



Age-friendly Manchester: Getting Down to Business

The economic opportunities of ageing for Greater Manchester

Final Report for New Economy

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Contents

Acknowledgements 02

Executive Summary 03

Context & Background 08

The Project Process 11

The Ageing Themes 12

Greater Manchester Perspective 33

Opportunities 41

Bringing it all Together 48

Appendices 50

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Ed Cox	Director, IPPR North
Ged Devereux	Public Health England Centre
Carmel Dickinson	Manchester Connected Health Ecosystem
Maria Gonzalez	New Economy
Prof. Christopher Griffiths	The University of Manchester
Angela Harrington	Manchester City Council
Claire Lowe	The Corridor Manchester
Kris Matykiewicz	The University of Manchester
Paul McGarry	Manchester City Council
Dan Morley	Manchester Connected Health Ecosystem
Simon Nokes	Director of Policy & European Strategy, New Economy
Prof. Christopher Phillipson	The University of Manchester, MICRA
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Annie Smith	Manchester Growth Company

1. Executive Summary

New Economy, a member of the Manchester Growth Company, in collaboration with the Age-friendly Manchester group at Manchester City Council, have been closely considering the economic opportunities for Greater Manchester of the ageing demographic – a global phenomenon that has become a strategic focus for policy makers, planners and leaders everywhere.

Ageing cuts across several of Greater Manchester's strategic objectives reinforcing the need for a coherent and embedded approach across the conurbation.

Reflecting this growing awareness of the opportunities that may exist for Greater Manchester and a shared view that the timing may be right to embed the economic opportunities of ageing into the strategic agenda of the city region New Economy and Manchester City Council, in March 2015 commissioned BusinessLab to provide support in the form of action research.

BusinessLab's remit entailed the exploration of opportunities that could form the basis of a co-ordinated, city-region-wide strategy to help individuals and organisations in Greater Manchester capitalise on the new and emerging markets for products and services being created by the older consumer.

The findings of this research are informing the agenda of a Greater Manchester 'ageing hub' – an innovative, collaborative resource to provide the devolving city-region with a strategic approach and resource to address the challenges and grasp the opportunities of ageing.

Five themes were highlighted through previous research by New Economy as being of possible significance for this piece of work. These were explored and challenged by BusinessLab to establish their relevance within the city-region.

The initial five themes were:

1. The Grey Pound
2. Entrepreneurship Among Older Individuals
3. Extending Working Lives
4. Housing and Investment
5. Commercialisation Opportunities

Greater Manchester is a dynamic and powerful city-region that is intent on building, through strategic collaboration, innovation and enterprise, at all levels and in all places, the social and economic wellbeing of its 2.71million residents. It is within this context that the Economic Opportunities of Ageing can be developed and the experience of successful programmes in Rochdale, Salford, Stockport and Wigan provides the bedrock for this approach.

The City of Manchester has a track record in ageing innovation and strategy and it has built an international reputation for networking, connecting and influencing other cities with its best practice processes and proactive initiatives and programmes.

Through the lens of the conurbation, the foundational work of Manchester's Voice of Older People programme has evolved a top-down-bottom-up inclusive approach that has successfully engaged civic and executive leadership, academia and communities across Greater Manchester and far beyond.

Manchester has also evolved as a leading player in the World Health Organisation's global Age-friendly Communities programme, and a benchmark for other regional, national and international bodies working in the field of ageing.

Greater Manchester's 'take' on the Economic Opportunities of Ageing will certainly have a global audience.

And so, the key components would appear to be in place for a successful and sustained city-region-wide strategic campaign around the Economic Opportunities of Ageing:

- Manchester is a globally recognised age-friendly brand.
- There is strong region-wide public sector leadership and a commitment to a Greater Manchester approach.
- There is tangible evidence of sustained political support for ageing-related programmes at all levels.
- Manchester has a strong academic ageing research track record and multi-dimensional collaboration (academic-government-third sector-communities) in translating research and policy into action and impact on the ground.
- There is ample evidence of innovation and best practice in ageing programmes across the region (for example, in Rochdale, Salford, Stockport, Wigan).
- A focus on the economic opportunities of ageing - implying an emphasis on market need and demand - is more likely to engage businesses and entrepreneurs.
- A £6billion devolved health and social care ecosystem that should be a new catalyst for innovation and enterprise.
- Powerful emerging ageing related strategic concepts such as the Greater Manchester Ageing Hub can provide critical support at regional, national and international levels.

A key factor for success will be the extent to which Greater Manchester can build on and leverage the existing ageing expertise, know-how and resources, within its national and international network, for the benefits of individuals and organisations on the ground across the city-region.

With regard to sustainability and growth, a key player in successfully capturing the economic opportunities of ageing will be the private sector. And here, there would appear to be significant potential. Greater Manchester, with 90,000 businesses has the largest office-based work sector in the United Kingdom outside of London. Many large corporations and a number of globally trading companies are based there. For example, international organisations such as the Kellogg's Company, Adidas and Siemens have their UK headquarters in the region.

With so many household names having a substantial presence in Greater Manchester, we believe there is scope to accelerate the engagement with these businesses and leverage their expertise, knowledge and networks in the drive to capitalise on the economic opportunities of ageing.

Opportunity areas

The research undertaken has drawn from BusinessLab's extensive *ActiveAge* repository of regional, national and international case studies, desk research into Greater Manchester and structured interviews with key public, private and academic stakeholders whose knowledge, experience and insights were deemed important to the project.

Through these sources of information we have been able to identify a number of opportunity areas for Greater Manchester, which are highlighted below:

Investment in Age-friendly design

The opportunity to develop the city-region's expertise and collaborative experience in age-friendly design for the built environment and to develop this into an integrated design and technology capability for age-friendly homes and communities. GM has a unique opportunity to develop a single spatial framework for the whole of the city-region, an ageing demographic can be considered as part of a broader strategic planning approach.

Entrepreneurship

The opportunity to support older entrepreneurs to set up businesses and to provide tailored information and market insights for all entrepreneurs looking to develop products and services within the ageing marketplace. There is already support for entrepreneurs being provided by organisations such as the Business Growth Hub and the Libraries.

The Grey Pound:

i) Skin Health Solutions

The opportunity to build on Manchester's university and corporate research partnerships; its expertise in dermatology, chronic wound healing and psychology to build a global centre of excellence in ageing skin health.

ii) Wearables for health and sport

We believe there is an opportunity to leverage Greater Manchester's legacy and assets in the fields of design, textiles, sport and health to develop new solutions in the field of wearables for health and sport applications.

For example, it is home to the Graphene Centre and an innovative ecosystem around which the aim is to create a thriving knowledge-based economy. This has huge potential in the field of wearables¹ with the race for graphene-based elements already underway.

Extending 'healthy' working lives

Greater Manchester is in a good position to capitalise on the opportunity to develop innovative ways to increase opportunities for older people to work beyond retirement. This is something that touches on a number of complex issues and requires mindset change as well as changing the way people currently work and employers currently recruit and retain employees. There has been some innovation in this area in terms of Time Banking and companies such as Adidas being awarded for their focus on being a 'healthy' company.

Bringing it all together

To support the effort to deliver the opportunities described within this report, BusinessLab is recommending that consideration be given to three important underpinning elements, which will require the focus and consistency that one would normally expect to find emanating from one single entity. BusinessLab believes that consideration should be given to this being the Greater Manchester Ageing Hub.

The three elements are as follows.

Thought Leadership

In order to develop a coordinated approach to the economic opportunities of ageing Greater Manchester will need to strengthen collaboration between the key partnering sectors – the Third Sector, Academia, Business and the ageing related policy,

¹ Wearable Technologies Conference, 2015 <https://www.wearable-technologies.com/2014/10/graphene-superpowers-for-wearables/>

planning and operational arms of the Greater Manchester local authorities.

This work is likely to include collaboration on the development of a cohesive/consistent Greater Manchester age friendly offer that extends into housing, products and services.

2. Enablers

The enablers are those organisations required to make it all happen. Their expertise, knowledge and collaboration will be necessary for Greater Manchester to capitalize on the opportunities described in this report. BusinessLab recommends one entity take responsibility for identifying and coordinating all the enablers within the city-region and to outline and manage their contributions to capitalise on the opportunities herein. This could form part of the role of the 'The Ageing Hub'

3. Expert Insight and Enterprise Support

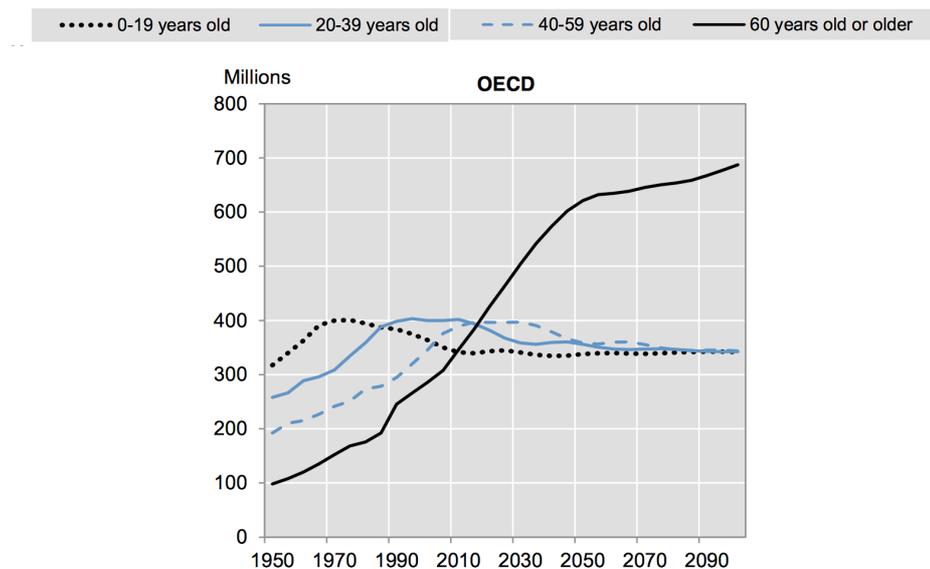
In order to capitalise on the economic opportunities of ageing Greater Manchester needs to take a leadership role in helping regional businesses of all sizes to fully understand the opportunities of the ageing demographic and develop solutions for emerging ageing markets, locally, regionally, nationally and internationally.

Greater Manchester will also support individuals and organisations wishing to explore the development and funding of business opportunities relating to the older consumer.

2. Context & Background

By 2050, for the first time in history, there will be more people in the world over the age of 60 than there will be children aged 0-14 years. And, according to the United Nations, there will be two billion people over the age of 60 by 2050 - more than double the number today.

And recently published projections by the OECD underscore the uniqueness of the present juncture in time as the number of those aged 60-years or older overtakes all other age groups.



Furthermore, over half the human population, 3.3 billion people, now live in cities and, by the year 2030, this is expected to grow to around 6 billion. For example, between 2000 and 2010 in the ten fastest ageing US cities, the percentage of citizens aged 55 - 64 grew at rates of between 77% & 110%.²

As a result of the growing numbers of older people in cities a global age-friendly city phenomenon has emerged, initiated by the World Health Organisation with the publication of the 2007 Global age-friendly cities guide. This has led to further initiatives such as The Global Age Friendly Network with affiliated organisations in many countries.

In the USA, the AARP network of Age-Friendly Communities, which is affiliated with the WHO program acts as the focal point for over three-dozen communities representing more than a dozen states with an ambition to become age friendly.

The City of Manchester is already internationally recognised for being the first UK Age Friendly City endorsed by the World Health Organisation and is globally recognised for its work to develop age friendly neighbourhoods, use arts and culture to tackle social

² Forbes Magazine

isolation and promote health and wellbeing. The bulk of the thinking and development to date has been led by Manchester City Council, cutting edge research of world-class academics in the region's universities and by pockets of innovation on the part of local authorities and third sector organisations.

Ageing has been identified as one of the major drivers of future change for Greater Manchester in work undertaken for the Government Office for Science Foresight Report of the Future of Cities. And, whilst ageing has not, until now, been positioned within Greater Manchester's overarching priorities for growth and reform, it has been recognised by the Greater Manchester Combined Authority that there is substantial knowledge and expertise across the conurbation, which could be scaled up into a Greater Manchester programme of work.³

The ageing agenda cuts across and impacts on, many of Greater Manchester's existing strategic objectives including:

- Transport
- The spatial framework and housing investment
- Business support and access to finance
- Skills
- Health and social care
- Work and Pensions
- Back to work programmes for older people

The economic and social progress of our burgeoning city regions will hinge on the health, wellbeing and mobility of our ageing citizens. And so there is, understandably, a rapidly growing global market for 'age-friendly' programmes, products and services that promote the physical, social and economic vitality of people as they age.

Indeed, how to cover the costs of the health and social care needs of an ageing population is concerning governments around the world. But for businesses, the prospect of a silver economy has a silver lining - the 'silver dollar'.

In the UK, it has been estimated by Nesta that the spending power of the 'silver economy' will grow from £79 billion currently to £127 billion by 2030.⁴ In the North of England alone there are 4 million people aged between 50-74 with aggregate annual discretionary purchasing power of £1.5 billion annually.⁵

In Greater Manchester the number of over 65s is expected to increase by 44% and over 85s by 81% by 2028.

