

Advantage GM

Unlocking the longevity
economy for Greater
Manchester



Technology
Health and care
Carers
Community
Life expectancy
Productivity
Culture and society
Inequalities
Retirement
Connections
Social care

About the ILC

The International Longevity Centre UK (ILC) is the UK's specialist think tank on the impact of longevity on society. The ILC was established in 1997, as one of the founder members of the International Longevity Centre Global Alliance, an international network on longevity.

We have unrivalled expertise in demographic change, ageing and longevity. We use this expertise to highlight the impact of ageing on society, working with experts, policy makers and practitioners to provoke conversations and pioneer solutions for a society where everyone can thrive, regardless of age.

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Summary

Greater Manchester (GM) is an international leader in ageing. As the UK's first age-friendly city region¹, it is at the forefront of global efforts to adapt to demographic change and population ageing. GM's new Local Industrial Strategy makes clear its ambition to capitalise on the economic opportunities of ageing and promote healthy and active ageing for all.²

This report sets out the findings of research by the International Longevity Centre UK (ILC), in partnership with the Greater Manchester Ageing Hub at the Greater Manchester Combined Authority (GMCA), into the nature of these opportunities and how GM's innovation infrastructure and other key stakeholders can best respond to them. The report considers both:

- The opportunity within GM to capitalise on the growing 50+ consumer market, and
- The opportunity for GM to develop new products and services to meet the needs of an ageing society, and so support economic growth and prosperity.

The ageing market is increasingly significant. Globally, people aged 50+ spend approximately \$15tn each year.³ **In the UK alone, consumers aged 50+ spend over £500 billion each year.**⁴ This market segment is growing faster than any other - in absolute terms, as the number of older people rises, and as a proportion of total consumer spending. In line with these trends, this report looks beyond the stereotypical "older" person to consider the whole 50+ population: people in mid and later life.

These demographic and economic shifts are driving increasing government and commercial attention to the potential longevity dividend. The Ageing Society is one of four Grand Challenges around which the UK Government has built its Industrial Strategy.⁵

¹The World Health Organization Global Network for Age-friendly Cities and Communities was established to foster the exchange of experience and mutual learning between cities and communities worldwide. The WHO Age-friendly Cities guide highlights eight domains that cities and communities can address to better adapt their structures and services to the needs of older people. <https://www.who.int/ageing/projects/age-friendly-cities-communities/en/>

²HM Government (2019) Greater Manchester Local Industrial Strategy <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

³Oxford Economics for AARP (2017) *Longevity Economy: United States* https://www.aarp.org/content/dam/aarp/research/surveys_statistics/econ/2017/Longevity%20Economy/United-States.doi.10.26419%252Fres.00172.003.pdf

⁴Technopolis / Oxford Economics (2018) *The Silver Economy* European Commission <https://ec.europa.eu/digital-single-market/en/news/silver-economy-study-how-stimulate-economy-hundreds-millions-euros-year>

⁵<https://www.gov.uk/government/topical-events/the-uks-industrial-strategy>

Around the world, city and national governments, corporates and investors are increasingly focused on the economic opportunities of ageing.

While much of this attention has focused on healthcare, consumers aged 50+ already outspend younger people across a wide range of leisure and recreation, food and beverage, and home markets. There are significant opportunities on two fronts:

- **Inclusion:** designing and delivering age-friendly products and services that attract and retain older consumers
- **Innovation:** the development of new products, services, businesses and commercial models that respond to the changing demands of an ageing population

GM is well placed to define and capture the new market opportunities of an ageing population. It has world-class research

The economic opportunities of ageing in Greater Manchester⁶



The combined spending power of GM's households aged 65 and over is increasing by **£280 million** each year.



GM's households aged 65 and over are currently saving **£1.8 billion** each year that could be spent within GM's economy.

⁶ILC calculations – for methods and data sources see annex

capabilities, a large population, significant consumer demand, devolved institutions, a strong track record on age-friendliness, and a wide range of assets and infrastructure to support innovation, notably Health Innovation Manchester (HInM)⁷ and the Growth Company. **GM has the opportunity to become a national and international leader in the ageing economy.**

GM is also leading the way in a number of other key areas, including advanced materials and digital technologies, as recognised in the recent Greater Manchester Independent Prosperity Review.⁸

This report examines the opportunities for innovation and economic growth in four key sectors:

Retail, culture, hospitality, tourism and sport

Transport and mobility

Housing

Health and social care

We calculate that consumers aged 50+ already spend approximately **£3.4 billion on retail, culture, hospitality, tourism and sport** in GM each year - **nearly half** of all spending by GM residents in these sectors.⁹ However, GM businesses are still not focused on this customer group and awareness of the commercial opportunities of ageing is low. We see new opportunities to build business engagement, understanding and insight into the 50+ consumer market.

Transport and mobility act as *connectors*, enabling older people to get to shops and facilities and become active consumers. Transport for Greater Manchester (TfGM) is already working with the GM Ageing Hub to promote more age-friendly transport, which has a clear economic value. We estimate that making GM town centres more accessible and appealing to older consumers could lead to an increase in high street spending of over **£50 million each year**.¹⁰

GM's own research has identified a lack of suitably placed **housing**, which has led to large-scale unmet housing demand among older

⁷Health Innovation Manchester was formed in October 2017 by bringing together the former Greater Manchester academic health science network (GM AHSN) and Manchester academic health science centre (MAHSC) under one single umbrella, which also represents Greater Manchester's wider research and innovation system.

⁸GM Independent Prosperity Review (2019) Greater Manchester Independent Prosperity Review; Reviewers report https://www.greatermanchester-ca.gov.uk/media/1826/gmis_reviewersreport_final_digital.pdf

⁹LC calculations - for methods and data sources see annex

¹⁰LC calculations - for methods and data sources see annex

people – the “rightsizing gap”.¹¹ Meeting this demand would boost GM’s economy, unlocking private housing wealth, stimulating new construction and home adaptation solutions, and encouraging innovative financial products and services. With the ambitious growth plans set out in the Spatial Framework, and a strong history of innovation in housing and place-making, GM is well placed to take advantage of this opportunity. However, more needs to be done to bridge the gap between local experiments and major developments. The GM Housing Providers consortium occupies an important intermediary position and has a key role to play in incubating new solutions.

Innovation in **health and care** is urgently needed both to manage increasing demand and to promote productive and healthy ageing across GM. Effective, scalable solutions would find eager customers across the UK and internationally. There are also growing consumer markets in health and care where GM could establish a significant advantage. We identified particular challenges in social care – GM’s integrated approach and innovation infrastructure mean it is well positioned to tackle these.

The Greater Manchester Health and Social Care Partnership gives GM a unique opportunity to take a whole-system approach to healthy ageing and to scale innovations across the city region and beyond. Health innovation is already a strength for GM; it has a well-established research base across the universities, and substantial investment through HInM, and this area is a major focus of GM’s Local Industrial Strategy.¹²

We recommend action by GMCA and GM agencies (such as the Growth Company, TfGM, the GM Health & Social Care Partnership, HInM and the newly announced Innovation Partnership on Healthy Ageing), local authorities and other stakeholders, “such as GM Housing Providers, GM Chambers of Commerce and the GM Social Enterprise Network.”

There are huge opportunities to connect their efforts and GM’s many assets into an infrastructure that can promote and direct innovation to respond to the economic opportunities of ageing and support those innovations with the greatest economic and social potential to go to scale.

¹¹Hammond, M, White, S, Walsh, S (2018) *Rightsizing: Reframing the housing offer for older people* <https://www.ageing-better.org.uk/sites/default/files/2019-02/rightsizing-manchester-school-architects.pdf>

¹²HM Government (2019) Greater Manchester Local Industrial Strategy <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategyweb.pdf>

Contents

Summary.....	2
1. Introduction.....	8
2. Ageing consumers: a global economic opportunity.....	10
3. The economic opportunity of ageing for Greater Manchester.....	16
4. Seizing the opportunity: Why Greater Manchester?.....	18
5. Retail, culture, hospitality, tourism and sport.....	26
5.1 Inclusion.....	27
5.2 New products.....	30
6. Transport and mobility.....	36
7. Housing.....	41
8. Health and care.....	49
9. Capitalising on the opportunities: Conclusions and recommendations.....	62
Annex: Methods.....	65

1. Introduction

This report sets out the findings of research undertaken by the ILC, in partnership with the Greater Manchester Ageing Hub, into the economic opportunities of ageing in the context of the Greater Manchester Local Industrial Strategy (LIS).¹³

ILC has modelled the extent and nature of the economic opportunities associated with population ageing in GM, in particular the opportunities to develop new and improved products and services. The Ageing Hub is undertaking a series of other workstreams that overlap with this project: the ageing in place programme to establish a series of age-friendly neighbourhoods in line with Greater Manchester's ambitions for Unified Public Services and the White Paper; supporting the workforce and encouraging fuller working lives and employability for people aged 50+; and supporting independent living through the Living Well at Home programme. We have highlighted overlaps where relevant.

Through a combination of qualitative interviews, group sessions with key stakeholders and desk research, we have sought to understand these opportunities and identify relevant existing assets and good practices in GM. We have also considered how GM's innovation infrastructure can best support businesses and other actors to capitalise on these opportunities.

The work considers both:

- **The opportunity within GM:** ensuring that GM businesses can capitalise on changes to their consumer age profile.
- **The opportunity for GM:** orienting GM's economy to develop new products, services and businesses for an ageing society, and so support its economic growth and prosperity.

We have focused on four sectors where these opportunities are significant, and where GM's existing strengths and innovation capabilities are already well positioned to capitalise on new opportunities:

- Retail, culture, hospitality, tourism and sport
- Transport and mobility
- Housing
- Health and social care

¹³ HM Government (2019) *Greater Manchester Local Industrial Strategy* <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

This is not an exhaustive list, and these sectors overlap with others, such as new financial products and services to enable new housing models. Throughout the report we have sought to highlight these overlaps, as well as specific sub-sectors, such as skincare, fashion and wearables, and home products, where GM is particularly well positioned.

Through our discussions with GM's stakeholders, we have sought to understand what GM can do now to grasp these opportunities.

2. Ageing consumers: A global economic opportunity

The world's population is ageing. Across advanced economies, we are living longer, meaning there are more older people than ever before. In parallel, falling birth rates mean that there are relatively fewer young people, so the proportion of older people within the total population is growing even faster. It's not just individuals who are ageing, but societies.

This is good news at an individual level - we'd all rather live longer - but at a societal level we haven't always seen it so positively. Population ageing has been described as a "demographic time bomb", leading to unsustainable burdens on younger working adults and on public services and finances.¹⁴ The economic impact of ageing has tended to be understood primarily in terms of health, care and dependency - and more often as a burden than an opportunity.

What do we mean by older consumers?

This report focuses on people aged 50 and above: those in the second half of their life.

This is a highly diverse group of people, from those in mid-life who may still have dependent children at home and 20+ years of work ahead of them, to those in much later life, who may be living alone on fixed incomes. It might seem to make sense to treat these different cohorts/market segments separately. However, when they are considered, people in mid- and later life are marketed to as a block. Just a glance at the imagery in adverts for consumers aged 50+ will confirm this.

The mid-50s is the point at which long-term health conditions become more prevalent and caring responsibilities begin to peak. We also start to see clear evidence of structural age discrimination, with people who fall out of work at this age much less likely to return. So it makes sense to start with those in mid-life, while recognising the diversity and breadth of the 50+ population.

¹⁴The Telegraph, 02.01.2016, *Mapped: How a demographic time bomb will transform the global economy* <https://www.telegraph.co.uk/finance/economics/12068068/Mapped-how-a-demographic-time-bomb-will-transform-the-global-economy.html>

But increasingly we are recognising the new economic opportunities created by an ageing population: the “longevity dividend”. Around the world, governments, corporates and investors are increasingly focused on the economic opportunities of ageing. The UK government has built its Industrial Strategy for future growth around four Grand Challenges; one of them is the Ageing Society.¹⁵

People in mid to later life are already a significant force in many markets, outspending younger people on recreation, culture and leisure activities, food and beverages, and home products, as well as health care in the US, the EU and the UK.¹⁶ The size of the global “longevity economy” has been estimated at approximately \$15 trillion per year.¹⁷ Across the EU, people aged 50+ spent €3.3 trillion/£2.4 trillion on consumer goods and services in 2015, sustaining an estimated 60 million jobs.¹⁸

The demographic shifts happening in developed economies mean that older consumers will only become more important. For example, consumer spending by Americans over 50 nearly doubled between 2012 and 2017, from \$3 trillion to \$5.8 trillion.¹⁹

In 2015, **people aged 50+ spent approximately £550 billion** on consumer goods and services, representing 29% of total UK consumer spending.²⁰ This is projected to increase rapidly, both in value and as a share of the overall market. Demographic change will drive growth across all sectors, especially those where older households already predominate, such as health, recreation, leisure and household goods.²¹

There is increasing private sector interest in these trends, with over 170 companies operating in the longevity industry in the UK alone. This is a global shift, led by multinationals such as Fujitsu and networks such as the Global Coalition on Aging, which brings

¹⁵<https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges#ageing-society>

¹⁶IPPR North (2014) *Silver Cities: Realising the potential of our growing older population?* https://www.ippr.org/files/publications/pdf/silver-cities_Dec2014.pdf

¹⁷Oxford Economics for AARP (2017) *Longevity Economy: United States* <https://www.oxfordeconomics.com/recent-releases/the-longevity-economy>

