



***Home improvement services:  
improving and expanding the current  
offer of support***

**Deadline for Tender Submissions: 13 May 2025 5pm**

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## 1. About us

Everyone has the right to a good life as they get older and our whole society benefits when they do. But stark and widening inequalities mean more and more people are going to live in poor health and face poverty and discrimination as they get older. This is unacceptable and has huge consequences for these millions of individuals and for all of us.

We have identified three main areas where we think we can make real progress.

### **1. Challenging ageism and building an Age-friendly movement**

We are confronting the pernicious ageism that exists across society. Ageism affects people of all ages, but it can limit people's lives profoundly as they get older, whether through discrimination in the workplace or being denied access to potentially life-saving healthcare. Ageism means we don't value older people or invest in ways to help people age well. Everyone, everywhere has a stake in changing this and we are building an age-friendly movement across the country, inspired by a new campaign to stamp out ageism.

### **2. Creating age-friendly homes**

Most people want to live in their own home, in the communities they belong to, for as long as possible. But far too many older people are currently living in homes, that are endangering their lives. Much of the housing in England is dangerous or unsuitable for older people. Homes are not safe or warm. They have hazards and are inaccessible for anyone with a disability. This needlessly costs society millions each year in NHS and social care costs. We want to make homes more age-friendly so that more people can remain living independently, healthily and happily as they grow older.

### **3. Fostering an age-friendly work culture**

There is no expiry date for workers, but as people get older many face discrimination on the basis of their age - or challenges accessing the work that works for them. Our country wastes a huge amount of talent, skills and experience by denying older workers the chance to stay in jobs or find new ones. This comes with a huge price tag for society, with hundreds of thousands of people in their 50s and 60s who want to work shut out of the labour market for good. With employers facing labour shortages and productivity challenges, they cannot afford to lose or ignore this part of the workforce. We are working with employers to create an Age-friendly Employment culture and workplace practices so that everyone can remain in good jobs for as long as they want and are able to.

## **2. Contract Overview**

### **1. Introduction**

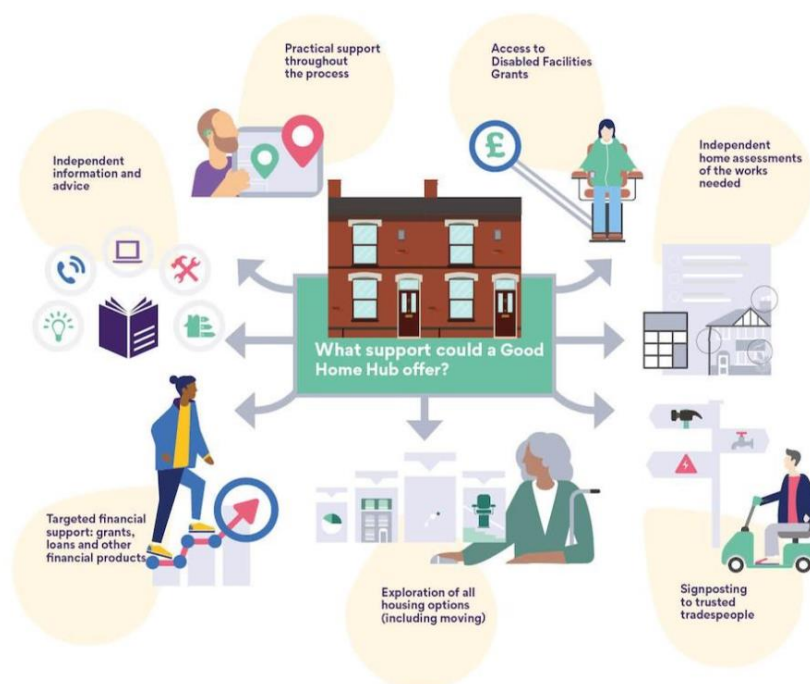
The Centre for Ageing Better is dedicated to ensuring everyone can live in age-friendly homes. We believe that everyone, no matter their age, background or ability needs a good home that is safe, healthy and secure.

Over 8 million people in England live in homes that fail to meet the basic decency standards, with 2.3 million homes containing at least one hazard that is a serious and immediate risk to a person's health and safety. These unsafe homes cost the NHS £1.1 billion annually, with £595 million attributed to homes headed by people aged 55 and over.

We are facing a poor-quality housing crisis and require urgent intervention on both a national and local level. On a national level, we are calling on the government to fix this hidden housing crisis by delivering a national strategy to tackle poor-quality housing across all tenures and committing to halving the number of non-decent homes over the next decade.

