



## **Memorandum of Understanding**

**between**

**Greater Manchester Combined Authority**

**and**

**The Centre for Ageing Better**



The Centre for Ageing Better received £50 million from the Big Lottery Fund in January 2015 in the form of an endowment to enable it to identify what works in the ageing sector by bridging the gap between research, evidence and practice.

## **1. INTRODUCTION**

- 1.1 This Memorandum of Understanding creates a framework for the Greater Manchester Combined Authority and the Centre for Ageing Better to work together to develop an evidence-based, place-based approach to ageing across Greater Manchester.

## **2. PARTIES TO THIS AGREEMENT**

- 2.1 The Memorandum of Understanding (MoU) is between the Greater Manchester Combined Authority (referred to as 'GMCA') and the Centre for Ageing Better (referred to as 'Ageing Better').

## **3. COMMENCEMENT DATE AND TERM**

- 3.1 Ageing Better and GMCA will work collaboratively for an initial period of five years commencing on 1 April 2016 across a range of activities to support both parties' shared objectives. This collaborative partnership will be reviewed annually to confirm continuation and update shared objectives.

## **4. SCOPE OF THE MEMORANDUM OF UNDERSTANDING**

- 4.1 This MoU sets out at a high level how GMCA and Ageing Better will work together in a strategic partnership from April 2016 to April 2021.
- 4.2 The purpose of the partnership is to create a framework to enable GMCA and Ageing Better to work together to develop an evidence-based, place-based approach to ageing across GM. GM, supported by Ageing Better, will pilot innovative approaches to ageing in place, generating new evidence that can be spread nationally, and adopt and implement evidence of 'what works'.
- 4.3 This agreement is complementary to the wider devolution programme in GM which promotes growth and public service reform. The agreement sets out how GM and Ageing Better can work together to deliver place-based approaches to support an Ageing Well strategy. This strategy will articulate and promote ageing as a positive and essential force for economic growth and individual wellbeing. As such the agreement is also supported by the Greater Manchester Strategic Partnership Board, which has responsibility for health and social care integration.
- 4.4 Ageing Better and GMCA share the following goals:
- For more people to enjoy a good later life in terms of better health and healthy life expectancy, financial security and social connections.

- For more people to be able to fulfil their potential in later life by contributing to their local community and economy.
- For GM to be recognised internationally as an age-friendly city region.
- To promote a positive discourse on ageing, changing the rhetoric of an ageing demographic nationally.

## **5. BACKGROUND**

- 5.1 While many people today enjoy a good later life, ageing is still often seen as a problem, rather than as an opportunity for society and for individuals. Longer lives offer individuals the possibility of greater well-being. Ageing Better has analysed the English Longitudinal Study of Ageing (ELSA) and other data to understand who enjoys a longer later life and why. The evidence is clear that health, financial stability and social relations are the fundamentals for happiness in later life.
- 5.2 In 2015 the OECD and World Health Organisation published key reports which set out the case for joined-up, strategic approaches to address the challenges and opportunities associated with population ageing. The OECD has highlighted the role that city-regions have to play in planning for ageing populations. 2015 also saw the launch of the European Covenant on Demographic Change: Towards an Age-friendly Europe.
- 5.3 Transformational changes in the way in which services are delivered across GM support the necessary rebalancing of local services towards prevention and early intervention. Such a transformation is required if GM is to improve the lives of residents, capitalise on its economic potential and deliver sustainable public services.

## **6. ABOUT GREATER MANCHESTER**

- 6.1 GM intends to secure the greatest and fastest possible improvement to the health and wellbeing of the 2.8 million citizens of the conurbation. GM's ambition, as set out in the Greater Manchester Strategy, is to develop a new model of sustainable economic growth where all residents are able to contribute to and benefit from sustained prosperity and enjoy a good quality of life. The GM Strategy recognises the challenges we will face as the population ages – yet it will be increasingly important to recognise and address the opportunities.
- 6.2 By 2036 14% of GM's population will be 75 and over, this is an increase of 75% from 2011. By 2036 one in three men aged 75 will be living alone. GM will see an 85% increase in the number of people diagnosed with some form of dementia by 2036 (to 61,000 people). More than one-fifth of GM's 50-64 year olds are out of work, considerably higher than the national average.

