**Enterprise Cheshire and Warrington**

**INVITATION TO TENDER**

**FOR**

**Implementation Support for Cheshire and Warrington Fair Employment Charter**

**22/4/24**

ECW REF: <ECWFEC2024>

Return Date of ITT: 4pm, 7th May 2024

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# SECTION 1 – ECW Profile

Reporting to the Cheshire and Warrington local authorities the role of Enterprise Cheshire and Warrington (ECW) is to support Cheshire and Warrington’s elected members to make C&W the healthiest, most sustainable, inclusive and growing place in the country by:

* providing strategic economic planning;
* delivery of key government programmes; and
* ensuring that a strong, independent business voice is reflected in the advice ECW provides to elected members.

ECW was formerly known as the Cheshire & Warrington Local Enterprise Partnership (C&W LEP). It is also responsible for promoting Cheshire and Warrington as a great place to visit, live, work, invest and study through Marketing Cheshire, which is an integral part of ECW and is designated by Visit England as the sub-region’s Local Visitor Economy Partnership (LVEP).

# SECTION 2 – Scope of Procurement

This procurement exercise is being conducted as a below threshold open tender. The tender documents comprise this ITT document and Appendices 1-6.

ECW are looking to procure implementation support for a Cheshire and Warrington Fair Employment Charterfrom a high-quality provider that delivers a service that is demonstrably focused around the needs of ECW and its partners.

This ITT sets out the information which is required in order to assess the suitability of bidders in terms of their: approach and methodology; experience and track record; staffing qualifications; and project management; to meet the requirements of ECW for this contract.

The successful bidder will be required to deliver services in accordance with all tender documents and the contract to be placed with the successful bidder. Tenderers are requested to study the specification in detail and ensure that the specified requirements can be met and thus your understanding of our requirements is reflected in your Value for Money and Pricing Schedule return.

The contract is expected to commence 14th May, with the exact dates to be agreed depending on the agreement between the successful provider and ECW.

ECW wish to secure efficiencies and economies of scale by means of a procurement exercise for meeting the requirements detailed within this documentation. The principal benefits anticipated by ECW in this procurement include:

* Ability to maximise opportunities for best value and efficient services
* To allow bidders to explore efficiencies, which may be possible by suggesting innovative and cost-effective solutions
* Presentation of cost savings to ECW in order to maximise economical operational efficiency and value for money
* A resultant contract that meets the tender requirements and supports ECW with their ambition

**The Contract will be awarded for an initial term of 7 months (subject to local authority approvals) with an option to extend by 50%, and will be based on satisfactory performance through continuous monitoring and performance review, subject to requirements of ECW.**

During the contract life, the successful bidder will need to achieve continuous improvement. Failure to do so may result in the contract being terminated.

This tender seeks a firm of consultants equipped to set up the systems and processes necessary to successfully launch the Charter and to hand them over to an in-house team to enable them to successfully operate the Charter on an ongoing basis. This will include taking the Charter itself and implementation plans from its current state to successful delivery and implementation, working with the Enterprise Cheshire and Warrington team, the local authority steering group, and other stakeholders.

**Further details in the specification and the draft Gantt chart in appendix 6, which is subject to review and update by the successful consultant working with ECW and partners, and by local authority approvals.**

# SECTION 3 – Specification

ECW seeks a firm of consultants equipped to set up the systems and processes necessary to successfully launch the Cheshire and Warrington Fair Employment Charter and to hand them over to an in-house team to enable them to successfully operate the Charter on an ongoing basis. This will include taking the Charter itself and implementation plans from its current state to successful delivery and implementation, working with the Enterprise Cheshire and Warrington team, the local authority steering group, and other stakeholders.

Since mid-2022 partners in Cheshire and Warrington have been developing, consulting on and assessing the feasibility of implementing a Fair Employment Charter to encourage and support all employers across the subregion (regardless of size, sector or geography – including public, private and third sector) to implement actions that will improve employment standards, including the accessibility of good jobs, improve wages and living standards, reduce in-work poverty, and support health and wellbeing for employees across the area.

Between Spring and Summer of 2023, partners delivered a Fair Employment Charter consultation via a series of engagement events and an online survey. Since then, work has been underway to incorporate consultation feedback into plans for the Charter’s development. We will shortly be seeking formal approval from all three Cheshire and Warrington Local Authorities to launch the Cheshire and Warrington Fair Employment Charter later this year, at Aspiring Entry Level for the first twelve months.

The next steps include securing additional capacity support (via this tender) to implement the Charter, as well as going through formal Council approval processes.  The aim is to be in a position to start accepting Aspiring Entry Level category applications in the Autumn, following a launch event, with the plan to share the updated charter and information for potential applicants following formal approvals in the summer.

The attached Appendix 5 sets out the latest draft Cheshire and Warrington Fair Employment Charter within the paper to Leaders and Appendix 6 the draft implementation plan.

A small officer group was established to help steer the development and implementation of a charter. This involves local authority place / HR officers and ECW. The group meets as and when necessary, typically once per month. C&W Leaders will also be involved in providing governance and oversight alongside wider reference organisations such as ACAS, TUC and CIPD, and Cheshire Business Group.

As stated above, ECW is seeking to appoint suitably qualified and experienced consultants to set up the systems and processes necessary to successfully launch the Cheshire and Warrington Fair Employment Charter and to hand them over to an in-house team to enable them to successfully operate the Charter on an ongoing basis. The consultants will work with ECW and the steering group to provide professional and organisational capacity to manage the charter’s implementation. Consultants will draw from the knowledge and expertise of the steering group and will work together with the group and partner organisations to complete the work. Consultants will work behind the scenes, using agreed partner branding to front activity, and ECW tools where possible (e.g. Eventbrite account, CRM, website). PR can be aided by ECW PR Agency and Marketing Cheshire Social Media function in partnership with local authority communications teams.

