

HOW FAR HAS MEDWAY GONE IN BECOMING A DEMENTIA FRIENDLY COMMUNITY?



A report prepared by a Task Group of the Health and Adult Social Care and the Regeneration, Culture and Environment Overview and Scrutiny Committees

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1. FOREWORD

- 1.1 On behalf of the Health and Adult Social Care Overview and Scrutiny Committee and the Regeneration, Culture and Environment Overview and Scrutiny Committee, we are pleased to present the review entitled 'How far has Medway gone in becoming a Dementia Friendly Community', with its associated recommendations, to Medway Council's Cabinet.
- 1.2 The Task Group has considered the scope and complexity of the review topic, together with the potential impact on Medway Council's children and adult services and the Council's partners. The Task Group has reviewed how existing internal and external provision is helping to make Medway a Dementia Friendly Community and has considered how Medway could improve its dementia friendliness, with particular regard to how the Council can lead by example in this work.
- 1.3 Finally, the Task Group would like to thank all the witnesses who helped us to gather evidence at one of our meetings, particularly those representing external organisations, for the time they have given to the Task Group and most importantly, for the invaluable information they provided. The Task Group would also like to thank Crawley Borough Council for hosting a visit that enabled us to see the variety of work undertaken to make Crawley dementia friendly.

How far has Medway gone in becoming a Dementia Friendly Community?

The Task Group



Councillor Wildey (Chairman)



Councillor Freshwater



Councillor Griffin



Councillor Purdy



Councillor Shaw

2. EXECUTIVE SUMMARY

Introduction

- 2.1 As the title of this Task Group report suggests, the intention of this review has been to consider how far Medway had gone in creating a Dementia Friendly community, while taking care to avoid duplication with the variety of work already being undertaken by Adult Social Care, Partnership Commissioning teams and health providers to implement the Council's Dementia Strategy. A key aim of the review was to identify which of the criteria to enable Medway to be recognised, by the Alzheimer's Society, as a Dementia Friendly Community had been met and where further work would be required (see 4.14 of the Setting the Context chapter).
- 2.2 It is anticipated that the evidence collected by the Task Group will be used to inform the ultimate submission of an application by Medway Dementia Action Alliance (DAA) to the Alzheimer's Society for Medway to be granted Dementia Friendly Community status. The aim is for this application to be submitted by 2020 at the latest in order to help satisfy the 2012 (former) Prime Minister's Challenge on Dementia that half the population of the United Kingdom should be living in a dementia friendly community by 2020.

Outcomes of the Review

- 2.3 The Task Group identified three areas of focus for its review. These were Leading by Example, Provision of Services and Post-diagnostic Support. The review recommendations are presented under these focus areas.
- 2.4 It was concluded that one of the most significant contributions that Medway Council can have towards making Medway a Dementia Friendly community is to 'lead by example' by ensuring that its staff and services are dementia friendly.
- 2.5 The second area of focus was the provision of services. The main element of this was universal services that are available to everyone, whether living with dementia or not, and how these could be adapted or customised to make them more dementia friendly.
- 2.6 The third area of focus was post-diagnostic support, including the ongoing work to implement the Council's Dementia Strategy and the proposals for a 'Test for Change' pilot in Rainham.
- 2.7 The full conclusions and list of recommendations of the Task Group can be found in the Conclusions and Recommendations section of this report.

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3. BACKGROUND

3.1 Headline statistics:

- As of June 2015, an estimated 850,000 people were living with dementia in the UK, of which over 40,000 were below 65 years of age. It is expected that around one million people will be living with dementia by 2025.¹
- The number of people with dementia is expected to grow to one million by 2025.
- In Medway in 2015, there were estimated to be 2,898 people living with dementia, with 2,727 people over 65 years old. By 2037, the number of people living with dementia in Medway is expected to increase to approximately 5,600.
- National charity, the Alzheimer's Society, currently supports around 85,000 people living with dementia in the UK.

3.2 Choosing a Review Topic

The Council's Business Support Overview and Scrutiny Committee agreed in December 2015 that an in-depth review should be undertaken on 'How far has Medway gone in becoming a Dementia Friendly Community.'

- 3.3 The review topic was chosen due to Medway having an ageing population and, although dementia can affect a broad age range, it is more commonly prevalent in older people. Early detection, supporting individuals and their families to maintain good health, social connectivity and ability to live at home as long as possible is seen as being the ideal scenario and the aspiration for Medway.
- 3.4 The topic is particularly suitable for review given the existing national and local focus on dementia. Nationally, this has included the publication of a Dementia Strategy and the Prime Minister's Challenge on Dementia, while in Medway, the Council has published its own Dementia Strategy. The Local Government Association has published guidance that sets out how Councils can play a lead role in making their communities' dementia friendly, while the Alzheimer's Society has developed a process for areas to be recognized as being Dementia Friendly Communities. Further details on these initiatives and plans are given in the 'Setting the Context' chapter of this report.
- 3.5 The Medway Council Dementia Strategy 'Living Well with Dementia in Medway' was published in August 2014. This is a joint strategy between the Council and Medway Clinical Commissioning Group. It sets out the direction of travel for change in relation to dementia care and support services and forms the basis upon which commissioning decisions are made. More detailed reference is made to the Medway Dementia Strategy within the 'Setting the Context' chapter and elsewhere within the report.