¹⁸Technopolis / Oxford Economics (2018) *The Silver Economy* European Commission <https://publications.europa.eu/en/publication-detail/-/publication/agefa929-3ec7-11e8-b5fe-01aa75ed71a1>

¹⁹Oxford Economics for AARP (2017) *Longevity Economy: All State Reports* <https://www.aarp.org/content/dam/aarp/home-and-family/personal-technology/2013-10/Longevity-Economy-Generating-New-Growth-AARP.pdf>

²⁰Technopolis / Oxford Economics (2018) *The Silver Economy* European Commission <https://ec.europa.eu/digital-single-market/en/news/silver-economy-study-how-stimulate-economy-hundreds-millions-euros-year>

²¹BIS (2010) *Is business ready for an ageing nation? Economic opportunities and challenges of ageing: Analytical paper* <https://www.researchonline.org.uk/sds/search/download.do?ref=B15528>

together leading international brands to maximise the business potential of the ageing population and recently (June 2019) convened a Forum on the Silver Economy for EU government and business leaders with the Finnish Government (at which the Mayor of Greater Manchester spoke and GM had a stand).²²

This commercial interest is matched by growing investor engagement, including major corporates such as Aon, PGIM, L&G and BNP Paribas, and private equity actors such as Phoenix Equity Partners and Jim Mellon.²³

In its Local Industrial Strategy, Greater Manchester has set out its ambition to lead the UK and the world in innovation for healthy ageing.²⁴ From Barcelona to New York, Paris to Sydney, other world cities are also beginning to see the opportunity of the ageing population. The European Innovation Partnership on Active & Healthy Ageing, an EU network seeking to promote uptake of digital and health innovations across the single market, has over 70 member cities and regions, including GM.²⁵

Smart Health 2020, Brabant

An urbanised province with a population of around 2.5 million and, in PSV Eindhoven, a top-flight European football club, Noord-Brabant in the southern Netherlands shares several characteristics with GM. It is also highly innovative, ranked as the top region in Europe for the number of patents filed, with a high concentration of tech companies, from medical tech and smart mobility to photonics and semiconductors.²⁶ Like GM, Brabant is also a Reference Site for the European Innovation Partnership on Active & Healthy Ageing and a member of the Boost4Health health and life sciences network.

Under its “Smart Health 2020” programme, the provincial government has established a range of initiatives to stimulate innovation in ageing products and services:

²²<https://globalcoalitiononaging.com/> ^{22a}<https://silvereconomyforum.eu/>

²³<https://www.juvenescence-book.com/>

²⁴HM Government (2019) *Greater Manchester Local Industrial Strategy* <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

²⁵https://ec.europa.eu/eip/ageing/home_en

²⁶<http://www.foreigninvestments.eu/>

- Smart Care: the provincial government provides a mix of co-investment and grants to subsidise new smart and connected home developments across the province
- Health@Home brings together older residents, caregivers, health and care services, SMEs and academics to develop new tech solutions that will allow people to continue living healthily and independently at home
- LifeTec brokers connections between local entrepreneurs and investors to enable new medical technology products to go to market
- The Brabant, Region of Smart Health network connects these actors with the wider health and care system, including commissioners, to ensure that new products and services meet the system's needs, encourage interoperability, and develop new investment and procurement models²⁷

There is significant international interest in the ageing economy, with increasing public and private investment. However, much of this activity is still narrowly focused on health and care, and lacks a sophisticated understanding of the wider opportunities of the 50+ consumer market. **As a pioneer in ageing, GM can establish itself as a global leader in this space - although with more and more innovators, businesses and governments around the world moving in the same direction, action is needed now.**

GM can take a global lead by acting now on two fronts:

- **Inclusion:** ensuring products and services are designed and delivered in ways that are inclusive and age-friendly, to increase engagement and spending. This is about retaining existing customers as they age and attracting older consumers to return.
- **Innovation:** stimulating the development of new products, services, businesses and commercial models for an ageing population, offering solutions to issues identified by older people, and bringing these to market in GM and beyond.

Inclusion is often relatively low risk as the changes required by businesses are usually simple and low cost. As the customer base changes, businesses can make small changes to sustain footfall.

²⁷<https://english.brabant.nl/policy/smart-health-program-information>

One simple example is turning music down to attract older consumers, who have more hearing loss issues and may struggle to enjoy conversations in noisy environments.

Innovation is typically riskier but with greater potential rewards. The *Industrial Strategy Challenge Fund Healthy Ageing Framework* sets out a range of promising areas for innovation, including age-friendly homes and innovations to maintain physical activity and sustain social connections, as well as managing health conditions associated with ageing.²⁸

New products and services might address age-specific issues, such as managing the menopause, or those that are more likely in later life, like living with musculoskeletal conditions. They could also enable people to take advantage of the benefits of living longer, including new approaches to learning, leisure, mobility and connection with friends and family, as well as new financial products that enable different uses of housing wealth and other assets.

OXO Good Grip Peeler

Betsey Farber found that traditional metal vegetable peelers hurt her hands due to her arthritis. Her husband Sam, a retired homeware designer, promised to make her a better one. In 1990, he launched the OXO Good Grip range: the first kitchen utensils with polymer handles. More comfortable and easier to use for everyone, the Good Grip range has won numerous design awards and remains a top-selling kitchen product nearly 30 years later. OXO was sold to a US conglomerate for over \$270 million in 2004, the year before Sam Farber turned 80.²⁹

Opportunities will also arise in sectors that are growing in tandem with the ageing population. For example, New Economy Manchester has already highlighted skin health as a key economic opportunity for GM due to expertise at the University of Manchester.³⁰ It has been estimated that consumers aged 50+

²⁸Centre for Ageing Better (2019) *Industrial Strategy Challenge Fund: Healthy Ageing Challenge Framework* <https://www.ageing-better.org.uk/publications/industrial-strategy-challenge-fund-healthy-ageing-framework>

²⁹Smart Design 24.09.2018 *The untold story of the vegetable peeler that changed the world.* <https://www.fastcompany.com/90239156/the-untold-story-of-the-vegetable-peeler-that-changed-the-world>

³⁰Business Lab (2015) *Age-friendly Manchester. Getting Down to Business The economic opportunities of ageing for Greater Manchester Final Report for New Economy* <http://www.neweconomymanchester.com/media/1545/ec-ops-of-ageing.pdf>

already account for over 50% of spending on skincare products, a market worth approximately £23 billion in the UK alone in 2017.^{31, 32}

In summary, there are huge opportunities for GM, both in enabling existing businesses to pivot their offer towards the ageing market and through developing new products and services for the emerging markets of an ageing society.

³¹Help the Aged (2002) *Marketing and advertising to older people* https://www.ageuk.org.uk/documents/en-gb/for-professionals/consumer-issues/id2710_marketing_and_advertising_to_older_people_2002_pro.pdf?dtrk=true

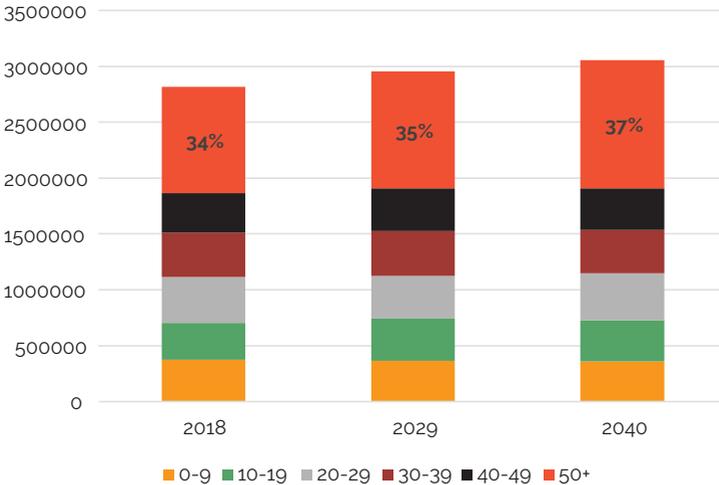
³²Statista (2019) *Market value of skincare products in Great Britain from 2009 to 2017* <https://www.statista.com/statistics/289747/skincare-tota-market-value-in-great-britain/>

3. The economic opportunity of ageing for Greater Manchester

Greater Manchester is ageing

The Office for National Statistics projects that **by 2040 GM will have an additional 197,800 people aged 50+** in a total population of approximately 3,000,000: an increase of 21% compared to today.³³

Figure 1: Population projections in GM by age



Source: ONS population projection, 2016

However, the ageing process will not be felt evenly across GM due to widespread health and socio-economic inequalities. The areas that will see the greatest increase in numbers of older people will tend to be those that already have more. Wide health inequalities mean that the experience of ageing also varies significantly across GM.³⁴ For example, a woman born in Trafford can expect to live around 65 years in good health – about nine years more than a woman born in Manchester.³⁵

³³LC calculations – for methods and data sources see annex

³⁴The Greater Manchester Population Health Plan 2017-2021 <https://www.gmhsc.org.uk/wp-content/uploads/2018/05/Population-Health-Plan-2017-2021.pdf>

³⁵New Economy / GMCA (2017) *The future of ageing in Greater Manchester* <http://nws.eurocities.eu/MediaShell/media/TheFutureofAgeinginGreaterManchester.pdf>

The opportunity for Greater Manchester

The inclusion of ageing as a key theme within the GM Local Industrial Strategy demonstrates GMCA's clear ambition to respond to the economic opportunities of ageing.³⁶ These are considerable: analysis by ILC, based on current modelling of household expenditure growth and GM's demographic profile, suggests that **the spending power of retired households in GM grows by £280 million every year.**³⁷ This is nearly equal to the growth in the combined spending power of all other households.

However, the data also suggest that businesses are yet to find the right ways to capitalise on this rapidly increasing spending power. Drawing on existing modelling of income and expenditure in retirement, ILC estimates that, in GM alone, retired households are saving approximately £1.8 billion per year from their current income.³⁸

While high levels of saving partly reflect prudence in the face of future uncertainty, on average, older people save more than three times as much as younger people, despite their fixed incomes.³⁹ There is clearly scope for them to spend more without jeopardising future security. ILC research also shows that older people in poor health spend significantly less than those in good health, suggesting that inaccessibility of shops and services is a key barrier preventing people from spending on goods and services they do want.⁴⁰ The lack of products aimed at older consumers is another important factor.

Unlocking just some of this untapped spending power would be a major boost to the city region's economy. Our analysis demonstrates that there are significant economic opportunities for GM from meeting the needs and aspirations of older consumers.

³⁶HM Government (2019) *Greater Manchester Local Industrial Strategy* <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

³⁷ILC calculations – for methods and data sources see annex

³⁸ILC calculations – for methods and data sources see annex

³⁹ILC-UK (2015) *Understanding Retirement Journeys* <https://ilcuk.org.uk/wp-content/uploads/2018/10/Understanding-Retirement-Journeys.pdf>

⁴⁰Urzi Brancati, C. & Sinclair, D (2016) *The Missing £Billions: The economic cost of failing to adapt our high street to respond to demographic change* ILC-UK <https://ilcuk.org.uk/wp-content/uploads/2018/10/ILC-UK-The-Missing-Billions.pdf>

4. Seizing the opportunity: Why Greater Manchester?

GM represents “a city-region test-bed to trial and diffuse close-to” market goods and services for older people, which makes it ideally placed to benefit from the opportunities of ageing.⁴¹ As the GM Local Industrial Strategy (LIS) sets out, it enjoys a number of assets that make it “the ideal test-bed for boosting health, quality of life, and productivity in people of all ages.”⁴² These assets include:

- Established leadership and expertise on ageing.
- A strong private, public and voluntary sector ecosystem for innovation.
- Wider economic and political strengths which position GM well to innovate in this area.

By acting now, GM can capitalise on these assets to build prosperity, attract inward investment and establish GM as a national and global market leader in the ageing economy.

Leadership on ageing

The GM LIS includes ageing as a key theme, referencing a number of key commitments around “Ageing in Place”, which cover employability and older workers, as well as Living Well at Home (GM’s social care transformation programme). The LIS, agreed with central government, also sets out ambitious plans for an Innovation Partnership on Healthy Ageing, which will work towards the development of an International Centre for Healthy Ageing to drive innovation for health, care and wellbeing.

⁴¹New Economy / GMCA (2017) *The Future of Ageing in Greater Manchester* <http://nws.eurocities.eu/MediaShell/media/TheFutureofAgeinginGreaterManchester.pdf>

⁴²HM Government (2019) *Greater Manchester Local Industrial Strategy* <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

Local Industrial Strategy Commitments on Healthy Ageing:

- GM and government will establish an Innovation Partnership around the Healthy Ageing Grand Challenge.
- To link GM's health and care innovation pipeline to global opportunities, GM and government will establish an International Centre for Action on Healthy Ageing (ICAHA)
- Create a city region test-bed to trial and diffuse close-to-market goods and services for older people. Independent work is underway to define this opportunity.⁴³

Demographic change is already affecting GM's economy; its impact will only grow in the future. GM's leaders have clearly recognised the scale of the ageing challenge, establishing an Ageing Hub within the GMCA, setting out an ageing strategy and carrying forward the significant work programmes of statutory and voluntary sectors. These cover employability and work, health and care, housing and planning, transport, culture, age-friendly places, and inclusion, to promote healthy, active and productive ageing.

This report shows that focusing on the **opportunities of ageing** can unlock positive change across a wider range of sectors, and foster prosperity as well as averting the looming crisis in services.