Under the commission the Consultants will provide oversight, strategic advice, project management, administration, promotion, policy, recruitment and technical support, alongside any other requirements needed, to get the Cheshire and Warrington Fair Employment Charter successfully implemented, and the team will oversee and organise a handover process and support to an ongoing delivery team once recruited.

The Charter implementation is subject to formal approval by the local authorities and therefore if there is any delay to the formal approval timelines / postponement of implementation we will require the successful consultancy team to be able to accommodate this. In the event that the delays extend further, it may be necessary to curtail the contract. Please refer to ECW T&Cs for contractual arrangements in these circumstances.

The consultancy work is likely to involve the activities outlined in the draft implementation plan in Appendix 6, however is not limited to these. Consultants should set out in their response how they will manage and organise the project to bring it to its successful conclusion, working with key stakeholders, which needs to include:

* Policy: Finalised and agreed policies and procedures, charter policy and wording, application form, guidance and FAQs etc, that will support the smooth operation of the charter. Reviewing and setting up passporting to neighbouring areas as appropriate.
* Governance: setting up well-run and organised series of panel meetings and Board / steering groups, with experts and neighbouring charters involved as required to lend credibility externally, and implementing recommendations
* Communications and Engagement: a fit for purpose communications and stakeholder engagement plan with a targeting strategy for membership, to ensure that a minimum of 80 organisations can gain aspiring entry level membership within the first year, and stakeholders are kept informed/involved/empowered as appropriate. To include:
  + the adoption and roll out of attractive FEC branding and collateral building on the consultation brand
  + the development and implementation of a fit for purpose website / information and resources hub that will make the process of applying straight forward and effective
  + the setting up of wider partnership and referral channels to encourage a shared approach to delivery and economies of scale amongst organisations with similar objectives
  + a successful and well attended launch event and series of a minimum of 4 x annual seminars planned as well as a shared calendar of events across organisations with similar objectives
* Setting up the capacity and resource for ongoing delivery: the establishment of a suitably skilled and qualified ongoing delivery team and an effective handover and support period with them, ensuring job descriptions/person specifications are fit for purpose.
* Any other support that may be required to take the charter to successful delivery and implementation

*Launch event*

The launch event may take the form of a series of speakers, panels, and/or workshops exploring what good or fair employment means. This can draw from stakeholders within and outside the subregion, for which the steering group will have suggestions. It would be helpful to provide as long a lead in period as possible for bookings. The steering group will liaise on diaries for Leaders, who will wish to play a role in the event.

*Project management*

Day to day project management will be provided by lead officer Melissa Crellin, ECW’s Strategy and Public Affairs Director, with input from Pat Jackson, the Director of Skills and Employment.

The Consultants should make allowance for attendance at any officer working group meetings for the charter in addition to the above, weekly check ins with the lead officer, and liaison via telephone and e-mail with officers and key stakeholders as necessary.

*Budget*

The budget for this initially scoped c.7-month piece of work (mid May to December – subject to local authority approvals) will be up to £45k excluding VAT and is inclusive of all costs.

Proposals will need to include a price schedule (exclusive of VAT) with name of the staff member/s, amount of time available to be spent on the project, and day rate plus any other costs. Consortia are allowed, as long as there is a clear lead contracting organisation and firm tasks, roles and responsibilities identified.

Should the project encounter delays, the expectation is that the consultancy team would be able to flex / pause delivery as needed in discussion with ECW and use the budget to deliver on the contract outputs once delivery has resumed at full pace. In the event that the delays extend further, it may be necessary to curtail the contract. Please refer to ECW T&Cs for contractual arrangements in these circumstances.

# SECTION 4 – Award Criteria

**4.1 Award Criteria**

The Contract will be awarded on the basis of the following weighted award criteria:

|  |  |  |
| --- | --- | --- |
|  | **Award Criteria** | **Weighting** |
| **4.1.1** | **Conformance to Specification**  Submissions which do not, in the opinion of ECW, adequately meet the Performance Specification will not be marked for the Technical Merit and Price Criteria outlined below and will not be taken forward to any subsequent stages of the Tender evaluation. | **PASS/FAIL** |
| **4.1.2** | **Value for Money** | **25%** |
| **4.1.3** | **Technical Merit (Quality)** | **75%** |
|  | **TOTAL** | **100%** |

The **Technical Merit** criteria is made up of the following sub-criteria:

|  |  |  |
| --- | --- | --- |
| **4.1.3.1** | Approach and methodology for the commission | **25%** |
| **4.1.3.2** | Track record and experience with fair/good employment and relevant charters | **15%** |
| **4.1.3.3** | Qualifications, expertise, and relevant experience of the proposed consultant / team | **20%** |
| **4.1.3.4** | Approach to project management and quality assurance, including a project plan and timescale | **15%** |

Technical scores from the Tender stage will then be added together to give a total **technical score out of** **75%** which will then be added to the **Price score (out of 25%) to give an overall score of 100%.**

* 1. **Supplier Evaluation**

The evaluation of submissions will be on the criteria listed below in **section 4.** The criteria will count for 100% of the overall evaluation with the relevant weightings listed next to each individual criterion stated below.

Evaluation criteria will be a combination of both financial and non-financial factors and will consider the following areas:

**4.2.1 Value for Money (25%)**

The **Value for Money** criteria is made up of the following sub-criteria:

|  |  |  |
| --- | --- | --- |
| **4.1.3.1** | Please indicate any additional outputs or outcomes you anticipate as part of your delivery plan, or other considerations regarding value for money. | **-** |
| **4.1.3.2** | Pricing schedule | **-** |

4.2.1.1 Prices submitted as part of this ITT must remain open for acceptance for a **minimum of 120 days** from the closing date for the receipt of offers.

