutions:

[Sandwell Metropolitan Borough Council](#) in

collaboration with Area Leads from each of four boroughs in the West Midlands used co-design to develop a service for all 50+ residents, whether unemployed, economically inactive or in employment.

Work took place with locally rooted and specialist providers, mostly from the voluntary sector, with local partnerships and delivery providers being responsible for promoting the project.

Having engagement of services and service users from the start enabled a distinct model to be developed with three key elements: the Navigator – Advisors who provided a co-ordinating coaching and triage role working to support individuals reach their personal goals; Engagement and Support activities based in the heart of communities; ringfenced funding - to support engagement and interventions in each of the four boroughs. Usually “hard to reach” groups

were found to actively engage with provision because of the collaboration with ethnic minority-led and disability-led organisations, with 46% of the 1,301 participants identifying as economically inactive due to poor health. The process also built upon existing networks and communication structures to support joined up delivery. The project demonstrated overall good value for money, with strong indicators of significant added and social value.

Information sourced from:

Brown, C. (2022). Research & Evaluation of the Black Country Community Renewal Fund. Future Excel

Age-friendly Employment - London Borough of Hackney

Judy Harris, Strategic Delivery Officer – Ageing Well and Dementia – Friendly, sets out her experiences of implementing co-design to service development in the London Borough of Hackney:

The London Borough of Hackney adopted an Ageing Well strategy in 2020 using the Age-Friendly communities framework, including a focus on

employment. We are adopting a partnership approach working with a range of stakeholders including older people, Hackney Works, Jobcentre Plus, Wise Age, LIFT, cabinet members and service leads. Insights from these stakeholders were combined with national and local employment data, research on barriers faced by older workers and best practice around age-friendly employment.

This report, as well as a workshop led by Mortar on service design, led us to select older carers as our priority group. In 2021 Hackney had over a thousand carers aged 50-64 providing 20-49 hrs of unpaid care a week.

In focusing on this group we will aim to address the low employment rates among older carers but we also believe that in aiming to make employment services more accessible for carers we will have to address the issue of flexible working which has been identified by the Centre for Ageing Better as a one of the key elements of age-friendly employment. We are now in the process of

funding a project to be delivered by City and Hackney Carers Centre to design and deliver a project which enables carers to develop recommendations for improving current provision. Carers will engage in a service re-design process alongside frontline workers, managers and policymakers so that the recommendations are contextualised within the reality of delivery.

This project will use a personas approach to service re-design in order to think through the perspectives of those who are unlikely to get involved in this project alongside the carers that we are able to engage. The volunteers engaged will be reimbursed through a reward and recognition scheme, this element in itself may illuminate issues relating to paid work and benefits.

While the personas project is focused on improving employment support, in stage two we will be developing recommendations for employers and what we can do together to ensure that local employment opportunities are also more age-friendly.

Embedding co-design

Co-design has been shown to increase user engagement, bring stakeholders together and often results in more innovative solutions that are more effective for the service user. If we want services that appeal to and engage the target end-user, then directly speaking to them is the most effective way of doing so.

This approach takes time and expertise to implement correctly, poorly managed co-design undermines the process and can have a detrimental effect. Conflicting priorities and opinions need to be managed, expectations should be clearly defined from the outset and the true extent of shared power and decision making should be communicated. Factoring in all levels of organisational sign off is crucial.

Finding ways to embed co-design throughout the commissioning cycle demonstrates a commitment to residents and to continuous improvement of services. Be mindful that many involved will not have a full picture of wider

procurement practices or the wider landscape of provision and need. It is your role to take their insights and apply this in a local context. This will involve a process of idea refinement and review, but this should be guided by the ideas from those who will use and benefit from a service.

If you want to build on the ideas coming out of co-design prior to committing to a service, prototyping can help. Prototyping allows you to test ideas and gather feedback on potential solutions to make iterations and improvements.

This could involve quickly and cheaply mocking up a version of a service for individuals to test, or roleplaying a service to see how it could be experienced by service users.



Co-design checklist:

Review of need, engagement and approach:

- ✓ **Ensure everyone is committed and bought in to utilising co-design as intended.** Is the approach inclusive, respectful, participative, iterative and outcomes focused? Allow people free space to raise thoughts about what is needed, what appeals to them and then consider how these could be applied to wider local need.
- ✓ **Consider which method works best for the ask.** For example, focus groups may encourage people to share more openly and prompt wider reflection; a fly on the wall approach may be more useful if looking to revise existing services.
- ✓ **Listen to voices of those outside of the existing system as well as those responsible for already delivering it.** Which voices are missing from the conversation that would make you feel

more confident that any decisions made are right for beneficiaries? Ensure you have a representative group - how and who you select to feed into the process will impact the success of the process. Consider ways to reach out to existing service users to gather feedback.