³ GMCA Proposal to Create a Greater Manchester Ageing Hub 29 May 2015

⁴ H. Kahn, Five Hours a Day; systematic innovation for an ageing population, Nesta, 2013

⁵ N8 Research Partnership, Strand 3: Economic Implications of the North's Dynamic Population, 2011

As a result, ageing has become a focus for organisations like New Economy who recognise the economic potential of an ageing population.

In March 2015, as part of a wider initiative to understand the implications of this ageing demographic, New Economy commissioned BusinessLab, the UK research consultancy, to prepare a report on the economic opportunities of ageing for Greater Manchester.

By looking outwards nationally and internationally at examples of best practice in ageing BusinessLab has aimed to identify economic opportunities for the region that relate to its existing expertise and strengths with a focus on ageing.

This report highlights projects and programmes within the city-region that currently focus on ageing or related fields and makes suggestions, particularly around how the ageing focus in the region could be scaled up, focusing on expertise and experience that has been developed within Greater Manchester.

3. Project Process

The BusinessLab team was led by two senior personnel with extensive experience in coordinating the international, multi-sector, multi-stakeholder action research programme, ActiveAge.

As well as exploring opportunities for Greater Manchester through an examination of emerging national and international markets for ageing-related products and services, BusinessLab coordinated an interactive action research and engagement process involving the following activities:

- **Initiation Workshop**
An inception meeting with the project steering group to agree the forward plan
- **Desk Research**
Using the 5 New Economy themes as the focal points - a re-examination of the ActiveAge database supplemented by new desk research
- **Stakeholder Interviews**
Identification of key public, private and academic project stakeholders and sources of information whose early input and engagement are deemed important to the project
Structured telephone interviews
- **Mapping, Theme Development & Visualisation**
Developing an understanding where and how emerging themes could be mapped to opportunities for Greater Manchester
- **Project Development sessions (internal)**
Development and validation of the opportunity themes and the interventions required to bring them to fruition
- **Presentation & Feedback**
In the form of a group presentation and accompanying document.

During the course of the project, the BusinessLab process has been adapted to capitalise on opportunities, and to meet emerging needs and operating requirements.

In particular, adjustments have been made to accommodate participation as co-design lab leaders in 'The Age of No Retirement' workshops in Manchester, a more tailored programme of stakeholder interviews than initially proposed and an extended timeline to final presentation to allow for more discussion with stakeholders and iterations between the BusinessLab and New Economy teams.

4. The Ageing Themes

The New Economy brief for the 'Economic Opportunities of Ageing' entailed the exploration of five themes that could potentially form the basis of a coordinated, city-region-wide strategy to help individuals and organisations in Greater Manchester capitalise on new and emerging markets for products and services being created by the older consumer. The themes were as follows:

1. The Grey Pound
2. Entrepreneurship
3. Extending Working Lives
4. Housing and Investment
5. Commercialisation Opportunities

Through the research, interviews and development process it became clear that 'Commercialisation Opportunities' was cross cutting because economic opportunities surfaced across the other four themes.

Commercialisation therefore became the criteria through which to assess opportunities within the other four themes. We have used a broad definition of commercialisation. In some instances we refer to opportunities that fall under the traditional definition i.e. 'the act of commercialising something' or 'involving something in commerce' but in other cases we have identified opportunities that, if acted open, could create economic value or gain for Greater Manchester.

The research process resulted in BusinessLab's conclusion that four high level themes provide the right focus for GM to identify specific opportunities around an ageing agenda.

All themes were analysed and broken down into more detailed commercial opportunities in a process that resulted in three potential near to market opportunity areas for Greater Manchester (wearables, skin health and age friendly design) and two areas of potential economic gain (entrepreneurship and extending healthy working lives) where more work is required to better understand the gains to be made by pursuing initiatives in these areas.

1. The Grey Pound

The grey pound is generally used to refer to the economic spending power of older people. It is the money that older people as a group have available. In the context of this report the Grey Pound refers to key sectors in which older people are currently spending or are projected to spend.

Despite the fact older people are more often portrayed in the media as a burden to society, research is constantly pointing to their spending power as an opportunity. As a result of growing

media awareness of this phenomenon, marketers, corporations and entrepreneurs, who traditionally focused on youth, are coming to recognise the potential of the older consumer.

Euromonitor forecasts that the global spending power of those aged 60 and above will almost double from the \$8 trillion they spent in 2010 to reach \$15tn by 2020⁶.

The economic activity generated by people over 50 in the US is worth an estimated \$7.1 trillion (£4.1tn) per year, according to AARP. This figure includes \$3tn spent on consumer goods, and \$1.6tn on healthcare, which helps to create and sustain millions of American jobs.

“They represent 50% of all discretionary spending power in the USA. In fact, their per capita discretionary spending is 2.5 times the average of younger households”⁷. In addition there are 78 million baby boomers in the US, which means whatever they do, they will create huge opportunities for companies to meet their needs.

One in four Japanese is now over 65; by 2035 it will be one in three. As a result of this accentuated ageing profile, Japan serves as a laboratory for selling to older consumers. According to The Boston Consulting Group elderly Japanese now account for two-fifths of personal consumption.

Companies in Japan provide an insight as to where the ageing market may be heading. For example, Wacoal, a global manufacturer of lingerie based in Kyoto, has been making products that factor in the toll of time and gravity and their sales to senior citizens are growing by double-digit rates each year.

Other companies in Japan focusing on ageing include Aeon, a giant retailer and shopping-centre operator with a “Grand Generation” strategy. This includes providing one-stop medical clinics on the premises and making in-store signs easier to read.

For all these reasons the economic significance of the grey pound is fast becoming a hot topic for government and business alike. Saga, the UK based company serving the needs of the over 50s recently claimed, “consumer spending by the over 50s is so economically significant that it has an appreciable impact on headline GDP numbers”⁸.

The SAGA report later states, “the over 50s are estimated to account for more than 50% of UK incomes, 68% of UK wealth

⁶ Financial Times, <http://www.ft.com/cms/s/0/e9fc95c0-44b1-11e4-ab0c00144feabdc0.html#axzz3bEplcJml>

⁷ K. Dychtwald, America’s Biggest untapped market is hiding in plain sight, July 2014

⁸ Consumer spending key trends among the over 50s, A report by Saga, Feb 2014

and 76% of financial wealth... this segment provides an attractive opportunity for retailers and other consumer focused industries”⁹.

When one looks to the North of England in particular “there are 4 million aged between 50-74 with aggregate annual discretionary purchasing power of £1.5 billion annually”¹⁰. Estimates suggest this group, which represents just over a quarter of the Region’s population, also accounts for around 70% of its total personal wealth¹¹. Furthermore, 50-74 years olds in the North are twice as likely to own their own home as the rest of the population, and they are also the biggest spenders on healthcare and over-the-counter drugs¹².

This presents an opportunity for businesses, especially those in market sectors and niches where the over 50s predominate. The Financial Times recently pointed to the fact that many large global corporates are now focusing on the ageing population, “Companies like Nestle, Google to Ford are altering their products and business models to serve this rapidly growing ageing population”¹³.

Some industries are acting more quickly than others. For example, a US consortium including Volvo, Fiat, Peugeot and Volkswagen America, has been funding research into the driving environment for the 100 year old female since as early as 2000 and Toyota have been working on developing cars that drive themselves for a number of years. In general, however, companies have not been so clear on how to respond.

“Many products for older people have been supply driven and developed under the broad rubric of disability and poor health – dentures, adult diapers, colour for dying greying hair. There has been relatively little to appeal to those who are fit and healthy”.¹⁴

Indeed, one might also argue that they have had little appeal to those who have had to use them. “Use them, feel old” could be the slogan.¹⁵ There is a growing body of data to show how spending by an older population is being directed and how this is fast becoming a better-informed market with clearly articulated needs and preferences. Many businesses have been slow to respond and to use this data to better inform the targeting of their offer for older people.

⁹ ibid

¹⁰ N8 Research Partnership, Strand 3: Economic Implications of the North’s Dynamic Population, 2011

¹¹ N8 Research Partnership, 2011

¹² N8 Research Partnership, 2011

¹³ The Financial Times, 2014

¹⁴ <http://www.ft.com/cms/s/0/e9fc95c0-44b1-11e4-ab0c00144feabdc0.html#axzz3bEplcJml>

¹⁵ Aging Boomers Stump Marketers Eyeing 15trillion prize, 17 September 2013

For example, we know that “one fifth of UK income in the hospitality and leisure industry is generated from the over 65s; yet only 5% of the sector consider the over 65’s to be an important demographic in terms of revenue, with many focusing on the 35-44 year olds instead”¹⁶.

The leisure industry is a key sector where businesses ought to be focusing their attention on this age group and looking at how they can cater for the over 65s. We know they have more leisure time and are the heaviest users of museums, galleries and theatres. The average consumer spend on hospitality and leisure services per annum is £2468 but for those over 65 that increases to £3372 per annum¹⁷.

“Across the UK, a large opportunity exists for hospitality and leisure businesses to target consumers over 65, at present, much of the potential remains untapped.”¹⁸

We also know the over 65s are “the fastest growing users of computers and information technologies they are the biggest spenders on healthcare and over-the-counter drugs”¹⁹

When we assess this with forecasts for spending by the over 50s up to 2018 we see further support for health and wellbeing as a key sector where businesses might look to invest in the near term.

Health spending appears to be a key feature “Over 2013-18, this is forecast to accelerate to 6.4% per year (5.4% 2003-12), with expenditure reaching £7.8 billion in 2018”²⁰

“By contrast, housing expenditure for the over 50s is forecast to decelerate to 5.9% (7.7% 2003-12) per year with expenditure reaching £53.4 billion by 2018”.²¹

We know that people aged 60 plus utilise 3-5 times more healthcare services than younger people and research shows that almost all 60 plus have one chronic condition, while 50% have two or more. Furthermore, chronic conditions account for more than 60% of all health spending.

There is an opportunity for health service providers to work smarter and develop ways of managing such conditions that are more cost effective. And there is clear evidence of a widespread drive from business in many countries to develop products and services that make it possible for individuals to remain in their

¹⁶ Barclays, An Ageing Population, the untapped potential for hospitality and leisure businesses, 2014

¹⁷ Barclays, 2014

¹⁸ Barclays, 2014

¹⁹ ibid

²⁰ Saga, Consumer Spending key trends among the over 50s, 2014

²¹ Saga, 2014

own homes for longer and prevent unnecessary and unplanned admissions and lengthy stays in hospital.

In this, a more recent focus has been on the potential role of wearables.

“Between 2012 and 2014 Fortune reports that venture funding grew 200% for healthcare startups - ranging from wearables to apps to bionic prosthetics”²²

The market for wearable clothing and devices for example is growing rapidly with the global market for wearable technology worth \$2.7 billion in revenue in 2012 and expected to reach \$8.3 billion in 2018. Deloitte predicts that 10 million wearable devices will ship globally this year, from sophisticated gadgets to smart textiles and skin patches²³.

Whilst there appears to be several segments of the wearables market, the two most relevant to this project are fitness and wellness, and healthcare and medical.

The healthcare wearables market is driven by the rise in home and remote patient monitoring and technical advancement such as the integration of sensors into material and innovations towards miniaturisation. Some UK companies are capitalising on this opportunity. For example, Surrey-based Intelligent Textiles specialise in developing electronically-active woven fabrics and e-textiles and London based MEdiWise have developed a non invasive continuous glucose monitoring system which includes a wearable ear sensor.

But, in the main, evidence suggests an opportunity is being missed by companies operating in the leisure, technology and health sectors and, to this point, it has been difficult to point to exemplary marketing practice targeting older consumers.

Another market opportunity of particular relevance to an ageing population is skin health and products to enhance an individual's overall wellbeing.

The world skin care market had sales of \$65.7 billion in 2007, which was up 40% from 2002²⁴. By 2016 the global skincare market is estimated to be worth about \$121billion²⁵.

In 2008 Euromonitor International identified 5 key trends impacting on the global skincare market and these included, an ageing population, increased wealth in emerging markets, pursuit

²² Fortune Magazine, Healthcare startups are booming, here's what it takes to succeed, Feb 2015

²³ The Telegraph Newspaper, Amazon launches wearable technology store in UK, 8 July 2014

²⁴ Five Trends Driving The Global Skincare Market, 2008
<http://www.marketresearchworld.net/content/view/2329/77/>

²⁵ Statista, <http://www.statista.com/statistics/254612/global-skin-care-market-size/>

of agelessness, technological advances and massive awareness of health and wellness²⁶.

Due to increasing life spans and improved and ubiquitous, more accessible technologies, the concept of 'agelessness' has emerged. Heightened awareness of the damage to skin caused by the sun, tobacco and alcohol combined with a more general concern that one's outer appearance should reflect inner youthfulness are combining to create new business opportunities in the anti-ageing skincare market.

Another market area where there has been a growing focus is clinical nutrition specifically to support age related diseases. "Asia Pacific was the largest market for clinical nutrition in 2013, accounting for 41.5% of the global market share, followed by Europe and North America with market share of 24.4% and 22.6% respectively"²⁷.

The role of nutrition for older adults has been recognised as a market opportunity, specifically around diseases such as dementia. For example Nestle and Danone have products designed to aid patients with dementia or memory problems. Indeed, nutrition of older people and its positive impact on social and economic independence, is now a major focus for Nestle Health Sciences.

Some of "the major players operating in the global clinical nutrition market are Abbott Laboratories, B. Braun Melsungen AG, H. J. Heinz Company, Groupe Danone, Mead Johnson Nutrition Company, Fresenius Kabi AG, Hospira, Inc. and Perrigo Company Plc"²⁸.