4.2.1.2 Prices must be exclusive of **VAT**. Please see Appendix 2 for Pricing schedule that should be completed and returned as part of your tender response.

4.2.1.3 The contract price will be **fixed** for the duration of the contract.

4.2.1.4 Bidders must demonstrate how their proposals represent overall value for money and how they will assist ECW with cost initiatives.

**4.2.2 Technical Merit (Quality) (75%)**

Quality – **This carries a weighting of 75%** of the overall achievable score and is broken down into the following areas and respective weightings.

**WEIGHTING**

**1. COMPANY DETAILS**

**i) – iv) Provide company details** Information only

**2. UNDERSTANDING THE BRIEF** **Yes/No**

**3. APPROACH AND METHODOLOGY FOR THE COMMISSION** **25%**

**i)  Outline your approach to this commission, the methodology you will pursue, and what steps you anticipate will be needed for each aspect of the implementation support.**

**4. TRACK RECORD AND EXPERIENCE** **15%**

**i) Describe your experience within relevant good/fair employment policy and projects/charters, and how this would inform your approach to the commission.**

**5. CREDENTIALS OF PROJECT TEAM** **20%**

**i) Qualifications, expertise and experience of proposed consultancy team including availability for each personnel.**

**ii) CVs (Max 4 pages)**

**6. APPROACH TO PROJECT MANAGEMENT AND QUALITY ASSURANCE** **15%**

**i)  Describe your approach to project management, and how you will approach quality assurance for this project.**

**ii) Attach your project plan for delivering this project.**

Please see Appendix 3 Supplier Technical Questions & Answer sheet to be completed and returned by all suppliers.

The information supplied will be checked for completeness and compliance before Tenders are evaluated. Failure to comply with any of the requirements or any other specified requirements might render a tender liable to disqualification.

**NOTE: If any criteria within the specification document are classed as non-compliant ECW will not be able to take your tender through to the next stage. If, however, you state that you are non-compliant and are able to provide an alternative solution, ECW reserve the right to consider the alternative solution. No guarantee will be given that the alternative solution will be accepted.**

* + 1. **Scoring Principles**

Submitted Tenders will be assessed against the above criteria and scored using the following points system principles:

|  |  |
| --- | --- |
| **Scoring criteria** | **Score** |
| Failure to respond or irrelevant information which fails to meet the requirement | 0 |
| Response is inadequate, significantly failing to meet the requirements | 1 |
| Response is unsatisfactory partially meets the requirement | 2 |
| Response is acceptable and meets the minimum requirement | 3 |
| Response is good - better than merely acceptable | 4 |
| Response is excellent, exceeds the requirement and gives added value | 5 |

Clarifications maybe sought in writing, or by interview/presentation from the suppliers and scores adjusted accordingly. Visits to reference sites may also allow for adjustments to scores.

Full or partial proposals that in the opinion of ECW are unrealistically low or not reasonable sustainable (in terms of Quality or Price) may be rejected.

Technical scores will be added together to give a total **technical score out of** **75%** which will then be added to the **Value for Money score (out of 25%) to give an overall score of 100%.**

# SECTION 5 – Submission requirements and timetable

**5.1 Closing Date & Submission**

The closing date and time for the receipt of submissions and all requested documentation relating to this stage is **16:00** hours (**4pm**) on **7th May 2024**. Late submissions will not be accepted.

Submissions will only be accepted if they are returned via email to [tenders@cheshireandwarrington.com](mailto:tenders@cheshireandwarrington.com) Bidders should not send their completed submissions to/copy in any other email address.

Tenderers are advised that it is **compulsory** to complete and return **all** of the following documents in the format provided as per the instructions of this ITT. All questions must be answered, where a question does not apply please state “Not applicable”. Failure to complete the documents in full and/or provide all documentation will result in a non-compliant tender submission and will mean that your tender is not considered.

1. **Form of Tender Declaration (Appendix 1)**
2. **Pricing Schedule (Appendix 2)**
3. **Supplier Technical Questions & Answer Sheet (Appendix 3)**

**5.2 Tender Queries**

If you have any specific questions concerning this document or the process for submission of your proposal, then please email through to: [tenders@cheshireandwarrington.com](mailto:tenders@cheshireandwarrington.com) no later than **Tuesday 23rd April.** Only questions submitted to this email address will be answered. Queries received after this date will not be accepted and will not be responded to.

It would be most helpful if queries could be submitted in one email rather than piecemeal. If any question or request for clarification is considered to be of material significance, both the question and the response may be issued for review by all potential providers in a suitably anonymous form. All communication received from potential providers will be treated in strict confidence but are subject to this paragraph.

* 1. **Proposed Schedule of Events**

The proposed schedule for the procurement process is as follows. However, the dates indicated, except for the return date should be regarded as indicative at this stage as ECW reserves the right to extend and / or amend the timetable as necessary. Any major changes will be communicated to all potential tenderers.

|  |  |
| --- | --- |
| **Activity** | **Date** |
| Invitation to Tender (ITT) Live | **Monday 22nd April 2024** |
| Deadline for queries | **Friday 26th April 2024** |
| ECW response to queries via email to all tenderers and on website | **Tuesday 30th April 2024** |
| Tender submission deadline | **4pm Tuesday 7th May 2024** |
| Evaluation of submissions | **8th – 9th May** |
| Interviews (if required) | **Friday 10th May** |
| Bidders notified of contract award | **Monday 13th May** |
| Contract to start | **Tuesday 14th May** |

**5.4 Instructions to tenderers**

Bidders:

* Shall either destroy or return all documentation related to the tender process if ECW so directs
* Shall ensure that tenders are both technically and arithmetically correct. Should ECW discover any arithmetical errors in the bidder’s tender prices then these shall be pointed out to the bidder who shall immediately correct the errors or they shall be asked to withdraw its tender or hold the prices submitted, at the discretion of ECW
* Shall not alter the ITT documents. Tender proposals will be deemed to comply entirely with the terms stated therein unless the bidder states otherwise in writing. If any alteration is made or if these instructions are not fully complied with, the tender proposal may be rejected
* Will be deemed to have satisfied themselves as to the sufficiency of their tender proposal and to have included in it all costs which may be incurred in the delivery of the services. They shall also be responsible for satisfying themselves as to the accuracy of all information associated with the contract and that all eventualities have been included.