¹ [The Alzheimer's Society](#), accessed 4 January 2017

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4. SETTING THE CONTEXT

a) Legal framework, Council duties and obligations, accountabilities

4.1 Definition of Dementia – The Alzheimer’s Society Factsheet, ‘What is Dementia’ describes the word ‘dementia’ as being:

‘A set of symptoms that may include memory loss and difficulties with thinking, problem-solving or language. These changes are often small to start with, but for someone with dementia they have become severe enough to affect daily life. A person with dementia may also experience changes in their mood or behaviour.’

National Policy Framework

4.2 The Care Act 2014

The Care Act 2014 created a single, modern law which makes it clear what kind of care people should expect and what they will receive. The Act introduced new responsibilities for Local Authorities in managing the social care needs of their local population.

Of particular relevance to people with dementia and their carers, the Act requires local authorities to:

- Promote wellbeing.
- Prevent, reduce or delay needs (wherever possible).
- Provide good access to information, advice and statutory advocacy.
- Create choice in the range of support services for people to access and support more people with dementia to benefit from Direct Payments.
- New rights for carers including the right to an assessment of their needs.
- All people with dementia and carers to be protected against abuse and neglect.
- Individuals should be supported to make choices and have control over their own lives, including people with a diagnosis of dementia.

4.3 Other Key Legislation and Guidance

Besides the Care Act 2014, other legislation and guidance that is particularly relevant to dementia care includes the Mental Capacity Act 2005, the Equality Act 2010 and the World Health Organization guidance, Age Friendly Cities, which was published in 2007. As defined by the Equality Act, the majority of people living with dementia would be considered to be disabled and, therefore, disability legislation would apply to their care and place in the local community.

4.4 Kent and Medway Sustainability and Transformation Plan

The creation of a Kent and Medway Sustainability and Transformation Plan (STP), currently in draft, will influence the priority given to “Parity of Esteem”, which is one of the national criteria to raise the profile of mental health issues and the services designed to support those with mental health needs. The

purpose of the STP is to restructure the way all services across the health and social care systems are delivered.

- 4.5 Although important in setting out what is legally required of local authorities with regards to social care, it is acknowledged that the fulfilment of these statutory obligations will not on their own, make an area a dementia friendly community.

b) National Dementia Policies, Strategies and Guidance

4.6 National Policies and Strategies specific to Dementia:

Living Well with Dementia: a National Dementia Strategy (England) was published in 2009. The intention of this strategy was to provide a strategic framework within which local services could:

- Deliver quality improvements to dementia services and address health inequalities relating to dementia.
- Provide advice and guidance and support for health and social care commissioners and providers in the planning, development and monitoring of services.
- Provide a guide to the content of high quality services for dementia.

4.7 Dementia Action Alliance and the National Dementia Declaration 2010

The Dementia Action Alliance, which Medway Dementia Action Alliance is affiliated to, was established in 2010 with the launch of the National Dementia Declaration. The national Alliance is formed of over 150 health and social care professionals in England who connect, share good practice and take action on dementia. The work undertaken by the Alliance is in partnership and is informed by people living with dementia and those who care for them.

The Alliance published the National Dementia Declaration. The Declaration describes seven outcomes that people living with dementia and their carer's would like to see in their lives:

- I have personal choice and control or influence over decisions about me.
- I know that services are designed around me and my needs.
- I have support that helps me live my life.
- I have the knowledge and know-how to get what I need.
- I live in an enabling and supportive environment where I feel valued and understood.
- I have sense of belonging and of being a valued part of family, community and civic life.
- I know there is research going on which delivers a better life for me now and hope for the future.¹

¹ [National Dementia Declaration](#), Dementia Action Alliance, accessed 4 January 2017

4.8 Prime Minister's Challenge on Dementia (published 2012)

In 2012, a Prime Minister's Challenge on Dementia was published. This established three key areas for a national programme of action that was designed to deliver major improvements in dementia care and research by 2015.

The key areas were as follows:

- Improvements in health and care.
- Creating dementia-friendly communities.
- Better research.¹

4.9 The Prime Minister's Challenge on Dementia 2020 (published 2016)

The 2012 Prime Minister's Challenge on Dementia was followed in 2016 by a Prime Minister's Challenge on Dementia 2020. This aimed to build upon progress made since the first Challenge issued in 2012. The latter Challenge stated that there was still much to do to realise the ambition of ensuring that over half of the population of the United Kingdom was living in a dementia friendly community by 2020. The scale of the work needed had been highlighted by a survey undertaken by the Alzheimer's Society in 2014. This had found that 40% of people living with dementia felt lonely, while 34% did not feel that they were part of their community.

- 4.10 The 2020 Challenge aimed to see all businesses encouraged and supported to become dementia friendly, with all industry sectors developing Dementia Friendly Charters and working with business leaders to make individual commitments:

4.11 The Local Government Association – Guidance for Councils on Dementia Friendly Communities (2015)

In 2015, the Local Government Association published updated guidance to set out actions that local authorities could take in order to help support making their local communities' dementia friendly. The guidance reviewed current best practice and learning in the creation of dementia friendly communities, how it fitted within the broader policy landscape and what actions councils could take and were already taking. The 2015 guidance represented an update to guidance that had first been published in 2012.

The guidance contained five domains, with key actions that local councils could take listed under each. The domains were:

- The voices of people with dementia and their carers.
- The place - covering built environment, transport, housing and the importance of written and published information.
- The people - covering Dementia Friends, training for council staff, the needs of people with dementia from black, Asian and minority ethnic communities and LGBT people with dementia, younger people with dementia and councils as employers.