From this review, we saw four generic areas of opportunity within the Grey Pound theme that may be relevant to Greater Manchester:

- The leisure, culture and sport sectors
- Health, wellbeing and nutrition
- Wearables for health and sport
- Skin health solutions

2. Entrepreneurship

At the start of 2014, there were an estimated 5.2 million business in the UK that employed 25.2 million people and had a combined turnover of more than £3,500 billion.

²⁶ Marketresearchworld, <http://www.marketresearchworld.net/content/view/2329/77/>

²⁷ BusinessWire, http://www.businesswire.com/news/home/20150710005231/en/Research-MarketsGlobal-Market-Study-Clinical-Nutrition#.VaOjObdPz_Q

²⁸ http://www.businesswire.com/news/home/20150710005231/en/Research-Markets-Global-Market-Study-Clinical-Nutrition#.VaOjObdPz_Q

Small firms accounted for 99.3% of all private sector businesses in the UK, 47.8% of private sector employment and 33.2% of private sector turnover.

Of all businesses, 62% (3.3 million) were sole proprietorships, 29% (1.5 million) were companies and 9% (460,000) self-employed partnerships²⁹. Furthermore, '76% of businesses were non-employers'³⁰, which indicates that the majority of those who are in business are in it on their own as a sole trader.

These statistics reinforce the argument that SMEs and micro businesses form the bedrock of UK entrepreneurship.

We define an entrepreneur as "a person who organises and operates a business or businesses, taking on greater than normal financial risks in order to do so."³¹

And, interestingly, with regard to older entrepreneurs, the 2014 Global Entrepreneurship Monitor registered the highest rate of 50-64 year old UK entrepreneurs since records began - at 7.1%.

Since 2008 the rate of entrepreneurs aged 50-64 has continued to increase and in 2013 and 2014 it was identical to the rate for 18-29 year olds. Within this 50-64 age group, males had a significantly higher TEA (total early stage entrepreneurial activity) rate than females of the same age (9.8% compared to 4.0%)³².

In the UK 36.8% of all those surveyed (10, 750 adults 16-80 years) believed there were good start-up opportunities where they live within the next 6 months. This was higher than the rate found in Germany and France but lower than the USA.

Individuals (aged 16-80) who believed they had the 'skills, knowledge and experience to start a business' was higher in the UK at 38.4%, than in France and Germany but lower than in the USA.

A fear of failure across the age range that prevented an individual from starting a business was recorded at 43% in the UK - 11% higher than in the USA, 0.9% lower than in France and 1.8% lower than in Germany.

But the failure of older entrepreneurs, which is of particular relevance to this report, is perhaps less of an issue.

A recent study found that 70% of start ups founded by older people lasted longer than 3 years, in contrast to only 28% of those created by younger entrepreneurs³³.

²⁹ Department of Business, Innovation and Skills, Statistical Release, Nov 2014

³⁰ Ibid

³¹ Oxford Dictionaries

³² Global Entrepreneurship Monitor, United Kingdom 2014 Monitoring Report

³³ IPPR North, Silver Cities, 2014

Indeed, compared to their younger counterparts, older entrepreneurs, according to two studies by Singh and DeNoble and by Weber and Schaper, can possess advantages such as more developed networks, more work and industry experience, a higher technical and managerial skills level and a stronger financial position.³⁴

And a recent report by O² claims that the over 55's are significantly more confident in their own abilities than 18-24 year olds when it comes to starting their own businesses.³⁵

The O² study also found that the older generation has more resources to devote to a business and they are less likely to see time (10 per cent) and money (18 per cent) as the biggest barriers to starting up compared to 18-24 year-olds³⁶.

Proximity to the market in question has also been suggested as a key factor for success. The N8 Research Partnership identified that, "those best able to exploit new business markets are often those close, physically or psychologically to the opportunity, with access to technologies, materials and resources and with a desire to realise the potential."³⁷

This would imply that because older people better understand and empathise with the challenges faced by others of a comparable age, they are well placed to develop suitable products and services for their own age segment.

However, it is not just older people who are driving buying decisions when it comes to the ageing population. Those often referred to as the 'concerned daughter' or 'concerned son' trying to find new ways to care for their ageing parent(s) are hugely influential in the buying process.

Steve Purdham, a technology entrepreneur who founded Jukebox business We7, has now launched Assistage³⁸, an e-commerce company that road tests and recommends easy-to-use technology to support independent living for older people, giving peace of mind to their families.³⁹

Purdham, whose business is based in Warrington, was inspired to set up Assistage after looking at new ways to help his own 83-

³⁴ Enterprise Support for Older Entrepreneurs: The case of Prime in the UK

³⁵ <http://www.smallbusiness.co.uk/news/opportunities/2452952/older-entrepreneurs-more-bullish-about-starting-a-business.html>

³⁶ <http://www.smallbusiness.co.uk/news/opportunities/2452952/older-entrepreneurs-more-bullish-about-starting-a-business.html>

³⁷ T. Cannon & K. Kurowska, N8 Research Partnership, Strand 3: Economic Implications of the North's Dynamic Population

³⁸ Assistage website, <http://www.assistage.com/about-us.html>

³⁹ Manchester Evening News, accessed 20.5.15, <http://www.manchestereveningnews.co.uk/business/tech-entrepreneur-steve-purdham-launches-8798209>

year-old mother. His business partner in this venture is Trevor Brocklebank who co-founded Home Instead Senior Care in the UK and is a lead figure in the UK home care sector.

Home Instead is itself an example of a company founded upon personal experience. In 1994 in response to their own personal experience Paul and Lori Hogan started Home Instead, an at-home senior care service in the USA⁴⁰. The company now extends to over 1000 individual franchise offices across the World and in 2014 it was voted UK Franchise of the Year.

There is also a clear link between entrepreneurship and the extension of working life, inasmuch as the option to continue working is greatly enhanced by setting up one's own business. Indeed, the connectivity between the two themes was highlighted throughout the interview process for this project and within the research literature.

“Since older workers face a number of problems in the labour market, such as age discrimination and lack of training opportunities (Brown, 2000), research and policy discussion has also turned to older entrepreneurship: establishing a new business enterprise or becoming self-employed when aged 50 or over (e.g., Fuchs, 1982; Curran and Blackburn, 2001; Singh and DeNoble, 2003; Hart et al., 2004)”⁴¹.

It has also been said that people might prefer self-employment or business ownership because, in so doing, they avoid mandatory retirement provisions sometimes found in paid employment, and gain greater flexibility and control over the amount and pace of work which might make self-employment more suitable to older workers (Parker, 2004).

There is however little evidence of enterprise support for actual and potential older entrepreneurs in the UK. That is despite the fact those over 50 do face a number of specific barriers in setting up and establishing new businesses.

A 2013 study conducted by France's NEOMA Business School that included nearly 70,000 entrepreneurs from more than 60 countries over a seven-year period found that start up owners over the age of 50 were 5 % less likely to innovate compared to younger entrepreneurs. Among entrepreneurs aged 30 or younger, 44.9 % offered "new products" or "new technologies," the grounds on which the study judged innovation. Among those over the age of 50, that number dipped to 39.6 %⁴².

⁴⁰ Home Instead, accessed 20.5.15

http://www.homeinstead.co.uk/Founded_on_personal_experience.do

⁴¹ Enterprise Support for Older Entrepreneurs: The case of Prime in the UK

⁴² Study: Entrepreneurs over 50 struggle with innovation, http://www.inc.com/adam_vaccaro/older-entrepreneurs-struggle-with-innovation.html

In the same report older entrepreneurs were also shown to make less use of new technology compared to their younger counterparts. 8.4% of young entrepreneurs' companies relied on technology, that figure was only 5.4 % for older entrepreneurs.

The researchers in this French report suggest that government-led solutions could potentially sort this gap “including programs that would help to train older entrepreneurs to understand newer business trends and lend support their way when needed”⁴³.

One of the UK's benchmark enterprises for the support of older people in the UK is The Prince's Initiative for Mature Enterprise (PRIME), which is “a not-for-profit company whose aim is to release the untapped potential of people in their 50s, 60s and 70s” (www.primeinitiative.org.uk).

If we look internationally, there are other organisations that provide tailored support for older people starting businesses. In the USA both LeadingAge and AARP provide support for entrepreneurs wishing to develop solutions for older consumers.

A section of the AARP website is dedicated to older individuals and aims to help plan, start and grow a small business. There are lots of helpful examples and news articles available there also (<http://www.aarp.org/work/self-employment/>)

In addition to these services AARP hosted its fourth Health Innovation@50+ Live Pitch⁴⁴ event in May 2015. This was a premier showcase featuring the most exciting start up companies in the 50 and over health technology and innovation sector. The event was designed to offer the venture capital and angel investor community as well as the media and consumers the opportunity to connect with outstanding startups.

The 2015 finalists included Audicus, which aims to mitigate the stigma associated with ageing by offering sleek, easy to use hearing aids at prices significantly lower than those of competitors. The company sells hearing aids via the Internet, which enables them to cut hefty intermediary costs without sacrificing quality.

Another finalist was Constant Therapy, which provides a mobile solution to help people improve their brain function after a stroke, brain injury, dementia or learning disorders with personalised science-based exercises and powerful data analytics.

There are many more examples of older entrepreneur's business ideas on the Live Pitch website, which includes everything from wearable 4G smartphones that combine personal digital assistants with real time health monitoring, to devices for keeping

⁴³ Ibid

⁴⁴ AARP, Health Innovation@50 + LivePitch, <http://health50.org/about/>

loved ones safe on the road, and devices for tracking eye drops medications.

Aging2.0, the global organization on a mission to accelerate innovation to improve the lives of older adults, announced at the end of 2014, the launch of The Aging2.0 Academy⁴⁵, which is the only program of its kind globally.

This programme is relevant because it is designed to nurture and accelerate a select group of start-ups with the ageing and long-term care markets.

Over the course of a year companies within the academy receive critical market insights, access to consumers and expert mentorship to help them achieve their strategic goals and improve the lives of older adults around the world.

Importantly, Aging2.0 is closely aligned with Generator Ventures, the venture capital arm of Aging2.0 who invest in startups focused on aging and senior care.

Generator Ventures was launched in May 2014 in partnership with Formation Capital, a real estate private equity and investment firm with nearly \$5 billion managed investments in healthcare and real estate.

Generator Ventures provides capital and unprecedented access to leading post acute and senior care organisations and distribution channels. It was the first venture fund to really focus on and invest in post-acute and senior care space.

It is not difficult to envisage productive potential synergies between Aging2.0 and a complementary entity in Greater Manchester.

These international examples serve to highlight the opportunities that exist to capitalise on the knowledge and expertise of older entrepreneurs developing unique products and services for an ageing population.

They also serve to highlight potential opportunities for forward thinking venture capital organisations looking to invest in the Next Big Thing in one of the UK's most dynamic age-and-innovation-friendly ecosystems.

From this review, we saw four generic areas of opportunity within the 'Entrepreneurship' theme, all targeting entrepreneurial support, that may be relevant to Greater Manchester:

- Establish an experts-in-ageing-markets entity
- Provide integrated business information, market intelligence and product and service innovation service

⁴⁵ Aging2.0, <http://www.aging2.com/blog/aging2-0-announces-2014-2015-academy-cohort-and-leaders-circle-members/>

- Develop tailored and region specific information for employers and entrepreneurs

3. Extending healthy working lives

“A survey of the next generation of retirees conducted by a collaboration of the Wall Street Journal, NBC, and the Rehabilitation Institute of Chicago shows that nearly 90% of baby boomers surveyed expect to continue to learn, travel, and study. Nearly 80% plan to continue volunteer activities, and at least 60% believe that they will be engaged in part-time work. In fact, the high expectations of baby boomers for the future of old age can be best characterised by the nearly 80% of respondents who did not see “serious limits on their activity until after age 70,” and nearly half believe that they will be ‘active and going strong over age 80’. But before they do anything, they will have to get there first.”⁴⁶

This quote from MIT Professor Joseph Coughlin, a global thought leader in the field of ageing, suggested to us the need to insert an important additional word into the title of this theme. The word is ‘healthy’.

1.3 million people of pensionable age are working. This group, which has increased by 50% since 2000, reports higher job satisfaction and is growing faster than younger workers⁴⁷.

As early as the early 1980s, Fuchs (1982, p. 340) wrote about the increasing interest in older workers as a response to “the realisation that current retirement patterns, longer life expectancy, and a slowing-down in the growth of the non-aged labour force will eventually necessitate either large increases in taxes or large decreases in benefits to retired workers”.

The topicality of the discussion concerning the possibilities of prolonging the working life of the ageing population in order to decrease the level of dependence on pensions and welfare benefits has certainly not declined since.⁴⁸

The rate of population ageing globally is unprecedented particularly in Europe and Northeast Asia and to no lesser extent in the US. According to The Pew Research Centre⁴⁹ Japan ranks at number one in terms of having the largest oldest age dependency ratio, followed by South Korea, China, Germany and Spain.

⁴⁶ ‘Longevity, Lifestyle and Anticipating the New Demands of Aging on the Transport System’, Prof Joseph Coughlin, MIT AgeLab 2011

⁴⁷ HAPPI, Housing Our Ageing Population

⁴⁸ Enterprise Support for Older Entrepreneurs: The case of Prime in the UK

⁴⁹ Pew Research Centre, <http://www.pewresearch.org/fact-tank/2014/02/04/the-countries-that-will-be-most-impacted-by-aging-population/>

The old age dependency ratio is one of the ways demographers use to measure the economic impact of ageing. It is a measure of the number of people age 65 and older per 100 working age people (age 15-64).