On a local level, we believe that the key to improving people's homes is through a network of local, easy-to-use one-stop shops for information and support. We call these [Good Home Hubs](#) (see diagram in Fig. 1 below). These hubs would offer advice on home repairs and adaptations including where to find trusted tradespeople, identifying what works needs to be done, how to finance repairs and improve energy efficiency. To ensure these hubs are effective, they must be easy-to-access to all, and especially to those most in need of advice and solutions to their poor-quality housing problems.

Figure 1: Outline of Good Home Hub model



Through our portfolio of works and engagement with local authorities, we have developed a strong understanding of what works in terms of home improvement services across England. We have built on the evidence on what a Good Home Hub could look like practically and to demonstrate their potential impact, we commissioned an evaluation of eight existing services across England that closely [mirror the Good Home Hub model](#).

Across the eight services evaluated, figures for the years 22/23 or 23/24 show support that was delivered to 17,950 households across 12 months. These interventions included handyman jobs, energy efficiency upgrades and hospital discharge support. The estimated savings from the evaluated home improvement services showed:

- For every £1 spent on fall prevention adaptations, there is an estimated cost saving of £1.10 for the NHS.
- For every £1 spent on fall prevention adaptations £4.56 is saved for society.
- The average cost saving to the NHS because of early discharge from hospital due to support from home improvement services is £2,690, with the average number of bed days being reduced from 15 to 9.

In addition to savings to public services, home improvement service users reported significant benefits including enhanced independence, improved safety and better mental wellbeing. The 'one-stop-shop' model of many of the evaluated services was also praised due to how easy it was for service users to access and use the range of services available.

## **1.1 This tender**

The Centre for Ageing Better is now seeking bids in response to this invitation to tender of ***'Home improvement services: improving and expanding the current offer of support.'***

Our engagement with stakeholders has identified that there is appetite locally, specifically at practitioner level to improve and enhance home improvement and support offers, but it is not always realistic, practical nor feasible to create or redesign a whole new service that replicates the Good Home Hub model.

In response to this, Ageing Better would like to support local areas to improve and build on their current offer of home improvement support by creating a suite of tools to improve existing delivery and support local practitioners to expand their service offer.

## **2. Scope of Contract**

The Centre for Ageing Better is looking to commission the development and design of a series of tools aimed at local practitioners who are seeking to strengthen their local home improvement offer.

### **2.1 Our aims**

Using the evidence from our Good Home Hub programme of works, leaning on key stakeholders from our [Good Home Network](#) and the expertise of our in-house team, the successful bidder will co-produce this suite of tools that will help local practitioners to:

- Strengthen leadership, governance and accountability measures for home improvement services locally

- Support decision-making at senior level by understanding the local picture through data
- Improve the user-journey experience
- Expand the home improvement offer through adoption of specific services.

Our audience for this work is practitioners based in settings where home improvement services are either currently being offered to residents in the area or where there is an intention to provide home improvement services in the future. This includes both statutory and non-statutory services with increased likelihood that it may be a partnership with both.

The outputs we are seeking are grouped as follows:

1. Information, guidance and templates: focusing on governance, infrastructure and the wider system and service design
2. Product: the design and development of a healthy home assessment that can be piloted by local authorities

## **2.2 Information, guidance and templates**

This phase focuses on strengthening leadership, accountability and governance whilst providing mechanisms for strong evidence-based decision-making for senior staff and officials. We would like to:

- Provide local practitioners with examples of what good governance and leadership looks like and instructions on how to recreate this using government reorganisation as an opportunity of exploring new ideas and creative partnerships
- Provide local practitioners with the tools to determine service need in area and how to design said services to meet community needs with an emphasis on inclusion
- Support local practitioners to understand the practicalities and barriers of designing new services so they can mitigate for these in service design
- To achieve this, we would like the following items produced for practitioner use.

### *2.2.1 Governance Framework*

An easily adaptable governance framework template designed to support users to outline, define and create the structures, processes and policies required for strategic decision-making for commissioning home improvement agencies. We anticipate that this work would incorporate examples of where governance works well and what the drivers of its success are.

A key thing to note is that local government reorganisation provides everyone with an opportunity to review the current way of working and delivering services. Partnerships with the wider systems and strategic alliances will require strong leadership, engagement and support. We would expect the successful bidder to factor devolution as an opportunity for creative ways of working.