- 6.3 There is an opportunity to maximise the contributions of people in later life. Modelling suggests that increasing the employment rate of the over-50s to the all-age GM average could increase GVA by as much as £901.6m, and encouraging community participation could create innovative new models of self-care.
- 6.4 Greater Manchester has set an ambitious vision on ageing: “For older residents in Greater Manchester to be able to contribute to and benefit from sustained prosperity and enjoy a good quality of life.”
- 6.5 GM’s vision will be achieved through the delivery of the following strategic priorities:
- GM will become the first age-friendly city region in the UK.
  - GM will be a global centre of excellence for ageing, pioneering new research, technology and solutions across the whole range of ageing issues.
  - GM will increase economic participation amongst the over-50s.
- 6.6 To achieve this scale of ambition GM needs to:
- ensure all residents are connected to the current and future economic growth in the conurbation, including good quality work, improved housing, and strengthened education and skills attainment;
  - deliver effective integrated services across GM, with a much stronger prioritisation of wellbeing, prevention and early intervention;
  - close the health inequalities gap faster, within GM and between GM and the rest of the UK;
  - take every opportunity across the life course to support residents to be in control of their lives and their care;
  - develop skilled and experienced community groups which represent and include older people as part of a place-based and asset-driven approach to reform; and
  - forge a partnership between public services, universities and science and knowledge industries for the benefit of the population.
- 6.7 GM is creating the conditions for such a step change by taking greater control of key determinants of economic growth through the wider GMCA devolution agreement with central government, including for example new powers on transport and planning. GM is currently unique in England in the devolved powers it holds as a city region. This includes control of the £6bn per annum health and social care budget, which has been supplemented with a £450m transformational fund to effect a transformational change in how services are delivered. ‘Ageing Well’ is one of GMCA’s three key strands identified to achieve this change. The GM devolution deal also includes an expanded Working Well pilot and GM will work with the Department of Work and Pensions on a successor to the

Work Programme. Being at the forefront of this work enables GM to evidence and experiment with what works locally so others can benefit as similar deals are agreed across the UK.

- 6.8 Strong governance and leadership are vital to breaking down silos working to deliver change as a place. As part of this the GM Ageing Hub has been created to coordinate GM activity to meet the vision and priorities set out above. The GM Ageing Hub steering group brings together a wide representation of partners including health, economic strategy, academia, the voluntary and community sector and local government. The Hub will provide a coordinating point for work associated with promoting Ageing Well. From April 2016 the steering group will be chaired by the Chief Executive Portfolio Lead for Ageing. The Ageing Hub will deliver the Greater Manchester actions set out within this MoU.

## **7 ABOUT THE CENTRE FOR AGEING BETTER**

- 7.1 The Centre for Ageing Better is an independent charitable foundation working to help everybody enjoy a good later life. It is part of the What Works Network – an initiative which aims to improve the way government and other organisations create, share and use high quality evidence for decision-making.
- 7.2 Ageing Better is driven by evidence, focused on change and supports projects that can make a difference to later lives. With a ten year endowment from the BIG Lottery fund, it is independent from government and works collaboratively with a diverse range of organisations to create measurable change for the long-term. Ageing Better has set out principles which will guide our work including a commitment to ‘start with the person’ and will therefore seek to involve people with lived experience. Further information can be found at: [www.ageing-better.org.uk](http://www.ageing-better.org.uk)
- 7.3 Ageing Better has identified priority topic areas, with the aim that as many people as possible are able to say:

### **I feel prepared for later life**

- I feel confident to manage major life changes
- I have a plan for my finances, my home, my care needs, and what happens when I or my partner dies
- I have the skills I need

### **I am active and connected**

- I am in work and/or am making a valued contribution
- I have regular social contact with other people and some close relationships
- I keep physically and mentally healthy and active

### **I feel in control**

- I live in a home and a neighbourhood suited to me
- I have care, support and services that help me live my life

Ageing Better's initial programmes will focus on homes and neighbourhoods, managing major life changes, employment and older workers, and making a valued contribution.

## **8 ROLES AND RESPONSIBILITIES**

### **8.1 Ageing Better's role will include:**

- providing strategic advice and acting as a critical friend to GMCA on ageing issues;
- sharing evidence of 'what works' and providing support to GM to translate this evidence in to practice;
- sharing evidence from GM of what works with other localities and nationally, including with central government;
- facilitating connections with third parties, including assisting with identifying funding opportunities to support the objectives of the partnership;
- supporting agreed evaluations and pilots of innovative approaches on agreed topics; and
- providing other resources – including funding – to further support the partnership, subject to further agreement through an agreed process.

### **8.2 GMCA's role will include:**

- acting as a city region test-bed and early adopter;
- utilising Public Service Reform and Devolution to identify innovation and commission new delivery models across Greater Manchester;
- acting as a local champion on ageing and promoting agreed findings and initiatives across national networks;
- disseminating what works to embed the use of evidence in local decision making (building on the partnership model used with the What Works Centre for Local Economic Growth) and help identify effective ways of translating evidence and effecting change in a locality;
- leading and delivering funding opportunities to support the objectives of the partnership;
- acting as a research and innovation partner on agreed topics linked to Health Innovation Manchester; and
- collecting and sharing management information and other metrics with Ageing Better in order to benchmark and measure outcomes and to demonstrate the impact of innovation and change (subject to appropriate data sharing arrangements being in place).