The contract will be entered into on the basis of the total tender package (inclusive of VAT) which will be included as part of the Contract Documents including any amounts or additions made and agreed during the tender proposal assessment period. ECW reserves the right not to contract or contract only in part with any bidder.

The information supplied within this ITT and accompanying documents reflects ECW’s current view of the services required. Whilst the information in this ITT has been prepared in good faith, it does not purport to be comprehensive or to have been independently verified. This ITT is issued on the basis that:

* ECW does not accept any liability, responsibility or duty of care to any tenderer for the adequacy, accuracy or completeness of this ITT or for anything said or done in relation to the procurement to which this ITT relates;
* ECW does not make any (express or implied) representation or warranty either about the information contained in this ITT or on which it is based, or about any written or oral information that may be made available to any bidder;
* Nothing contained in this ITT constitutes an inducement or incentive in any way to persuade an interested person to pursue its interest, submit a tender proposal or enter into any contract;
* Neither this ITT nor any information supplied by ECW should be relied on as a promise or representation as to its future requirements;
* This ITT is neither an offer capable of acceptance nor is it intended to create a binding contract nor is it capable of creating such a contract by any subsequent actions

ECW reserves the right to suspend, cancel or withdraw the tender process at any time and will not be responsible for any costs incurred to potential suppliers.

# SECTION 6 – Terms and conditions of tender submissions

Please see below for the terms and conditions of this tender. Through submitting a bid on this tender, you are committing to meet and abide by these terms and conditions:

**6.1 Confidentiality and Disclaimer**

This ITT is not an offer capable of acceptance, but represents a definition of specific legal service requirements and an invitation to submit a response addressing such requirements.

Neither the issue of the ITT to you, your preparation and submission of a tender, or the subsequent receipt and evaluation of your tender by ECW commits ECW to award a contract to you or any other bidder, even if all requirements stated in the ITT are met. ECW is not responsible directly or indirectly for any costs incurred by your firm in responding to this ITT and participating in ECW’s procurement process.

All firms shall keep strictly confidential any and all information contained in this ITT, and other information or documents made available to it by or on behalf of ECW in connection with this ITT. The firms shall not disclose, nor allow any such information to be disclosed. Submission of a formal response to this ITT will confirm your agreement to observe these confidentiality requirements.

Contact by the firms with ECW during the bidding process should only be via the contact stated within this ITT. Respondents shall not offer or give any consideration of any kind to any employee or representative of ECW as an inducement or reward for doing, or refraining from doing, any act in relation to the obtaining or execution of this or any other contract with ECW.

* 1. **Material Misrepresentation**

ECW shall rely on the information provided by the bidder in relation to its offer. In providing the services as specified in the Invitation to Tender documents the successful bidder/tenderer shall comply with the contents of its offer as failure in this respect may constitute a material breach of contract.

* 1. **Collusive Bidding**

Collusive bidding is unacceptable to ECW. Any tenderer that is caught by ECW to be circumventing rules or the law during this tender process will automatically be disqualified from the tender process.

This applies to any bidder who:

**a).** Fixes or adjusts the amount of his bid by or in accordance with any agreement or arrangement with any other person, or

**b).** Communicates to any person other than ECW the amount or approximate amount of his proposal (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the tender for instance) or,

**c).** Enters into any agreement or arrangement with any other person\* that he shall refrain from bidding or as to the amount of any bid to be submitted, or

**d).** Offers or agrees to pay or give, or does pay or gives 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 Offer or proposed Offer for the Services or any act or omission will be disqualified (without prejudice to any other civil remedies available to ECW and without prejudice to any criminal liability which such conduct by a bidder may attract)

\*NB Sub-contracting is permissible where the bidder believes that this will enhance their proposal, however this must be clearly stated.

* 1. **Bribery**

Bribery means any offence under the Bribery Act 2010 or related Laws creating offences in relation to offering, promising or giving a bribe or requesting, agreeing to receive or receiving a bribe

The Contractor agrees with the Client that this Contract will operate on the basis of zero tolerance being shown towards any Fraud and/or Bribery. The Contractor shall take all reasonable steps, in accordance with Good Industry Practice, to prevent Fraud and Bribery by Staff and the Contractor (including its shareholders, members, directors) in connection with the receipt of monies from the Client and with the operation of this Contract.

* 1. **TUPE**

The following provisions regarding TUPE are extremely important. Please ensure that you read them carefully.

ECW expects that TUPE will does notapply to this contract.

In cases of TUPE Tenderers are advised to seek independent professional advice on the effect of TUPE. Tenderers must be prepared to accept all liabilities which may arise as a consequence of the application of TUPE, should it apply. ECW takes no liability in regards to inaccuracy of TUPE information provided in this tender.

When submitting a Tender, Tenderers are required to include all costs relating to TUPE in their submission.

* 1. **Data Protection Act Compliance**

The successful bidder must comply with the UK General Data Protection Regulations (UK GDPR) and all applicable law concerning the processing of personal data and privacy. Full contract terms can be found within the terms and conditions (see Appendix 5).

ECW privacy notice can be found at: <https://cheshireandwarrington.com/privacy-policy/>

**6.7 Social Value**

ECW’s vision to be the healthiest, most sustainable, inclusive and growing economy in the UK, closely aligns to the Government’s social value priorities.