¹ [Prime Minister's Challenge on Dementia](#), Gov.Uk, accessed 4 January 2017

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- The resources - including timely diagnosis, appropriate post-diagnostic support, and supporting people to stay connected.
- The networks - the role Councils can play as strategic leaders in influencing and encouraging partners to consider the needs of people with dementia and their carers.

4.12 The LGA Guidance is closely linked to the recognition process for Dementia Friendly Communities which was published by the Alzheimer's Society in 2013 (see 4.12).

4.13 **Alzheimer's Society – recognition process for Dementia Friendly Communities**

The Alzheimer's Society has published a recognition process to enable areas across the UK to be formally recognised as being Dementia Friendly communities. A local area registering for the recognition process would be committing to taking each of seven foundation criteria and interpreting them from a local perspective to fit the size, type, stage of progression and available resources. Each locality is also required to describe the work they are currently undertaking and the actions they intend to take

4.14 The seven foundation criteria for an area to be recognised as a dementia friendly community are as follows:

1. Make sure you have the right local structure in place to maintain a sustainable dementia friendly community.
2. Identify a person or people to take responsibility for driving forward the work to support your community to become dementia friendly and ensure that individuals, organisations and businesses are meeting their stated commitments.
3. Have a plan to raise awareness about dementia in key organisations and businesses within the community that support people with dementia.
4. Develop a strong voice for people with dementia living in your communities. This will give your plan credibility and will make sure it focuses on areas people with dementia feel are most important.
5. Raise the profile of your work to increase reach and awareness to different groups in the community.
6. Focus your plans on a number of key areas that have been identified locally.
7. Have in place a plan or system to update the progress of your community after six months and one year.

4.15 With regard to criteria number 6 in 4.14, the proposed key areas are Arts, Culture, Leisure and Recreation; Businesses and Shops; Children, Young People and Students; Community, Voluntary, Faith Groups and Organizations; Fire and Police; Health and Social Care; Housing and; Transport. There would need to be good evidence of progress made in at least four of these areas for Dementia Friendly Community status to be granted. Guidance setting out how to make communities dementia friendly in relation to these key areas was published in 2015 by the Alzheimer's Society / BSI.

4.16 The Alzheimer's Society advised during the review that it considered that there was sufficient evidence available to enable an application for Medway to be

recognised as a Dementia Friendly Community to be successful. Details of this and the implications for the work of this Task Group are set out in the Conclusions and Recommendations section of this report.

C) Medway's policy framework

4.17 Medway Council Plan 2016/17 to 2020/21

The Council Plan 2016/17 to 2020/21 is Medway Council's current Business Plan. This sets out how the Council will ensure that the best possible services are provided for residents. While the Plan does not specifically refer to dementia, the ambition to make Medway a Dementia Friendly community is directly relevant to one of the Council's three priorities - Supporting Medway's people to realise their potential. One of the desired outcomes associated with this priority is to support older and disabled people living independently in their own homes.

4.18 The Medway Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy

The Government established the Joint Strategic Needs Assessment (JSNA) as a fundamental part of the care planning and commissioning cycle at a local level. A key aim is to enable decisions about services to be made as locally as possible, involving people who use them and local communities as much as possible. The aims of JSNA, as specified by the Government, include that they should provide an evidence base for "all current and future health and social care needs of the entire population", be "more than just a collection of evidence... and be an analysis and narrative" and provide a "comprehensive picture of place."

4.19 The Joint Health and Wellbeing Strategy for Medway sets out five key health themes for the area. Four of these are relevant to the need to strengthen dementia provision and to create Dementia Friendly Communities. These are:

- Enable our older population to live independently and well
- Prevent early death and increase years of healthy life
- Improve physical and mental health and well-being
- Reduce health inequalities

4.20 One of the priority actions under the Enable our older population to live independently and well theme is to improve early diagnosis, treatment and care for people with dementia, in line with increasing population need. The Joint Health and Wellbeing Strategy sets out the need to ensure that people with dementia are diagnosed as early as possible to ensure that progression is slowed down. This would involve raising public awareness of dementia and ensuring that primary care provision in this area is high quality and consistent across Medway. Support for carers of people with dementia was also seen as a priority, with the need for both people with living with dementia and their carers to be made aware of the care and support available in a co-ordinated manner also being highlighted in the Strategy.

4.21 The Joint Health and Wellbeing Strategy also stated that creating a dementia-friendly community in Medway and reducing the associated stigma would improve quality of life for people with dementia and there is a commitment within

the Strategy to seeing this develop. The work of this Task Group is seen as being a key step in the delivery of this.¹

4.22 Medway Adult Social Care Strategy 2016-20

The development and implementation of the Medway Adult Social Care Strategy aims to inform development in social care provision over the lifetime of the Strategy. It is intended that the aims and strategic direction set out in the Strategy will support the development of integrated commissioning between health providers and the Council and underpin other strategic documents and plans, such as the Dementia Strategy (see 4.25) and also the Carers' Strategy.