GM's ambition in this area builds on a long tradition of UK and international leadership on ageing. As well as long-standing local authority engagement, there is a strong and established movement to listen to the voices of older people, with local and cross-regional bodies of older people actively involved in co-producing policy and practice.

GMCA has continued and developed this tradition. *The Greater Manchester Strategy: Our People, Our Place (GMS)*, sets out the vision to make GM one of the best places in the world to grow up, get on and grow old.⁴⁴ An age-friendly Greater Manchester is priority ten of the GMS, with GM becoming the UK's first age-friendly city region as recognised by the World Health Organization in 2018. All 10 local

⁴³HM Government (2019) *Greater Manchester Local Industrial Strategy* <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

⁴⁴GMCA (2017) *Our people, our place: the Greater Manchester strategy*, https://www.greatermanchester-ca.gov.uk/media/1084/greater_manchester_summary___full_version.pdf

authorities have put age-friendly strategies in place, and GM is working to ensure that all its communities are age-friendly.

The GM Ageing Hub is a unique asset for ageing innovation to lead action on realising GM's (and the UK Government's) ambitions for healthy ageing. This is a partnership forum established in 2016, hosted by GMCA, to stimulate, coordinate and steer new approaches to ageing across GM's agencies and sectors. It is supported in its work by a strategic partnership with the Centre for Ageing Better, the national What Works Centre for ageing, which in turn works closely with national government on the Ageing Society Grand Challenge as part of the UK Industrial Strategy.

Age-Friendly Manchester and the GM Ageing Hub have pioneered work on the economic opportunities of ageing, generating a range of activities and reports including 2014's *Silver Cities - Realising The Potential Of Our Growing Older Population* and 2015's *Age-friendly Manchester: Getting Down to Business*.⁴⁵ The 2017 New Economy Manchester report, *The Future of Ageing in Greater Manchester*, pulled together a wide range of evidence and data on different aspects of the ageing population, including Economy & Work, Culture & Leisure, Housing, Healthy Ageing and Innovation, and Design & Technology.⁴⁶

This work is reflected in the 2018 *Greater Manchester Age-Friendly Strategy*, another first for GM, which sets out its commitments:

- To support older people as workers and entrepreneurs;⁴⁷ and
- To support GM businesses in taking advantage of the economic opportunities of the ageing population.⁴⁸

GM's leadership in innovation for ageing is internationally recognised: the EU recognised GM as a four-star reference site for the European Innovation Partnership on Active & Healthy Ageing.⁴⁹

GM also has significant expertise on ageing within its universities. The Independent Prosperity Review (the evidence base for the

⁴⁵IPPR North (2014) *Silver Cities: Realising the potential of our growing older population?* https://www.ippr.org/files/publications/pdf/silver-cities_Dec2014.pdf ⁴⁶New Economy / GMCA (2017) *The Future of Ageing in Greater Manchester* <http://nws.eurocities.eu/MediaShell/media/TheFutureofAgeinginGreaterManchester.pdf>

⁴⁶New Economy / GMCA (2017) *The future of ageing in Greater Manchester* ://www.ambitionforageing.org.uk/sites/default/files/The%20Future%20of%20Ageing%20in%20GM.pdf

⁴⁷GM Ageing Hub has a separate workstream on the older workforce - which also represents a significant economic opportunity for GM - but this sits outside the scope of this review.

⁴⁸GMCA (2018) *The Greater Manchester Age-friendly strategy* https://www.greatermanchester-ca.gov.uk/media/1166/gm_ageing_strategy.pdf

⁴⁹https://ec.europa.eu/eip/ageing/file/3208/download_en?token=X6U5Uvpdf

GM LIS) identified ageing as one of the top five areas of research excellence in the city region.⁵⁰ GM is home to several centres of expertise, including:

- The University of Manchester Institute for Collaborative Research on Ageing (MICRA)
- Manchester Metropolitan University Faculty of Health, Psychology and Social Care
- Manchester School of Architecture (a shared school between the University of Manchester and Manchester Metropolitan University)
- The University of Salford Ageing and Dementia Hub and Salford Institute for Dementia
- The Faculty of Health and Wellbeing at the University of Bolton

Collaborative research institutions such as MICRA and the Manchester School of Architecture connect academics across GM's universities and work with each other and the Ageing Hub with a unique deployment of interdisciplinary research expertise on ageing. These institutions bring their expertise to bear through their wider links with the statutory, private and voluntary sectors in GM, nationally and internationally, and with GM's tech and innovation infrastructure bodies, and are highlighted as key innovation assets in the Local Industrial Strategy.

Innovation ecosystem

GM is already home to growing numbers of innovative businesses. It has seen some of the fastest new business growth in the UK since the recession, with the rate of start-ups growing by 29% in 2016 compared to the UK average of 8%. GM is the best performing city region outside London in terms of business births (132 start-ups per 10,000 working-age residents in 2017 compared to 92 across the UK as a whole).⁵¹ In recent years, only Leeds and the West of England have seen higher rates of productivity growth, with 9.1% of GM businesses both creating new jobs and increasing revenue per employee between 2014 and 2017.⁵²

⁵⁰GM Independent Prosperity Review (2019) *Greater Manchester Independent Prosperity Review: Reviewers report* https://www.greatermanchester-ca.gov.uk/media/1826/gmis_reviewersreport_final_digital.pdf

⁵¹GM Independent Prosperity Review (2019) *Greater Manchester Independent Prosperity Review: Reviewers report* https://www.greatermanchester-ca.gov.uk/media/1826/gmis_reviewersreport_final_digital.pdf

⁵²Enterprise Research Centre (2018) *UK local growth dashboard: June 2018* <https://www.enterpriseresearch.ac.uk/wp-content/uploads/2018/06/UK-Local-Growth-Dashboard-Final-with-LEP-data-June-2018-FINAL-Updated.pdf>

There is also considerable design and innovation capability within GM, as showcased in events such as Design Manchester and Venturefest. The North West has the highest number of design firms in the UK outside London, Cambridge and the South East.⁵³ In addition, GM is home to real academic expertise in product design and technology.

GM also benefits from significant dedicated innovation support infrastructure, including publicly funded bodies that are able to utilise public and private funding, such as the Growth Company and Health Innovation Manchester (HInM), as well as enterprise support teams in each local authority. GM also is home to a range of business incubators and accelerators in the Manchester Oxford Road Corridor⁵⁴, Salford Media City, Stockport and beyond, university innovation and commercialisation teams, and business support networks such as the Chambers of Commerce and the new GM Social Enterprise Network within the GM Centre for Voluntary Organisations (GMCVO).

The Growth Company

The Growth Company is a not-for-profit organisation focused on supporting business growth through a range of services, which include inward investment supported by MIDAS, business investment through GC Business Finance and advice through the Business Growth Hub, which supports business growth from start-ups and scale-ups to multi-nationals.

The Business Growth Hub, one of the largest of its kind in the country, supports ambitious businesses with the potential to achieve growth. The Hub provides support for all stages of the growth journey, including one-to-one and peer-to-peer business support, events, specialist programmes, funding and advice. There is specialist help and advice for SMEs on accessing innovation opportunities related to ageing, such as health and life sciences. The Hub's expert support can also facilitate strategic collaborations with universities and other specialist centres in the UK or elsewhere in Europe, and broker connections to Innovate UK, the Department for International Trade and other sources of additional support and investment.⁵⁵

⁵³Design Council (2018) *The Design Economy 2018: The state of design in the UK* https://www.designcouncil.org.uk/sites/default/files/asset/document/Design_Economy_2018.pdf

⁵⁴<http://www.oxfordroadcorridor.com/our-work.html>

⁵⁵<https://www.growthco.uk/what-we-do/helping-businesses-grow/>

Health Innovation Manchester (HInM) is another lynchpin of GM's innovation ecosystem, bringing together a wide range of health innovation actors to stimulate, incubate, and scale innovations across health and social care.⁵⁶

There is also a range of smaller-scale ventures supporting age-related innovation across different sectors. The Culture Champions programme is being rolled out across GM, from its origins within the City of Manchester, to enable older people to shape their local cultural activities and offerings. In 2018 the first ever GM *Festival of Ageing* brought together 8,000 older people to try something new and meet other people. The festival was part of the £10.2 million Ambition for Ageing programme funded by the National Lottery Community Fund, which aims to create and encourage age-friendly places across GM to support fulfilling later lives.

Economic and political assets

GM also boasts many wider economic and political assets, which position it well to capitalise on the economic opportunities of ageing. The scale of the region creates significant market opportunities, and devolution means that the city region's business and innovation infrastructure is well aligned to take advantage of these.

With nearly a million residents aged 50 and over, GM can justify investment in new products and businesses, with significant growth potential for successful innovations. Of course, older people can be entrepreneurs as well as customers. Previous research by New Economy Manchester suggests that they may be particularly well placed to develop such new products and services.⁵⁷ GMCA is exploring additional activities to include this in their employability strategy for over 50s.

GM's economy is growing fast, with annual rates of growth above the Core Cities average. The recent development of the financial district at Spinningfields, for example, is evidence of the attractiveness of the city region for inward investment, as well as driving further growth and innovation for GM's economy as a whole.

⁵⁶HInM is discussed in more detail in Section 8.

⁵⁷Business Lab (2015) *Age-friendly Manchester: Getting Down to Business The economic opportunities of ageing for Greater Manchester Final Report for New Economy* <http://www.neweconomymanchester.com/media/1545/ec-oppo-of-ageing.pdf>

Devolution underpins GM's ability to respond to the ageing economy. GMCA is taking integrated strategic approaches across the whole city region on a range of key issues, such as transport, mobility, housing and place-making. Critically, the devolved Health and Social Care Partnership is aligned with the GMCA and local authority commissioning, removing barriers many other city regions face from conflicting geographic boundaries and responsibilities. The Living Well at Home initiative is one recent example of how these unique arrangements for devolution and regional integration allow agencies to develop a joined-up response to care and ageing.

Unlike many other city regions and parts of the UK, GM has also aligned its economic and political geography. GMCA and the GM Local Enterprise Partnership operate across the same area, providing rich opportunities for collaboration and partnership. As a relatively cohesive political and economic unit big enough to sustain innovation without being too big to manage, GM has many of the characteristics identified by Nesta as key for innovation in small nation states. These include strong, flexible institutions, political support for innovation, and applied development, as well as high quality basic research and openness to the wider world.⁵⁸

In the next chapters we explore the four key opportunity areas and consider the extent to which GM's unique assets and infrastructure are configured to capitalise on these opportunities.

⁵⁸Nesta (2014) *When Small is Beautiful: Lessons from highly innovative smaller countries*
<https://www.nesta.org.uk/report/when-small-is-beautiful-lessons-from-highly-innovative-smaller-countries/>

5. Retail, culture, hospitality, tourism and sport

People aged 50+ make up a significant proportion of consumers, with relatively high spending power, in sectors such as retail, culture and leisure. These sectors are major employers in GM. In 2016, approximately 240,000 people were employed in retail, hospitality, tourism and sport, representing around 20% of the GM workforce.⁵⁹

The Centre for Cities has found that high-performing high streets have a higher proportion of food service, entertainment and leisure venues, relative to retail.⁶⁰ Growing these kinds of high-performing businesses, especially in areas with lower footfall from office workers or visitors, depends on attracting older consumers. Research by Barclays suggests that people aged over 65 spend approximately 50% more per capita on hospitality and leisure than younger consumers, with the next highest spending age group being people aged 45-54.⁶¹

Tourists in mid or later life also make a major contribution to the visitor economy, which generates £7.5 billion for GM every year.⁶² The number of domestic trips taken by UK residents aged over 55 is growing twice as fast as the national average for domestic holidays.⁶³ Internationally, Europeans aged 55-74 are responsible for 31.6% of tourist nights across the EU, despite making up only 26.5% of the adult population.⁶⁴ Older visitors are also more likely to travel during the “shoulder season” either side of the summer (roughly April to June and September to October), making them a particularly important market segment outside peak visitor periods.

The 50+ consumer market is already significant across retail, hospitality, tourism and sport, and growing faster than any other age group. But these sectors aren't focusing on this market: Barclays' research found that only 22% of hospitality and leisure businesses prioritised older consumers, even though businesses that did generated on average 63% more spending per capita from them.⁶⁵

⁵⁹https://www.greatermanchester-ca.gov.uk/media/1096/gm_labour_market_and_skills_review_2017_18.pdf

⁶⁰Breach, A, McDonald, R (2018) *Building Blocks: the role of commercial space in Local Industrial Strategies* <https://www.centreforcities.org/publication/building-blocks/>

⁶¹Barclays Corporate Banking (2015) *An Ageing Population, the untapped potential for hospitality and leisure businesses*

⁶²New Economy (2016) *Greater Manchester Key Facts* <http://neweconomymanchester.com/media/1474/ne-key-facts-dec-15-web.pdf>

⁶³Visit England Briefing: *The 55+ age group and Domestic Tourism* https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/age_55_0.pdf

⁶⁴Eurostat (2016) *Tourism trends and ageing* https://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_trends_and_ageing

⁶⁵Barclays Corporate Banking (2015) *An Ageing Population, the untapped potential for hospitality and leisure businesses*

There are significant opportunities to create more age-friendly, inclusive offers to attract and retain these consumers, and to develop new products and services for them.

5.1 Inclusion

Why is this an opportunity?