Under the Public Services (Social Value) Act 2012 ECW must consider:

1. how what is being procured might improve the economic, social and environmental well-being of the area where it exercises its functions, and
2. how, in conducting the process of procurement, it might act with a view to securing that improvement.

In addition, the National Procurement Policy Statement ([National\_Procurement\_Policy\_Statement.pdf (publishing.service.gov.uk)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/990289/National_Procurement_Policy_Statement.pdf) sets out the following national priorities that should be considered alongside individual local priorities:

* creating new businesses, new jobs and new skills;
* tackling climate change and reducing waste, and
* improving supplier diversity, innovation and resilience.

All successful suppliers must be willing to work closely with ECW throughout the contract duration to assist them in achieving both their vision and their social value obligations.

# APPENDIX 1 - FORM OF TENDER – TO BE COMPLETED AND RETURNED

**Declaration by Tenderer**

**ITT Title: Implementation Support for Cheshire and Warrington Fair Employment Charter**

1. I, *[insert name]*, certify that I am the person duly authorised to sign tenders for and on behalf of *[insert company name],* the tenderer, and having read the documents, offer to supply the goods, services or works:

* as set out in the specification and accompanying tender documents, samples and/or drawings
* under the terms and conditions indicated
* at the price (or prices) specified in the attached tender documentation

2. It is agreed that any or other terms and conditions of contract or any caveats, assumptions, reservations or exclusions that may be printed on correspondence emanating from the tender, or any Contract resulting from this tender, shall not be applicable to this tender or agreement.

3. I certify that this is a bona fide tender and that I have not fixed or adjusted the amount of the tender by, or under, or in accordance with any agreement with any other person. I have not done, and undertake that I will not do at any time before the hour and date specified for the return of the tender, any of the following acts:

* Communicate to a person other than ECW, the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tender
* Enter into an agreement or arrangement with any other person that he/she will refrain from tendering or to the amount of any tender to be submitted
* Offer, or pay, or give, or agree to pay any sum of money or valuable consideration, directly or indirectly to any person for doing, or having done, or causing to be done in relation to any tender or proposed tender, for the said work, any act or thing of the sort described above

4. I further certify that the principles described in paragraph 3 have been, or will be, brought to the attention of all subcontractors, suppliers and associated companies providing services or materials connected with the tender and any contract entered into with the subcontractors, suppliers or associated companies will be made on the basis of the compliance with the above principles by all parties.

5. I understand that ECW reserves the right, unless the tenderer stipulates to the contrary in the tender, to accept such portion thereof as ECW may decide. ECW is not bound to accept the lowest or any tender.

6. I have obeyed the rules regarding confidentiality of tenders and will continue to do so as long as they apply.

7. I can confirm that I accept that any breach of any of the conditions could lead to any tender being rejected or to the rescission of the Contract by ECW.

|  |  |
| --- | --- |
| Authorised Signatory |  |
| Date |  |
| Name in BLOCK LETTERS |  |
| Job Title |  |
| Phone Number |  |
| E-mail address |  |

Please ensure that the form is completed and signed before being returned with any other supporting documentation requested, by the due date and time. Use the checklist to ensure that you have submitted the relevant documents.

# APPENDIX 2 – PRICE SCHEDULE – TO BE COMPLETED AND RETURNED

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Staff Broken down by role |  |  |  | |
| Staff role/Name | | Amount of time to be spent on project | Day rate | Total |
|  |  |  |  | |
|  |  |  |  | |
|  |  |  |  | |
|  |  |  |  | |
| Attendance at meetings | Number of meetings | Rate |  | |

|  |  |  |  |
| --- | --- | --- | --- |
| Travel and subsistence | |  |  |
| Other costs: please specify | |  |  |
|  |  |  |  |
|  |  |  |  |
| Total Tendered Price (exc of VAT) | | |  |

NB: The price schedule may be returned on an excel spreadsheet.

# APPENDIX 3 - SUPPLIER TECHNICAL QUESTIONS & ANSWER SHEET – TO BE COMPLETED AND RETURNED

**1. COMPANY DETAILS**

**Please provide company details within the table below:**

|  |  |  |
| --- | --- | --- |
| Question number | Question | Response |
| 1(i) | Full name of the potential supplier submitting the information |  |
| 1(ii) | Registered office address (if applicable) |  |
| 1(iii) | Registered website address (if applicable) |  |
| 1(iv) | Trading status  a) public limited company  b) limited company  c) limited liability partnership  d) other partnership  e) sole trader  f) third sector  g) other (please specify your trading status) |  |
| 1(v) | Date of registration in country of origin |  |
| 1(vi) | Company registration number (if applicable) |  |
| 1(vii) | Charity registration number (if applicable) |  |
| 1(viii) | Head office DUNS number (if applicable) |  |
| 1(ix) | Registered VAT number |  |

**3. APPROACH AND METHODOLOGY FOR THE COMMISSION**  **(25%)**

**i). Outline your approach to this commission, the methodology you will pursue, and what steps you anticipate will be needed for each aspect of the implementation support. (25%)**

ANSWER FEEDBACK

**4. TRACK RECORD AND EXPERIENCE (15%)**

**i). Describe your experience within relevant good/fair employment policy and projects/charters, and how this would inform your approach to the commission.**  **(15%)**

ANSWER FEEDBACK

**5. CREDENTIALS OF PROJECT TEAM (20%)**

**i). Qualifications, expertise and experience of proposed consultancy team including availability for each personnel. (20%)**

ANSWER FEEDBACK

**ii). CVs. – no more than 4 pages**

ANSWER FEEDBACK

(Can be separate attachment)

**6. APPROACH TO PROJECT MANAGEMENT AND QUALITY ASSURANCE (15%)**

**Describe your approach to project management, and how you will approach quality assurance for this project (15%).**

ANSWER FEEDBACK

|  |
| --- |
| **ii) Attach your project plan for delivering this project.** |

ANSWER FEEDBACK

# APPENDIX 4 – CONDITIONS OF CONTRACT

ECW contract for the Supply of Services shall form the basis of the main terms and conditions of the contract (see attached document). The successful bidder must thoroughly read, agree and comply with the Contract Terms & Conditions Agreement.