4.23 The Strategy sets out six priorities for the delivery of Adult Social Care up until 2020:

- **Prevention:** Making sure the Medway care and support system works to actively promote wellbeing and independence and does not just wait to respond when people reach a crisis point.
- **Participation and Partnerships:** Building strong partnerships to make sure that everything we do is with the participation of service users, carers and key organisations.
- **Personalisation:** Maximising every person's independence, choice and control over their lives.
- **Integration:** There is a clear requirement for care support to be well 'joined up' so that an individual has a clear plan supported by all the agencies working well together.
- **Innovation:** Making the best of the opportunities that new technologies provide.
- **Safeguarding:** Ensuring people are protected from abuse, neglect or exploitation and that their views inform any action taken as much as possible.

4.24 An action proposed in the draft Delivery Plan of the Strategy is reviewing support for carers, especially those providing significant unpaid care or those caring for people with dementia. Another proposed action is ensuring that the commissioning of services is appropriate for their needs and the development of integrated care pathways through the review and recommissioning of Dementia.²

4.25 Living Well with Dementia in Medway – Medway Dementia Strategy (2014)

The Dementia Strategy, a joint strategy between Medway Council and Medway Clinical Commissioning Group, sets out the direction of travel for change for dementia care and support services and forms the basis upon which commissioning decisions are made. It provides a set of guiding principles that pull together national initiatives, local needs and aspirations and best practice in supporting people living with dementia.

4.26 It is expected that, by implementing the Dementia Strategy and adopting the recommendations, future provision for people living with dementia in Medway will provide:

¹ [Medway Joint Health and Wellbeing Strategy and Joint Strategic Needs Assessment](#), Medway Council and NHS Medway Clinical Commissioning Group, November 2012, Accessed 4 January 2017

² [Medway Adult Social Care Strategy 2016-20](#), Medway Council, Accessed 5 January 2017

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- A place to live that is a dementia friendly community.
- A sense of worth and inclusion in a community that understands.
- A caring and supportive environment within which needs are recognised.
- A commitment from professionals to work together to meet people's needs.
- A community that works together as an alliance to create resilience that rises to the challenge of dementia.

4.27 The Medway Dementia Strategy has been developed with the specific aim of achieving the following outcomes:

- People with dementia and their carers' are able to 'live well' and feel empowered to have high aspirations, confidence and know they can contribute.
- Ensure commissioning processes are evidence based and reflect current need.
- A clear partnership commissioning strategy upon which intelligent and responsive services are created, maintained and developed to ensure an enhanced quality of life for people living with dementia and their carers.
- A dementia pathway that will provide timely interventions that focus on early diagnosis reducing admissions to hospital and mental health units and avert crisis.
- Improved quality of care for patients in acute hospitals and supported early discharge.
- High quality care for adults with dementia at the end of their lives.

4.28 Following the development of the Dementia Strategy, a more detailed needs and supply analysis of the current provision in Medway has been undertaken and an action plan has been produced with a view to full implementation of the Strategy.

4.29 Work with Medway NHS Clinical Commissioning Group is now well underway to produce a whole system redesign for future commissioning of health and social care dementia services. The associated Dementia Commissioning Action Plan includes a work stream to establish an interface between work towards a Dementia Commissioning intentions / Care Pathway review and the wider objective to support Medway to become a Dementia Friendly Community.

4.30 The aim of this Task Group has been to complement, rather than duplicate the large volume of ongoing work to implement the Strategy. This is covered in more detail in Chapter 7, the Conclusions and Recommendations section of this report.

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5. METHODOLOGY AND APPROACH

- 5.1 During Summer 2016, service managers across the Council provided evidence to facilitate the completion of a Self-Assessment. The aim of this work was to determine how much progress Medway had made in meeting the recommended actions set out by the Local Government Association (LGA) in its guidance, published in July 2015, entitled 'Dementia Friendly Communities – Guidance for Councils.' This Self-Assessment set out the existing progress made from a Council perspective in relation to the recommended actions and suggested future actions that could be taken in relation to each of these. This assessment has provided an invaluable steer in assisting the Task Group to identify focus areas for the review and in helping to formulate, what it is hoped are, realistic recommendations that build upon the Dementia Strategy and other work already being undertaken.
- 5.2 On 6 September 2016, the Task Group met to discuss the background to the review, as well as scope and determine its Terms of Reference. At this point, the group also considered the methodology for the review and agreed to hold a series of themed round table evidence sessions, thereby providing an opportunity for the participants to get together in an informal setting to examine the issues as they relate to their specific service.
- 5.3 The Task Group also agreed a visit to Crawley, an area of best practice. Crawley was chosen for the visit due to it being one of 12 towns that had received funding from the Prime Minister's Challenge Fund and had, therefore, been in the first group of places to be recognised as being dementia friendly.
- 5.4 A meeting on 22 September gathered evidence from the Alzheimer's Society, particularly with regard to the Medway Dementia Action Alliance. At this meeting it was agreed that in addition to the planned visit to Crawley, the review should also focus on how Medway Council could lead by example to make Medway more dementia friendly. The other focus area agreed was post-diagnostic support, the provision of which had been identified as being a cause for concern and is being addressed.
- 5.5 The Dementia Action Alliance Co-ordinator had consulted with over 100 people with dementia and 75 carers while she had been in post. The availability of post diagnostic care had been found to be the biggest concern for people living with dementia and their carers. Some felt abandoned after diagnosis as services tended to be targeted towards those with moderate or severe dementia. It was suggested to the Task Group that there was currently a gap in the provision of post-diagnostic support.¹

Terms of reference

- 5.6 The Task Group agreed the following terms of reference:

"To assess how far Medway has gone in developing a dementia friendly community and make recommendations on potential further areas for action

¹ 22 September 2016 Task Group meeting with representatives of the Alzheimer's Society

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with a view to Medway achieving national recognition by the Alzheimer's Society as a dementia friendly community by 2020 in line with the (former) Prime Minister's Challenge on Dementia".