Our work through the Lincolnshire Homes for Independence Project (now Good Home Lincs) and our National Evaluation of Home Improvement Services in England has given us examples of good practice that we would like to lean on and create shareable learning. Reports are available online, but we will provide other useful resources to the successful bidder once the contract has been awarded.

### *2.2.2 Private Sector Needs Assessment*

A 'private sector' needs assessment focusing on a range of indicators including profiling demography, tenure type, stock conditions mixed with wider community needs such as Disabled Facilities Grant distribution, social care distribution, particularly local authority funded 'care in the community' packages and how many are factored due to housing condition.

We anticipate that the needs assessment will incorporate expected prevalence rates that are sourced nationally and then cross-referenced with local data. We are open to discussing what this assessment incorporates with the successful bidder, and it is likely that further engagement with stakeholders will be needed to decipher the necessary datasets needed for this.

Our key objective for this assessment is a that it acts as a tool to guide local practitioners in a data gathering exercise to understand the current and projected landscape of how poor-quality housing (including inaccessible housing) is impacting social service capacity.

We recognise that there may be elements of this that are not feasible due to variances in systems used by local authorities and are open to discussing any changes and/or suggestions the successful bidder may make.

### *2.2.3 User-journey systems map*

The development of a systems map(s) to support local areas to understand what is currently available and how these different services interact with one another. We would also like this to incorporate a user-journey map to help local areas highlight the opportunities for partnership and expose barriers to access and wider gaps in service provision.

Our Good Home Hub Conference (February 2025) provided participants with a systems mapping tool designed to support them to understand the process and benefits of system mapping. Using this as base, we would like to develop on this so that practitioners at local level have a robust tool that allows them to analyse the system, understand service provision at local level and how they are being accessed by residents.

### *2.2.4 Guide to Inclusive and Anti-Racist Design Principles*

The final element we would like to develop is a practical guide to user-centred approaches in service design that draws leans heavily into inclusive design principles. By providing key strategies on gathering insights on users, their needs and the context in which they approach and use a service, we hope to support practitioners design services with the needs and voices of the communities they serve, in mind. This will be informed by findings from our recently commissioned work with [Race Equality Foundation](#) which is due to report in July 2025.

### *2.2.5 Format of outputs*

We are open to ideas about how the four tools listed above are produced and disseminated to our audience. We want to ensure maximum accessibility and effectiveness of the tools we produce therefore are open to suggestions on how they should be presented as the 'final version'. We have listed some other suggestions as to how the tools can be presented below:

- Written outputs

- Case studies
- Webinars
- Topic and discussion guides
- Templates

Note that we are not asking the successful bidder to disseminate the outputs, e.g. to design webinars and then deliver them. Also note that Ageing Better will separately pay for the design costs to produce publishable versions of the materials.

### **2.3 Product: Healthy home assessment tool**

Our aim with this phase of the work is to provide local practitioners with a tool that they can immediately adopt and implement into their pre-existing services.

Through our portfolio of work and our continuous engagement with stakeholders from our Good Home Network, we have established that there is local appetite to develop a Healthy Home Assessment tool designed for members of the public and resident-facing staff to identify hazards, and improvement works in the home.

We are looking for:

- An easy-to-use digital tool designed to identify improvements and potential hazards in someone's home
- This digital tool could also incorporate functions to support older people to think about future housing needs such as adaptations and support
- This tool should be designed for practitioners to adopt and modify as needed

The successful bidder may wish to work with building surveyor and health and safety specialists to develop this product but should note that the intended users for this product are members of the public and resident-facing staff.

Our strategic partners in Lincolnshire have developed a [healthy home assessment](#) tool as part of their wider service offer as part of their pilot programme, [Good Home Lincs](#). This is an example of what could be produced.

### **2.4 Co-production and Testing Group**

It is fundamental that the tools that we create as part of this work is useful, beneficial and easy to use for local practitioners. As such, we will be supporting this work by coordinating and facilitating a 'co-production and testing group' with membership consisting of key stakeholders from our Good Home Network.

Where possible, we would expect that each tool developed as part of this tender will be tested by group members and refined following feedback. We expect that group membership will consist of 8-10 members who will be in different regions of the country and indeed, working with different models of home improvement services.

Where members are not able to directly test products, we will still seek their advice,



feedback and input and put a call out to wider Good Home Network members for support.

It will be the responsibility of the Centre for Ageing Better to coordinate, facilitate and host the co-production and testing group activities.

