Make Your Business More Age-friendly
An age-friendly world enables people of all ages to actively participate in community activities and treats everyone with respect, regardless of their age.

- World Health Organisation

At Bristol Ageing Better, we decided to make this publication after learning that small changes make a huge difference to quality of life for older people. By producing an accessible toolkit such as this, we urge businesses to think of older people in all decisions they make.

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Thank you to the businesses who generously gave time to speak with us and made this publication possible.

Foreword

As Chair of the Bedminster Business Improvement District (BID) I am delighted to provide a few introductory thoughts to this excellent publication by Bristol Ageing Better.

The BID is a partnership of 350 businesses located around East, North and West Streets. Our purpose is to improve the streets for everyone that wishes to use them now and in the future. We were established in 2013 and offer goods, services and jobs as well as opportunities for community interaction, not least for older people who are a significant part of our customer base. In light of the current challenge posed by austerity, the role of a BID is more important than ever. Add to this the growing impact of online retailers, the growth of out-of-town shopping and wider economic uncertainty, and it is clear the challenges for traditional retail in the near future are very serious indeed.

Although much of the BID’s work is looking at marketing and promotion, we also have a theme group exploring all aspects of the built environment including accessibility, both in the streets themselves and to individual businesses. Our aim is to make our retail streets safe, easy and pleasant for everyone. We work closely with existing resident groups, including many older people, on initiatives including ensuring that pavements are free of clutter. We are currently working with engineers based at UWE to devise a ramp system to help with wheelchair access.

As champions of the importance of age-friendliness, we very much look forward to seeing the impact this guide has on businesses and communities across the city.

Simon Dicken
Chair
Bedminster Business Improvement District

- World Health Organisation
## Contents

**Introduction** 6  
**Age-Friendly Bristol** 8  
- Bristol’s Older Population 11  
- What is Age-Friendliness? 12  
**Your Business** 14  
- How can Your Business be Age-Friendly? 16  
- Environment and Accessibility 17  
- Respect and Inclusion 18  
- Communication and Information 19  
- Added Value 20  
**Case Studies** 22  
- Bristol Music Trust 24  
- Mezzaluna Cafe 26  
- Spike Island 28  
- Clifton Exercise Club 30  
- Age-Friendly Checklist 32  
- Gain an Accreditation 34  
- Action Plan 35  
- Resources and Contacts 36
Introduction

What is Bristol Ageing Better?
Bristol Ageing Better (BAB) is a partnership of individuals and organisations working together to reduce isolation and loneliness among older people in Bristol. Since 2015, we have commissioned and gathered evidence from a huge variety of projects across the city that support those at risk of loneliness and help people to build resilience to improve their experience of later life.

BAB has also been a key voice in the growing conversation around Bristol’s age-friendliness, and together with Bristol City Council and Age UK Bristol submitted a successful application to join the World Health Organisation’s Global Network of Age-Friendly Communities. With the recent spotlight on both the epidemic of loneliness and the need to adapt to meet the needs of an ageing population, people from the spheres of politics, charity work and businesses have been looking at how they can better support our older citizens. As part of delivering Bristol’s Age-Friendly City Strategy, BAB is providing tools to help them to achieve this.

Life expectancy in the UK is greater than ever before, and the rapidly changing geography of our society has profound implications for business. These additional years should be viewed not just as a challenge to private and public services, but as a gift that everyone should be able to enjoy. A huge part of this enjoyment is feeling that we are connected to others in our community, and local businesses have the opportunity to facilitate this connection, which in turn helps to keep trade lively.

Consider this guide your starting point for making the changes your business needs in order to better meet the needs of older customers.

About this toolkit
This kit provides several key mechanisms to support your business’s age-friendly journey: an overview of key aspects of age-friendliness; 4 profiles of Bristol-based businesses that have developed successful ways to engage older people; a self-assessment checklist and action plan template so that you can develop a framework through which to improve your age-friendliness; and information about accreditations, networks and additional resources that you may wish to explore.

It is important to recognise that every business is unique: your placement within a community will not be the same as anyone else’s, and nor will what you are able to offer to older customers. Older people are also not a homogenous group, rather a diverse crowd with individual tastes, capabilities and talents. However, the key considerations when it comes to age-friendliness are universal: the physical environment; communication; inclusion; and community outreach. For some businesses, simple improvements such as making some basic accessibility alterations and providing clearer signage can have a huge impact on their older customer base, however for others it may be more important to thoroughly examine their business strategy in order to identify possible barriers to older people’s engagement. Often, businesses have assets that they can offer to the wider community, which can benefit older people and boost their company’s profile.