5.7 The Task Group considered a number of key lines of enquiry, including:

1. To undertake a self assessment and review action required by the Council, partners and the wider community to meet the standards within the Alzheimer's Society's national recognition process and make recommendations on the viability of, and a route map for, national recognition of Medway as a dementia friendly community by 2020.
2. To review progress in implementation of the Council's Dementia Strategy and seek assurance that the redesign of health and social care dementia services will support the outcome of Medway being a Dementia Friendly Community.
3. To assess, in particular, what the Council has done and could do more widely to develop a Dementia Friendly Community against the framework outlined in the LGA guidance for Councils and formulate recommendations on areas of focus for further action (with reference to the domains in the LGA guidance; The voices of people with dementia and their carers, the place, the people, the resources and the networks).

5.8 The approach, methodology and programme for the review is set out below:

Date	Members in attendance	Other attendees	Purpose
6 September 2016	Councillors Freshwater, Griffin, Purdy, Shaw and Wildey	<ul style="list-style-type: none"> • Linda Jackson (Interim Assistant Director, Adult Services) • Clare Skidmore (Partnership Commissioning) • Karen Macarthur (Public Health) • Chris Tingley (Head of Adult Social Care) • Teri Reynolds (Democratic Services) 	The Task Group received a presentation providing the background to the review. The Task group also determined the scope of this review and its Terms of Reference.
22 September 2016	Councillors Freshwater, Griffin, Purdy, Shaw and Wildey	<p><u>Medway Council representatives:</u></p> <ul style="list-style-type: none"> • Clare Skidmore (Partnership Commissioning) • Karen Macarthur (Public Health) • Chris Tingley (Head of Adult Social Care) • Jon Pitt (Democratic Services) • Teri Reynolds (Democratic Services) <p><u>Alzheimer's Society representatives:</u></p> <ul style="list-style-type: none"> • Katie Antill (Service Manager, Maidstone and Medway) 	This meeting discussed, using input from officers and representatives of the Alzheimer's Society, the key areas that the Task Group should focus its review on. It was agreed that these areas should be how to ensure that Medway Council is dementia friendly, the provision of dementia friendly services,

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Date	Members in attendance	Other attendees	Purpose
		<ul style="list-style-type: none"> • Jackie Swapp (Operations Manager, Maidstone and Medway) • Jane Page (Medway Dementia Action Alliance Co-ordinator) • Anna Bailey-Bearfield (Stakeholder Relations Officer, AS Head Office) 	particularly leisure services and post-diagnostic support.
8 November 2016	Councillors Griffin, Purdy and Shaw	<p><u>Medway Council representatives:</u></p> <ul style="list-style-type: none"> • Clare Skidmore (Partnership Commissioning) • Jon Pitt (Democratic Services) • Teri Reynolds (Democratic Services) <p><u>Witness the Task group met in Crawley:</u></p> <ul style="list-style-type: none"> • Julie Kalsi (Dementia Coordinator, Crawley Borough Council) • Terina Bryant (West Sussex County Council) • Councilor Chris Mullins (Portfolio Holder for Health, Crawley Borough Council) • Victoria Garcia (Accessibility and Communities Officer, Brighton & Hove Buses/Metrobus) • Clair Stanton (Community Librarian, West Sussex Library Service) 	Visit to Crawley to hear about the developments that have been made to make Crawley dementia friendly. The visit included presentations about Crawley's journey and provided the Task Group with an opportunity to view examples of best practice at the leisure centre, the bus station and the library.
15 November 2016	Councillors Freshwater, Griffin, Shaw and Wildey	<ul style="list-style-type: none"> • Clare Skidmore (Partnership Commissioning) • Chris Tingley (Head of Adult Social Care) • Jon Pitt (Democratic Services) • Teri Reynolds (Democratic Services) <p>Various users of the dementia café</p>	The Task Group visited the Rainham Dementia Café to gather views from people living with dementia and their carers to understand, from their perspective, how dementia friendly Medway already is and what else could be done to improve their experiences.

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Date	Members in attendance	Other attendees	Purpose
29 November 2016	Councillors Freshwater, Griffin, Purdy, Shaw and Wildey	<p><u>Medway Council representatives:</u></p> <ul style="list-style-type: none"> • Paul Boyd (Leisure Manager) • Tim England (Head of Safer Communities and Greenspaces) • Martin Garlick (Head of Customer Contact) • Karen Macarthur (Public Health) • Su Ormes (Public Health) • Clare Skidmore (Partnership Commissioning) • Chris Tingley (Head of Adult Social Care) • Jon Pitt (Democratic Services) <p><u>External witness:</u></p> <ul style="list-style-type: none"> • Nick Elsdon (District Operations Manager, Arriva) 	This meeting considered how the Council could play a lead role in making itself more dementia friendly and how external organisations could be encouraged to do the same.
8 December 2016	Councillors Griffin, Purdy, Shaw and Wildey	<p><u>Medway Council representatives:</u></p> <ul style="list-style-type: none"> • Rachel Britt (Housing Strategy and Partnership Manager) • Sam Dawson (Adult Social Care) • Clare Skidmore (Partnership Commissioning) • Jon Pitt (Democratic Services) • Teri Reynolds (Democratic Services) <p><u>External witnesses:</u></p> <ul style="list-style-type: none"> • Tom Beaumont (NHS Medway Clinical Commissioning Group) • Rob Kennedy (Head of Business Development, Medway Commercial Group) • Dr Farnaaz Sharief (NHS Medway Clinical Commissioning Group) 	The meeting reviewed the availability of post-diagnostic support and how this could be improved, while noting that much work was already in progress in relation to this as part of the implementation of the Council's Dementia Strategy.