There is significant scope to refocus existing activity in these sectors towards older consumers. Based on new ILC analysis, we estimate that **in 2018 GM residents aged 50+ spent approximately £3.5 billion on recreation, culture, restaurants and hotels, representing around 45% of GM's total household expenditure in these sectors.**⁶⁶

Many retail and leisure businesses could make relatively simple, low-cost changes to become more "age-friendly", building on existing GM initiatives such as Take a Seat⁶⁷, or simply turning music down in the daytime. With 25-to-34-year olds eating out less often, and people over 50 already spending the highest amount per meal, this kind of change increasingly looks like a commercial imperative.⁶⁸

However, with a few exceptions (such as the Chatty Café scheme, first launched in Oldham, which has expanded into chains such as Costa Coffee⁶⁹), the food service industry is yet to act. To give a simple example, few older people can read a typical restaurant menu in low light, because the font size and layout are rarely designed for accessible legibility. This means that key customers can't access the restaurant's main marketing tool. Similar trends hold true across the retail and leisure sectors.⁷⁰

Examples of potential investments in inclusion are:

- Redesigning services, advertising and branding to attract older customers, from early evening shows or age-friendly night clubs to gym classes targeting over 50s.

⁶⁶ILC calculations – for methods and data sources see annex

⁶⁷<https://www.greatermanchester-ca.gov.uk/news/take-a-seat-in-age-friendly-greater-manchester/>

⁶⁸NPD Group (2018) *Future of Foodservice Great Britain 2022* <https://www.npdgroup.co.uk/wps/portal/npd/uk/news/latest-reports/britains-greying-population-whats-the-impact-on-foodservice/>

⁶⁹<https://ilcuk.org.uk/chatty-cafe-scheme-wins-innovating-for-ageing-competition/>

⁷⁰Active Age (2012) *The ageing marketplace: how some companies are successfully addressing the needs of the older consumer, whilst others are struggling to access this expanding market* http://activeage.org/publications/doc_download/73-The-ageing-marketplace-how-some-companies-are-successfully-addressing-the-needs-of-the-older-consumer-whilst-others-are-struggling-to-access-this-expanding-market

- Changes to shopping and leisure environments and facilities to make them more accessible, including dementia-friendly design principles being used in shop-floor layouts and lowering ceilings to reduce ambient noise and echo.

There is an opportunity to generate benefits beyond individual businesses, by making high streets and town centres more accessible and age-friendly - destinations for older residents and visitors *as consumers*, generating increased footfall and increased spend across the city region.

These suggestions reflect previous ILC research, which has shown that making retail premises and high streets more accessible, and addressing concerns such as the availability of public toilets could significantly boost spending by older consumers. Our calculations suggest that this could be worth **over £50 million to GM's retail and hospitality sector every year**.⁷¹

This kind of inclusive place-making could be particularly valuable in GM's non-metro town centres and high streets. In Stockport, for example, with nearly two in five adults aged 55+ (39%), retail and recreation are already heavily dependent on older customers. By 2041 this proportion is projected to grow to 44% (an increase of nearly 20,000 people).⁷² Unlocking older consumer demand will be critical to business growth outside metro centres.

These changes would also benefit others with accessibility needs, such as people with disabilities and parents with young children.

Why is this a strength?

This is a significant opportunity for GM. The City of Manchester is already considered the retail capital of the North West of England, having seen substantial retail rental growth (8%) and average rents rising £270 per sq. ft. between 2015 and 2016.⁷³

Across the city region, there are retailers, venues and high streets that are already embracing older consumers. While some, like Bury Market, have emerged organically, others such as Bridgewater Hall or HOME have worked with older people through the Manchester Culture Champions network to develop new offerings. Manchester,

⁷¹ILC calculations - for methods and data sources see annex

⁷²ONS (2019) *Population projections for local authorities: Table 2*, 2016 based <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2>

⁷³Colliers International (2016) *Midsummer Retail Report* http://www.skvcommunications.co.uk/our_news/manchester-is-top-performing-retail-centre-in-north-west-of-england-says-sector-leading-research-by-colliers-international/

Bolton and Wigan are already working with local businesses to support them to become more age-friendly, and other districts in GM have included this in their age-friendly strategies.

GM's visitor economy is another key strength, underpinned by its internationally recognised sporting, heritage and cultural assets. GM's culture strategy highlights the changes already made and the opportunities to do more.⁷⁴

Culture Champions

One of GM's flagship age-friendly programmes, Culture Champions is a large-scale cultural activist and ambassador scheme for older people in GM's communities. Over 130 Culture Champions lead, programme and produce activities with and for their peers. They collaborate with and advise arts organisations, as well as organising their own events and festivals. They are an alliance of the willing - committed, creative, engaged individuals who believe that participating in culture enriches lives, and that it's time to raise the visibility of older people as consumers, makers and creative individuals. They achieve this through cultural participation and activism and by challenging how older people are represented on stage, screen and in the media.

From its origins in Manchester City, the Culture Champions programme has recently been rolled out across GM.

Age-friendly menus for Bundobust

Vegetarian Indian street food and craft beer restaurant Bundobust now offer age-friendly menus after responding to feedback. Customer Yasmin Holgeth raised the issue after she and her father visited the Manchester "Bundo" for dinner and struggled to read the menu.

Yasmin suggested accessible menus and sent the restaurant government-issued accessibility guidance. Bundobust reacted immediately, releasing a new large-print menu, which also

⁷⁴GMCA (2019) *Grown in Greater Manchester. Known around the world: Greater Manchester's strategy for culture and creativity* <https://www.greatermanchester-ca.gov.uk/media/1980/strategy.pdf>

features higher contrast between background and font colours, making it easier to read. It is available on request in Manchester and Leeds.

"When businesses do things like produce accessible menus it helps people like me to feel included. I can be part of the family when going out, enjoying my experience without worrying about my age and ability", said Mr Holgeth.

The relative cohesion between local authorities in GM offers opportunities for replicating. What works for shops and high streets in Bury or Oldham can be shared across GM through existing regional/GMCA infrastructure. The GM Ageing Hub offers new pathways for sharing and replication of good practice, as seen in the recent accelerated rollout of the Culture Champions programme and the Take-A-Seat initiative.⁷⁵

GM is already taking action to disseminate good practice, for example, through the Mayor's Age-Friendly Communities Challenge and Town Centre Challenge, as well as the commitment by all GM's districts to become Age-Friendly Communities. The Mayor's Age-Friendly Business Challenge presents a fresh opportunity to push this agenda forward.⁷⁶

"I don't think industry has yet risen to the challenge of becoming age friendly, nor recognised the genuine opportunities available from an age-friendly society."

"My message to business is clear: exploit our expertise, work with us to get ahead of the curve and take advantage of the so-called 'longevity dividend'. Join us to test, innovate and drive growth around the technologies, products and services that can be brought to market to improve the lives of older people."

Andy Burnham, Mayor of Greater Manchester, 13th February 2019

Taken together, these are strong foundations for GM to capitalise on the opportunity of an ageing consumer market to drive prosperity and growth across the city region. GM could become a true trailblazer of inclusive, age-friendly business – demonstrating what it looks like to create places where tomorrow's 60- or 70-year-old consumer feels welcome and spends money.

⁷⁵<https://www.southwayhousing.co.uk/media/1404/age-friendly-take-a-seat-explanation-specifications-and-map.pdf>

⁷⁶<https://www.greatermanchester-ca.gov.uk/news/age-friendly-business-challenge/>

5.2 New products

Why is this an opportunity?

In general, older people want the same sorts of things as they did when they were younger. Most of the low-hanging opportunities relate to inclusion – ensuring that existing businesses and brands continue to appeal to consumers as they age. But entirely new market opportunities will also emerge, in sectors from fashion to housing, footwear to financial services, learning, leisure and mobility (see section 2).

The home product opportunity

One of the most significant market opportunities relates to home products. There will be increasing demand for products such as lighter power tools, appliances with more legible controls, pull-down shelving units, ergonomic furniture and utensils, assistive seating and smart devices. Many good products and adaptations already exist, but they are rarely sold on the high street or marketed in ways that are attractive to older customers with good health and discretionary spending power.

As well as fixtures and fittings, we anticipate the need for new services, to adapt houses to allow older people to stay safe and active at home or to deal with an accumulation of possessions.

The growing numbers of 50+ consumers, many with increasing spending power but whose needs and desires are not yet being fully catered for, represent a significant missed opportunity to develop new markets. With preferences for online shopping less marked among this consumer segment, there is also an opportunity here to reinvigorate the UK's declining high streets.

Why is this a strength?

GM is well positioned to take advantage of some of the market opportunities emerging as a result of population ageing. For example, GM's textiles sector could take a lead in age-friendly fashion, building on the innovative work being undertaken by local industry and universities in areas such as smart fabrics and wearables.⁷⁷

⁷⁷New Economy / GMCA (2017) *The future of ageing in Greater Manchester* <https://www.ambitionforageing.org.uk/sites/default/files/The%20Future%20of%20Ageing%20in%20GM.pdf>

GM's assets in the field of housing (see section 8) could also create opportunities to develop new products for homes, and the growing significance of its financial sector may create opportunities to develop new financial products.

As set out above and in section 4, GM has significant capabilities in academia, entrepreneurialism and innovation, and there is clear scope to direct these towards the new "longevity economy". GM's history of leadership on ageing means it is well placed to tap into older people's own insights and entrepreneurialism in designing and developing new products and services. The GM Older People's Network and its local equivalents are valuable channels for engagement, going beyond traditional market research and consumer insight to involve active and informed older people as co-designers and innovators.

As noted above, GM also has a strong retail sector, with Manchester the top performing retail centre in the North West.⁷⁸ This is important because the best route to market for many new products lies through established retailers, rather than selling direct to consumers. There is a significant opportunity to broker links between mainstream retailers and GM's innovators around the ageing economy – along the lines of Recipe4Success, the Business Growth Hub's programme linking food and drink innovators to supermarkets and other UK and international commercial buyers.⁷⁹

There are many good ideas and promising products out there, and GM's market and innovation assets could make it a fertile test-bed for them. While these assets are not unique to GM, taken together they could help the city region to gain a first mover advantage and to be seen as a pioneer.

⁷⁸Colliers International (2016) *Midsummer Retail Report* http://www.skvcommunications.co.uk/our_news/manchester-is-top-performing-retail-centre-in-north-west-of-england-says-sector-leading-research-by-colliers-international/

⁷⁹<https://www.businessgrowthhub.com/recipe4success>

What did we hear?

ILC research has identified some key barriers to realising this opportunity.

Business awareness and attitudes

Most significantly, there is a widespread lack of awareness among businesses in the UK and more generally of the potential of the 50+ consumer market – particularly in the leisure, entertainment, food service and retail sectors. In GM, as elsewhere in the country, many of these businesses are SMEs, typically operating with tight profit margins and very short time horizons. These sorts of businesses have only limited scope to think strategically or to develop any sophisticated customer segmentation.

However, even larger national retailers in these sectors have not generally demonstrated much insight or innovation regarding older customers. There is still a gap in understanding the “younger old” segment: people aged 50-70 who remain active and aspirational consumers. This may create a self-reinforcing barrier to change, as many “older old” people, especially those reliant on the state pension or other fixed income, currently spend less on non-essential consumption.

Leisure businesses may also be uncertain about explicitly targeting older consumers, perhaps fearing the potential trade-offs in terms of appealing to younger people, especially in sectors such as fitness or late-night recreation and entertainment. GMCA's night-time economy advisor is engaging with this issue through the night-time economy panel and “blue-print”.⁸⁰

Constraints on business and innovation support provision

The GM system has significant assets to support innovation and business growth. The Growth Company and local authority teams working on economic development / high streets offer substantial business support at GM and district level, alongside the Chambers of Commerce and other business networks.

GM does not yet have programmes working with businesses specifically on the economic opportunities of ageing, in large part due to a lack of demand. In theory, the growth of new 50+ consumer market opportunities should create a space to provide more focused support. However, there is a “chicken and egg”

⁸⁰<https://www.greatermanchester-ca.gov.uk/media/2241/gmca-nte-blueprint-final.pdf>

problem here – in the absence of business awareness of these opportunities, there is little or no demand for providers to develop this kind of support offer. This is a structural challenge, which is not unique to GM. With the exception of the National Innovation Centre for Ageing at Newcastle University, we could not identify any local business support offers with a specific focus on the ageing consumer market.

A further constraint on the potential for targeted support around ageing is the fact that the key opportunities generated by ageing relate to sectors such as retail, food service, hospitality and leisure. However, innovation funding and publicly-funded business support typically focuses on “frontier” sectors (for example, advanced materials), which are seen as offering greater potential for high growth by each individual firm.

By contrast, sectors such as retail and leisure, despite operating at high volumes, tend to generate relatively low margins. These sectors may reach larger numbers of consumers and support more jobs in aggregate, but the chances of individual firms achieving exponential growth within these sectors are much lower. This means that few innovation and business support providers target these market opportunities, and in turn this curtails the ability of the Growth Company to support work in these sectors. For example, much of the Growth Company’s funding comes from the European Structural & Investment Fund, which explicitly prohibits support to the retail sector.

In future this may change as focus on the ageing market grows, and awareness increases around “frontier” opportunities in areas such as fashion, home products and leisure, where business and innovation support could focus.

Untapped sources of support

For the wider “age-friendly” inclusion agenda, there may be a need for a more “wholesale”, large-scale support offer that stimulates market interest without investing so intensively in supporting individual businesses. The Culture Champions initiative demonstrates that venues can be encouraged and supported to refocus and improve their offering for older consumers. Local government already plays a low-cost but highly effective role by brokering the scheme and bringing older people together with cultural organisations to facilitate an active and informed dialogue.