The information in this kit will help you to start asking the right questions about how you can improve your interactions with older people, and provide inspiration from businesses that are also on the path to becoming more age-friendly.
Bristol’s older population

In 2016, people aged over 50 comprised 27.7% of Bristol’s population. This figure is likely to stay the same as the city’s population grows by a predicted 20% in the next two decades, however the number of people aged over 85 will increase dramatically, to a 66% increase on current levels. Businesses will need to adapt to meet the needs of this demographic shift, with more people facing the challenges associated with later life, and a larger percentage of business users being of retirement age. Bristol’s older population will also become more diverse, with a higher percentage of people being from BAME backgrounds, a wider range of religions represented, and more people identifying as LGBT+. It will be important for businesses to recognise this increasing diversity in their customer base.

Pervasive myths that affect society’s view of older people include the idea that older people are a ‘burden’ on society, or that they contribute a net deficit to the economy. This is categorically untrue; older people are an asset to the UK economy, making a larger contribution than they receive in pensions and health and care services. Older people also play vital roles in providing caring duties and volunteering, and hold significant spending power. Over 65s spend £1 of every £5 spent in the UK, and as this number is only set to increase, it is crucial to businesses’ success that they reach the older market. For those businesses that would like to recruit volunteers, older people are more likely than any other age group to donate their time.
What is age-friendliness?

Age-friendliness is a lens through which everyone from individuals planning local community events to people in high political office can look in order to ensure that the people they reach are all given equal access to their services. The World Health Organisation defines the key aspects of this framework by pinpointing eight ‘domains’:

- Outdoor spaces and buildings
- Transport
- Communication and information
- Housing
- Respect and social inclusion
- Civic participation and employment
- Community support and health services
- Social participation

An age-friendly business is one that provides a welcoming and positive experience for all of its customers, regardless of their age, and that actively seeks to ensure that their business’s reach is inclusive and diverse. It is accessible, and takes into consideration people’s diverse needs and sensibilities when it comes to both the physical environment and their communication and attitude. An age-friendly business also understands the community in which it is placed, and seeks to make its amenities available to everyone, providing added value such as social activities, volunteering opportunities, and support for marginalised people where possible.
Your Business
How can your business be age-friendly?

An age-friendly business is, essentially, a person-friendly business, as a barrier-free space and inclusive messaging makes a business more accessible for many people including children, pregnant women, and people with disabilities or sensory impairments. Businesses that understand and respond to the needs of people in their community are also more likely to inspire customer loyalty, and to remain sustainable through economic fluctuations.

Read on for some information on the key aspects of age-friendliness that you may wish to consider and steps you can take to make your business more age-friendly.

If your customers need to visit a premises – such as a shop, restaurant, or arts venue – then it is important to be aware that accessibility encompasses much more than accommodating wheelchairs and mobility aids. Making a venue fully accessible to people with disabilities can be an unrealistic expense for small venues, however, there are also many things you can do free of charge that will make your physical environment welcoming to people with varying needs.

Things to consider:
- Are there toilets on all floors, or the ground floor?
- If there are steps to the entrance or toilets, is there a ramp alongside them?
- Are counters low enough for wheelchair users?
- Can people with walking aids or wheelchairs easily navigate the building?
- If you have, or are able to install, an infrared system or hearing loop, is it permanently switched on, and are there instructions on how to connect to them in clearly visible locations?
- Are adequate staff available to support people with additional needs, and have they been adequately trained?
- Is there comfortable seating and/or wheelchair space near the entrance of the building?
- Have the light and noise levels been chosen with sensitivity to a wide range of customers?
- Are A-boards and other advertising materials obstructing the area outside the premises?

Changes that can make your business premises more age-friendly:
- Install, where feasible and affordable: lifts; ramps; level access; hand rails; automated doors; accessible toilets
- Install a hearing loop or infrared system
- Where printed materials are an essential part of a customer’s experience – such as at galleries or museums – provide braille or audio options
- Designate seating for people with limited mobility
- For shop owners, consider implementing a regular ‘quiet hour’ for customers who struggle with high noise levels, when music is turned off and lights are dimmed. This also makes for a more welcoming environment for people with autism.
When looking to make your business appealing to a diverse range of people, it is important to identify not only potential physical barriers but also social and cultural barriers. For older people from marginalised groups, or those who have experienced isolation and loneliness, it can make a real difference if customer-facing staff are actively welcoming to older people.