6. SUMMARY OF EVIDENCE COLLECTED

Leading by Example – Summary of Evidence

6.1 Appointment of a Dementia Ambassador

- 6.1.1 On its visit to Crawley, the Task Group found out about the role of ‘Dementia Ambassador.’ A Councillor (who had first hand experience of caring for their spouse living with dementia) had been appointed to this civic role which takes a lead in representing the Council at external events and functions. The Ambassador, which is considered to be a non-political role, is also key to promoting dementia friendliness within Crawley Borough Council through supporting Councillors and senior managers to lead by example.
- 6.1.2 The possibility of creating a Dementia Ambassador at Medway Council is one that the Task Group considers would prove to be invaluable in ensuring that the Council plays a lead role to support Medway to become a dementia friendly community, both within the Council and in the wider community.
- 6.1.3 While the Task Group has chosen not to specify in its recommendations precisely who it considers should be appointed as Medway Dementia Ambassador, it believes that this should be a Councillor in order to demonstrate that Medway is taking its role as a community leader seriously.
- 6.1.4 The role of a Dementia Ambassador is to promote dementia provision, including representing the Council at civic functions and to champion the cause of the local community becoming dementia friendly.

Recommendation 1:

That Cabinet agrees to designate a Medway Dementia Ambassador, who will take the lead in representing the Council at external events and functions relevant to dementia and would promote action to sustain and enhance Medway as a Dementia Friendly Community.

6.2 Dementia Friends programme

- 6.2.1 The Council’s Public Health Directorate has already led a successful Dementia Friends programme for both officers and Councillors. A number of staff have become Dementia Friends, with over 1,900 Medway residents having attended a Dementia Friends awareness session. Information about the Dementia Friends programme is available on the website, www.mymedway.org and is also promoted to staff internally.
- 6.2.2 The Dementia Friends programme, which was established by the Alzheimer’s Society, is a nationwide initiative designed to change people’s perception of dementia. Dementia Friends was launched to tackle the stigma and lack of

understanding of dementia which results in many people with the condition experiencing loneliness and social exclusion.¹

- 6.2.3 A Dementia Friends session is available for Council staff each month and all staff are eligible to attend the session. Although many staff across the Council have attended, there are also services where staff have not attended, either due to a lack of awareness or due to attendance at an awareness session having not been considered to be a priority.
- 6.2.4 On its visit to Crawley, the Task Group heard that while all staff were encouraged to attend a Dementia Friends awareness session, there had been a particular focus on ensuring that frontline services were dementia friendly. Waste collection, civil enforcement officers and Council Tax were highlighted as examples. All West Sussex County Council Councillors would be attending a Dementia Friends awareness session following elections that were due to take place in May 2017.
- 6.2.5 Due to the increased likelihood of frontline staff coming into contact with people who are living with dementia, it is considered particularly important that these staff participate in a Dementia Friends awareness session. However, the current picture with regards to frontline staff having attended an awareness session is mixed. Previously, all Adult Social Care staff were required to be dementia friends. Where possible, this was included during staff induction. The result of this is that staff who have been with the Council for a relatively long period have attended an awareness session. On the other hand, recently recruited staff had not had this opportunity.² Within the Housing Service, many of the frontline staff have attended a Dementia Friends awareness session, particularly those in the Sheltered Housing teams. All frontline Community Safety staff have attended a session, while staff at the Council's leisure centres have not. It is noted, however, that frontline leisure staff have received other relevant training, such as in safeguarding. Dementia Friends awareness sessions were due to be arranged for services responsible for highways design and improvement.
- 6.2.6 Tourist Information Centres were highlighted as being one example of a Council service where dementia awareness needed to improve. The Task Group was informed of a mystery shopping exercise, which had been supported by the Medway Dementia Action Alliance that had taken place at the Tourist Information Centres in Rochester. The mystery shoppers had not found the staff that they had approached to be dementia friendly. As a result, an offer had been made to provide dementia Friends awareness sessions to Tourist Information staff. Another example highlighted was the experience of a gentleman who had tried to vote. He had not been able to vote as he could not remember his address. While noting that it is a legal requirement for an individual to provide their address in order to be entitled to vote at an election, the experience of this individual suggests that it might be beneficial to review procedures locally to identify whether there are any changes that can be made to make the electoral experience more dementia friendly. The real world experiences of users of Council services serve to highlight that, in addition to the Dementia Friends awareness sessions being offered, communication and corporate leadership is

¹ [Alzheimer's Society Dementia Friends website](#), accessed 14/12/16

² Written submission to Task Group from former Head of Adult Social Care

important to ensure that services across the Council see the need to become dementia friendly as being a priority.