- 8.3 Both parties will work together to demonstrate learning and evidence of what works to central government and seek to promote more positive and coherent approaches to ageing strategies.
- 8.4 Supported by Ageing Better, Greater Manchester will lead and convene the UK Age Friendly Cities Network, using this network to promote evidence and findings that result from this partnership.

## **9 EARLY PRIORITIES**

- 9.1 This MoU outlines a five year strategic partnership between GM and Ageing Better. This will include activity across the shared priorities under Greater Manchester's six key programmes – namely Economy and Work; Healthy Ageing and Lifestyles; Planning, Transport and Housing; Age-friendly Neighbourhoods; Technology, Design and Innovation; and Culture and Leisure. Addressing social, economic and health inequalities among older people will underpin all of these areas of work. Under these shared priorities, Greater Manchester and Ageing Better have initially identified two early priorities which will be the focus of collaboration in 2016/17. Further potential partnership programmes will be developed and priorities reviewed annually.
- 9.2 The two early priorities are: 1) Economic Growth and Fuller Working Lives, and 2) Planning, Transport and Housing.

### **Economic growth and fuller working lives**

- 9.3 We know that many people will want and will need to be in work for longer for financial and social reasons. Yet many leave the labour market early with an estimated one million people aged 50-64 in England having been pushed out of the labour market against their will. GM's employment rate for people in this midlife cohort are, for a range of reasons, significantly worse than the rest of the country, and a key aim of our partnership is to close this gap.
- 9.4 An employment-related programme for an identified over-50s cohort will be developed. Outputs will be measured around sustained employment, reducing social isolation, reducing suicides, entrepreneurship, volunteering and better health outcomes. Ageing Better will carry out scoping work with GM to identify where additions to the Working Well expansion can be complimentary to both parties' shared objectives. This programme will use an innovative approach to consider factors such as community capital, and personal and neighbourhood impacts on employability of individuals. Ageing Better will also share relevant evidence gathered through other programmes - for example evidence on what employers can do to effectively support older workers.

## **Planning, Transport and Housing**

- 9.5 The GM Devolution agreement has given the power to create a statutory spatial strategy for the city region which will act as the framework for managing planning across GM. Work is under way to ensure that demographic change and its implications over the next two decades is integrated within this plan. This includes detailed analysis of the current over 55s housing profile and socio-demographic classifications across GM to explore the spatial patterns in the types of older people.
- 9.6 Ageing Better are identifying how current and future housing stock can better suit the needs of older people and will share evidence of what works and will actively promote age-friendly homes and neighbourhoods in GM. There is an opportunity here to look at new innovative models of housing that will not only support GM planning, but seek answers to the national housing crisis.

## **10 WORKING RELATIONSHIP**

### **Governance**

- 10.1 Ageing Better will be invited to be a full member of the GM Ageing Hub and to sit on the steering group. Biannual senior level meetings are proposed between GMCA Head of Paid Service and Chief Executive portfolio holder and the Chair and Chief Executive of Ageing Better to monitor progress and identify further areas of collaboration. The monitoring of individual programmes or projects will be agreed at inception.
- 10.2 The Greater Manchester Ageing Hub will be fully integrated into the GMCA governance structures, reporting in to the GM Reform Board. Through this it will support the Joint Commissioning Board with relevant commissioning decisions that relate to the Ageing agenda. Innovation must continue to be encouraged as we deliver reform in GM. The agreed Health and Social Care Transformation Fund and the Reform Investment Fund that is under discussion with Government can act as a catalyst for that innovation. The GM Ageing Hub will support transformation funding decisions with evidence and strategic advice.
- 10.3 The Centre for Ageing Better Funding and Partnerships Committee will review this agreement and report to the Board of Trustees.
- 10.4 This MoU and the partnership will be reviewed annually and updated as required. Either party can terminate the agreement with a notice of three months on either side.

10.5 Each party confirms that no actual, potential or perceived conflict of interest exists in relation to their role within the partnership. Each party will endeavour to ensure that no such conflict of interest arises and agrees to promptly notify the other party if it does. Where there is notification of an actual, potential or perceived conflict, the parties will discuss and agree the necessary actions to ensure a conflict of interest is avoided.