The way you communicate with your customers has a huge influence on how much custom they are likely to give you; not just in terms of whether information reaches people, but also whether they feel that your business is relevant to them. Both wording and design are important to consider, ensuring that you have developed both to be clear, attractive and inclusive.

Things to consider:
- If older people require assistance, will staff members ask them, or will they have to seek out a staff member themselves?
- Are there spaces for visitors or shoppers to stop and rest?
- If you host events, are they scheduled around 9 to 5 office workers or school term dates, or are there also options that may be suitable for retirees and people who use public transport? Are you able to build in breaks for people who would like to engage but have variable energy levels?
- Does what your business offers avoid making assumptions about taste or where cultural boundaries lie for older people?
- Have staff received specific training about older people’s needs?

Changes that can make your business more welcoming towards older people:
- Train staff to anticipate customers’ needs, without making assumptions or patronising older customers.
- Provide spaces for older customers to rest and/or put down their shopping bags.
- Consider putting signage near the entrance or counter that affirms that your business is age-friendly, LGBT+ friendly, and/or that states that discriminatory behaviour is not tolerated on the premises.
- Nominate staff members or volunteers as age-friendly champions.
- Consider providing staff with Dementia Friends training, and encourage them to wear Dementia Friends badges.
- If you employ volunteers, consider positive action to recruit more older people.

Changes that can improve the way you communicate with older people:
- Consider people with accessibility needs when designing signs and printed materials such as price lists and menus, by incorporating good colour contrasts, linear layouts and clear font. See the resources section on P36 for some useful links to guidelines.
- Ensure that your contact details and opening hours are available online and in local printed listings guides.
- If you have a physical venue, include information on your website about how to get there, as well as any relevant information about accessibility.
- If you host events and activities, make it clear when these are open to people of all ages.
If you are committed to becoming a more age-friendly business, you may want to consider not just improving what you are selling, but also offering other ways to connect your business to the local community. Depending on the size of your business, this could mean charitable giving of your time or resources, or simply offering free use of resources you have that are typically under-used.

**How might you be able to use your business’s assets to improve the lives of older people in your community?**

- Perhaps you have a space that you could offer for free to community groups?
- Have you connected with local care homes and schools, to see if they would like to arrange visits to your business, or whether you could assist with fundraising activities?
- If you run a café or other social space, you might consider ways to encourage people to talk to strangers such as tables designated for those who would like to chat, or signs people can take to their table. You can also connect with local voluntary groups to make it clear that they are welcome to use your space for meetings or social events without pressure to spend large amounts of money.
- During off-peak hours, you may be able to increase sales and support people on lower incomes by offering food and drink or entry fees on a sliding scale or ‘pay what you feel’ basis
- You may be able to facilitate charitable giving by offering customers an easy way to donate something for someone in need, such as starting up a food bank donation point or ‘suspended’ hot drinks and meals
- If you are an employer, consider arranging some volunteering days for your employees – this can improve your team’s relationship and connect your business to local causes
- If you have space on your premises, consider adding a noticeboard so that people can find out about activities in the local area

**Involving older people in your business strategy**

Involving older people in your decision-making is a crucial aspect of age-friendliness. When looking to make improvements to your business, professional consultation can be a huge help, but it’s important not to overlook the valuable insight of your customer base. When it comes to attracting a larger and more diverse clientele, your current patrons are uniquely placed to tell you what changes would make their experience better, and what might make your business more inviting and accessible to their peers.

If you’re working to be more age-friendly, make sure to let your customers know. Put up a sign or notice telling them that you value their input and suggestions. If your business is a little larger, you could also look at setting up a formal committee of representatives from different groups in your community, meeting a few times a year to share what you’ve been up to and discuss your vision for the business’s future. It is important to manage people’s expectations as to what changes or accommodations you can realistically make, but this is something that can be especially valuable to business owners who are not attracting a particular demographic and would like to explore why. If you’d just like to dip your toe into the waters of customer participation, you could host a one-off focus group or event where free refreshments are offered in exchange for people’s feedback.

Bristol Older People’s Forum (www.bopf.org.uk) as well as local neighbourhood forums can be a great way to find out what the priorities are for local older people.

Online surveys can also be useful, as people can give anonymous feedback, and you can attract people with a voucher for a coffee or discount code in exchange for completing it.
COMMUNITY BOOK SWAP....