- ✓ **Determine clear selection criteria prior to arranging any sessions.** Think about where you will source people, any conflicts of interest, their understanding of wider context relevant to the service. You could consider offering training to support people with lived experience to engage in the process.
- ✓ **Define and communicate the purpose.** People should know what they are contributing to, and any parameters set. Set clear boundaries around the involvement people will have and at which stage of the process. Agree time commitments and how people will be reimbursed for these. If payment would have implications for those

in receipt of benefits, then gifts in kind can be arranged.

- ✓ **Plan to capture the discussion.** Use multiple facilitators, transcribe sessions where possible and ensure clear records are kept. Listen carefully to what people respond with - it's important to keep an accurate record of what has been said to inform future decision making. It may require multiple attempts at engagement to gather accurate reflections.
- ✓ **Avoid jargon!** Not everyone will be familiar with the language used in certain sectors. Using plain language and being open to challenges to terms used is important.
- ✓ **Ensure a single named point of contact and be respectful of people's time** - avoid last minute changes to meetings in the same way you would with those working full time on a project.

Embedding co-design into procurement:

- ✓ **Revisit your bidding process.** How flexible are your bid documents? Are you heavily prescriptive in your service outline or do they allow for bidders to work with service users to shape something with co-design at its heart? Where possible build flexibility into your bids, allow space for bidders to outline what their audience need.
- ✓ **Consider flexing bidding timescales.** Do application timelines allow enough time for bidders to properly work with their partners and customers in a meaningful way? Allowing an extra 1-2 weeks in the bidding window where possible will allow bidders to engage with service users/ potential service users to sense check ideas, arrange focus groups and feed that learning back in for a stronger bid.
- ✓ **Look at bid weighting.** Does your tender document encourage bidders to take a co-designed approach

and is that reflected in the scoring weightings? Include a section specifically outlining co-design and the voice of lived experience. Alternatively, refer to the importance of this in responding to questions around service delivery and stakeholder engagement. Consider encouraging bidders to allocate budget towards lived experience and co-design.

- ✓ **Involve service users in your commissioning process.** Do you work with service users to review tender documents? Have you got someone with lived experience on your interview panel? Consider opportunities for bidders to include service users in responses and interviews.

Building co-design into contract management:

- ✓ **Include service users in quality reviews.** In addition to standard quality assurance checks, consider ways to more deeply involve service users. Commissioner led focus groups or interviews during the delivery window can provide useful insight, and support iteration of services.
- ✓ **Feedback mechanisms.** Ensure providers have well established routes for service user and wider stakeholder feedback. Consider how often these should be shared with you.
- ✓ **Building continuous improvement requirements into provider contracts.** Consider options for formalising the requirement to make changes to service delivery based on user insights.

Example: Redundancy Support Project – Advisor Roles

Design agency Shift recruited 2 people with lived experience into Advisor roles as part of Ageing Better’s project on redundancy support. The role was an equal member of the team who was able to have a real impact on the project, and ensured we centred the experiences of people aged 50+ who have experienced redundancy at the heart of the work. It was agreed the Advisors would take an active role in the decision-making process, support the team to have better conversations with other over 50s and support the recruitment of people aged over 50 onto the project. People in these roles had the option to join weekly project catch ups and were sent notes from project meetings.

Funding for the roles was budgeted to cover 8 days of work over 4 months. This included onboarding and checking in throughout the agreed timeframe and time supporting the facilitation of sessions for others. These Advisors were already known to the project as they had been involved in earlier research phase so were quick to onboard and integrate.

They made the process and stories come alive; they brought insights we could never have known to the table, as there is very little direct connection to the sector within this project team and so this was critical for realism and even helping to link us to our audience. Their presence was a physical reminder that having them there, has helped us hold ourselves to account of how and why we’re making decisions and who for.



5. Procurement and contract management reimagined

We know from our engagement with service users and stakeholders that people want to access support from trusted local organisations. We also know that people are often wary of Jobcentre Plus and larger providers delivering central Government contracts; they can have negative preconceptions of what provision looks like, be concerned about the impact on benefits and feel that services will not provide support suitable for them. This means that, if we want to improve provision, we can't just focus on what services we commission. We must think carefully about **who** we commission and **how** we do it.

Adopting a risk-based, flexible approach to commissioning enables greater innovation, tailored to local need.