## 2.5 Our approach

As an active commissioner, we will do what we can to support the development of these tools. Specifically, we will:

- Develop, co-ordinate and facilitate all engagement sessions with our co-production and testing group
- We will also attend each meeting to contribute relevant and helpful insights including scene setting and guidance on what we are looking to achieve
- We will provide all relevant materials that we have collated including evidence, wider reports and other pieces of work we are conducting to ensure that our wider work is feeding into the development of these tools
- We will produce accompanying guidance and other written outputs to pair with the tools created to support their usability at local level
- We will publish and disseminate the outputs as they become available (or package them as one combined toolkit)

## 2.6 Contract term

Completion of items listed in this tender (2.2 - 2.3) is expected within 6 months of contract sign off. This includes engagement, testing and refinement with our co-production and testing group.

We are welcome to discussion if you feel that this timescale is not realistic and ask that you set out an expected timeline for deliverables in your submission with reasons specifying any deviation from the 6-month timeframe.

The contract term will run no longer than end of December 2025.

## 2.7 Timeline of tender process

Stage	Date
Invitation to Tender issued to Bidders	2 April 2025
Deadline for clarification questions	16 April 2025
Deadline for bid submission	13 May 2025
Bidder Interview	w/c 19 May 2025
Notification of result	23 May 2025
Contract commencement	June 2025

***The Centre for Ageing Better reserves the right to amend these dates.***

We welcome questions from potential bidders who may wish to seek clarification prior to formal submission. Please refer to section 4.2 for more information on this process.

## **2.8 Budget**

We have a budget of **£45,000 exclusive of VAT**.

This budget is for your activities only and must include any costs associated with remunerating research participants, if applicable.

We will take responsibility for the external publication of outputs.

Costs in the Pricing Document should be presented exclusive of VAT. Bidders should state whether they will apply VAT to the total Contract value. 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 to cover VAT liabilities, if these costs are not included in the original Pricing Document.

## **2.9 Insurances**

The Contractor shall take out and maintain in full force and effect with a reputable insurance company the following minimum insurances for the duration of the Contract:

- Public Liability insurance – £1 million
- Employer's Liability insurance – £5 million
- Professional Indemnity insurance – £1 million

## **2.10 Terms and Conditions**

Below are the terms and conditions, to be signed at contract award. Suggested amendments or queries should be submitted in Section 14 of the Supplier Questionnaire. Ageing Better cannot guarantee adhering to proposed changes.

### 3. Invitation to tender evaluation criteria

Criteria	Sub Criteria	Weighting
Price (20%)	Pricing	10%
Quality (80%)	Knowledge, skills and experience	30%
	Approach and Project Management	40%
	Risk management	20%
	<b>Total</b>	<b>100%</b>

#### 3.1 Scoring

##### Scoring

Criteria 1 to 5 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.

Price is weighted at 20%. The Bidder that submits the Lowest Bid Total shall receive the maximum score of 20%. All other Bidders' Bid Totals shall be evaluated using the following formula:

Lowest Bid Total		
	X	20
<hr/>		

Other Bidder's Bid Total
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If a Bidder is successful in its bid for the Contract, then the Pricing Document is submitted as part of its bid will be referenced in the Contract it enters with Ageing Better and will be used in calculating the amount payable to the successful Bidder under the Contract.

## 4. Bid return and Tender evaluation process

### 4.1 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 listed on the opportunities section of our website/uploaded to the CCS Framework and bids will be assumed to take account of any such modifications and amendments.

### 4.2 Procedure for the submission of clarification questions

Bidders shall submit clarification questions to this Invitation to Tender by no later than **5pm on 16 April 2025** via e-mail to: [nazia.azad@ageing-better.org.uk](mailto:nazia.azad@ageing-better.org.uk)

Responses to clarification questions will be openly published on our website for all interested parties to view.

### 4.3 Procedure for the submission of bids

Bidders shall submit one electronic copy Invitation to Tender by no later than **5pm on 13 May 2025** via e-mail to: [nazia.azad@ageing-better.org.uk](mailto:nazia.azad@ageing-better.org.uk)

The Invitation to Tender return shall state the following title: ***'Home improvement services: improving and expanding the current offer of support'***

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.

## 4.4 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.

## 4.5 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.
- 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.

# 5. Important notices for bidders

## 5.1 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.

## **5.2 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.

## **5.3 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.

## **5.4 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.

## **5.5 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.

## **5.6 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.

## **5.7 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).

## **5.8 Ageing Better's right to reject bids**

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

## **5.9 Time**

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

## **5.10 Tender withdrawal**

Ageing Better reserves the right to withdraw the tender for any reason, at any time.

## **5.11 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.