TAKE A BOOK & REPLACE WITH ANOTHER YOU THINK OTHERS WILL ENJOY!
We want Bristol Music Trust to offer welcoming spaces and activities for all, and have an eclectic range of events – over 600 per year – which we are keen to ensure are open to everyone regardless of age, race, or gender. Adopting the Family Arts Campaign, Age-Friendly Standards was one of the ways of letting people know that we are aware of older people’s needs. We are also part of Bristol Accessible Venues Group, and through this have done a lot of work to support customers with dementia.

All of our customer-facing staff are Dementia Friends, so that anyone living with dementia is given the right level of assistance and feels safe and comfortable when they visit our music venues.

It’s really important to be as comprehensive as possible when it comes to physical accessibility. We work very hard to ensure our venue is accessible to everyone, and offer disability awareness training to all staff which has included simple real-life scenarios such as pushing a wheelchair over different surfaces. As we look to redesign the signage of the hall, we will be referencing latest research and development, for example the University of Edinburgh’s recent research on signage which gives great insight into inclusive design.

Our Creative Learning and Engagement programme uses the power of music to transform the lives of people of all ages. We focus on making the experience of both creating and listening to music accessible to a wider audience – from using digital innovation to create disability-friendly instruments to working with Bristol City Council to deliver music sessions in the city’s sheltered housing residences.

At the time of writing this, we are working on the refurbishment and re-launch of what is currently Colston Hall. We’re consulting with Bristolians about what their priorities are for the venue, and older people are an important voice in that conversation, not least because many of them have a great deal of memories attached to the space. We’ve been consulting online and through focus groups, and have also taken a stall to community centres across the city to capture as many views as possible to shape our vision of the hall’s future. We also want to firmly position the hall as a community space; it’s not just somewhere that people visit a couple of times a year for a concert, but somewhere they catch up with friends over a cup of tea or can come to and learn something new.
Mezzaluna Cafe

I believe in using business to make communities more vibrant, social places, and am really happy that so many community groups and local organisations feel they can use this space for their social activities. We host the Bedminster Social Club’s ‘coffee and chat’ group twice weekly, as well as the fortnightly over 55s computer café. Round the corner is Monica Wills House Retirement Village, and they hold a speed dating event here every few months which is always a special evening.

Having such a personable relationship with our regular customers makes running the business much more enjoyable, and the connection we’ve made with the retirement village, local schools, and volunteers gives the place a strong community feel and makes our customer base loyal.

Although I want to serve as many customers as possible, it’s more important that the café is comfortable and spacious. As so many of our customers are wheelchair users, I’ve reduced the number of chairs and increased the space between tables so that it is more accessible for them. Our toilet is fully accessible. We’re also on the BS3 toilet map, which is a list of businesses that are happy for people to pop in and use the facilities without the obligation to spend money.

I’m proud to be part of the local Business Improvement District, which is doing great work to encourage the regeneration of this street and tackle problems such as security and parking. The advice I’d give to other business owners who want to better serve their communities would be to contact places such as local schools, care homes or community centres and offer to make donations to raffles or to host events. This then makes it more likely that local voluntary groups will get in touch with you to see if you can support the hosting of social events. Seeing people who usually spend most of their time alone form new friendships under this roof is wonderful, and I’m glad to be able to offer people so much more than good food and coffee.
Spike Island

At Spike Island, we’re passionate about making art accessible to all. We are aware that older people can sometimes feel that contemporary art isn’t for them, and approachability is always at the forefront of how we advertise ourselves and communicate with visitors. We know that first impressions matter, and have designed our front of house space to be welcoming to everyone. Automatic glass doors create a clear and fully accessible entryway, and visitors are greeted by front desk staff as well as having the chance to pick up exhibition guides, and stop and rest on the comfy sofa outside the gallery if they wish. We produce large-print versions of our guides, and all of our literature is printed with accessibility in mind, with sans-serif font and clean backgrounds.

Our staff and volunteers receive training on how to respond to visitors’ physical access needs, as well as to maximise their enjoyment of the art through conversation that sparks their imagination. Supporting older visitors and audiences is a specific part of this, and all of our team members represent our ethos that contemporary art is created by and for people of all ages.

Our café is a great spot for people to discuss their experience of the exhibition or activity they’ve attended, and we’re also keen for it to be used as a community hub in its own right. We organise regular events in this space, including a monthly art-making session, which is well attended by older people who choose to attend alone or with friends.