While the scheme is being rolled out across GM, there is not yet similar support for the wider retail and leisure sectors.

GM's voluntary sector has a wealth of practical expertise on supporting inclusion, including Ambition for Ageing and other age-friendly initiatives by local Age UKs, other charities, and social enterprises and initiatives like Chatty Café. The voluntary sector could play a helpful enabling role, offering customer insight, brokering champion schemes, providing advice or developing resources along the lines of the Bristol Age-Friendly Business Toolkit developed by Bristol Ageing Better.⁸¹

This is currently an untapped resource, as businesses lack awareness of the potential for commercial relationships with the voluntary sector, which, in turn, has limited capacity for outreach to business. For example, while local authorities and the voluntary sector seek advice and input from older people's fora such as the GM Older People's Network, businesses are yet to engage.

Earlier research by New Economy Manchester also found a lack of targeted support for older entrepreneurs, despite the specific barriers they can face in starting a new business.⁸² Action is being taken on this under the workforce strand of GM's Age-Friendly Strategy and by the newly established GM Social Enterprise Network, and there is a clear opportunity here to support the development of age-friendly start-ups and services and products developed by older people for their peers.

What needs to happen next?

We recommend that GMCA and GM's local authorities, working with the GM Chambers of Commerce and other business networks, encourage and support retail, hospitality, leisure, culture and sport businesses to recognise and embrace the opportunities of the older consumer market. These bodies could:

- Create a centre of expertise on ageing markets within the Growth Hub, drawing on expertise within the GM Ageing Hub, GM's universities and the VCSE sector. This should be a collaborative effort with GM Chambers of Commerce,

⁸¹<http://agefriendlybristol.org.uk/userfiles/files/Business%20Toolkit%20for%20Issu%20on%20screen%20Tess%20Sieling.pdf>

⁸²Business Lab (2015) *Age-friendly Manchester: Getting Down to Business The economic opportunities of ageing for Greater Manchester Final Report for New Economy* <http://www.neweconomymanchester.com/media/1545/ec-opps-of-ageing.pdf>

Marketing Manchester and other specialists, to improve sharing and coordination so that innovators can more easily access the right support from the right source at the right time. The centre would therefore act as a "front door" for innovators and entrepreneurs to access GM's wider innovation support system.

- Build ageing issues into wider business engagement activity, communicating the opportunities of ageing, promoting age-friendly business initiatives, sharing case studies and good practice, and connecting local businesses.
- Explore the potential for developing a network of "Customer Champions", building on the model of GM's culture champions, to link local businesses to older consumers and help them develop their understanding and insight into this growing market.
- Focus ongoing built environment improvements on making high streets more accessible and promoting more age-friendly town centres, in line with each local authority's Age-Friendly Community strategy, and drawing on expertise within GM's universities and the VCSE sector.
- Use social value requirements to promote age-friendly services e.g. as local authorities commission sport and leisure activities.
- Broker links between GM's innovators and larger retailers, investors and other significant market actors to foster new approaches, products and services and develop supply chain readiness.

6. Transport and mobility

Why is this an opportunity?

There is a great deal of commercial attention to innovation in the field of transport and mobility, from driverless cars to mobility-as-a-service. This includes the UK Government's Industrial Strategy Grand Challenge on the Future of Mobility. With the growth in 50+ consumers' spending power, there is a clear benefit to focusing on the older traveller first. Experience suggests that this kind of inclusive innovation or "universal design" approach, starting with users who are likely to have difficulties using your product, leads to solutions that are better for everyone.

Designing the Ford Focus

As early as 1994, engineers at car manufacturer Ford started working with the University of Loughborough to design a high-tech suit that would help engineers consider the needs of people living with mobility impairments in later life.

The suit incorporated orthoses for every limb to make joints feel stiff, a corset and a 10kg vest to simulate a weak and bent back, a neck brace to impede head movements, and arthritis-simulating gloves to make it difficult to manipulate small objects. There were also glasses to mimic various eyesight disorders, including glaucoma and cataracts, earmuffs to simulate deteriorated hearing, and a tremor generator to attach to the hand. It helped engineers think through the adaptations that might be needed to accommodate older drivers.

The Ford Focus was the first vehicle designed using the suit. The resulting features, including a simple dashboard, easily legible controls and wider, taller front doors, made it famously user-friendly and attractive to a wide range of drivers. At one point, the Ford Focus was the world's best-selling car.⁸³ Over time the suit also inspired the development of reversing technology after engineers realised how hard some drivers find it to turn their head.⁸⁴

⁸³Forbes 19.12.2012. *The world's most popular cars: a new champ* <https://www.forbes.com/sites/joan-nmuller/2012/12/19/the-worlds-most-popular-cars-a-new-champ/#31ce18d37295>

⁸⁴Engineering and Technology 1.2.2016 *Ageing suit helps Ford engineers think differently* <https://eandt.theiet.org/content/articles/2016/02/ageing-suit-helps-ford-engineers-think-differently/>

There is also significant scope for initiatives to make existing transport services more inclusive, for example, through customer service initiatives such as the age-friendly training provided to all Southern Vectis bus drivers.⁸⁵ There is also the possibility to develop more accessible mobility solutions, such as community transport. These, while unlikely to directly generate major returns, would improve passenger experience and increase connectivity.

Transport services that work better for older passengers in turn increase access to health, retail and leisure services targeted at older consumers. In this sense, transport acts as a key infrastructure component, underpinning other market opportunities as well as promoting social connection and participation.

Why is this a strength?

GM's transport infrastructure is more aligned than that of many other areas in the UK, with Transport for Greater Manchester (TfGM) responsible for coordinating transport services throughout the region.⁸⁶ Furthermore TfGM has already shown its commitment to respond to ageing, beginning with jointly commissioned research with the GM Ageing Hub into the transport and mobility needs of older people.⁸⁷ TfGM staff are now working with the Ageing Hub and the GM Older People's Network to implement the action plan developed in response to the research.⁸⁸

TfGM also has a range of initiatives under way to make the transport network more inclusive. Some are age-related, such as concessionary travel on Metrolink, local rail and bus services, the introduction of the Women's Concessionary Travel Scheme pass for women most affected by accelerated changes to the State Pension age, and Dementia Friends training for TfGM staff. There are also a number of initiatives such as *Please offer me a seat*, the *Ring and Ride* accessible minibus service and the TfGM Disability Design Reference Group, which also benefit older passengers by making the transport network more accessible.^{89, 90, 91} In addition, there are a number of initiatives by the voluntary sector, such as *Ambition*

⁸⁵Centre for Ageing Better (2018) *Age friendly case study: Age Friendly Island and Southern Vectis, Isle of Wight* <https://www.ageing-better.org.uk/sites/default/files/2018-08/age-friendly-training.pdf>

⁸⁶It is important to note that TfGM has only limited power to influence local bus and train services.

⁸⁷Musselwhite, C. (2018) *Age friendly transport for Greater Manchester* <https://www.gmcvo.org.uk/system/files/publications/Age%20Friendly%20Transport%20System%20For%20Greater%20Manchester.pdf>

⁸⁸https://www.ambitionforageing.org.uk/sites/default/files/Af%20Transport%20Response%20Report_1.pdf

⁸⁹<https://tfgm.com/public-transport/please-offer-me-a-seat>

⁹⁰<https://tfgm.com/public-transport/ring-and-ride-minibuses>

⁹¹<https://www.breakthrough-uk.co.uk/disability-design-reference-group>

for Ageing's *Age-Friendly Bus Guide* for First Bus drivers across GM, and Levenshulme Inspire's *Age Friendly Awareness Training* for Manchester taxi drivers.⁹²

HMR Circle Volunteer Drivers Service (VDS)

The HMR Circle VDS is a community transport service operating across Rochdale, Heywood, Middleton and the Pennine villages. It is a service for people aged 50+ and vulnerable adults who can't use public transport or have difficulties using it.

Volunteer drivers use their own vehicles to provide a door-to-door, flexible transport service. The passenger is picked up from home and taken to their destination. For each journey, a contribution is calculated at 45p per mile, which is payable to the driver to reimburse the cost of petrol and to support the cost of insuring and maintaining their vehicles. All volunteer drivers are DBS checked and have the necessary vehicle safety requirements and insurance in place.

In the last 12 months, the VDS has taken 16,297 transport requests and driven 121,904 miles. Also 534 individuals used the service, and there were 46 volunteer drivers on the system supported by seven office-based volunteers working on administration and bookings.

While the VDS is not a new idea, HMR Circle's scheme is based on an innovative bespoke IT system called Haydemol. This system simplifies the booking process, calculates routes and costings and allows multiple passengers to be added to individual trips. The system can also produce both real-time data and historical reports.

HMR Circle is currently working with Manchester Metropolitan University (MMU) to study whether VDS is reducing missed appointments within the health system and enabling people to remain connected and independent.

The long-term ambition is for HMR Circle's model to be rolled out across GM to help provide a supportive transport solution for older people in the region. The potential for savings to the health system, by reducing pressures on ambulance services

⁹² <https://www.lev-inspire.org.uk/age-friendly-awareness-training-for-taxi-drivers/>

and cutting missed appointments, suggest that the VDS could deliver returns through an invest-to-save business model. However, the scheme requires long-term funders due to the upfront costs of recruiting drivers and members. Thus far HMR Circles have found funders to be too risk-averse. Haydemol has been launched in a micro-version of the VDS in Moston/New Moston, Manchester, in partnership with a local community group and funded by Ambition for Ageing. A pilot is also planned for Haringey, London.

The development of integrated ticketing across GM will create new opportunities for data-driven innovation and is already attracting interest from large tech companies.

What did we hear?

When compared to GM's wider industrial and research base, transport and mobility do not appear to have the same internationally leading position as the other sectors discussed in this report. However there are opportunities if GM continues to pursue already promising work around inclusion.

In relation to innovation, we did not hear evidence that GM is positioned to take advantage of opportunities for major technological innovations in transport and mobility, such as autonomous vehicles or exoskeletons.

GM's public transport sector has relatively few providers, which tends to limit the potential market for mobility-as-a-service solutions or other innovations that could give providers a competitive advantage in more crowded markets.

We also heard that it is harder for innovations to reach the system. TfGM has an innovation team, but the limited scope of its powers (particularly in relation to bus and train services) reduces the extent to which it can effect change. TfGM does not currently have the same levers to stimulate innovation as health commissioners or housing providers.

As such, a major new investment of leadership, funding and support would be needed to stimulate significant commercial innovation in age-friendly transport and mobility, and this may not generate a

commensurate return in the short to medium term. However, it is worth noting that this assessment might need to be revisited in the light of any future changes in TfGM's regulatory role.

On the other hand, there are clear opportunities to pursue an inclusion approach, making transport more accessible and age-friendly, and there is already promising work going on. Older people in GM are vocal and articulate about transport issues. The GM Older People's Network met with Andy Burnham and representatives of TfGM and the Ageing Hub last year. They produced a report setting out ten recommendations for age-friendly transport in GM that has fed into TfGM's report and work plan.⁹³

Armed with this input from residents and its own recent research, TfGM has a clear picture of key concerns and steps that are needed to develop more age-friendly approaches. It is already implementing an action plan in response, building on existing accessibility initiatives and strengthening its collaboration with the GM Ageing Hub and the GM Older People's Network.

What needs to happen next?

Accessible transport is key to enabling older people to actively participate in GM's economy.

We recommend that TfGM completes implementation of the recommendations of its age-friendly transport report to enable older people to access shops and facilities and support them as active consumers. TfGM could:

- Define tighter requirements for public transport providers to make existing services more age-friendly and accessible, working with the GM Older People's Network and the Disability Design Reference Group.
- Roll out good accessibility practices and local initiatives across GM's transport systems.
- Support the development of innovative solutions to meet the needs of older people currently less well served, such as community transport initiatives.

⁹³GM Older People's Network (2018) *Are we getting there? Age-friendly transport across Greater Manchester* MACC/ Ambition for Ageing <https://www.manchestercommunitycentral.org/sites/manchestercommunitycentral.co.uk/files/Transport%20Report%20GMOPN.pdf>

7. Housing

Why is this an opportunity?

With over 200,000 new households predicted over the next 20 years, GM's housing market is a significant driver of economic activity, and 50+ consumers are central to this market.

Projections show the number of households of people aged 55+ in GM increasing by 41% between 2012 and 2037, more than twice the rate for the population as a whole.⁹⁴ Older households are twice as likely as younger households to be single households, so this increase will have an impact on the nature as well as the quantity of housing demand in GM.⁹⁵

Research by the Manchester School of Architecture, GMCA and the Centre for Ageing Better has identified a "rightsizing gap" for older people. This is a lack of suitable homes to move into, in the places they want to live, which has resulted in "large-scale unmet demand" among older people.⁹⁶ Design, build and retrofitting of accessible, flexible homes will become an increasingly critical consideration in keeping the housing market fluid and ensuring that GM's housing stock is fit for purpose.⁹⁷

While meeting this demand would require major investment – and/or refocusing existing private and public sector housing investment on a different market segment – the opportunities are enormous. There is the chance to stimulate a range of new manufacturing and housebuilding technologies, as well as digital home solutions and advanced construction techniques, which would find national and international markets well beyond GM.

In addition to new housing stock, there are significant opportunities in relation to home improvements and adaptations, developing new services and products to help people adapt their homes as they age. These could include physical adaptations such as eye-level ovens or telescopic shelves, digital and connected home products, and new business models to fund home improvements.