Eight principles for good commissioning and contract management have been identified via our [work](#). These have been expanded upon through ongoing engagement with both national and local commissioners, providers, VCS organisations and key stakeholders. These principles are applicable to all forms of funding, including grant funding and procured contracts.



Although there can be reassurance in commissioning providers which have been used before, there is also the risk of perpetuating processes and systems which may not be the best fit for every scheme. 'Tried and tested' methods feel less risky – but can lead to us repeating past mistakes and failing to improve upon delivery.

Finding ways to ensure equal treatment, transparency and fair process without excluding a wider range of providers should lead to better services, increased engagement and opportunities for more tailored support to individuals.

Innovation in procurement is more possible than you might think. Organisations are bound by legal procurement rules tied to funding – but many also implement additional requirements on top of these to further mitigate against risk, such as having more complex bidding frameworks, or requiring providers to provide more detail than strictly necessary at the earlier stages of the process. Whilst understandable, these practices can exclude smaller organisations and lead to a bias towards the larger providers already delivering services. Starting from the minimum legal requirements and then

building as necessary upon this should mean commissioners avoid being overly restrictive and allow for more competition and innovation from service providers.

Examples of different approaches to procurement:

A risk-based approach: Star Procurement encourages 'innovation and creativity' by increased market engagement and inviting simplified quotes from local SMEs/VCSEs. Only winning bidders provide supporting evidence. Star assesses bidders on their ability to accept risk, financial turnover, and their resources to manage a bid. They also forecasts the risk of business failure and how quickly gaps in service provision could be filled.

Simplifying the grants process: Workers' Education Association (WEA) have developed processes to make grants more accessible to community organisations. WEA advertises funding opportunities on their own

website, council website and on social media. Scoring criteria are clear, simple and available online. Application forms are Microsoft Word documents to ensure most organisations can access them easily. Grant recipients are paid 25% upfront, 30% part way through and 40% on completion. The bid scoring panel then includes people from the community and previous grant recipients to review all applications scoring 50% or over.



6. Key considerations for service design

Older jobseekers have been failed by previous provision: too often, providers have ignored them in favour of 'easier to place' younger workers. Commissioners can use their processes to signal that this will not be tolerated, and encourage providers to improve and experiment.

Frameworks and priorities for services set by funders and commissioners will drive the activity of providers.

At best, commissioners should be setting performance targets specifically for the 50+ cohort. At minimum, you should be setting out requirements for providers to report on outcomes for people in their 50s, 60s and above. Even if provision is not specifically being designed for over 50s but for adults generally, it should not be designed in a way that disadvantages a large group of the working age population.

Breaking down the different stages of delivery and working through how these could be perceived by older jobseekers, and what additional challenges may be presented, is a crucial step in designing inclusively. Areas to focus on include:

1

Referral and engagement methods:

Different groups will choose to engage with different approaches. Even if you have mandatory or established referral routes, clear expectations around how partners will ensure service users remain engaged and eligibility requirements are essential. Complex eligibility criteria or requirements to make in-person sign ups may lead to individuals choosing not to engage with a service. Steps should be taken to open

up access and flex traditional sign-up methods, whilst still ensuring relevant checks are made. Many youth focused programmes offer outreach engagement – similar approaches can be applied across age ranges and communities, bypassing the intimidation some may feel walking into formal training environments or unfamiliar settings.

2

Marketing:

The way a service is framed will impact its success with certain groups. When developing an all-age service or adult service, reflecting on how this is communicated via promotional material is important. For example, if service materials state provision is for those aged 19+ or 25+, this could be interpreted as just being aimed at younger adults. Instead, think about more inclusive references to adult education or reference the full age range.

Positive images of people in mid and later life play a large part in this too. Photos in our age-positive library are free for use across your marketing materials, presentations and websites.

3

Coaching and delivery models:

Quality of service is essential for positive outcomes and good customer experience. Allowing providers to detail their own approaches to this enables you to draw out expertise and build on existing practice that has been proven to work for many. However, it is important to outline parameters and expectations for “what good looks like” if we are to create a service which better supports older jobseekers.

Good support...