- 6.2.7 While it has been agreed that there is a need to ensure that all staff have awareness of dementia or in some cases, receive specialist training, it is recognised that there is still some way to go to achieve this. A programme is already in place for senior managers and this will need to filter down to other staff. The Council's Adult Social Care Strategy, 'Getting Better Together' includes work on more specific plans in relation to key groups, such as people with dementia.
- 6.2.8 Although it is evident that many staff across the Council have attended a Dementia Friends session, it is not clear whether staff have received a refresher. The Task Group is concerned that knowledge acquired may be gradually lost if no follow up is available.
- 6.2.9 Dementia Friends Champions are volunteers who educate people about dementia by talking about how it affects people's day-to-day lives and how people can make a positive difference to people living with dementia in the community. As these Champions are responsible for delivering the Dementia Friends awareness sessions, it is advantageous for some Council employees to become Champions. This will enable them to deliver the sessions and to generally share their knowledge with colleagues and with the wider community.¹
- 6.2.10 The Dementia Friends awareness session is a general session that increases awareness of issues associated with dementia. The Task Group recognises that some staff who work closely with people who have dementia will require more specialist training and wishes to emphasise that participation in Dementia Friends does not reduce or replace this need.
- 6.2.11 Ensuring that Medway Council is able to lead by example in helping to make Medway a dementia friendly community is not just about ensuring that staff are aware of the issues associated with dementia. Councillors, in their role as community leaders also need to ensure that they have, as a minimum, a basic understanding and awareness.
- 6.2.12 All Members of the Council's Cabinet have attended a Dementia Friends awareness session, with the Cabinet Member for Adult Services stating at one of the meetings of the Task Group that he would discuss with the Leader of the Council when this could be repeated. While being pleased that Cabinet Members had attended a Dementia Friends awareness session, the Task Group considers that all Councillors should be encouraged to attend a session.
- 6.2.13 The Task Group believes that all new Councillors should be strongly encouraged to attend a Dementia Friends awareness session as part of their induction. It would also like to see Councillors who are re-elected provided with a refresher course.
- 6.2.14 The possibility of providing parish Councillors with Dementia Friends awareness session and promoting this to them was also discussed and this was agreed to be a good idea.

¹ [Alzheimer's Society Dementia Friends website](#) accessed 14/12/16

Recommendation 2

That Cabinet agrees that all new staff should be encouraged to attend a Dementia Friends awareness session within 12 months of starting employment with the Council and that this is made compulsory for all staff who are considered to be frontline. In addition, it is requested that consideration is given to whether an awareness session could be delivered to managers via Corporate Management Team and Service Manager meetings. The Chief People Officer is asked to work with service managers and the Alzheimer's Society to ensure that awareness sessions take place and that existing staff, especially frontline staff, attend them.

The Chief People Officer is also asked to ensure that Dementia Friends awareness sessions and the role of Dementia Friends Champions are promoted to staff via appropriate communications channels, to consider whether the awareness sessions can be included as part of the induction process and to investigate the feasibility of providing refresher sessions for staff who have previously attended a Dementia Friends session.

Recommendation 3

That Cabinet agrees that all Councillors, both those newly elected and those re-elected, should be strongly encouraged to attend a Dementia Friends awareness session as part of the Councillor induction process following the next Medway Council elections in May 2019.

In view of the time period until the next Council elections, it is further recommended that all Councillors are given the opportunity to participate in a session ahead of May 2019 and that the provision of a refresher every two years is investigated.

Recommendation 4

That Cabinet asks the Medway Rural Liaison Committee to discuss the possibility of offering Dementia Friends awareness sessions to parish Councillors and to consider how this could be promoted.

6.2.15 Raising dementia awareness among children, young people and students is one of the eight areas for action identified by the Alzheimer's Society / British Standards Institute Code of Practice for localities looking to create dementia friendly communities. The guidance discusses the need to encourage young people to get involved in supporting people with dementia and suggests that they should be made aware of how the environment affects people with dementia.¹

6.2.16 One way of increasing dementia awareness among young people would be to offer them the opportunity to attend Dementia Friends awareness session. The Council's Youth service is keen to provide young people with this opportunity, with an awareness raising session having already taken place, via Age UK.

¹ PAS 1365:2015 Code of Practice for the recognition of dementia-friendly communities in England, Alzheimer's Society / British Standards Institute June 2015

Medway Youth Parliament is looking to expand this provision, with the next step being expansion of the programme to youth centres. This would first require more staff within the Youth Service to be trained as Dementia Champions to enable them to provide the Dementia Friends awareness sessions to young people. Increasing dementia awareness among young people also has the added advantage that young people are considered to be likely to pass this knowledge on to their families.

6.2.17 The Council's Dementia Ambassador, if agreed under recommendation 1 of this report, could also have a role to play in promoting dementia awareness to youth clubs, local schools and via the Medway Youth Parliament.

6.2.18 At the Task Group's meeting that investigated how the Council could lead by example, the possibility was discussed of including a requirement for contractors providing Council commissioned services to provide dementia friends awareness sessions to their staff. The expectation was that anyone associated with services provided by Medway Council should be dementia friendly. While it was not considered to be practical for this to be a formal requirement for all providers of Council commissioned services in the future, the Task Group suggests that this could be added as one of the criteria against which tenders are scored. Firms tendering for services would then have an added incentive ensure that their staff are dementia aware as it would lead to them scoring additional points during the tender evaluation process.