⁹⁴Greater Manchester Spatial Framework (2016) *Greater Manchester Strategic Housing Market Assessment October 2016* https://gmsf-consult.objective.co.uk/portal/2016consultation/supp_docs?pointId-1477921277859

⁹⁵DCLG (2016) *English Housing Survey: Housing for older people report, 2014-15* https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/539002/Housing_for_Older_People_Full_Report.pdf

⁹⁶Hammond, M, White, S, Walsh, S (2018) *Rightsizing: Reframing the housing offer for older people* <https://www.ageing-better.org.uk/sites/default/files/2019-02/rightsizing-manchester-school-architects.pdf>

⁹⁷<http://www.lifetimehomes.org.uk/pages/revise-design-criteria.html>

Fabricon Design

Fabricon Design, based in Tameside, are a precision engineering firm that manufacture domestic stair lifts and bathroom adaptations used for assisted living. The business has received specialist manufacturing support from the Growth Company Business Growth Hub to improve operational efficiency, which has boosted productivity. They have subsequently received support and funding from Made Smarter to introduce digital technologies, which has improved quality in production and enabled them to enter new markets. They anticipate increasing headcount in 2019 and are committed to upskilling the existing workforce in order to digitally transform their operations, supply chains and customer base.

There is huge scope to develop innovative financial products (such as lifetime mortgages or equity release) and new markets in financial advice to enable older people to make better use of the value of their property assets for retrofitting or rightsizing.⁹⁸ This is an increasingly significant market trend at national level, with big corporates such as L&G moving into this space both as investors and developers.⁹⁹

While there is significant variation in the housing market across the city region, capitalising on these opportunities could drive growth in skilled jobs throughout GM. Construction Industry Training Board CITB research suggests an additional 15,250 construction industry workers will be required in the North West between 2019 and 2023.¹⁰⁰

Just as the financial services sector is exploring new approaches to housing, other companies are also exploring the opportunities associated with ageing. For example, utilities companies are seeking to provide connected devices and other home services, in recognition that these are key growth markets for ageing populations around the world.

⁹⁸FCA (2017) *Financial Conduct Authority Occasional Paper 31: Ageing Population and Financial Services* <https://www.fca.org.uk/publication/occasional-papers/occasional-paper-31.pdf>

⁹⁹<https://www.legalandgeneralgroup.com/about-us/our-strategy/>

¹⁰⁰CITB (2019) *Construction Skills Network North West 2019-23* <https://www.citb.co.uk/documents/research/csn-reports-2019-2023/construction%20skills%20network%20report%20for%20the%20north%20west%202019%20-2023.pdf>

Why is this a strength?

As a large, fast-growing conurbation, GM is a magnet for both major developers and innovators (such as Urban Splash, Capital and Centric), as well as lenders and financial services, architects and designers, and the wider construction sector.¹⁰¹ The scale of the market, together with GM's spatial powers, mean that GM has both the carrot and the stick to promote more age-friendly housebuilding.

The GM Spatial Framework sets out ambitious development goals, including a number of large (5-10,000 household) new build communities. These provide significant opportunities to embed age-friendly principles into housebuilding and place-making from the outset.

GM is one of the few places outside the South East where the housing market could sustain new financial products like the London Rebuilding Society's Home Improvement Scheme. This enables low-income homeowners to borrow money for significant repairs, secured against the future, post-repair value of their home.¹⁰² The financial services industry is already a significant employer and economic actor in the region. With a new financial district at Spinningfields, the sector looks set to grow in sync with demand for new housing and related financial products.¹⁰³

GM has a strong history of innovation in housing and place-making, including Manchester's Smart City demonstrator project and bottom-up innovations such as the Greater Manchester Community-Led Housing Network. The Manchester School of Architecture's work in age-friendly design and housing and the recent rightsizing research, noted above, provide a strong basis for further work on mapping unmet demand across GM.

There is also a body of ageing-specific innovation to build on. This includes Southway Housing's pioneering work to make the Old Moat estate "age-friendly"; and the recent National Housing Federation "greenhouse" project, which brought together national providers and the GM Housing Providers consortium to develop

¹⁰¹ONS (2016) *Population dynamics of UK city regions since mid-2011*

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/populationdynamicsofukcityregionsincemid2011/2016-10-11>

¹⁰²<https://londonrebuilding.com/society/news/home-improvement-scheme-receives-780k-social-investment/#>

¹⁰³GM Independent Prosperity Review (2019) *Greater Manchester Independent Prosperity Review: Reviewers report*
https://www.greatermanchester-ca.gov.uk/media/1826/gmis_reviewersreport_final_digital.pdf

new home adaptation prototypes, with a view to selling these to Registered Social Landlords (RSLs) and directly to homeowners and private landlords.¹⁰⁴

Age-Friendly Old Moat

This was a pioneering, participatory research and design project led by Southway Housing. A group of older local people - age-friendly champions - worked with architects from the Manchester School of Architecture and sociologists from the University of Manchester and the housing provider Southway to produce a local neighbourhood plan. The project gathered insights through a range of methods, including walking diaries, planning workshops and focus groups, to enable residents to map out the relative "age-friendliness" of their neighbourhood and draw up an action plan for improvement. The plan was co-produced with residents, agencies and partners and serves as a record of agreed priorities against which Southway and other partners could be held to account by the age-friendly champions.

Many of GM's social housing providers have established good relationships with researchers as well as with their older residents, generating a range of new ideas and local experiments. They are also making significant investments in estate renewal and development across GM, which represents an important "intermediate" market opportunity.¹⁰⁵ GM Housing Providers (the established consortium of GM RSLs) is a unique asset, already actively engaging with GMCA and the School of Architecture on housing for older people.

The collective purchasing power of GM Housing Providers and the nature of their resident base (typically older and more likely to be living with a disability or long-term condition) puts them in a strong position to foster new home improvements and adaptations. Housing providers can act as early adopters of existing innovations in these areas, allowing innovators to enter the market. More ambitiously, they could work together to inform developers of commissioning and purchasing priorities to stimulate further innovation and product development.

¹⁰⁴<http://future.housing.org.uk/the-challenges/>

¹⁰⁵For example: <http://www.northwestevergreenfund.co.uk/case-studies/>

There are also examples of innovation in the public sector, particularly for home improvements and adaptations, such as Wigan Council's work to allow more rapid access to home adaptations and the HOOP advice service (see box below). The Health & Social Care Partnership is working with local authorities and housing providers across GM to launch Greater Manchester Healthy Homes, a GM-wide home improvement programme.

Housing Options for Older People (HOOP)

HOOP was established in Manchester in 2015 as a partnership between the Manchester Move housing advice site and FirstStop Advice, a national housing and care advice provider. As well as access to FirstStop's online and telephone advice service, the North Manchester CCG funded a local Housing & Care Options Advisor.

In its first year of operation, 250 people received personalised housing advice, and 64 of these people moved into a home that better met their health and care needs so that they could continue to live independently. It was estimated that this generated savings of approximately £1 million for the health and social care system, as people were able to manage while using services less.¹⁰⁶

Following its successful establishment in Manchester, HOOP was rolled out to six other authorities (Bolton, Oldham, Rochdale, Stockport, Tameside and Wigan) in 2018/19.

The voluntary, community and social enterprise (VCSE) sector is another source of innovation, with examples such as Carbon Co-op developing new models for community-led retrofitting.

¹⁰⁶<http://www.firststopcareadvice.org.uk/housing-options-older-people-service-hoop-evaluation-firststop-manchester/>

People Powered Retrofit

A partnership led by Carbon Co-op and URBED secured £186,000 from the Department for Business, Energy and Industrial Strategy (BEIS) to run "People Powered Retrofit". This was a six-month research and development project exploring the potential for a householder-led approach to domestic energy efficiency retrofitting in GM. The intention was to tackle key barriers faced by homeowners in commissioning retrofitting, including the lack of appropriate contractors and concerns around the quality of work.

People Powered Retrofit tested innovative data analysis and GIS (geographic information system) techniques informed by Retrofit Persona customer profiles. These mapped clusters of the early adopter householders around GM who are most likely to act but require support to overcome issues and concerns. The scheme used people power to reach and recruit householders, working with the marketing agency, Fieldwork, to deploy relatively novel social marketing techniques. These included forming partnerships with trusted, local intermediaries and supporting local training, events and Neighbourhood Champions.

The partnership also worked with the Ecology Building Society and Electricity North West to explore new options for financing and local income streams to help cross-subsidise retrofitting works, creating new solutions for older, low-income homeowners to tackle energy efficiency.¹⁰⁷

There is an interesting link here to ageing, with the potential for retrofitting to address both home adaptations and energy efficiency together.

What did we hear?

We heard that GM has a positive culture of housing innovation, with a thriving urban design sector and a strong academic and research base in the Manchester School of Architecture. The GM Housing Providers consortium offers a significant test-bed to stimulate and develop innovation, with the potential to commission promising new solutions at reasonable scale. Plenty of good ideas are being

¹⁰⁷ <https://carbon.coop/portfolio/people-powered-retrofit/>

developed and tested, and groups of providers are collaborating on themes of common interest.

However, we also heard that promising innovations still tend to remain small-scale. More could be done to spread solutions across the consortium, and there isn't yet a systematic framework to support wider adoption or scaling of good practice.

Compared to the structures and opportunities for engagement with RSLs, GM has fewer ways to bring local innovations to big developers or housebuilders. However, there is positive movement in this direction, with GM seeking to bring developers together and working with the Far East Consortium to scope an age-friendly dimension to the Northern Gateway development of 15,000 new homes.

Although we couldn't speak directly to developers for this project, there are likely to be demand-side barriers to innovation. As in other sectors, there is low awareness of, or engagement with, the market potential of more age-friendly housing. Developers are yet to see this as a significant opportunity. In addition, housebuilding is generally a risk-averse sector, with relatively limited demand for innovation except where this is driven by policy (e.g. low carbon requirements) or supported with public funding (e.g. the Community Housing Fund).¹⁰⁸

GMCA's significant spatial powers over a large, fast-growing and dynamic conurbation should put it in a relatively strong position to shape private sector development. However, the national planning policy framework means that GMCA does not have a free rein to shape the market. Nevertheless, with appropriate political will and effective system leadership, shifts can be achieved. There is a clear precedent in GM's Spatial Framework, which requires that all new dwellings should be built to the "accessible and adaptable" M4(2) standard. As with that example, using spatial powers in this way will require wider engagement on age-friendly housing with residents, planners and developers.

Social housing providers occupy a key intermediary position in GM's housing market. Although they don't have the scale of private housebuilders, they still have significant purchasing power, especially operating in consortia. There is an opportunity for the GM Housing Providers consortium to play a more systematic

¹⁰⁸ <https://www.gov.uk/government/collections/community-housing-fund>

role in raising accessibility standards and taking successful local innovations to scale.

Members of the consortium could jointly scope known problems or explore products, services, design criteria or outcomes, then set out their spending commitments – potentially working with local authorities. This would provide a guarantee for successful innovators to go beyond proof-of-concept to delivery in the social housing market, providing a stable early income stream as they seek to scale into the private market.

What needs to happen next?

We recommend that GMCA continues to work with GM Housing Providers and other stakeholders to promote innovation in housing for later life, building on existing age-friendly initiatives. These bodies could:

- Use GMCA's planning and spatial powers to promote new standards and models of housing for later life that recognise changing market demands.
- Convene developers, architects and designers, the wider construction industry and the financial services sector to develop new solutions that meet these requirements and deliver these models.
- Use GM Housing Providers' collective purchasing power to incubate new models for housing, home improvements, adaptations and retrofitting and scale successful models across GM.

8. Health and care

Why is this an opportunity?

It is predicted that GM's ageing population will mean increased demand on health and social care at a rate which cannot be sustained on the current basis. Projections show a 70% increase in the number of people with a dementia diagnosis in GM between 2011 and 2026.¹⁰⁹ System leaders acknowledge that innovative health and care solutions and new ways of working are needed to sustain quality health and social care services and deliver better outcomes for GM's residents.

Innovation in health and care also has the potential to contribute positively to GM's economy. GM has significant health inequalities. Ill-health is one of the key reasons that people aged over 50 leave the labour market early and have lower consumption levels. Improving activity levels and preventing long-term conditions among people in midlife will be key to tackling GM's 50-64 employment gap, as well as managing pressures on health and care services.¹¹⁰

The challenges to the sustainability of GM's health and social care system exemplify the issues facing health systems up and down the country – including rising multimorbidity and wide health inequalities. GM's population offers a significant test-bed for developing solutions. With similar trends observed around the world, innovations that are successful in GM have the potential to attract far wider national and international markets.

GM could also capitalise on the significant and growing consumer markets for social care and health. In 2016 PWC estimated that the wellness and fitness market would be worth £22 billion to the UK economy by 2020. The same research showed that more than half of all people over 55 had focused on improving their diet over the past year, and 30% had significantly reduced their sugar intake.¹¹¹

The potential for innovation to promote healthy ageing has been recognised at a national level, with the Government committing

¹⁰⁹New Economy / GMCA (2017) *The future of ageing in Greater Manchester* <https://www.ambitionforageing.org.uk/sites/default/files/The%20Future%20of%20Ageing%20in%20GM.pdf>

¹¹⁰GM Independent Prosperity Review (2018) *Greater Manchester: evidence review* https://www.greatermanchester-ca.gov.uk/media/1132/gm_prosperity_review_baseline_report___evidence_review___november_2018.pdf

¹¹¹PWC (2016) *Capture the growth: The opportunities for new entrants in healthcare and wellbeing* <https://www.pwc.co.uk/healthcare/pdf/health-new-entrants.pdf>

£98 million through UKRI to encourage innovation in this area as part of the Industrial Strategy's Grand Challenges. GM has highlighted innovation for healthy ageing as one of the four priorities in its own Local Industrial Strategy.¹¹²

Why is this an area of strength?