### **Communications**

10.6 Each party will give the other due notice of communications activity relating to the partnership

10.7 GMCA and the Centre for Ageing Better will agree a form of words to describe the partnership, share brand guidelines, establish press office contacts, and liaise regularly about communications opportunities

10.8 Neither GMCA or the Centre for Ageing Better will speak on each other's behalf.

10.9 Both parties will continue to publish information independently that is not linked to the partnership.

10.10 Where GMCA and Ageing Better have both evaluated and agreed evidence or good practice to be disseminated to others it will bear both communication brands. This will not limit each from publicising evidence or best practice using solo brands.

10.11 Corporate identity guidelines will be adhered to.

### **Data sharing, protection and confidentiality**

10.12 The Centre for Ageing Better has been endowed with £50million over ten years from the BIG Lottery Fund. Under the additional terms and conditions of its endowment, the Centre for Ageing Better has entered into a data sharing agreement with the BIG Lottery Fund for the legal, secure and confidential exchange of personal data, if collected and as defined by the Data Protection Act 1998. Any personal data collected as a result of joint activity under this MoU will be subject to this data sharing agreement.

### **Payment**

10.13 No payments will be made by either party under this agreement. Any commitment of funds will be governed by separate agreements.

### **Roadmap**

10.14 The following key milestones have been identified to support the implementation of this MOU:

- The GM Ageing Hub will be formally launched April 2016
- Work will begin immediately to develop work under each of the early priorities.
- Workshops will be jointly organised in GM on both of the early priorities to engage relevant local stakeholders in shaping the agenda by the end of April 2016.
- A review meeting will be scheduled during Summer 2016.

## **11 WIDER OPPORTUNITIES**

11.1 Outside of the formal MoU there are other opportunities where GM and Ageing Better will explore how best to collaborate. These include:

- Ageing Better will work with a leading employer membership organisation to learn from employer best practice on over-50s recruitment and retention and will seek to share insights relevant to GM employers.
- GM's Cost Benefit Analysis model, developed by New Economy, is the national leader in the field of cost benefit analysis of public service transformation initiatives. There is potential for this to support Ageing Better in project selection. The CBA methodology has been adopted by HMT as their approved approach and has been used extensively in the UK (including by DCLG) and, increasingly, internationally to examine a wide range of public service reform projects.
- Both parties are engaged in other national and international networks and partnerships and will seek opportunities to promote this work through them, including the UK Network of Age-friendly Cities, Core Cities and others.
- Both parties will share evidence and best practice from other related partnerships and programmes as they develop, including the Ambition for Ageing Programme.
- Learning from the integration of health and social care spending and decisions outlined in the five-year plan "Taking Charge of our Health and Social Care in Greater Manchester", including overlaps with Ageing Better's evidence on physical activity.

**Signed in Rochdale on Friday 18 March 2016**

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**Tony Lloyd  
Chair  
Greater Manchester  
Combined Authority**

**Lord Geoffrey Filkin  
Chair  
Centre for Ageing Better**

**Supported by**

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**Lord Peter Smith  
Chair  
GM Strategic Partnership Board**

## APPENDIX A: SHARED PRIORITY AREAS

|                           |                                | GM Key Programmes   |                               |                               |                             |                                   |                     |  |
|---------------------------|--------------------------------|---|-------------------------------|-------------------------------|-----------------------------|-----------------------------------|---------------------|--|
|                           |                                | Economy and Work  | Healthy Ageing and Lifestyles | Planning, Transport & Housing | Age-friendly Neighbourhoods | Technology, Design and Innovation | Culture and Leisure |  |
| Ageing Better topic areas | I feel prepared for later life | I feel confident to manage major life changes   |                               |                               |                             |                                   |                     |  |
|                           |                                | I have a plan for my finances, home, care needs, and what happens when I or my partner dies |                               |                               |                             |                                   |                     |  |
|                           |                                | I have the skills I need  |                               |                               |                             |                                   |                     |  |
|                           | I am active and connected      | I am in work and/or am making a valued contribution   |                               |                               |                             |                                   |                     |  |
|                           |                                | I have regular social contact with other people and some close relationships                |                               |                               |                             |                                   |                     |  |
|                           |                                | I keep physically and mentally healthy and active   |                               |                               |                             |                                   |                     |  |
|                           | I feel in control              | I live in a home and a neighbourhood suited to me   |                               |                               |                             |                                   |                     |  |
|                           |                                | I have care, support and services that help me live my life                                 |                               |                               |                             |                                   |                     |  |

|                          |                                |                |
|--------------------------|--------------------------------|----------------|
| Areas of common interest | Potential future activity area | Early priority |
|--------------------------|--------------------------------|----------------|