The higher the number, the more older people there are within a country who need to be supported by younger working age people.

Although the dependency ratio in the UK ranks below many countries in Europe such as France, Germany and Spain the country has still been described as 'woefully underprepared' for an ageing population⁵⁰.

One in four babies born today in the UK is expected to reach their 100th birthday and people over state pension age have outnumbered those aged under the age of 16 since 2008.⁵¹

As a result of increasing longevity and declining birth rates, the old age dependency ratio has increased, and will continue to do so despite planned increases in the state pension age.

Extending working lives is therefore seen as a way of mitigating the economic burden of an economically inactive older population to Government and to individuals.

Research by PwC projected that whilst raising the state pension age to 70 rather than 68 by 2046 would have a net fiscal benefit of around 0.6% of GDP, "increasing the pension age, in itself, will not be sufficient to extend working lives, as many people leave the labour market well before state pension age."

Extending healthy working lives will require individuals to change their behaviour in two key areas:

- The decision to retire
- Actions earlier in life - for example maintaining good health and keeping skills up to date - to ensure we are well equipped to work longer⁵²

In terms of the decision to retire, this will likely include a number of individual factors, such as how much enjoyment an individual gets from his/her work, whether there are flexible work options and whether that individual needs to work for financial reasons.

According to the AARP 2013 career study on older workers (ages 45-74), of those who responded that they plan to work in retirement, 21% said it is to have something interesting to do, 14% said to stay physically active, 11% said to stay mentally active, and 10% said to support oneself.

⁵⁰ Lord Filkin, The Lords Committee on public service and demographic ageing

⁵¹ ILC, Extending working lives: a provocation, May 2013

⁵² ILC, Extending working lives, a provocation, May 2013

The fact only 10% of respondents stated the reason for continuing to work was financial and 21%, to have something interesting to do, highlights that work needs to be rewarding and enjoyable for those who elect to stay employed beyond retirement.

AARP has been raising the profile of employers in the USA who demonstrate exemplary practices in recruiting and retaining mature workers. AARP run a bi-annual programme of recognition alongside The Society for Human Resource Management. Their 2013 recognition list includes 50 of the best employers for workers over 50⁵³.

Top of their 2013 list is the National Institutes of Health, which is a governmental organization. It provides an array of financial planning information and training for employees, preretirement classes within 5 years of retirement and a website listing employment opportunities exclusively for retired employees.

For those who don't need to continue working for financial reasons but who do want to contribute their time to something worthwhile, Time Banking may be a viable option. This has become a popular way of linking people who want to share their time and skills. "It is a means of exchange used to organise people and organisations around a purpose"⁵⁴.

Timebanking is not necessarily targeted towards older people but one can see how it would be appealing for an older age group. It has been around in the UK since 1998 and grown dramatically since then across the private, public and community sectors.

In simple terms, for every hour a participant deposits in a timebank by giving practical help and support to others, he/she can withdraw equivalent support when he/she needs it.

Similar to Timebanking is Slivers of Time⁵⁵, which is a UK-based social enterprise that acts as a neutral vendor solution to recruit, book and reward the right people to be in the right place at the right time. They work with government departments, national employers, recruitment agencies and charities in the UK including Age UK.

Another way older people can contribute post-retirement is via intergenerational programmes, such as AARP Experience Corps in the USA. This is an example of older people engaging with communities to help solve problems.

⁵³ AARP, Best Employers for Workers over 50, 2013, <http://www.aarp.org/work/on-the-job/info-06-2013/aarp-best-employers-winners-2013.html>

⁵⁴ Timebanking UK, <http://www.timebanking.org/what-is-timebanking/what-is-timebanking/>

⁵⁵ Slivers of Time, <http://www.sliversoftime.com/about-us/>

Experience Corps is a US national organization that engages adults over 50 with children in disadvantaged schools to help with student literacy.

In the UK, there are some organisations realising the potential for older volunteers whose skills and life experience can bring energy and vitality to organisations⁵⁶. However, there are many misconceptions which mean they are often not used to their full potential and statistics show that “there is no marked increase in volunteering following retirement despite the fact you would expect people to have more time to spare.”⁵⁷

This appears to be a missed opportunity in the UK, given the numbers of older people is soaring with those over 60 expected to reach 16 million by 2021.⁵⁸ Studies have shown that older people often use their extra time to expand leisure activities rather than taking up something new. Therefore, organisations using volunteers need to create an appeal as an alternative to leisure, as well as assisting a worthy cause.

The second issue individuals need to consider when thinking about extending working life is acting earlier in life to improve one’s health. The significance of this was highlighted in a recent survey conducted by the University of Bath for the NHS.

“Ill health represents a primary, if not the primary cause of early withdrawal from employment among the over 50s; possible 40% of cases. Musculoskeletal disorders and mental health issues, in particular psychological stress, represent the headline cause of absence and early withdrawal from work”⁵⁹

In addition to this being a consideration for the individual, it is also something companies need to consider and it is worth looking to organisations that are recognizing their role in health improvement for staff.

Most companies focusing on improving the health and wellness of their staff appear to be driven by monetary reasons and not reasons related to ageing per se. For example “it has been found that poor lifestyle choices cost UK companies £58bn a year in lost productivity⁶⁰. However, there are lessons to be learned from those companies successfully encouraging employees to live more healthful lifestyles and opportunities to focus on wellbeing for older people in the workplace.

⁵⁶ Volunteering England

⁵⁷ J. Rutherford, A Golden Opportunity, A guide to attracting older volunteers, 2006

⁵⁸ *ibid*

⁵⁹ University of Bath and The NHS Staff Council, Extending working life – an audit of research relating to impacts on NHS Employees, May 2013

⁶⁰ The Telegraph Group, <http://www.telegraph.co.uk/sponsored/business/britains-healthiestcompany/11489751/make-a-shift-in-health-at-work.html>

A recent article which highlights the 44 'healthiest companies to work for' provides many examples of large and small organisations offering their staff incentives like inexpensive gym membership, video chat with physicians, on-site fitness centres, and Google even provides an on-site garden for employees⁶¹.

In the UK, Britain's Healthiest Company⁶², a joint initiative by VitalityHealth, Mercer and The Telegraph, is the first initiative of its kind, which seeks to understand the wellbeing of the nation's workers. In 2014 the figures showed that the cost of lost productivity to the UK economy every year due to ill-health is £58 billion⁶³.

The initiative has been running for three years and stems from the belief that employers are in a unique position to make a positive impact on the health of Britain's workers. By understanding the greatest risks employees face, companies can take action to help reduce absence rates, increase employee engagement and improve results.

The 2014 winners included large, medium and small companies. In the medium category Adidas UK won first prize for their health initiatives, which include an onsite wellness centre with an equal share of resources between physical and mental health. One of the wellness centres is located in their London office whilst the other is in their HQ at Stockport.

Overall the survey found that 88% of employees, from those companies who took part in 2014, had a least one risk factor (such as poor nutrition, BMI or smoking) outside the recommended healthy range, while 13% had four or more.

As the workforce ages these numbers are going to increase but initiatives such as this create a means of tracking and highlighting issues, so action can be taken earlier to improve the health of employees and reduce the number of individuals leaving the workforce prematurely for health reasons. Indeed, our interpretation and understanding of our own extending life course is a fundamental societal challenge.

The linear metaphors of the industrial age are less relevant in the developed world and the demarcations between learning, work, employment, retirement and rest are far more complex and diverse than ever before.

A stronger community-wide understanding of this issue and an increased awareness of the central role of health and wellbeing throughout this lifecourse, and the responsibility of the individual

⁶¹ <http://greatist.com/health/healthiest-companies>

⁶² <http://www.britainshealthiestcompany.co.uk/>

⁶³ Britain's Healthiest Company 2014, research conducted by Cambridge University and RAND Europe

therein, is central to the notion of a sustainable and successful age-friendly city.

From this review, we saw five generic areas of opportunity within the 'Extending Healthy Working Lives' theme, all focusing on collaboration and information, that may be relevant to Greater Manchester:

- Building collaboration across all sectors to develop more innovative opportunities for older people to contribute via volunteering
- Educating and informing businesses and individuals about their role in enhancing the longevity premium
- Promoting workplace wellbeing and staying healthy as a means of being able to work longer
- Engaging employers that are innovating in this area
- Developing policies and interventions to keep older people in the workforce

4. Investment in Age-friendly Design

During the research process, for reasons that will hopefully become apparent, we elected to amend the 'Housing and Investment' theme heading to encompass investment in age-friendly design to reflect Greater Manchester's broader design capacity and potential.

Housing for an ageing population, 'Lifetime Home' and 'Lifetime Neighbourhoods' underpin government thinking in the UK around making housing options suitable for all ages.

2009 saw the establishment of HAPPI (Housing our Ageing Population: Panel for Innovation) in the UK to tackle the following question, "What further reform is needed to ensure that new build specialised housing meets the needs and aspirations of the older people of the future?"⁶⁴

Another political drive to cater for older people's housing arose in 2014 after the publication of a report by Demos on behalf of the All Party Parliamentary Group on Housing and Care for Older People. This calls for local authorities to include a requirement for retirement homes in their Local Plans⁶⁵ and was backed by the British Property Federation.

The purpose of the recommendation is to ensure that retirement developers do not have to compete with commercial developers, who may be able to pay significantly more for land.

⁶⁴ HAPPI, Housing our Ageing Population, Panel for Innovation, 2015

⁶⁵ <http://www.housingexcellence.co.uk/news/british-property-federation-backs-calls-retirement-homes-requirement-local-plans>

It has also been suggested that government ought to help older people downsize, in order to free up larger houses for younger families to move into.

The figures show that “60% of older households have no dependent children but occupy multi-bedroom homes”⁶⁶ and that many of these people would in fact like to move. However, the major constraint to downsizing is often the lack of appropriate alternative accommodation. In fact a YouGov poll from 2010 found that, “six million older people would consider moving to purpose built accommodation”⁶⁷.

Another issue is the negative way in which the downsizing debate has been framed. “To interest more people in moving there not only has to be a wiser and more attractive choice of housing options, but we need to think carefully how these options are labeled”⁶⁸

During a Demos speech in 2013, which formed part of a series of lectures a significant point of economic relevance was made by the former Care Services Minister. He stated that, “too much attention is paid to first time buyers when the real opportunities lie in growing the market of ‘last time’ buyers”⁶⁹.

This statement is supported by the fact, “three quarters of people over 60 own their own home, whereas less than a third of those 25-34”⁷⁰ The Financial Times recently pointed to, “a growing segment of non-mortgage-constrained affluent downsizers – people who don’t need a mortgage to move house.”⁷¹

Housing presents many opportunities for businesses - house builders, trades people, architects, designers and mortgage lenders - if they can provide solutions that meet the needs of an ageing population.

A company realizing this opportunity is McCarthy & Stone, one of the largest specialised builders of sheltered accommodation and retirement homes. They developed their own care and management company in 2010 and have worked to transform designs to meet the needs of an ageing population.

In 2012 they launched The Greater Life Advisory Board, whose purpose is to “help to re-imagine and re-engineer products,

⁶⁶ Happi Report, 2014

⁶⁷ YouGov, 2010

⁶⁸ Guardian News and Media Ltd, <http://www.theguardian.com/housing-network/2013/may/22/elderly-new-modelspecialist-housing>

⁶⁹ Demos twenty years, All Our Futures: How should we respond to an ageing population? July 2013

⁷⁰ ONS

⁷¹ The Financial Times Online, 2014

services and general perceptions around ageing in a way that will help more people experience a greater life in later life.”⁷²

Following the HAPPI report in 2014 all new McCarthy & Stone schemes look to reflect HAPPI’s recommendations, including larger apartments, more storage space, walk-in wardrobes, and en suite bathrooms with modern level-access showers.

Other improvements have included the upgrading of kitchens, greater energy efficiency, enhanced landscaping and the inclusion of additional features such as taller ceiling heights, wider corridors, atriums, winter gardens and roof terraces⁷³.

Barratt Homes who traditionally build four-bedroom homes aimed at families plan to offer homes with larger master suites and flexible rooms to tap into the over 55s market. Barratt is said to be the first mainstream UK house builder to move into the retirement market⁷⁴.

There are many international examples of housing for an older generation included the two that follow in Ireland and in The Netherlands.

De Rokade (and Maartenshof), Groningen, is an extensive mixed care facility, which caters for a range of need from active younger seniors to nursing and dementia care. The development forms a city block and acts as a neighbourhood hub which caters for all of the residents needs and engages with the local community, providing a market, restaurant, library, nursing, day care and shops.

Another city-based approach to housing for an ageing population is evidenced by the Mill City Quarter⁷⁵ development in downtown Minneapolis. The site currently occupied by a car park will become a dense urban development with mostly residential units and some commercial/retail space.

The design will include landscaped open spaces to facilitate pedestrian traffic and gatherings of people. The project brings the first senior housing complex to downtown Minneapolis and is a partnership between the master developer Eagle Iron Partners and Ecumen, a leader in senior housing and services in the USA.

Great Northern Haven Dundalk is a unique collaboration between the Louth Local Authorities, Local Health Service Executive, industry partners, research and development and older residents.