Contractors Induction Checklist provided in tender documentation will form part of the contract.

# APPENDIX 5 – PAPER TO C&W LEADERS INCLUDING CHARTER WORDING

**CHESHIRE AND WARRINGTON FAIR EMPLOYMENT CHARTER**

**IMPLEMENTATION & DELIVERY PLAN**

**LaCE March 2024**

**Introduction**

1. Subject to the agreement from Leaders, the Cheshire and Warrington Fair Employment Charter is to be launched in 2024 for ‘Aspiring Entry Level’ membership applications, running for one year initially as a ‘lighter touch’ application and assessment exercise ahead of the full membership category launch in 2025.

2. This plan provides the details of timing, resourcing, funding and formal approval requirements for two stages, covering the main tasks to be achieved during each stage:

* Stage 1: Implementation, assumed to be April-November 2024
* Stage 2: Ongoing delivery, October 2024 onwards with interim evaluation in April 2026

**Final version of the Charter**

3. The final version of the charter (both entry level and full member) is attached in Annex A, which has responded to consultation feedback. A suite of supporting documents will provide further information to applicants on good practice in fair employment. This initial version of the charter doesn’t contain requirements on commissioned services, which could be an issue for some LA’s, and is entry level only for the first year. All charter standards will be continually reviewed throughout the first year of the charter operations, including preparing for bringing in the full member version of the charter and for passporting reasons.

**Timing of Delivery**

4. The delivery plan attached at Annex B (*appendix 6*) envisages the Charter opening for applications following a launch event in September 2024, with materials becoming available online and marketing of the event throughout the summer, allowing time for organisations to start preparing their applications. Further introductory and good practice seminars will be pre-programmed to follow. This is dependant on receiving formal approval from the three local authorities, via their relevant committees, Cabinets or full Council. Dates are currently being investigated: the earliest that all the approvals could occur is estimated to be June-July 2024, following local elections.

5. Subject to confirmation from Leaders that they are content with the final version of the Charter, the LEP / Enterprise Cheshire and Warrington will put the preparatory work in place, including preparing the website and information hub and its content; setting up the shadow governance systems (Board and Panel); preparing and developing the communications plan including planning the launch event with an annual series of recordable seminars and case studies with partners; and working with LA’s to take the charter through formal approval and then recruiting staff.

**Resourcing and Budget**

6. As Leaders are aware, Liverpool have adopted a relatively light touch approach to ongoing administration of the Charter, which includes one full time member of staff with oversight and leadership totalling around 0.3 FTE. This is much less than Manchester which employs approximately 10 staff on their version of the Charter. Along with ongoing maintenance of the website, regular seminars and events to promote the Charter, annual running costs are likely to amount to around £100k p.a. A number of alternative sources of revenue have been sought to cover this, including UKSPF. None of these could provide ongoing funding, and, subject to more formal approval by the local authority approval processes it is proposed that annual running costs, capped at a maximum of £100k p.a. should be covered from the LEP / Enterprise Cheshire and Warrington’s annual programme budget.

**Governance set up**

7. Resourcing for the implementation stage would continue to be overseen by colleagues in the LEP/the 3 local authorities via the steering group to ensure that the charter is mainstreamed into relevant local offers.

8. It is envisaged that for stage 2 (ongoing delivery) of the charter, this would be overseen by a new Board allied to any new subregional portfolios e.g. for Skills and Employment, which would have the final say on membership, policy and other matters and this will need to be agreed during the implementation phase. A new Assessment Panel will need to be put in place well in advance of the launch, which will include revisiting the wider reference group (ACAS, TUC, Business Representative organisations etc), and LCRCA who have already offered support.

**Website and Information Hub**

9. The charter will need an online application process and knowledge hub. Scoping is underway and there is a possibility that the new Enterprise Cheshire and Warrington website could be upgraded to include this functionality, with a specific URL for the charter. An alternative option is a new independent website.

**Engagement and Promotion**

10. The main initial activity is the planning of an impactful launch event for September 2024. Leaders would be invited to host and chair the event, building on the content from the online consultation launch in 2023.

11. In addition, it is proposed that this implementation stage includes a good amount of web content creation and forward seminar planning with partners to support the charter’s successful launch and recruitment of applicants. Many resources can be drawn from existing partner materials, adapted and collated. The charter’s design and branding will build on that already provided by Marketing Cheshire for the consultation.

**Delivery planning**

12. It is estimated that the first year of the project (from launch) would have a minimum target of recruiting a total of c.80 businesses across Cheshire and Warrington as “entry level” members of the Fair Employment Charter, with the intention to exceed this. This number is considered realistic and achievable based on conversations and comparison of business base with Liverpool Combined Authority. Passporting will also be further discussed with the city regions with the intention to put systems into place to enable this to happen.

**Ongoing delivery – Stage 2**

13. For stage 2, it is proposed that the steering group/operational subgroup is reconfigured into an ongoing delivery coordination group to work with the central staff. Whilst the central team would manage the administration, engagement and hand-holding with applicants and other central tasks, there would be ongoing tasks for local authority and Enterprise Cheshire and Warrington teams to cross market events and build the Charter into their own business support offer and to undertake due diligence in approving new Charter members. The due diligence is advised by Liverpool City Region, to check with various LA departments such as business rates or environmental health, to avoid any issues that could cause reputational issues in approving membership at that time.