GM is leading the way in the devolution and integration of health and social care budgets and planning. Its pioneering Health and Social Care Partnership and the formation of Health Innovation Manchester create a significant opportunity to lead the way in innovation for healthy ageing.

In taking a whole-population and whole-system approach to health and care planning, GM has a unique basis for identifying system-wide challenges, testing innovations, and rapidly scaling those that work. As GM strengthens integration and interoperability across its health and care system through initiatives such as the Local Health & Care Record Exemplar and develops joint commissioning at both local and system levels, the potential to test and scale new products and services to respond to the ageing population will only grow.

Health innovation is already a recognised area of strength for GM.¹¹³ This is based on longstanding excellence in research into ageing and health, with substantial expertise across its universities, especially in falls and frailty, dementia and social care.

"Health innovation is also one of Greater Manchester's strengths at the frontier of new innovation and high-skilled jobs creation - and devolution can create opportunities to reinforce this."¹¹⁴

GM has recently built on this track record through the development of a unique specialist innovation leadership body, Health Innovation Manchester (HInM).

¹¹²HM Government (2019) *Greater Manchester Local Industrial Strategy* <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

¹¹³See e.g. University of Manchester (2016) *Greater Manchester and Cheshire East: A Science and Innovation Audit Report sponsored by the Department for Business, Energy & Industrial Strategy* <http://documents.manchester.ac.uk/display.aspx?DocID=30337>, GMCA (2019) *Greater Manchester Independent Prosperity Review: Reviewers report* https://www.greatermanchester-ca.gov.uk/media/1826/gmis_reviewersreport_final_digital.pdf and HM Government (2019) *Greater Manchester Local Industrial Strategy* <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

¹¹⁴GM Independent Prosperity Review (2019) *Greater Manchester Independent Prosperity Review: Reviewers report* https://www.greatermanchester-ca.gov.uk/media/1826/gmis_reviewersreport_final_digital.pdf

Health Innovation Manchester (HInM)

In which HInM's role is to drive innovation in health care across GM, to improve outcomes for patients and to contribute to the city region's economic prosperity.

Launched in 2017, it brings together GM's industry, academic and research expertise with its health and care organisations to identify problems and develop innovative solutions for health and social care systems. It merges the research, educational and clinical excellence of the Manchester Academic Health Science Centre with the adoption and diffusion expertise and infrastructure of the GM Academic Health Science Network, in a consortium with the GM Health and Social Care Partnership, the GM Combined Authority and its 10 local authorities, 11 NHS providers and four universities.

HInM has a pivotal role in realising GM's ambition to be one of the best places in the world in which to grow up, get on, and grow old. It works in four areas: digital, health and care, industry and research.

Collaboration with industry partners has allowed significant strides in a number of areas including early diagnosis and intervention of dementia through the development of an Early Dementia Diagnostic Framework; HInM has taken the lead in developing a more coherent strategy for dementia research and trials.¹¹⁵

HInM works in partnership with many other GM organisations active in the health innovation space. One such organisation is Manchester: Improving Medicine with Innovation & Technology (MIMIT)

Manchester: Improving Medicine with Innovation and Technology (MIMIT)

MIMIT is a community of healthcare practitioners, academic researchers, industry experts and patients working in collaboration. It draws on insights from frontline professionals

¹¹⁵ <https://healthinnovationmanchester.com/>

to identify priorities for innovation and to develop new solutions. It scopes, validates and creates partnerships to address unmet health and social care needs. MIMIT has spearheaded a range of new innovations, with 35 new developments on route to market that are leveraging £31.2 million of commercial funding. It has created four spin-out companies and many new jobs in GM.

In summer 2019, MIMIT launched a development fund in collaboration with HInM and the Oxford Road Corridor innovation district in the area of "ageing well". Clinicians and professionals working in the GM health and care system were invited to identify areas of unmet healthcare need, with funding for clinical, research and industry collaborations to develop solutions.¹¹⁶

HInM is working to promote innovations and developments across the full range of health and social care provision, including preventative care solutions such as Safe Steps.

Safe Steps

Safe Steps is a digital platform for preventing falls, based on an app that enables carers to conduct a risk assessment for falls. This results in a personalised intervention plan that can reduce the risk of a fall by 25%-30%. Data from the platform is also aggregated into dashboards to help care home managers and commissioners focus resources on reducing falls. Safe Steps is working with the Manchester Institute for Collaborative Research on Ageing to evaluate the technology.

It was initially co-designed with carers, adult social care commissioners and clinicians in the Wirral and aimed at care homes, but Safe Steps is now being developed for use by domiciliary care providers and hospital staff in Bolton and Tameside.

Safe Steps is on the NHS Digital Accelerator, hosted by Health Innovation Manchester, which is supporting further testing in Rochdale and Stockport. The team are working closely with

¹¹⁶ <https://www.mimit.org.uk/development-fund-for-unmet-needs/>

leading clinicians, academics and specialists from Health Innovation Manchester to build the business case for wider investment and adoption.

Safe Steps hopes that it can more rapidly overcome the well-known barriers to technology adoption within the NHS by working with Health Innovation Manchester, the University of Manchester, GM Ageing Hub and the wider GM Health & Social Care Partnership.

HInM is introducing a new funding stream, where GM partners from health, local government and universities contribute directly to HInM. This will strengthen the line of sight from system priorities across the city region to innovation strategy and encourage the health and care system to come together to stimulate innovation and accelerate its adoption.

There is already a wide range of innovative health and care practice across GM, including the Wigan Deal, Tameside's Intermediate Tier, Rochdale's Dementia Care and new organisations to provide care services on cooperative principles in Oldham, just to name a few.

The Wigan Deal

Launched in 2013, the Wigan Deal is an informal contract between Wigan Council and residents to work together to create a better borough and enable people to take care of their own health and wellbeing. By 2020, the Deal aims to build strong, resilient communities, working across a wide range of areas, with partners from the public and private sector as well as communities themselves.¹¹⁷

Under Wigan's Age Well initiative, part of the Deal for Adult Social Care and Wellbeing, Wigan promises to support people to live longer, healthier lives at home or in a homely setting by:

- Encouraging a culture shift to ensure older people are valued as assets within their communities
- Offering age-friendly housing with health programmes
- Delivering care home reform which includes a coherent health offer within care homes

¹¹⁷ <https://www.wigan.gov.uk/Council/The-Deal/Our-Deals/Our-Deals.aspx>

- Implementing the Ethical Homecare Framework to redesign current extra care provision
- Encouraging active ageing and preventing social isolation and fuel poverty
- Developing an offer for people with dementia
- Ensuring the effectiveness of discharge and reablement support services to help people return home and stay home for longer
- Supporting people to talk about and plan for the end of life care

A review by the King's Fund concluded that the Deal represents "a new model of public service delivery in which patients, service users and communities are involved as active partners in improving health and care."¹¹⁸ While recognising that the Deal is still a work in progress, it notes that there has been a marked improvement in adult social care, with rates of delayed transfer of care from hospital now among the lowest in England.

Building on these foundations, the Health & Social Care Partnership (HSCP) has established Local Care Organisations across GM and made ambitious plans to scale innovation through joint commissioning for the whole health and care system. The Living Well at Home programme supports learning from existing good practice, as well as developing new approaches, including digital solutions and other "trailblazer" products and services, to identify innovations and solutions to be scaled across GM.

Living Well at Home

Living Well at Home is a new model for integrated health and social care to promote and support independent living for people with long term conditions across GM. It draws on international exemplars as well as good practice from within GM. Living Well at Home is not a prescriptive programme or set of services, but a framework for reform, with a set of core

¹¹⁸<https://www.kingsfund.org.uk/sites/default/files/2019-07/A%20citizen-led%20report%20final%20%2819.6.19%29.pdf>

features related to quality improvement, a stronger workforce, person-centred care and support, technology-enabled care and system reform. Each locality in GM has embedded the framework into its local planning, with appropriate flexibility around how they will achieve the objectives of Living Well at Home based on local preferences and affordability.

The programme incorporates an accelerated improvement approach to address key challenges facing the health and care system. Localities will implement a number of "trailblazers" across GM, aligned to one or more of the Living Well at Home priority themes. Each will develop, test and implement a new approach in at least one Local Care Organisation (LCO), covering a neighbourhood with a population of 50-70,000. As LCOs are the new "building blocks" of health and care in GM, this approach will ensure that innovations are built into the system from the outset. Trailblazers will be evaluated to demonstrate the benefits of new approaches and understand how successful changes can be rolled out across GM.

The programme's ambition embraces every aspect of health and care, from the payment and charging system, technological innovation and targeted interventions to development of more person-centred care. This has required the HSCP to think beyond traditional domiciliary and residential care and build links to other sectors, such as supported housing as well as Age-Friendly Communities and the wider healthy ageing agenda.

System-wide integration through the Health and Social Care Partnership is still developing but already offers enormous potential for systemic innovation, as well as a significant market for new products and services. GM's world-leading infrastructure for health innovation, the expertise and excellence of its universities, and the established voice of older people in the region are coupled with GM system leaders' recognition of the need for new solutions.

What did we hear?

GM has significant assets for innovation in health and care – not only within the health and care sector but also in the context of a vibrant commercial life sciences sector. This is one of the city region's undoubted strengths, and new approaches and partnership arrangements will only increase the potential for systemic innovation and improvement.

We heard that there are still some challenges in taking innovations to scale, which HInM and others in GM's innovation ecosystem are working to address:

- Cultures and incentives for innovation within the health and care system.
- Less attention to potential private sector markets.

Innovation in social care was felt to be particularly challenging.

Cultures and incentives

We heard that there are challenges for commissioners and purchasers in the health and social care system to engage fully with innovation. Stakeholders argued that there are limited incentives for system leaders to take risks where these are not linked to national targets and payment structures, which are often built around existing services and approaches. Risk appetites are necessarily constrained by the need to ensure patient safety and maintain stability of core services, as well as by limited innovation or commercialisation capability within health and care providers.

One result is that relatively early-stage innovations are often expected to demonstrate evidence of significant change. This creates a catch-22 situation where small-scale improvements and new approaches are expected to rapidly demonstrate an impact on service-level outcomes. If they fail, they are not commissioned at a larger scale or over a longer timeframe. This evidence challenge is compounded when an innovation is contributing to prevention of ill health.

GM's moves towards joint commissioning, greater integration between health and social care, and a system-wide approach to innovation are therefore key to unlocking the full potential in this area.

Missed opportunities outside the statutory system

We also heard that there are untapped opportunities for innovation for healthy ageing aimed at commercial markets. Despite the growing business-to-consumer market in health and care, many of the innovators to whom we spoke saw the NHS as “the” market for ageing innovations.

One reason innovators struggled was due to the complex regulatory environment for product and service development, particularly at the interface between private providers and the NHS. Innovators in this space described challenges in finding a way through the current ecosystem, given that they didn't sit in a wholly statutory or commercial environment. These tensions are real, and caution by innovation support bodies and system actors is understandable.

In this regard, it is extremely positive that the GM Local Industrial Strategy highlights opportunities to develop and commercialise business-to-consumer goods and services that can promote independent living for older people in related fields such as smart devices, housing and transport.¹¹⁹ The Industrial Strategy Challenge Fund on Healthy Ageing also focuses on these kinds of commercial opportunities.¹²⁰

There may also be more opportunities for the health and social care system to create new routes to scale by working with external partners. For example, stakeholders highlighted the potential for working with utility providers such as BT and British Gas, which are increasingly expanding their offers in the wellbeing arena. Again, there is an opportunity here for the new Innovation Partnership on Healthy Ageing, which includes HInM, to work alongside the Growth Company and other GM bodies to engage corporate actors.

Social care

Innovation in social care was felt to be more challenging – not just in GM but more widely. Increasing demand and intensifying funding pressures on providers and on local authorities, as major purchasers of care, place heavy constraints on the ability of the system to foster or absorb innovation. With most authorities working hard to meet basic statutory obligations to safeguard their most vulnerable residents, little space is left

¹¹⁹HM Government (2019) *Greater Manchester Local Industrial Strategy* <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

¹²⁰<https://www.ageing-better.org.uk/publications/industrial-strategy-challenge-fund-healthy-ageing-framework>

for experimentation. Authorities quite reasonably felt unable to gamble on new approaches in such heavily regulated territory and in which the stakes for failure are so high. The ongoing delays to the government Green Paper on social care contribute to wider uncertainty in the social care market, which acts as a significant brake on further investment and innovation.

The innovation infrastructure for social care is also less well developed, not just in GM but more widely, with less innovation funding available, and almost none outside the tech space. We heard about innovations such as Howz, initially developed in GM with support from the health innovation system, but which have struggled to get traction in statutory markets.

Howz

Howz is a smart home device that uses motion sensors and smart sockets to build up an understanding of a household's typical routine which informs analysis over time.

Howz has the potential to recognise when a householder hasn't had their morning cup of tea or is walking around the house less than usual. This data can then be used to flag up changes that may indicate deteriorating health.