Many of our resident artists are over 50, and we offer them the chance to display their work at our annual open studios events. We also host Spike Print Studio, which provides a creative environment and technical support for artists working in print. The older volunteers and printmakers bring a wealth of experience of different techniques. We are pleased that many over 50s have joined our Associates programme, which gives members access to a communal, creative workspace.

Our website uses the same simple design style that makes our printed materials easy and enjoyable to read, and includes a detailed page explaining how to get here by all means of transport. It also states that the building is entirely wheelchair accessible and welcoming to assistance dogs, and includes contact details in case of extra enquiries. On all of the pages, we’ve ensured that the photographs we’ve chosen reflect the diversity of Spike Island’s community of visitors, staff and volunteers.
Clifton Exercise Club

My primary goal as a business owner is to offer the friendliest gym in Bristol, with none of the barriers that people may encounter in other fitness environments due to age or ability. I’m proud to offer classes and personal training tailored towards older people, and have also designed the space and chosen and trained staff with older members in mind.

When people first step through the door, there are several features of the gym that immediately set it apart – a cheerful selection of indoor plants, and a seating area with refreshments available for members to socialise or rest. Our members have commented that this feels far more welcoming than being greeted by a daunting-looking row of machines. There are no screens or music, which are an unnecessary distraction when exercising, and one you won’t need if your workout is focused and enjoyable. I employ staff based on their knowledge and approachability, rather than whether or not they ‘look fit’. They are all very easy to spot thanks to their bright pink polo shirts, and wearing this is non-negotiable; if someone was too vain to wear the uniform, or didn’t want to represent the brand, they wouldn’t fit with our ethos.

I’m passionate about helping people to find an exercise routine that makes them feel good and that delivers tangible benefits. Many fitness programmes have a primary aim of sweating as much as possible or looking a certain way, but overlook really important benefits such as postural awareness, balance, functional strength and injury prevention and rehabilitation. Strength training in particular is incredibly important in later life, and we teach our members how to use weights and resistance machines in the most effective way, to ensure movements are smooth and controlled and that the training stimulus is appropriate for their body to adapt to.

We offer a range of classes, including fun-focused sessions such as dance classes; a low-intensity group cycling class called ‘pedal yourself pink’; a class called ‘core galore’ which focuses on core strength and alignment; ‘stretch and poise’ for flexibility and overall wellbeing; and much more. They all have a sociable focus, and are tailored to members’ own pace. Community is integral to our business model, and we publish a newsletter for members that includes details on new classes, Q&As with staff, healthy recipes, and information from other local businesses.
Age-friendly Checklist

These checklists are a simple way of assessing how well your business is set up to serve the needs of older people, and what areas of improvement you may want to focus on. You could use it as the basis for a focus group or age-friendly committee meeting.

### Environment and communication

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<td>Is the entrance to the business welcoming and accessible, with no obstructions?</td>
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<td>Are staff on hand to serve customers as soon as they arrive?</td>
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<td>Have you made all of the accessibility provision you can realistically implement and afford?</td>
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<td>Are amenities clearly signposted, particularly lifts, disabled toilets, and hearing loop access?</td>
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<td>Does the layout of furniture or aisles allow for easy movement for all customers?</td>
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<td>Is signage and printed information clear and easy to read?</td>
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<td>Are light and noise levels appropriate for all customers?</td>
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<td>Do you run sessions with particular accommodations made for people with sensory needs, such as ‘quiet hours’ (retailers) or ‘relaxed performances’ (theatres)?</td>
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<td>For cultural venues: are large print, audio and/or braille versions of guides available?</td>
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<td>Have staff and/or volunteers been trained in age-friendliness, and some staff assigned as age-friendly champions?</td>
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<td>Are there other training opportunities, such as Dementia Friends or Mental Health First Aid, that you could offer employees?</td>
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<td>Can people easily find information about your business, such as opening hours and accessibility, without using the internet?</td>
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### Offering added value to your community

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<td>Have you made connections with local charities and community groups?</td>
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<td>Do you have a space, or spare resources, that you could offer to community groups?</td>
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<td>Do you provide easy ways for customers to meet new people, such as ‘talking tables’?</td>
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<td>Do you offer concessionary fees, or flexible pricing, during off-peak hours?</td>
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<td>Are there ways customers can easily give to others, such as a donation point, book swap area, ‘buy-one-give-one’ scheme, or suspended refreshments?</td>
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<td>Are your employees engaged in a volunteering programme?</td>
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<td>Do you have a community noticeboard?</td>
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### Gathering input from older people