⁷² McCarthy & Stone, <http://www.mccarthyandstone.co.uk/news-andviews/news/advisory-board/>

⁷³ McCarthy & Stone website, <http://www.mccarthyandstone.co.uk/media-centre/national-press/mccarthy--stone-welcomes-happi-2-recommendations-for-housing-our-ageing-population/>

⁷⁴ <http://www.dailymail.co.uk/news/article-2819753/Barratt-build-homes-aimed-55s-Housebuilder-moves-retirement-market-cater-ageing-population.html>

⁷⁵ Mill City Quarter, <http://millcityquarter.com/about-the-project/>

The demonstration project for independent living uses sensor technologies in a community and research context. The project is part of County Louth's Age Friendly county initiative and the Netwell & CASALA research centres at the Dundalk Institute of Technology.

There have been a number of projects that focus on age friendly housing as a result of The World Health Organisation's (WHO) Age-friendly Cities programme, including the above example in Ireland.

This WHO programme highlights 8 elements of an age friendly city and housing is one of these. Since 2010 Manchester has been an Age Friendly City and like all cities in the programme, it is committed to a continual cycle of planning, implementing, evaluating and improving its age friendliness.

Other areas of focus for housing, which have relevance to older people, include mixed generational communities and cohousing.

One can imagine how cohousing could be beneficial to both younger people who struggle to get onto the property ladder and older people who do not want to live alone.

In the UK, the housing debate often places the young up against the old where young people are presented as facing a shortfall in the provision of affordable housing and older people perceived as property rich.

In countries such as Japan, mixing generations is part of the housing solution. "In Japan, 40% of older people live with their children and over 17% live with their grandchildren"⁷⁶

This presents a very different picture to the UK where "less than 10% of those aged 70 and over live with their adult offspring, and around 2% live in multigenerational households with offspring and grandchildren"⁷⁷.

In continental Europe there is a greater uptake of inter-generational housing solutions such as homeshare or cohousing.

Homeshare is when an older person offers accommodation to a younger person at a reduced rate in exchange for some support with basic tasks.

Cohousing is the development of private households with shared facilities that create a sense of community. This alleviates some of the common problems associated with loneliness and isolation as well as providing more affordable housing for younger people.

⁷⁶ Guardian News and Media Ltd, <http://www.theguardian.com/housing-network/2012/may/10/intergenerational-solution-housing-quagmire-uk>

⁷⁷ ibid

In the UK, The UK Cohousing Network is the UK's umbrella organisation for established and forming cohousing groups. The Network was established following the UK's first Cohousing conference held in Lancaster in 2007.

Although these solutions are not widespread in the UK, one can find some examples, such as Shared Lives Plus⁷⁸ where a carer shares their own home and family life with an older or disabled person, as an alternative to traditional care services.

Ten thousand people in England currently benefit from Shared Lives arrangements, many of who say they feel less isolated, make real friendships and participate in community life. The programme has received funding from NESTA and the Big Lottery Fund and is projected to boost both local authorities and the NHS with savings of over £50 million per year to council and care services.

In recent years multi-generational family household levels in the USA have soared to a 50-year high. There are now 5.1 million households with three plus generations. In Florida, the "Seniors and Family Together" mortgage initiative was created by the City of Miami, under the leadership of the Mayor.

From this review, we saw three generic areas of opportunity within the 'Investment in Age-friendly Design' theme, all focusing on building capability, capacity and connectivity in design that may be relevant to Greater Manchester:

- Developing and commercialising Greater Manchester's expertise in age-friendly design for the built environment
- Integrating design and technology capability for age-friendly homes and communities.
- Developing a strong collaborative network within Greater Manchester to create a focus for those experienced in different aspects of age-friendly design

⁷⁸ Nesta, <http://www.nesta.org.uk/project/centre-social-action-innovation-fund/ageing-well>

5. The Greater Manchester Perspective

As part of a mapping exercise to identify ageing related projects and programmes in Greater Manchester, BusinessLab conducted a series of interviews with individuals across the city-region who had been identified by the project stakeholders.

Greater Manchester was analysed through the lens of the original themes to identify if and where existing complementary initiatives, projects and programmes are already in place within the region. The analysis was broken down further into the more detailed opportunities, such as wearables for health and sport, leisure, sport and culture etc, as outlined earlier in this report.

This was augmented by desk research and additional work undertaken as a result of the interviews themselves, in order to establish a reasonable, base level of understanding of the direction of travel of an age-friendly city-region.

This helped to highlight work already under way, organisations who could take advantage of opportunities that exist and where there may be opportunities to extend an existing focus on ageing or untapped capacity that is relevant to the ageing consumer.

Our key findings from the interviews undertaken and the desk research conducted are discussed in what follows. There will be additional projects and programmes of relevance that further work, beyond the scope of this project, could identify.

Greater Manchester and The Grey Pound

Greater Manchester is by no means immune to the global significance and impact of the Grey Pound. Huge opportunities are being created by the large numbers and spending power of older people seeking products and services to meet their needs. The total global spend of those aged 60 and above will almost double from \$8trillion in 2010 to reach \$15trillion by 2020⁷⁹.

In what follows the key industry sectors likely to benefit from the Grey Pound have been broken down and assessed through a Greater Manchester lens.

i) Leisure, Culture and Sport

From interviews conducted with individuals in the tourism sector in Greater Manchester it is evident that most tourism campaigns and advertising activity tend to be generic rather than targeting the older age group.

There is an awareness of the relevance of an older generation within the tourism sector, but perhaps not enough information on

⁷⁹ Financial Times, <http://www.ft.com/cms/s/0/e9fc95c0-44b1-11e4-ab0c00144feabdc0.html#axzz3bEplcJml>

how to market to this group, to encourage businesses to focus their advertising, products and services on an older age group.

Marketing is a challenge when it comes to older people. Baby boomers do not regard themselves as old. They often see themselves as 10-15 years younger than their actual age⁸⁰. In many instances it has been suggested that products overtly marketed to older people risk putting them off.

There has been some marketing to older people within the 'group holiday' demographic in Greater Manchester because older groups tend to come on coach visits at quieter times, during the week and many tourism providers do target such groups.

A focus on the older population was particularly evident when it came to culture in Greater Manchester.

A large number of galleries and museums have sections on their websites highlighting activities and information of relevance for older people taking place on a daily, weekly, and monthly basis.

The Whitworth Gallery in Manchester was highlighted in several interviews during the course of this project. The gallery has a rolling programme of activities for adults of all ages and abilities and run events daily, weekly and monthly. They work in partnership with Age Friendly Manchester and have trained staff as dementia friendly. The gallery is also an Age Collective partner, a UK site for professionals to share work that relates to working with older people in the field of arts.

Other galleries also cater for an ageing population. Manchester Art Gallery run various projects for older people within the community and The Halle run a musicians in residence project with Pendine Care Homes, which aims to improve wellbeing and quality of life of all residents with particular focus on those with dementia.

Activities and projects with and for older people are common in Greater Manchester museums and galleries who have recognised the significance of an older age group and are working hard to cater for their needs.

Outside of galleries and museums, in Salford a programme called Start Over Fifty⁸¹ has been developed to provide an opportunity for older members to take part in creative activities and meet new friends. It is a way of building confidence so that older people feel more connected to their local community and less isolated. The programme provides two-hour weekly workshops at various locations across Salford. There is a small cost to cover materials.

⁸⁰ The Financial Times, 2014, <http://www.ft.com/cms/s/0/e9fc95c0-44b1-11e4-ab0c00144feabdc0.html#axzz3bEplcJml>

⁸¹ Start in Salford, <http://www.startinsalford.org.uk/our-projects/start-over-fifty/>

Many of the examples cited above focus on Manchester City however, there are facilities across GM accessible to residents and visitors alike.

In terms of Sport there are a lot of opportunities for Greater Manchester to expand on what already exists and make it applicable for older people.

There are a number of sport facilities already being used by people across the age ranges but more could be done to attract older people. Sportcity now delivers over 400 events and receives 4.5 million visits each year. Sportcity is the home of:

- City of Manchester Stadium (48,000 seater home to MCFC)
- The National Cycling Centre
- Manchester National Squash Centre
- Manchester Regional Arena
- Manchester Tennis and Football Centre
- English Institute of Sport
- Manchester Sport and Leisure Trust Head Office

The fact these facilities are located within close proximity to one another is an attractive proposition for older people. Sportcity is also partnered with big businesses such as ASDA, NEXT, Countryside Properties and Mercedes who will undoubtedly have a vested interest in the older market.

In East Manchester one of the latest sport developments is the Beswick Hub, which aims to provide increased economic, sporting and educational opportunities for all.

The Beswick Leisure Centre, which forms part of the hub and opened in 2014 is seen as a key element of establishing Beswick as a world class sport and community hub with the centre being adjacent to the new City Football Academy.

The centre is expected to attract 600 visitors a day and there is an opportunity to attract older people to the centre too.

Another sport venue of relevance is the Aquatic Centre as this is located in the city centre, just off Oxford Street and very accessible for anyone within the city centre. Facilities there include a gym, 50m pool, diving pool and health suite. It wasn't evident from their website whether they offer much for older people.

There are also opportunities around football. As Greater Manchester is recognised internationally for its football legacy, this could be a focus for older people to participate in sport.

There are many international examples of senior sport tournaments and specifically football tournaments that exist.

In British Columbia Canada, there are 120 teams in the Oldtimers Soccer League, while in Boston in the US there are a dozen teams in an over-60s league.

Walking Football has also become increasingly popular in the UK and is suitable for people who may have mobility problems, which stop them playing faster paced games.

The Walking Football United⁸² website, highlights where walking football is taking place across the UK. There is a list of places and contacts in Greater Manchester where walking football is happening and there is additional information about this activity on the Manchester FA website⁸³.

This is another area where a greater emphasis could be placed on the opportunities for older people to participate.

ii) Health, Wellbeing and Nutrition

In Manchester there is a unique health and care ecosystem due to the fact, it has become the first region in England to get full control of health spending.

From April 2015 the ten councils that comprise Greater Manchester took over the local NHS budget and will integrate this with social care. The combined budget is worth £6 billion per year. The budget will be controlled by a directly elected mayor from 2017 who will also oversee transport, housing, policing and planning.

This ecosystem around health and care in GM creates an opportunity for companies providing products and services within the health and care market.

There are examples where collaboration is happening across sectors within Greater Manchester. For example, The Manchester Connected Health Ecosystem is the first of its kind to be set up in Europe and is based in Manchester. It aims to accelerate the adoption of connected health for health and social care and brings together the NHS, social care providers, industry and patient groups. There are already 70 members within the group.

In addition to the Connected Health Ecosystem Manchester is also home to The Centre for Health Informatics, which provides a focal point for research, education and learning and develops e-health innovation partnerships with the NHS and industry.

In terms of social care, there has been further innovation in Greater Manchester with the MyCareMyChoice portal set up by Stockport City Council. The aim of the portal is to connect up

⁸² <http://www.walkingfootballunited.co.uk/>

⁸³ Manchester FA, <http://www.manchesterfa.com/players/walking-football>

those in need of care services with private sector companies, charities and other not-for-profits who can provide care at a cost. Rather than an individual having to spend their time searching for the services they require, the portal serves as a one-stop-shop of local care services.

Another community-based project in Greater Manchester, which links to improving the health and wellbeing of people aged over 50, helping them find new and unique ways to lead a flourishing later life is The Rochdale Circle⁸⁴.

The circle believes that people can be each other's solution. Membership provides individuals with access to free events, local and reliable practical help, a monthly calendar of events and activities, access to a network of members with a variety of interests plus various other initiatives.

Industry experts are already seeing the benefits of working in Greater Manchester, specifically in the field of health care trials.

For example, Glaxo Smith Kline are conducting the only lung study of its kind in the world in Salford due to the fact they have integrated health records in Salford and everything is connected up electronically.

Manchester as a great place for health trials was mentioned in several interviews, specifically with Carmel Dickinson who highlighted that a static population makes it a good place for companies to conduct their trials.

In terms of nutrition there was little evidence of a focus on nutrition and ageing in Greater Manchester, although we did not manage to discuss this with the likes of Marks and Spencer, Heinz and Kellogg's. We did, however, identify a 2014 MICRA seminar on Ageing, Nutrition and Health, which focused on the risks and consequences of malnutrition in older patients.

iii) Wearables for Health and Sport

Wearables are of particular relevance to Greater Manchester because of the expertise across a number of related disciplines including The Centre for Informatics and The Graphene Centre, both at Manchester University.

These centres of excellence and innovation - along with the extensive health and sports ecosystems across Greater Manchester - as well as the presence of companies such as Adidas, sponsors of the recent Smart Fabrics and Wearable Technology 2015 global conference - suggest significant opportunities for the region.

⁸⁴ Rochdale Circles, http://rochdalecircle.org/being_a_member.php

iv) Skin Health Solutions

The Dermatopharmacology Unit in Manchester is part of the Institute of Inflammation and Repair at The University of Manchester and is based in the Greater Manchester Dermatology Centre at Salford Royal NHS Foundation Trust.

The Unit has an international reputation for research into major skin diseases and is one of Europe's leading dermatology clinical trial units. The team has a diverse research portfolio ranging from state-of-the-art biological therapies, to anti-ageing treatments and wrinkles.

Industrial collaborations have taken place with companies such as Alliance Boots, L'Oréal, Lancôme, Clarins, and Johnson and Johnson.