With the householder's consent, Howz can allow named friends or family to access data on service users to check for any changes in routine. The intention is to allow users to remain independent, while offering family members reassurance and avoiding the need for constant "checking up" / "checking in".

Howz was developed in collaboration with Manchester-based housing associations as a proposition for their older residents. Initially based around electricity consumption data, it expanded to incorporate a wider range of sensors. An initial pilot funded by the GM Academic Health Sciences Network demonstrated the feasibility of the system and found that it did provide reassurance.

In February 2017 Howz won the EDF Energy Accelerator – Connected Home and Business Challenge. Since then the product has evolved further and has been released commercially. While Howz are working with a range of channels

and partners to market the Smart Home Kit, they've found that the consumer market is not yet easy to penetrate.

Howz continues to work with public services as part of the East Midlands NHS Accelerator, testing the product with Leicester GP practices and the NHS Testbed with Surrey and Borders

Partnership NHS Trust. Nevertheless, reaching significant scale has proved challenging within the existing frameworks for product testing and scaling across the public sector. Howz has not found it easy to secure agreement or commitment from public or private housing sector organisations to pay for installation. Despite continued interest in further trials and pilots, there are still significant barriers to implementing a preventative model within the statutory system. Howz is working with NHS and social housing providers to establish a lower-cost implementation model.

There may be more opportunities in the domiciliary care market and in the business-to-consumer markets outlined above, including home adaptations, connected homes and assistive technology for independent living. The example of Safe Steps, supported by the Digital Health Accelerator as one of a cohort of innovations to improve care, demonstrates how HInM is moving into this space.¹²¹

The Living Well at Home initiative is a significant opportunity to develop a more coherent GM-wide model for innovation and commissioning at scale.

What needs to happen next?

There are clear opportunities for innovation in health and care, aligned with the understanding of Healthy Ageing set out in the Industrial Strategy Grand Challenge. System leaders have given clear commitments to pursue these, as set out in the ambitions of the Health and Social Care Partnership, HInM, the GM Age Friendly Strategy and the GM Local Industrial Strategy. GM is building a world-leading ecosystem to stimulate and support the development and spread of new solutions in health and care.

¹²¹<https://healthinnovationmanchester.com/news/four-innovative-companies-selected-to-improve-care-in-the-nhs-as-digital-health-accelerator-launches-in-greater-manchester/>

Our research highlights the challenges facing health and social care commissioners as they seek to manage the risk involved in experimenting with new approaches. In a tightly regulated system that is under heavy financial pressure, it is not feasible to withdraw or dramatically re-engineer existing service provision to create the space for innovation. However, without conscious action to create space in the system, innovations may remain limited in scope and struggle to reach the mainstream.

One response would be to focus on innovation that supplements rather than replaces existing services or that can operate upstream to reduce demand pressures. There are several "upstream" areas where the GM system is already taking action, where additional investment in innovative products or services could build on and support existing work:

- Preventative interventions, for example, increasing physical activity (building on Greater Sport's Active Ageing programme¹²²) or improving social connection (alongside Ambition for Ageing's work on social isolation and age-friendly communities¹²³).
- Improving low-level support for GM's roughly 300,000 carers to reduce the risk of breakdown, with the associated costs for the system, in line with GM's commitment to informal carers.¹²⁴
- Assistive technology and adaptive products for the home, identified as a priority theme in the Centre for Ageing Better's framework for the Industrial Strategy Healthy Ageing Challenge Fund.¹²⁵

We recommend that the newly announced Innovation Partnership on Healthy Ageing (including the GM Health and Social Care Partnership, Ageing Hub, HInM and others) builds on GM's ambitions and capabilities to promote further innovation at scale. The Partnership could:

- Articulate a small number of priorities where innovative solutions are needed and support their development, based on the GM system's existing strategies and the opportunities

¹²²<https://www.greatersport.co.uk/news/greater-manchester-active-ageing-update-1>

¹²³<https://www.ambitionforageing.org.uk/about>

¹²⁴GMCA / NHS in Greater Manchester *A Greater Manchester commitment to improving support for informal carers*
<http://www.gmhsc.org.uk/wp-content/uploads/2018/04/GMHSCP-Carers-Commitment-FINAL.pdf>

¹²⁵<https://www.ageing-better.org.uk/sites/default/files/2019-02/Healthy-Ageing-Challenge-Framework.pdf>

outlined in the Centre for Ageing Better's framework for healthy ageing.

- Continue to convene commissioners, funders and investors to stimulate a coherent marketplace to test and scale effective ageing-related innovations across the health and care system.
- Foster engagement on ageing between innovation bodies like HInM, policy makers and commissioners, and frontline staff across health and social care to align cultures and build mutual understanding.
- Develop a clearer "road map" or "front door" for innovators and entrepreneurs within and beyond GM to bring their solutions to the system.

9. Capitalising on the opportunities: Conclusions and recommendations

With its combination of world-class research capability, large population size, significant consumer demand, devolved institutions and strong track record on ageing, GM is well placed to get a head start in defining and capturing the new market opportunities of an ageing population and developing and maintaining its distinctive leadership position in this area.

There is an opportunity for GM to embed expertise on ageing across its innovation ecosystem in order to capitalise on the longevity dividend. Our research found that it is not always easy to connect potential innovators to research and insight and to link those with ideas to sources of seed funding. We have also heard that those with proven innovations in the field of ageing can still struggle to identify a "front door" to GM's structures.

It is vital that stakeholders across GM understand the economic opportunities and recognise the potential for innovations in products, services, systems and structures.

Creating HInM as a hub for health innovation has provided a focal point that is positioning GM as a leader in this field. Work to extend HInM's remit to encompass wider system change across health and care is welcome and will be vital to realise the full potential of innovation in ageing.

GM has a strong business support and innovation infrastructure, centred around the Growth Company. There is a huge opportunity to direct this more towards the ageing market and to develop similar infrastructure to close the gaps between those working at different stages of the innovation cycle in other fields such as housing and transport.

We recommend that:

GMCA and GM's local authorities encourage and support retail, hospitality, leisure, culture and sport businesses to recognise and embrace the opportunities of the older consumer market.

These bodies could:

- Create a centre of expertise on ageing markets within the Growth Hub, drawing on expertise within the GM Ageing Hub, GM's universities and the VCSE sector.
- Build ageing issues into wider business engagement activity, communicating the opportunities of ageing, promoting age-friendly business initiatives, sharing case studies and good practice, and connecting local businesses.
- Explore the potential for developing a network of "Customer Champions", building on the model of GM's Culture Champions, to link local businesses to older consumers.
- Focus ongoing improvements to the built environment on making high streets more accessible and promoting more age-friendly town centres.
- Use social value requirements to promote age-friendly services, e.g. as local authorities commission sport and leisure activities.
- Broker links between GM's innovators and larger retailers, investors and other significant market actors.

TfGM completes the implementation of the recommendations of its age-friendly transport report to enable older people to access shops and facilities and support them as active consumers. It could:

- Define tighter requirements for public transport providers to make existing services more age-friendly and accessible, working with the GM Older People's Network and the Disability Design Reference Group.
- Roll out good accessibility practices and local initiatives across GM's transport systems.
- Support the development of innovative solutions to meet the needs of older people currently less well served, such as community transport initiatives.

GMCA continues to work with GM Housing Providers and other stakeholders to promote innovation in housing for later life, building on existing age-friendly initiatives. These bodies could:

- Use GMCA's planning and spatial powers to promote new standards and models of housing for later life that recognise changing market demands.
- Convene developers, architects and designers, the wider construction industry and the financial services sector to develop new solutions that meet these requirements and deliver these models.
- Use GM Housing Providers' collective purchasing power to incubate new models for housing, home improvements, adaptations and retrofitting, and scale successful models across GM.

The newly announced Innovation Partnership on Healthy Ageing (including the GM Health and Social Care Partnership, GM Ageing Hub, HInM and others) builds on GM's ambitions and capabilities to promote further innovation at scale. It could:

- Articulate a small number of priorities where innovative solutions are needed and support their development.
- Convene commissioners, funders and investors to stimulate a coherent marketplace to test and scale effective ageing-related innovations across the health and care system.
- Foster engagement on ageing between innovation bodies like HInM, policy makers and commissioners, and frontline staff across health and social care, to align cultures and build mutual understanding.
- Develop a clearer "road map" or "front door" for innovators and entrepreneurs within and beyond GM to bring their solutions to the system.

Annex: Methods

ILC calculations

Footnotes 6 & 33: Population projections for GM

The absolute and percentage change in the population aged 50+ in Greater Manchester from 2018 to 2040 was calculated using ONS subnational population projections (2016-based), using NOMIS (2019).

Footnotes 6 & 37: Spending power of GM's retired households

A per head expenditure rate for those aged 65+ was calculated by disaggregating expenditure data from the Wealth and Assets Survey. Yearly expenditure was calculated by creating a daily figure and multiplying it by 365. Population projections from the ONS for those aged 65+ in Greater Manchester were then applied to generate a yearly expenditure figure for the age group and region. Yearly increases were calculated using IFS projections of spending increases by age.

Footnotes 6 & 38: Saving among GM's retired households

These calculations drew on figures from the ILC-UK report *Understanding Retirement Journeys* (2015) estimating savings made by those in retirement in the UK.

For this report, the savings figure was multiplied by the proportion of the UK population in 2018 that are aged 65+ and live in Greater Manchester, using ONS mid-year population estimates for 2018.

The following simplifying assumptions were made: First, that all people aged 65+ are retired. Second, that the proportion of UK savings by retired/aged 65+ individuals that are made by people living in Greater Manchester is the same as the proportion of the UK population aged 65+ that lives in Greater Manchester. Third, that savings levels in 2018 are the same as the previous data from 2003-2013, which was used in the *Understanding Retirement Journeys* report.

Footnotes 9 & 66: Spending among people aged 50+ on retail, culture, hospitality, tourism and sport

This was calculated by using average weekly expenditure data, broken down by category of expenditure, for the North West in 2018 from the ONS Living Costs and Food survey (the data is typically published at UK level, but was produced for the North West by the ONS as an ad-hoc request).

Since data for Greater Manchester was not available, the simplifying assumption was made that average weekly household expenditure for Greater Manchester is equal to the average for the North West. Average weekly expenditure for the categories 'recreation and culture' and 'restaurants and hotels' were summed and then multiplied by 52 to create an annual figure. This relies on an assumption that weekly expenditure remains the same throughout the year.

An estimate for the number of households in Greater Manchester aged 50+ in 2018, was calculated using [ONS data](#) on household projections (2016-based) for England by region and local authority, by summing the figures for males and females for households where the age of the household reference person is aged 50+. The figure for average annual 2018 expenditure on 'recreation and culture' and 'restaurants and hotels' was then multiplied by the projected number of households in Greater Manchester in 2018 to calculate aggregate spending.

To estimate total household expenditure on all sectors, the same method as above was applied on weekly expenditure data for *all* categories of expenditure.

Footnotes 10 & 71: Value to GM town centres of improvements in accessibility and appeal to older consumers

These calculations drew on figures from the ILC-UK report *The Missing £Billions* estimating the total boost to the economy if people aged 55+ with a walking difficulty could spend as much as their counterparts who have no trouble walking, based on the gap in household expenditure between those with and without walking difficulties.

Figures for potential increases in expenditure on clothing, eating out and leisure (midpoint of upper and lower bound estimates) were summed and then multiplied by the proportion of the UK population in 2018 that are aged 55+ and live in Greater Manchester, using ONS mid-year population estimates for 2018.

The following simplifying assumptions were made: First, that average household spending in Greater Manchester is the same as in the UK, for both people with a walking difficulty and for those without. Second, that the proportion of people aged 55+ with a walking difficulty in Greater Manchester is the same as in the UK population. Third, we assumed that expenditure levels in 2018 are the same as the data for 2003-2013 as used in the report.

Qualitative research

ILC undertook two rounds of qualitative research to inform this review:

- A series of semi-structured interviews – conducted either face-to-face or by phone - with stakeholders across Greater Manchester. Stakeholders were identified through discussions with the GM Ageing Hub at the Greater Manchester Combined Authority, and drawn from across key sectors of interest to the research
- A deliberative workshop, attended by a broad group of stakeholders, across half a day in Manchester City centre

Qualitative research took place between January and March 2019. Written notes from both qualitative research phases was fed into the final report

We are grateful to the following organisations who participated in the qualitative research phase:

Alertacall

Care and Repair England

Centre for Ageing Better

Cisco

Corridor Manchester Health Innovation

Design Manchester

Esteem - No Pause

Evermore Wellbeing

EY

Federation of Small Businesses

Greater Manchester Ageing Hub

Greater Manchester Centre for Voluntary Organisation (GMCVO)

Greater Manchester Combined Authority

Greater Manchester Growth Company

Greater Manchester Health & Social Care Partnership

Greater Manchester Local Enterprise Partnership

Greater Manchester Older People's Assembly

Health Innovation Manchester

HMR Circle

Holm

Housing Learning and Improvement Network (LIN)

Howz

Intelesant

Konnektis
Manchester City Council
Manchester Metropolitan University
Manchester Museum
Manchester School of Architecture
Manchester Science Parks
Marketing Manchester
MIDAS
MIMIT
NHS England
NPD
Pozzoni Architecture
Reason Digital
Red Ninja
Rochdale Metropolitan Borough Council
Salford University
Science and Technology Facilities Council
Southway Housing Trust
Transport for Greater Manchester
University of Manchester



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Published in February 2020 © ILC-UK 2020

Registered Charity Number: 1080496.