**Recommendation**

14. It is recommended that Leaders note the implementation and delivery proposals for the launch and implementation of the Cheshire and Warrington Fair Employment Charter and confirm they are content with the updated draft of the charter, and to proceed as per the proposals, including seeking formal approval from the three local authorities*.*

**ANNEX A – CHARTER WORDING**

**Cheshire and Warrington Fair Employment Charter**

***FOREWORD – from C&W Leaders to be drafted.***

**Background**

The Fair Employment Charter was initiated by the Cheshire and Warrington Leader’s Board, with the intention of celebrating good practice and to support businesses and organisations to raise standards in fair employment practices. A consultation on the Charter took place in 2023 which gathered views from relevant stakeholders and businesses in the sub-region. Over 100 organisations have provided detailed feedback and over 600 people were engaged with more widely. Following this consultation, the final Charter was produced. The process was guided by a steering group drawn from the local authorities in Cheshire West & Chester, Cheshire East and Warrington, and Cheshire and Warrington LEP with close working with business representative organisations, ACAS, Trades Unions, CIPD etc.

The charter sets out five key aspects of what an employer needs to offer to demonstrate fair employment. It is recognised that each organisation will be on their own Fair Employment journey and so will specialise in some areas rather than others. However, the Charter standards are the minimum criteria that must be met for membership.

Charter membership is for a variety of organisations, including all sizes of businesses and all sectors across the public, private and third sector, and is free to enter.

To help guide you through the application process and your ongoing journey to full membership, accompanying this Charter will be guidance documents, a set of case studies, FAQs and a list of useful resources and organisations.

**Membership Tiers**

There are two tiers of membership. These are:

* Aspiring Entry Level Membership, where organisations can become an Entry Level Member subject to demonstrating that active steps are being taken to meet full standards. This includes a smaller number of the Standards which have been selected and adapted to make it more accessible and less resource intensive for initial applications.
* Full Membership, where organisations meet the full Charter standards.

The Entry Membership will be launched in 2024 with Full Membership to be launched after this in 2025.

**Aspiring Entry Level Membership**

The Cheshire and Warrington Fair Employment Charter is now inviting businesses to apply for Entry Level membership. Entry Members would be committing to take active steps to meet full Charter standards, if this is not already the case. Aspiring Entry Standards are laid out below. Please read the associated guidance notes which contains supplementary information/guidance on each of the individual Charter standards, where necessary.

**Aspiring Entry Membership Standards**

**Fair pay and secure employment**

**Fairly paid, secure work is the foundation of good work and good workplaces.**

**We commit to taking active steps to ensure Fair Pay and Secure Employment.**

**We will do this by:**

*Pay*

* Identifying those paid below Real Living Wage and putting clear plans in place to achieve this level within an agreed timeframe.

*Guaranteed hours*

* Ensuring contracts that reflect actual hours worked, including the ability to have contracts reviewed and adjusted if actual hours regularly exceed contracted hours, with zero hours contracts ultimately only for those who want them.
* Having a guaranteed minimum number of hours in the advert and job description for any role and no exclusive zero hours contracts.
* Giving reasonable notice for hourly-paid workers of rotas/schedules in advance.

*Fair working conditions*

* Auditing practices to identify any atypical contracts and justify how and whether they are needed.

**Accessible employment**

**Being an accessible employer means that you have removed barriers within your workspaces, employment practices and workplace culture, and are inclusive and accommodating of all employees and candidates.**

**We commit to taking active steps to being an accessible employer.**

**We will do this by:**

*Inclusive pathways into employment*

* Advertising job opportunities widely to ensure they reach a wide audience of potential candidates including targeting those with protected characteristics under the Equality Act and others who may be or have been excluded from the employment market e.g. care leavers, those living in areas of multiple deprivation. e.g. using the Cheshire and Warrington Opportunities Portal.
* Actively considering the benefits of apprenticeships or similar opportunities for those with protected characteristics and others who may be or have been excluded from the employment market.
* Offering experience in the workplace to offer opportunities to young people and others who would benefit most e.g. those with protected characteristics and others who may be or have been excluded from the employment market.

*Flexible working arrangements*

* Reviewing working practices (when, where and how people work) and work towards maximising flexibility wherever possible in line with business need.

*Inclusive recruitment practices*

* Auditing Equality, Diversity and Inclusion of staff and job candidates, and work towards improvements, with a plan to eliminate recruitment barriers.

**Workforce wellbeing**

**Workforce wellbeing is about employers ensuring a safe and healthy working environment whether in the workplace, on the road or in the home. Employers should have procedures in place to support physical and mental wellbeing.**

**We commit to taking active steps to ensure the wellbeing of our employees.**

**We will do this by:**

*Health and safety*

* Delivering high standards of health and safety at work with sound health and safety policies including working from home.
* Considering appropriate and reasonable adjustments throughout the employee lifecycle where they support employee wellbeing and / or health and safety.
* Understanding staff views on whether the workplace is safe, healthy and supportive and develop a plan for any improvements including realistic and defined timeframes.

*Fostering good physical health*

* Promoting of healthy and sustainable routes to work premises such as use of walking, cycling and public transport.
* Inclusion of healthy eating options when procuring catering.

*Fostering good mental health*

* Demonstrating an understanding of the importance of mental health in the workplace and raise awareness of freely available advice and guidance.

**Employee development and fulfilment**

**Employee development and fulfilment means that employers should have practices in place to ensure staff can perform, develop and manage positively and effectively, including articulating how employees contribute to organisational purpose.**

**We commit to taking active steps to develop our employees and ensure a fulfilled workforce.**

**We will do this by:**

*Investing in learning and development*

* Ensuring fair access to development opportunities and continuous learning for all, including those with protected characteristics or other requirements.