Last year Manchester played host to an international skin health summit which aimed to bring together for the first time ever experts in the ageing and dermatology fields to identify and address the challenges, opportunities and pathways forward around active ageing and healthy skin.

The Centre for Dermatology Research is renowned worldwide for its programme of skin ageing.

The team has tested the effectiveness of popular anti-ageing products such as No 7 Perfect and Correct. Their testing method is used extensively by the personal care industry as a pre-screen prior to clinical trials of skin repair efficacy.

Alliance Boots and The University of Manchester have an existing partnership which runs until the end of 2018 to investigate the mechanisms by which human skin ages and to help boost innovation within the Boots product brand.

Greater Manchester and Entrepreneurship

Entrepreneurship and the starting of a new business are hugely important contributors to the economy, but they are also extremely important within the context of extending working lives.

It was suggested during the interviews that there may not be enough or appropriate jobs for older people within Greater Manchester, so an alternative to being employed could be for individuals to start their own business. This allows for more flexibility and also allows individuals to pursue things of personal interest to them.

In Greater Manchester there is support in general for business start-ups via the Libraries, Information & Archives services who support start-ups, entrepreneurs and job seekers across the North West. These business services are connected to the British Libraries Information Services.

The Business Growth Hub is another support organization based in Manchester that helps individuals start up new businesses. They offer long-term support that helps plan, launch and develop new businesses.

There doesn't appear to be specific information about the size, scope and value of the grey pound readily available for businesses in GM.

Neither does there appear to be specific support for older people who, as highlighted in part one of this report, face age-related challenges when starting a new business.

There is a need for tailored support for businesses and entrepreneurs of all ages looking to develop products and services specifically for an ageing market.

Extending Healthy Working Lives in Greater Manchester

Extending healthy working life was viewed as a central theme by the majority of interviewees consulted for the purpose of this project, although it was generally agreed a more helpful phrase ought to be coined to discuss this theme.

There is an opportunity in the UK in general and in Greater Manchester in particular to highlight companies doing great work in retaining and recruiting older employees, like in the USA, where AARP celebrates those organisations considered to be great places for the over 55s to work.

In Greater Manchester there is currently one of the lowest rates of employment for over 50s in England.

Between the ages of 50 and 64 more than half are no longer in the labour market. There is an opportunity to support those individuals currently detached from the workforce for health or other reasons, to contribute to the economy of the region.

This is a situation that most interviewees highlighted as being of concern and it was suggested more needs to be done to support those people out of work, to better understand the reasons for not continuing in employment and to be clear about what and where there are opportunities for older people to stay employed or to become self-employed and explore entrepreneurial opportunities.

The Greater Manchester voluntary sector is a £1 billion business⁸⁵ representing a strong channel through which older people can and do contribute their time and skills beyond retirement.

There are an estimated 14,592 organisations operating in the voluntary sector in Greater Manchester with the majority of these being based in the city itself.

⁸⁵ GMCVO, Greater Manchester State of the Voluntary Sector, May 2013,

More than a quarter of organisations work in the following four areas:

- Health and well-being (37 per cent)
- Community development (37 per cent)
- Education, training and research (28 per cent)
- Sport and leisure (27 per cent)⁸⁶

In 2012/13, an estimated 334,200 volunteers were part of the voluntary sector workforce in Greater Manchester, contributing an estimated 1.1 million hours of their own time per week.

Another element of volunteering, which entails individuals exchanging their times and skills is time banking, mentioned earlier.

In Greater Manchester there is a community-based timebank in Stockport called Give2Gain. It is free to join and everyone's time is valued equally.

Membership includes enrolment in a good neighbour "home from hospital" programme to ensure anyone involved gets safely home from a hospital stay.

Investment in Age-friendly Design in Greater Manchester

The Manchester School of Architecture and Manchester School of Art and Design Lab have already partnered with Manchester City Council's Valuing Older People Team to develop design ideas and approaches, which contribute to Manchester's Age Friendly City Programme.

They have worked together on projects including the regeneration of Chorlton and increasing awareness of age friendly issues and opportunities for products and services to offer older residents in the community.

In the Old Moat area of Manchester a pilot age-friendly community project commissioned by The Southway Housing Trust, aimed to improve the experience of older people living in the city.

The project carried out during 2012 and 2013 looked at improving the physical and social environment of the Old Moat neighbourhood and to consider the implications for other districts in the city.

The result of the programme was a Toolkit⁸⁷ designed for anyone wanting to replicate similar activities in other communities, or to evaluate improvements at a later date.

⁸⁶ Ibid

⁸⁷ Southway Housing Trust, <http://www.southwayhousing.co.uk/your-neighbourhood/age-friendly-neighbourhoods>

6. Opportunities for Greater Manchester

In summarising the data gathered during this project, BusinessLab has identified a number of specific economic opportunities for Greater Manchester around four themes – Age Friendly Design, Entrepreneurship, The Grey Pound and Extending Working Lives. And we have also identified some additional areas of opportunity that we believe are worth considering.

The opportunities identified all met the criteria set at the start of this report; they have some ‘commercialisation’ potential. By this we are looking beyond the traditional definition of ‘commercialising a thing’ to consider opportunities that could evolve from improving the way certain things are done that could lead to economic benefits for the city-region. For example around extending healthy working lives and providing support for older entrepreneurs and businesses.

Whilst some of the opportunities appear to be closer to market, others focus on larger, broader sectors and require more research and validation. All of the opportunities outlined rely on the readiness of relevant organisations across the public, private, third sectors to act in a coordinated strategic manner and translate opportunities into the commerce and business sector of the city-region.

In the following section we describe the opportunities identified by BusinessLab in the order we believe action could be taken.

Opportunity theme 1: Age-friendly design

The opportunities that relate to housing an ageing population are of relevance to every city and region but of particular relevance to Greater Manchester, due to the fact many older people migrate out of the city centre and into the suburbs as they age.

Greater Manchester has the potential to lead the way in creating attractive age-appropriate housing within the city centre, utilizing the design expertise within the region and its affiliation with The World Health Organisation. Age appropriate housing is something that ought to be considered in the development of the region’s spatial plan.

Greater Manchester could build upon the work done with Southway Housing Trust in Old Moat & Withington, which focused on the environmental and social factors that contribute to active and healthy ageing in communities. The collaboration, which included Manchester School of Architecture and the University of Manchester, led to the development of a report and toolkit.

Manchester is already seen as the leading UK city in terms of age friendliness. Greater Manchester has the opportunity to build a strong brand around its Age Friendly expertise and become the go-to place internationally for insights, advice and consultancy on how to create a truly age friendly city including age friendly housing, products and services.

As a result of consolidating and packaging its age friendly expertise there will be more opportunities for spin out businesses, and an attractive proposition for investors.

Opportunity theme 2: Entrepreneurship

Entrepreneurial support is the second opportunity for Greater Manchester.

There is already support for businesses and entrepreneurs in Greater Manchester and extending this to provide tailored advice and information for older entrepreneurs would be a beneficial next step.

In section one of this report entrepreneurship is highlighted as an important consideration for the region with the potential to create flexible ways for older people to continue earning an income. Not only are there many older people who could potentially benefit from setting up a business, but there are also many younger entrepreneurs who could consider developing products and services for an older population but are currently unaware of the opportunities within this market. They do not have access to the relevant market research and support to help them understand what the older consumer needs and desires.

Providing support to businesses that want to develop products and services for older people, and entrepreneurs wishing to start a business, will entail key players in Greater Manchester's business support ecosystem having a thorough understanding of the market for products and services for older people and the needs of older entrepreneurs themselves. This will include the business facing groups in the universities, business membership organisations and the Business Growth Hub.

Very few national organisations exist to provide tailored support for the development of age-friendly products and services or for older entrepreneurs and from our knowledge there is no Greater Manchester entity specifically providing this type of support.

There is therefore an opportunity for Greater Manchester to nurture a new cluster of well-informed and well-supported entrepreneurs, young and old, developing breakthrough products and services for older consumers.

There are additional opportunities for older individuals to set up innovative social enterprises such as mutual support

organisations, skills exchanges and time banks, which link very much into the next theme, extending working lives.

Alongside providing support GM will need to consider the obstacles faced by older people setting up businesses. Starting a business will not be an option for everyone and there will be a variety of different reasons for this. Understanding these will help tailor the provision of support for older people and the types of older people for whom it is a viable option.

Opportunity theme 3: The Grey Pound

Within the context of this report, the Grey Pound relates to a narrower seam of opportunities for Greater Manchester. These are the sectors and areas where older people are already spending their money and where it is projected they will spend more money - and we believe Greater Manchester businesses could stand to benefit.

The Grey Pound is an area of huge significance for Greater Manchester with over 90,000 businesses across the city-region few of which presently have a focus on ageing. There is an opportunity to raise the profile of ageing as an economic opportunity within the business community and provide the right business support and information for those companies who wish to capitalise on it.

BusinessLab believes there are two near-to-market opportunities for Greater Manchester under the theme of the Grey Pound. These are 'skin health solutions' and 'wearable devices'.

Skin Health Solutions.

Skincare product sales are expected to reach £2.3 billion in the UK by 2019⁸⁸ and Manchester is in the perfect position to capitalise on this market because of existing industry connections and the Dermatopharmacology Unit's international reputation as one of Europe's leading dermatology clinical trial units.

Manchester's expertise in dermatology and psychology is a major commercial opportunity for the city specifically in terms of the ageing market.

Alliance Boots and The University of Manchester have an existing partnership, which runs until the end of 2018 to investigate the mechanisms by which human skin ages and to help boost innovation within the Boots product brand.

⁸⁸ Euromonitor International, <http://www.euromonitor.com/skin-care-in-the-united-kingdom/report>

Manchester University has also been working alongside Clarins who are funding the university to conduct research to establish whether people's personalities affect how they age⁸⁹.

Skin Health is an area where Manchester has a clear USP attractive to companies working in the field of anti-ageing technologies and looking to develop a competitive advantage within the anti-ageing skincare market. It has the potential to attract many international businesses.

Another area of significant importance for older people, where Manchester has expertise and an opportunity, is in chronic wound healing. This has a substantial cost to the NHS and impacts significantly on patients.

In 2008 some 200,000 patients in the UK had a chronic wound and the cost to the NHS of caring for patients with a chronic wound was estimated to be £2.3billion-£3.1billion per year.

There are opportunities to look at how skin can be protected from wounds working alongside the Manchester Graphene Centre.

Wearables for Health and Sport

Greater Manchester as a region has an impressive technological history and enviable healthcare expertise with a number of innovative technology companies and prestigious research institutions, which make it ideally placed to bring together the right combination of expertise to capitalise on the market for wearable devices. This market is expected to reach 12.6 billion US dollars globally by 2018.⁹⁰

Linking the city region's legacy in textiles with design, sport and health informatics would allow GM to grasp this opportunity, which many other businesses are now trying to tap into.

Existing collaborations between the NHS, social care, industry and patient groups through the Connected Health Ecosystem, aim to accelerate adoption of connected health for health and social care.

The Centre for Health Informatics also provides a focal point for research, education and learning and develops e-health innovation partnerships with the NHS and industry.

These collaborative networks could be extended to include experts in textiles, technology, sport and material expertise such as that held by those at the Graphene Centre in Manchester.

⁸⁹ Manchester Evening News, <http://www.manchestereveningnews.co.uk/news/could-soon-choose-skin-products-8797250>

⁹⁰ Statista, The statistics portal, <http://www.statista.com/statistics/259372/wearable-device-market-value/>

Add to this the diversity of office space and production facilities, including CityLabs, Airport City and MediPark, Manchester Science Partnerships and The Corridor and it becomes the perfect environment for innovations in healthcare and advanced remote monitoring devices such as wearables.

The opportunity for the mainstreaming of sport wearables has been highlighted by Ralph Lauren, the first luxury fashion house to move into smart sportswear. It's 'Salvo' sports shirt for athletes, launched in February 2014⁹¹, monitors heartbeat, respiration and stress levels.

A French company called Cityzen Sciences was recently in the headlines for their digital running shirt known as the "D-shirt", made from a fabric woven with sensors that record a wearer's heart rate, route, GPS location, speed and altitude, performs the same function as a sports watch such as the Garmin.

The D-shirt works in a similar way to a sports watch, sending the information to an app on your smartphone via Bluetooth.

While other companies have tried smart sportswear it is still quite rare among well-known fashion brands.

Other 'Grey Pound' opportunity areas

There are many sectors that stand to benefit from an ageing population but two in particular stand out: sport, leisure and culture and health, wellbeing and nutrition.

These sectors are of relevance when considering the economic opportunities of an ageing population and cut across all the opportunities identified in this report even where it may not appear so initially. For example, extending working lives requires a better understanding of the impact of an individual's health and wellbeing on the decision to continue working, as well as their desire to balance work with leisure activities.

Greater Manchester stands ahead of other regions when one considers the health and wellbeing sector because of the devolution agreement, which is creating a unique health and care ecosystem in Greater Manchester. This opens up new opportunities to stimulate economic growth and for improving the quality of life of Greater Manchester residents by replacing a one size fits all centralised national model with greater local control over certain budgets and powers.

There has already been much innovation in Greater Manchester's health ecosystem but devolution brings with it opportunities to build on this.

⁹¹ Guardian News and Media,
<http://www.theguardian.com/technology/2015/feb/14/fashion-phones-wearable-technology>

There are also opportunities for GM around leisure, culture and sport, “across the UK, a large opportunity exists for hospitality and leisure businesses to target consumers aged over 65, at present, much of that potential remains untapped”⁹².