- is flexible both in approach and delivery. Consider delivery outside of formal settings, offering multiple methods of contact, flexibility in appointment timings, adaptations to interviews etc.
 - is tailored to consider age, experience and circumstance. Good support and good work will look different to different people.
 - does not exist in a vacuum and should be designed to recognise current life circumstances, including any responsibilities outside of job search requirements.
 - operates within a system with clear established communication channels and signposting agreements to support the person.
 - is delivered by local trusted organisations, work within local communities to encourage participation by those outside the statutory benefit system. These jobseekers often look for
- trusted, established organisations where they feel welcome and comfortable in familiar surroundings.
 - has built in ownership for participants finding ways to allow them choice and to take an active role in goal setting, career changes and action planning. Open, two-way dialogue fosters trust.
 - looks at transferable skills – support to identify transferable skills is critical for this group – not only those developed in a formal work setting, but also those developed informally through their life experiences.
 - factors in financial support and planning, looking at how employment will affect them in the short and long term and any pension/retirement planning support that may be needed.
 - provides peer support, offering opportunities for sharing experiences and for building social networks which can be of great value in combating feelings of isolation.

- positions support as an opportunity, rather than a punishment or a last resort. Talk about strengths, next steps and potential.
- works to expose and work through “ageism” mindset: you can acknowledge age without making people feel old.
- builds confidence, in the experience of those delivering a service, in participant worth and their potential.
- is practical – setting out clearly communicated progression pathways, has defined goals and action planning, practical job search and interview support and relevant training options to help people progress and linked to the roles and sectors they want to work in.

4

The role of employers:

Older workers could provide an answer to local labour market and skills needs, reframing support services to employers in a way that highlights this as an opportunity rather than an additional ask is crucial in increasing positive outcomes.

Where possible, factor in the role of employers prior to awarding a contract, look at how we can encourage and enable them to raise the profile of age-friendly recruitment and retention practices within local economies. Our employer engagement resource sets out a detailed approach to more inclusive employer-focused work in employment support.

5

Capacity building:

Encouraging innovation from partners and actively looking to include smaller local organisations can lead to more effective services that better reflect the needs of residents. Often, the commissioning process and delivery requirements placed on providers exclude smaller organisations, or lead to services that we know have not worked as well for older jobseekers being implemented again.

6

Data collection, reporting and evaluation:

Making sure providers know how they are working for their older jobseekers, what is and isn't working, and actively supporting them to be iterative in approach will help further develop our understanding of what works for these cohorts, and shape more targeted interventions and future commissioning priorities.

A final word:

As commissioners of services, you are uniquely placed to change the future for people as they age. Across many key aspects of life – health, work, housing, finances, family make-up and social lives – people in their 50s and 60s today are facing worse circumstances than people who were at the same age in 2002.

Financial inequality in later life is increasing dramatically and due to increased living costs and a rising pension age, many from the most disadvantaged backgrounds will struggle to pay for a decent later life unless supported into work that works for them.

We know that employment and skills support does not always work as it should for people as they age, but we have the chance to change this through the services being commissioned.

Making often simple changes to the services and structures in place, could lead to huge improvements for both individuals and the areas you support.

For further discussion around changes to commissioning for people in their 50s, 60s and beyond, please [contact employmentsupport@ageing-better.org.uk](mailto:employmentsupport@ageing-better.org.uk)

Further reading

A Guide to Delivering Employment Support: [Supporting the 50+ workforce back into employment | Centre for Ageing Better \(ageing-better.org.uk\)](#)

Employer-Facing Support for People in their 50s and 60s: [Employer-facing support for jobseekers in their 50s and 60s | Centre for Ageing Better \(ageing-better.org.uk\)](#)

Improving Employment Support in Greater Manchester: [50+-Employment-Support-Full-Report.pdf \(ageing-better.org.uk\)](#)

Developing a local State of Ageing Report: [Guide: Developing a local 'State of Ageing' report | Centre for Ageing Better \(ageing-better.org.uk\)](#)

IES Evaluation of the Carers in Employment Project: [Evaluation of the Carers in Employment \(CiE\) Project: Final report | Institute for](#)

[Employment Studies \(IES\) \(employment-studies.co.uk\)](#)

Fabian Report on pre-State Pension age poverty and ways to address this: [Pre-retirement-poverty-long-version-COMplete-1.pdf \(fabians.org.uk\)](#)

National Lottery, Age Friendly Sheffield: <https://agefriendlysheffield.org.uk/news-and-blogs/stronger-together-a-co-production-toolkit-from-ageing-better/>

NPC: [Implementing and evaluating co-design: A step-by-step toolkit](#)

Design Council: [Our Resources - Design Council](#)

Sunlight Foundation – Road to Informed Communities: [Guide to co-design](#)

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

The Centre for Ageing Better is pioneering ways to make ageing better a reality for everyone, including challenging ageism and building an Age-friendly Movement, creating Age-friendly Employment and Age-friendly Homes. It is a charitable foundation funded by The National Lottery Community Fund and part of the government's What Works Network.