*People management and progression*

* Ensuring people management includes regular and meaningful performance engagement for all staff.

**Workplace engagement and voice**

**Good and fair employers ensure that all staff have the opportunity to voice their views and contribute to the direction and success of the organisation in appropriate ways and are consulted on the decisions that affect their roles.**

**We commit to taking active steps to engage with and enable our workforce voice**

**We will do this by:**

*Employee engagement activity*

* Committing to consultation on key proposed changes to working conditions and contracts e.g. hybrid working, shift patterns etc.

*Representation*

* Informing staff of their right to join a Trade Union and offer fair access to Trade Unions
* Giving employees the opportunity to form appropriate independent staff representative forums or networks.

**FULL MEMBER CHARTER**

**Full membership requires adherence to all standards listed in Aspiring Entry Level in addition to those below.**

**Fair pay and secure employment**

**Fairly paid, secure work is the foundation of good work and good workplaces.**

**We commit to Fair Pay and Secure Employment**

**We will do this by:**

*Pay*

* Paying all employees the Real Living Wage or above. To pay the new rate within 6 months of the rates adoption date or as stated by the Foundation.
* Providing sick pay beyond statutory minimum requirements.
* Auditing pay gaps between different groups (e.g. protected characteristics under the Equality Act and others who may be or have been excluded from the employment market) and taking action to address any pay variations.

*Guaranteed hours*

* Giving reasonable notice for hourly-paid workers of rotas/schedules in advance.

*Fair working conditions*

* Minimising the number of atypical contracts unless specifically requested by workforce/applicants. Agency worker contracts should have clear time limits.

*Secure environment, free from harassment, bullying, discrimination, victimisation etc*

* Providing accessible, trusted and responsive ways of dealing with employee grievances and disciplinary issues.
* Supporting initiatives and campaigns that educate and celebrate diversity and inform on issues such as racism, ageism (and other protected characteristics and disadvantage) etc.

**Accessible employment**

**Being an accessible employer means that you have removed barriers within your workspaces, employment practices and workplace culture, and are inclusive and accommodating of all employees and candidates.**

**We commit to being an Accessible Employer**

**We will do this by:**

*Inclusive pathways into employment*

* Providing additional opportunities to access jobs especially to those with barriers to employment, e.g. protected characteristics under the Equality Act and others who may be or have been excluded from the employment market.
* Supporting careers education and awareness in the local area.

*Flexible working arrangements:*

* Designing working practices to maximise flexibility in line with business need including referencing opportunities for flexible working in job adverts where applicable.
* Giving employees the opportunity to work flexibly supporting work life balance including when people work, where people work and how much people work.

*Inclusive recruitment practices*

* Implementing inclusive, transparent, fair recruitment processes.
* Maximising inclusive employment by eliminating recruitment barriers. Using recruitment methods appropriate to the role and the candidate; with access to reasonable adjustments at recruitment stage, recruiting with person specification or using activity or video based recruitment. Actively monitor Equality, Diversity and Inclusion of staff and job candidates and ensure continuous improvement action is taken.
* Supporting relevant inclusive campaigns, standards and schemes which bring down the barriers to employment for disadvantaged groups.

**Workforce wellbeing**

**Workforce wellbeing is about employers ensuring a safe and healthy working environment whether in the workplace, on the road or in the home. Employers should have procedures in place to support physical and mental wellbeing.**

**We commit to ensuring the wellbeing of our employees**

**We will do this by:**

*Health and safety*

* Acknowledging different life stages and the needs of employees, and making adjustments to working practices to support staff to thrive.

*Fostering good physical health*

* Consulting and working with staff to create a healthy and supportive internal and external physical and/or digital environment.

*Fostering good mental health*

* Evidencing support for staff which goes further than raising awareness of freely available advice and guidance such as Credit Unions, Citizens Advice, NHS etc.

**Employee development and fulfilment**

**Employee development and fulfilment means that employers should have practices in place to ensure staff can perform, develop and manage positively and effectively. It also recognises the importance of being a responsible business, supporting the community sector and good causes.**

**We commit to develop our employees and ensure a fulfilled workforce.**

**We will do this by:**

*Investing in learning and development*

* Ensuring an approach to organisational development which ensures that all staff (including managers) receive appropriate training, during paid time, to enable them to do their job effectively, developing and using their skills and experience.
* Developing mentoring skills for staff supporting new employees/apprentices.

*People management and progression*

* Developing people management practices which are well understood and used by managers and includes regular and meaningful performance engagement with fair processes for onboarding, probation and leaving.
* Providing fair access to progression opportunities, by auditing training, development and progression for different groups to understand and address gaps.
* Developing a diverse talent ‘pipeline’ into leadership positions.

*Being a responsible employer, and supporting the community sector and good causes*

* Enabling employees to support the community, voluntary and faith sector, schools and other good causes if they wish, and supporting these as an organisation where possible.
* Taking actions to lower carbon emissions and protect biodiversity within business operations.

**Workplace engagement and voice**

**Good and fair employers ensure that all staff have the opportunity to voice their views and contribute to the direction and success of the organisation in appropriate ways and are consulted on the decisions that affect their roles.**

**We commit to engage with and enable our workforce voice**

**We will do this by:**

*Employee engagement activity*

* Enabling and encouraging staff contribution to setting the direction and success of the organisation and shaping their roles.
* Consulting early and comprehensively on key proposed changes to working conditions and contracts e.g. hybrid working, shift patterns etc and ensuring that all perspectives are considered when consulting on changes.
* Establishing clear mechanisms to follow up and respond to staff feedback.

*Representation*

* Engaging with Trade Unions representing their staff and respond to requests for recognition where this does not exist.

# APPENDIX 6 – GANTT / PLAN (separate attachment)