In terms of leisure and culture, section five of this report outlines initiatives within GM run by galleries and museums to attract older people. However, few examples were found in hospitality or sport of companies targeting older consumers in GM, with the exception of the group holiday sector. There are however, various organisations such as Marketing Manchester who could take a key role in raising the profile of GM as a destination of choice for older travelers.

In the UK, SAGA is probably the most recognised company to offer tailored holidays and insurance for older people, as such this appears to be a relatively untapped area.

BusinessLab believes the sectors of health, wellbeing and nutrition and sport, leisure and culture will be key for the economy of Greater Manchester and are worthy of further exploration and mapping to better understand how existing strengths in GM can be used to capitalise on the opportunities within these areas.

Opportunity Area 4: Extending Healthy Working Lives

Extending healthy working lives in Greater Manchester is one of the critical factors that will need to be addressed in order to achieve higher sustained levels of economic growth and social inclusion in the region.

We know that “increasing the pension age, in itself, will not be sufficient to extend working lives, as many people leave the labour market well before state pension age.” Therefore, a longer-term approach for Greater Manchester is to support businesses and individuals to stay longer in the workplace.

In order to do this Greater Manchester must understand the barriers for those not continuing to work beyond 50 years of age and start to develop creative interventions and incentives that enable people to keep working and employers to create attractive propositions to recruit and retain older people.

There are lessons to be learned from existing models in the UK, such as B&Q and internationally, especially in Japan where the ageing population is more pronounced and companies have been grappling with this issue since the 1990s. For example, Ryobi Techno Corporation – a plastics manufacturing company in Japan – began to feel the pressures of an ageing workforce and respond accordingly. It introduced a number of initiatives such as flexible working beyond the normal retirement age of 60 at the time – and

⁹² Barclays, An Ageing Potential for hospitality and leisure businesses

took steps to restructure its workforce. It reorganised tasks on the shop floor into 'simple' and 'technical' and ensured everyone was trained in the simple procedures and provided extra rewards for those proficient in the technical tasks⁹³. This meant fewer skills were lost when employees left.

Greater Manchester can build collaboration with others to communicate, inform and help raise awareness - in individuals, in business and in education - of the economic opportunities of ageing and the implications and opportunities of the 'longevity' premium and the changing nature of the extended working life course.

This opportunity contains a number of complexities specifically around health and mindset. It is not as simple as increasing employment opportunities for the over 50s by encouraging and supporting companies to retain and recruit older people to keep them working and therefore we will see an economic benefit. Many older people cannot work in a conventional workplace for health reasons and this is where extending 'healthy' working lives comes into play.

GM needs to take a 'whole life' approach to extending working lives, helping individuals and organisations to consider health throughout the lifecycle and not just in the latter stages. Some companies, such as Adidas discussed in section one, are already doing this.

There are increased opportunities for Greater Manchester in this area due to health and care devolution but they need to be considered alongside existing policies and strategies to stand a chance of being embedded and translated into economic benefit for the people of Greater Manchester.

Furthermore, there are many opportunities within the voluntary sector, potentially for older people who wish to stay active and engaged in some sort of work but not necessarily for financial rewards.

The Greater Manchester voluntary sector is a £1 billion business⁹⁴ representing a strong channel through which older people can and contribute their time and skills beyond retirement. We have also shown the key sectors in which people are currently volunteering relate to ageing. For example, 37% of voluntary organisations within GM focus their efforts on health and wellbeing.

⁹³ Morika, S (2008) Living Longer, Working Longer: A Japanese Perspective (ILC-Japan)

⁹⁴ GMCVO, Greater Manchester State of the Voluntary Sector, May 2013,

7. Bringing it all together: the role of an ageing hub

To support the effort to deliver the opportunities described within this report, BusinessLab is recommending that consideration be given to three important underpinning elements discussed in what follows.

These elements will require an individual body to take ownership of them and to lead a consolidated programme around ageing. It is therefore proposed that the following activities come under the remit of the Ageing Hub for Greater Manchester, which will create a strategic partnership with the Centre for Ageing Better and coordinate work in this area, as well as serving as a platform for national partners:

Thought Leadership

This is about the themes under which Greater Manchester can consolidate and strengthen its position as an international thought leader in the economic opportunities of ageing, to create an entity who other organisations look to in order to seek direction and understand key ageing trends.

This will entail Greater Manchester clearly and concisely setting out its position under the key themes discussed within this report.

There will be a need for a strong narrative that can be shared and developed between the key partnering sectors – the third sector, academia, business and the ageing related policy, planning and operational arms of the Greater Manchester local authorities.

This work will also include collaboration on the development of a compelling Greater Manchester age-friendly proposition.

Enablers

To deliver on this ambitious agenda, the alignment, close collaboration and shared vision of key stakeholders from the public, private, academic and third sectors across Greater Manchester will be essential for success.

A focused effort will therefore be required to build on the strong city-region foundations already established, to create a consistent and coherent approach regionally, to help Greater Manchester businesses capitalise on the economic opportunities of ageing.

One of the key aims of the Ageing Hub would therefore be, to build upon the evidence base around ageing across the sectors, to gather best practice and scale up existing initiatives that are currently working and pilot new ideas that could potentially improve the way things are done. This will only be a success if Greater Manchester has a joined up, strategic approach to ageing.

All of the opportunities described here will demand a high level of collaboration and shared intent between existing agencies and organisations across Greater Manchester to bring them to fruition. BusinessLab believes it will require a singular entity to coordinate this programme, or ‘campaign’, and to provide a cohesive and consistent framework of thought leadership, dissemination, expert insight and enterprise support for this agenda to be successfully implemented.

Expert Insight and Enterprise Support

In order for businesses and entrepreneurs to capitalise on the opportunities that exist Greater Manchester will need to develop tailored business support, market research, data, and information specifically around the economic opportunities of ageing for those who want to develop age-related products or services.

This would open up opportunities for GM native businesses who don’t currently understand the opportunity and also provide appeal for international companies looking to base themselves somewhere in the UK, where there is an understanding of the ageing demographic and connections with UK entities like the Centre for Ageing Better.

The Ageing Hub is perfectly placed to coordinate the relevant business, research and third sector organisations that can create business and enterprise support tailored around ageing.

The near-to-market opportunities discussed in this report will require further analysis and discussion between relevant stakeholders but these could potentially provide an initial platform from which to build GM’s knowledge base around skin health and wearables.

Appendix 1: Project Brief Themes

The key economic opportunities of an ageing population, or themes, for Greater Manchester that shaped the New Economy brief and the structure of the research programme:

The value of the grey pound

The older population make up 40% of consumer demand in the UK, yet attract 10% of marketing spend and this equates to £200 billion per year across the UK. New flexibilities for drawing out pensions as a cash lump sum from April 2015 could further grow disposable income.

This all suggests that there are significant opportunities for Greater Manchester with respect to retail, culture and leisure.

Entrepreneurs and entrepreneurialism amongst older individuals

Evidence suggests that 70% of start-ups founded by older people were found to last longer than three years (28% for younger entrepreneurs).⁹⁵

Extending working life

Businesses are increasingly seeing ageing as an opportunity. Research suggests links between higher productivity and older workers and the employment rate is growing faster than other groups in GM (although not as fast as e.g. Belgium, Luxembourg and the Netherlands).

Despite this, the unemployment rate in the over 50s in GM is falling slower than other age groups and more work needs to be undertaken to examine opportunities for older people to re-train and take on new opportunities within the work place.

Investment and housing

Work currently underway by New Economy to explore over 55's housing offer has identified a general trend for older groups to move out from Manchester on retirement to other local authorities in GM and further afield.

There is a need to understand the needs of older groups in terms of housing and to ensure that the right offer is in place to attract them to live and work within the city and surrounding areas.

Commercialisation opportunities

Exploring how products can be better brought to the market both from and for older residents, responding to existing and future demand.

⁹⁵ IPPR North (2014) Silver Cities: Realising the potential of our growing older population

Appendix 2: Regional Programmes

Project / Programme	Location	Source	What the contact suggested / What they do
Lord Mayor's Trust We Love Manchester	Manchester	Chris Bird	One of 5 themes of the trust is on Age Friendly - Provide funds £50-5000 for new ideas and initiatives
Digital Tea Pot	Newton Heath	Chris Bird	Themed Events that focus on developing ideas for those in the creative sectors. Part of the Sharp Project - Sponsored by Cisco , Man City Council & Oldham Council - http://www.manchestereveningnews.co.uk/business/digital-teapot-returns-deliver-creative-8745262
Sharp Project	Manchester	Chris Bird	Home to over 60 digital entrepreneurs and production companies specialising in digital content production, digital media and TV & film. Based in 200,000 sq ft refurbished warehouse previously occupied by electronics company Sharp.
Sharp Futures	Manchester	Chris Bird	Creative digital agency supports young people into employment but could be extended to older people
Manchester Entrepreneurs	Manchester		Student society based at the University of Manchester - potential to expand into older people?
Manchester Internet Entrepreneurs	Manchester		A group for all those in Manchester and surrounding area who are interested in Internet Marketing - includes those who have businesses and those just starting. Aims to bring together Internet & entrepreneurs community in the North West of England including Manchester, Liverpool and Lancashire. http://www.meetup.com/Manchester-Internet-Entrepreneurs/
Graphene Centre University of Manchester	Manchester	Chris Bird	The potential for innovation in wearables, sensors etc
Manchester Digital	Manchester		Independent trade association for the thriving digital sector in the North West of England - run events, initiatives and projects to connect, enhance and retain digital talent in the NW. http://www.east-manchester.com/
East Manchester Regeneration	Manchester		
Manchester Enterprise Resource Centre	Manchester	Kris Matyklewicz	Support for starting a new business - most of the work focuses on young entrepreneurs but could be relevant to older people http://www.mbs.startupdonut.co.uk/

Project / Programme	Location	Source	What the contact suggested / What they do
2015 MICRA Annual Public Lecture Extending Working Life: Prospects and Challenges	Manchester		Lecture taking place on 12th May 2015 6.30-8pm - led by James Banks http://www.micra.manchester.ac.uk/events/public-lecture-2015/
The Age of No Retirement Event	Manchester		Exploration of life, ageing and work in the UK - an event with a design-led approach which took place in London (Oct 2014) and Manchester (April 2015).
Managing Your Money 2009/2010 (Cities in Balance, Interreg 4b)	Stockport	Andy Bleadon	To provide opportunities for older people to participate in the local economy through maximising their financial independence. Using volunteers from within the community to provide financial mentoring services to older people, utilising the skills, knowledge and experience of retired older people as well as developing an employersupported volunteering scheme with local financial institutions.
Ambiant Assisted Living Programme	Stockport	Andy Bleadon	
Silver Entrepreneurs (Cities in Balance, Interreg 4b)	Stockport	Andy Bleadon	Delivery of specific information sessions and workshops for over 50s to encourage people to develop business ideas in Stockport. As well as start up support a networking group was formed.
Manchester Libraries, information & archives service	Greater Manchester	Angela Harrington	libraries supporting start-ups, entrepreneurs and job seekers across the NW. Pre-start and new businesses, SMEs, Jobseekers, Consumers, Inventors, Business students Business services connected to British libraries information services
Business Enterprise Zones	Manchester		This is an attractor for anyone starting up a business - stimulate business growth by providing financial incentives directly to businesses and to councils.
Manchester International Festival		Angela Harrington	Takes place biannually in Manchester - world's first festival of original, new work and social events.
The Corridor Manchester		Angela Harrington Annie Smith	Business corridor at the heart of Manchester's knowledge economy, covering 243 hectares with a 55, 000 strong workforce - largest academic campus and largest clinical academic campus in Europe http://www.corridormanchester.com/welcome

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Bright Old Things Selfridges & The Whiteworth	Manchester	Alex Saint	A twist on our annual Bright Young Things campaign, this year celebrating the retirement renaissance and 14 inspiring individuals who've embraced a new vocation later in life. In collaboration with illustrator and director Todd Selby, meet these Bright Old Things, read their stories and explore the unique works they've created exclusively for us. http://www.selfridges.com/content/article/bright-old-things
FAB LAB Manchester	Manchester		A creative space for budding product designers and entrepreneurs to test out their ideas and bring them to life - offers the latest in digital fabrication equipment along with a friendly atmosphere where people can build, code, solder, design and engineer anything they can think of http://manchesterfablab.manufacturinginstitute.co.uk/
Business Growth Hub	Manchester	Annie Smith	Provide support for businesses and entrepreneurs across different sectors
Salford Creative Timebank	Salford		A timebank specifically targetting individuals in the creative sector in Salford - For every hour participants 'deposit' in a timebank, perhaps by giving practical help and support to others, they are able to 'withdraw' equivalent support in time when they themselves are in need http://www.salfordcommunityleisure.co.uk/culture/arts-team/supporting-artists-and-arts-organisations
Manchester Ageing Studies Certificate	Manchester		A course designed to develop ageing awareness among front line staff who work with older people. Aims to promote positive change in practice with older people and in organisational cultures.
Stockport, Time Banking Manchester local voluntary & community sector support organisation	Stockport Manchester	Andy Bleadon	A way of using the spare time you have to help others and stay active encourage, support and develop voluntary and community groups and individuals to have a real influence over the places and communities in which they live.
MIDAS Etihad Campus	Manchester Manchester	Chris Bird	Works to attract inward investment into the city region by promoting Manchester as a leading European business location as well as a complementary proposition to the UK's capital London. Football campus