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<td>Do you regularly speak to older customers about what they like about your business and what could be improved?</td>
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<td>Are there older friends or relatives that could visit your business and provide suggestions?</td>
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<td>Is there an easy way for customers to provide feedback, such as comment cards?</td>
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<td>Have you advertised the fact that you are working towards becoming more age-friendly?</td>
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<td>Have you set up a diverse age-friendly committee, or organised an event where customers can give feedback?</td>
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<td>Have you attended older people’s forum meetings, or contacted them about supporting your mission to become more age-friendly?</td>
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Gain an Accreditation

**For cultural venues:** Family Arts Campaign’s Age-friendly Standards
These standards, supported by Arts Council England and created in partnership with 170 leading cultural organisations and older people, were developed in response to research that showed that older people are less likely to engage with the arts, despite cultural engagement being one of the key markers of wellbeing in later life.
www.familyarts.co.uk/age-friendly

**For physical activity providers:** Age-Friendly Physical Activity Hub
Providers that meet, or plan to work towards meeting, the checklist criteria can be signed up as an ‘Age-Friendly Physical Activity Hub’. They will receive a certificate to display in their reception, information on relevant training, conferences, networking events and funding opportunities, and inclusion in the Active Ageing Bristol Directory.
www.agefriendlybristol.org.uk/active-ageing

**For larger businesses:** National Equality Standard
The NES is a recognisable, universal framework for good practice in diversity and inclusion. It allows businesses to undertake a comprehensive quality review and receive recommendations to improve their inclusivity. Assessors will also ensure legal compliance with equality and diversity legislation, so it’s particularly useful if you are an employer or your business has a membership model.
www.nationalequalitystandard.com

**For all businesses:** Dementia Friends
Dementia Friends is an Alzheimer’s Society initiative which offers comprehensive best practice guidelines for serving people with dementia. You can receive Dementia Friends badges to make it clear to customers that you are aware of people’s needs.
www.dementiafriends.org.uk

**For cafés and retailers:** Friends Ageing Better
The Friends Ageing Better (FAB) is a network of older people in Bristol, run by Age UK Bristol. FAB offers regular catch-up cafés for older people, as well as a membership card that allows them to access discounts and special offers at local businesses. It’s free for businesses to sign up, FAB just ask that you offer a reward or discount.
www.ageuk.org.uk/bristol/our-services/fab/businesses/
Additional resources

Design Council’s Principles of Inclusive Design
www.designcouncil.org.uk/resources/guide/principles-inclusive-design

West of England Centre for Inclusive Living
www.wecil.co.uk

Bristol Older People’s Forum
www.bopf.org.uk

Centre for Ageing Better’s 'Becoming an age-friendly employer'
https://www.ageing-better.org.uk/sites/default/files/2018-09/
Becoming-age-friendly-employer.pdf

Sensory Trust’s clear print guidelines
https://www.sensorytrust.org.uk/information/factsheets/access-information-print.html

Alzheimer’s Society’s Dementia-Friendly Arts Guide
https://www.alzheimers.org.uk/sites/default/files/migrate/downloads/
dementia-friendly_arts_guide.pdf

Bristol’s Business Improvement Districts

Age UK’s age-friendly guide for supermarkets and service companies
https://www.ageuk.org.uk/For-professionals/Pages/Policy/consumer-issues/age-friendly-business.aspx

University of Manchester’s Handbook for Cultural Engagement with Older Men
https://documents.manchester.ac.uk/Doculnfo.aspx?DocID=24251

International Federation on Ageing’s Age-Friendly Resource Manual

Bristol City Council’s Community Toilet Scheme

Action on Hearing Loss’s guide for employers

You can find hyperlinks to all of these resources on the Age-Friendly Bristol website: agefriendlybristol.org.uk

Useful contacts

Bristol Ageing Better
www.bristolageingbetter.org.uk
bab@ageukbristol.org.uk
0117 928 1539

Age Friendly Bristol
www.agefriendlybristol.org.uk
agefriendly@agefriendlybristol.org.uk
0117 928 1539

To contact your local councillor to find out about local groups and community organisations, see the Bristol City Council website: https://www.bristol.gov.uk/council-and-mayor/find-your-councillor or ring: 0117 922 2000