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Bewick Community Hub	Manchester	Chris Bird	The development of a leisure centre, sixth form college and rugby pitch on land around Manchester City's Etihad football stadium http://www.mcfc.co.uk/The-Club/Beswick-Hub
Aquatic Centre, Sport City	Manchester	Chris Bird	Committed to actively encouraging all Manchester residents to engage in sport and Physical activity
National Cycling Centre	Manchester	Chris Bird	One of the greatest sporting venues in the world http://www.nationalcyclingcentre.com/ Being used by older cyclists http://www.manchestereveningnews.co.uk/news/greater-manchester-news/national-cycling-centre-cyclist-cyril-6755808
Walking Football Tournament	Manchester		Walking Football United set up to create a shared platform to share information and this innovative version of the game. This is a database on all national venues.
English Longitudinal Study	Manchester	James Banks	ELSA is an interdisciplinary data resource on health, economic position and quality of life as people age. Focus on national data http://www.elsa-project.ac.uk/
MICRA	Manchester		Manchester Institute for Collaborative Research on Ageing promotes interdisciplinary research on all aspects of ageing. Based at the University of Manchester, over 1200 academics, practitioners, policy makers and older people. An information hub for research on ageing at the university.
AGEUK & MICRA Partnership	Manchester		There is an Research Partnership agreement between AgeUK and the University of Manchester which allows the 22 local Age UK's in the North West utilise the university's new research about ageing and older people to deliver better services to the community.
Peak District National Park		James Banks	An attractive asset for older people
The Benefits of Being in a Choir report on research conducted with Golden Voices			This report was prepared by Keele University focusing on the health benefits of music in the lives of older people in community settings. The study focuses on Manchester's older choir group called Golden Voices and was published in Nov 2010. http://www.manchester.gov.uk/downloads/download/4342/research_report_on_golden_voices_choir_november_2010
Manchester Golden Voices	Manchester		A choir for the over 50s http://goldenvoiceschoir.com/

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Manchester Museum, Wonderstruck, 2014	Manchester		Looking at the role arts can play in a caring society - encouraging awareness of issues such as sustainability and wellbeing. http://www.live-manchester.co.uk/tag/wonderstruck/
Baring Foundation		Alex Saint	Sponsor a lot of ageing work around culture
Ageing Artfully Conference , 2011	Manchester		The Baring Foundation granted £10,000 to All About Audiences to fund this national conference on arts and older people which took place in Manchester Town Hall in Oct 2011. It was organised and administered by VOP team.
Whitworth Art Gallery	Manchester	Alex Saint	"Age Friendly series of events designed by older people in partnership with Age Friendly Manchester. "The Whitworth is a place where everyone can come and learn, be creative, social and try something new
Imperial War Museum	Salford	Alex Saint	Listed as working alongside VOP
			Currently they offer adult classes to learn more about classical music http://www.bridgewater-hall.co.uk/engage/current-projects/article/inside-the-orchestra/112/
Bridgewater Hall	Manchester		Section on the website for Adults and the Community When yesterday we met , 2012 project with students and older people http://www.bridgewater-hall.co.uk/engage/past-projects/article/when-yesterday-we-met/101/
Manchester Art Gallery	Manchester	Alex Saint	Various projects with older people in the community http://www.manchestergalleries.org/whats-on/community-programmes-1311243048/older-people/
The Halle	Manchester		Pendine Park Care Homes Musicians in Residence http://www.halle.co.uk/pendine-care-homes.aspx
People's History Museum	Manchester		Partnered with Age Friendly Manchester http://www.phm.org.uk/about-us/partners/
Manchester Camerata	Manchester		Work in conjunction with age friendly Manchester to develop projects for an ageing population. http://www.manchestercamerata.co.uk/learning/health/age-friendly
Royal Exchange Theatre	Manchester		Company of Elders, theatre making project for the over 60s http://www.royalexchange.co.uk/company-of-elders

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The Library Theatre Company	Manchester		Storybox project - a leading example of cultural activity focusing on older people in the North West http://homemcr.org/event/creative-lunch-arts-and-aging/
Museum of Science and Industry	Castlefield		Volunteering for wellbeing - volunteer training and placement programme in partnership with IWM, supported by Heritage Lottery Fund. Aimed at improving wellbeing of those seeking work or who are retired. http://www.mosi.org.uk/get-involved/volunteers/inspiring-futures-volunteering-for-wellbeing.aspx
Lime Arts	Manchester	Alex Saint	Arts in health through innovation and creativity - develops, coordinates and delivers a wide range of creative projects within healthcare. Aims to show how the arts can play an important part in enhancing quality of life and quality of care.
My Generation Manchester	Roadhouse, Manchester		A club night for over 50s - has a twitter and facebook page but unclear if it still exists http://www.manchesterpoptrail.co.uk/page16.htm
Band on the Wall	Swann Street, Manchester		Listed as one of the organisations that work alongside Valuing older people culture offer (VOPCO)
Cultural Champions Scheme	Manchester		Over 100 cultural champions has become a model for best practice - entails taking a lens to the cultural offer in Manchester and exploring how it can be made accessible for older people.
EldersUP Partner	Stockport	Andy Bleadon	The objective of Elders-Up! project is to create an ecosystem for collaboration between seniors and small companies, in order to bring the valuable experience of elderly to them, thus addressing intergenerational knowledge transfer. - See more at: http://www.aal-europe.eu/projects/eldersup/#sthash.BjthzF2r.dpuf http://www.aal-europe.eu/projects/eldersup/
Group Tours	Manchester	Victoria Braddock	Advertising to promote Manchester as a desirable place to visit on group/bus tours - specific imagery of older people used in advertising
Old Moat Age Friendly Housing Project & Toolkit	Manchester		This toolkit brings together the methods and resources which were used in the Old Moat research project. These are designed to be useful for anyone wanting to replicate similar activities in other communities, or to evaluate improvements.

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Great Places Housing Group, Going the Extra Mile Project	Manchester		A project which allows older people in Manchester and Blackpool to continue living independently with the peace of mind of 24-hour a-day care on site has won an award as part of a competition highlighting the vital community work carried out by housing associations across the country. See more at: http://www.greatplaces.org.uk/Communities/What%27s%20Happening/Pages/Life-changing-housing-project-for-older-people-in-Blackpool-and-Manchester-wins-award.aspx#sthash.hB9XY5Qc.dpuf
Southways Housing	Didsbury		Not-for-profit local housing company that own and manage almost 6,000 homes across Burnage, Chorlton, Didsbury and Withington
Manchester Informatics	Manchester	Carmel Dickinson	Digital technology and health
Manchester School of Architecture	Manchester		An innovative collaboration between Man Metropolitan Uni, University of Manchester - Stefan White worked on age friendly projects inc. Old Moat
Regeneration Chorlton	Chorlton		VOP worked with people in the area to develop a regeneration action plan for the district centre.
Chorlton Good Neighbours Group	Manchester		Neighbourhood care group looking after mainly older people in our community, the wards of Chorlton, Chorlton Park and Whalley Range, Manchester – by offering practical, social and emotional support with lots of activities available. 70 volunteers within the group http://chorltongoodneighbours.org/
Manchester School of Art Design Lab	Manchester		Partnership with Valuing Older People team to develop design ideas and approaches which contribute to Manchester's Age Friendly City programme and intergenerational work. http://www.artdes.mmu.ac.uk/designlab/agefriendlycity/
Mario - robotics and dementia project	Stockport	Andy Bleadon	Mario addresses the difficult challenges of loneliness, isolation and dementia in older persons, a Horizon 2020 programme.

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My Care My Choice Portal	Stockport	Andy Bleadon	An online portal to help individuals manage their own care and support- includes information about companies and charities providing support for older people in Stockport - site has been replicated by other LAs http://www.mycaremychoice.org.uk/home.aspx
Valuing Older People Manchester	Manchester City Council		Improving quality of life for older people in Manchester http://www.manchester.gov.uk/vop
The Gateway	Manchester City Council		Provides a single access point for services that exist in Manchester for older people, carers, relatives, volunteers and professionals.
Manchester Connected Health Ecosystem		Carmel Dickinson	The first ecosystem to be set up in Europe - accelerates the adoption of connected health for health and social care - brings together NHS. Social care providers, industry and patient groups. 70 members in the group.
Farr Institute Health eResearch Centre	Manchester	Kris Matyklewicz	The Farr Institute of Health Informatics Research comprises four nodes distributed across the UK and led from the University College London (Farr Institute @ London), University of Manchester (Farr Institute @ HeRC N8), Swansea University (Farr Institute @ CIPHER), and the University of Dundee (Farr Institute @ Scotland).
PROFOUND		Carmel Dickinson	EC funded initiative - prevention of falls network http://profound.eu.com/
The Salford Lung Study by GSK	Salford	Carmel Dickinson	The only trial of its kind in the world, due to integrated health records in Salford everything is connected up electronically http://www.salfordlungstudy.co.uk/
North West eHealth	Salford	Kris Matyklewicz	NorthWest EHealth (NWEH) is a not-for-profit organisation formed by a partnership between the University of Manchester, Salford Royal Foundation Trust and Salford Clinical Commissioning Group (formerly NHS Salford) Develops innovative software that unlocks the value of health and care data for the benefit of patients . http://nweh.org.uk/
Salford City Partnership	Salford		A number of projects and reports relating to older people http://www.partnersinsalford.org/older-people.htm

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Emerging Creative Practitioners	Salford		Arts Development Service is supporting 7 Emerging Creative Practitioners to get a head start in participatory arts in Salford; the Creative Practitioners are from a variety of arts backgrounds such as visual artists, musicians, theatre practitioners, writers and digital media artists who are currently living in Salford.
Health North		Kris Matyklewicz	
MSc in Skin Ageing & Aesthetic Medicine	Manchester	Kris Matyklewicz Chris Philipson	Lead Professor Christopher Griffiths
Manchester Skincare Summit June 2014	Manchester		The Manchester summit brought together for the first time experts in ageing and dermatology fields to identify and address the challenges, opportunities and ways forward around active ageing and health skin - partners Galderma, Global Coalition on Aging, Micra
The Manchester Centre for Dermatology Research	Manchester		multi-disciplinary group th expertise in the study of skin cells and emphasis on translation to the whole human. http://www.inflammation-repair.manchester.ac.uk/dermatology
The Dermatopharmacology Unit	Salford		International reputation http://www.inflammation-repair.manchester.ac.uk/skin/
Skin Clinical Trial for Boots			Anti-ageing cosmetic clinical trial conducted for Boots http://www.manchester.ac.uk/discover/news/article/?id=4606
North West Dementia Centre	Manchester		Based within the Personal Social Services Research Unit at The University of Manchester. A joint initiative between the universities of Manchester and Liverpool. Funded by 4 years by NHS Executive North West and more recently by Novartis Pharmaceuticals.
Greater Manchester Centre for Voluntary Organisations	Manchester		Voluntary sector support organisatuin for the city-region of Greater Manchester
Circles	Rochdale	Paul McGarry	At the heart of Circle is a fundamental belief that everyone has the right to a flourishing, independent later life. A life in which people are able to do the stuff they want to do in the ways they want to do it. http://rochdalecircle.org/
The Greater Manchester Partnersip		Jed Devereux	To oversee the £6 million budget with which to commission health and social care services from 1 April 2015, to improve services and health & wellbeing outcomes

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Manchester Generations Together	Manchester		Ran from 2009 - 11 involving 13 connected intergenerational projects and managed through the VOP group http://www.manchester.gov.uk/info/100003/people_and_communities/4575/manchester_s_generations_together_programme_2009-2011
Creating Connections and Breaking Down Barriers Manchester Intergenerational Toolkit	Manchester		http://www.manchester.gov.uk/downloads/download/4249/creating_connections_breaking_down_barriers
Ambition for Ageing, GMCVO			Part of the Ageing Better Programme (nationally) - https://www.salfordcvs.co.uk/news/update-ambition-aging-Manchester - £10 million over 5 years including 24 wards over 8 local authorities , 15-20 small projects per year per ward - local delivery leads will manage the programme at local ward level - Burnage, Moston, Moss side and Hume
Age Friendly Manchester Development Plan 2014-16	Manchester		
The Manchester Ageing Study	Manchester		One of the actions for the AF Development Plan is for the university to deliver a number of action research projects to develop a base for how age friendly neighbourhoods could be developed.
UK Urban Ageing Consortium	Manchester & Stafford		A collaborative body which comprises Manchester City Council, Keele University , The University of Manchester and Beth Johnson Foundation. http://www.bjf.org.uk/age-friendly/projects/uk-urban-ageing-consortium
Zest Healthy Living Network, Manchester	Manchester		For North and East Manchester - works closely with local people, communities and organisations to improve health and wellbeing https://www.facebook.com/ZestManchester/Info
The Manchester Graphene Centre	Manchester		Graphene is the world's thinnest material and is set to revolutionise almost every part of everyday life http://www.graphene.manchester.ac.uk/
Graphene Week 2015	Manchester		To be hosted by Manchester University 22.26 June 2015- key international conference is the annual event of the EU Commission biggest ever research initiative - Graphene Flagship.
Rochdale Circles	Rochdale	Paul McGarry	Circles is a social enterprise registered as a community interest company. It is a social network that connects people up and allows them to learn new things from one another.

BusinessLab
1, Rubislaw Place
Aberdeen
AB10 1XN
01224 643823
info@businesslab.co.uk

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