Recommendation 5

That Cabinet requests that the Youth Service works with the Alzheimer's Society and the Medway Youth Parliament to consider expansion of Dementia Friends awareness sessions for young people and works with the Medway Dementia Ambassador and Medway Dementia Action Alliance to investigate how to promote this to local schools and youth organisations.

Recommendation 6

That the Head of Legal Services and the Partnership Commissioning Teams give consideration to how the Council's procurement and commissioning arrangements could encourage organisations tendering for Council and jointly commissioned services to ensure that their staff and models of service delivery are dementia friendly and that this should include existing contractors / providers.

6.3 Medway Dementia Action Alliance

The Alliance

6.3.1 Medway Dementia Action Alliance (DAA) was formed in 2015 to help improve the lives of people affected by dementia in the Medway area. The Alliance was established at the request of Medway Council and Medway NHS Clinical Commissioning Group. It is currently supported by the Alzheimer's Society. One of the Alzheimer's Society's Foundation Criteria for the recognition of an area as being a Dementia Friendly Community is to 'Make sure you have the right local

structure in place to maintain a sustainable dementia friendly community.¹ The existence of Medway DAA helps to meet this criterion.

6.3.2 Medway DAA aims is to encourage local communities in Medway and the surrounding area to become dementia friendly. This work includes increasing awareness of dementia and how communities can work together to reduce stigma and allow people living with dementia to contribute as fully as possible to community life.

6.3.3 With the support of a dedicated Steering Group and Chairperson, the Medway DAA aims to:

- Expand its membership amongst businesses, organisations and charities in Medway who can help make a difference.
- Bring organisations together to help reduce isolation and loneliness for people affected by dementia.
- Create dementia friendly hubs in towns and local communities to promote independence for people living with dementia.
- Increase the awareness of dementia and help reduce the stigma by educating schools and young people.²

6.3.4 It is clear to the Task Group that Medway DAA has contributed much towards making Medway dementia friendly during its existence. Key achievements have included the following:

- Engagement has taken place with a wide range of groups, leading to Medway DAA having a membership of 35. Membership of the Alliance is still expanding.
- A launch event took place in May 2015 which received press coverage. 80 people attended the event, including MPs and Councillors.
- There are now over 50 Dementia Friends Champions and 1,800 Dementia Friends in Medway.
- The first dementia friendly farmer's market in the country has been established in Rochester.
- A Living Well with Dementia event in May 2016 had been attended by a capacity audience of 100 people. The event highlighted how to live positively with dementia.
- An engagement meeting took place with Kent Fire Brigade and the Kent Road Safety Experience, with 50 local community members having attended.
- The Alliance has attended a business-to-business event at Buckmore Park to promote dementia awareness amongst businesses.
- A Business Breakfast was held at Chatham Historic Dockyard on 3 November 2016. The Breakfast aimed to increase business membership of the Alliance.
- A stand at Gillingham Football Club had been used to target men with information about dementia as men were less likely than women to visit their doctor.
- The Medway Dementia Action Alliance has been recognised as being a national exemplar with alliances in other areas now looking to model themselves on Medway.

¹ [Foundation Criteria for the Dementia Friendly Communities Recognition Process](#), Alzheimer's Society 2014-15, accessed 4 January 2017

² [Dementia Action Alliance website](#), accessed 14 December 2016

- 6.3.5 At the time of this report being produced, Medway DAA was considering submitting an application for Medway to be recognised as being a Dementia Friendly community. This and the criteria for an area to be awarded this status are discussed in more detail within the 'Setting the Context' and 'Conclusions' section of this report.
- 6.3.6 The Chairman of Medway DAA, is herself living with dementia. The Task Group was fortunate enough to have the opportunity to meet with the DAA Chairman, as part of its visit to Rainham Dementia Café, to find out about her experiences as someone living with dementia in Medway. The information she provided was invaluable and has helped to inform a number of the Task Group's recommendations in relation to the Medway Dementia Action Alliance and elsewhere in this report.
- 6.3.7 Medway Council officers who attended meetings of the Task Group considered that the existence of Medway DAA had successfully facilitated networking between a range of organisations, including the Council. An example of how the network facilitated action, highlighted to the Task Group, was an employee of Chatham Dockyard who had arranged reminiscence sessions for dementia patients. This initiative was supported by Age UK and it was considered unlikely that the individual would have made the initial contact with Age UK had it not been for the Alliance.
- 6.3.8 The evidence presented to the Task Group suggested that membership and regular attendance by organisations at the Medway DAA could be beneficial to their shared understanding of dementia and would help to ensure that Medway is as dementia friendly as possible.
- 6.3.9 Council services that are currently members of Medway DAA are Partnership Commissioning and the Library Service. Despite the obvious link between dementia and Adult Social Care (ASC), ASC is not currently a member of the DAA, although it has been informally represented at some meetings. This is considered to be a gap, with ASC wishing to ensure that it is represented in the future. This is because, although a person needs to be in the more advanced stages of the illness before they qualify for social care provision, it is considered that some benefit could be realised from ASC being part of the DAA conversation with regards to support provided in the early stages of dementia. This is because support, can in some cases, delay the need for ASC intervention.¹
- 6.3.10 Signposting of services available for people living with dementia already takes place but it is difficult for Adult Social Care to maintain a complete knowledge of the provision available, particularly in terms of the voluntary sector offer. It is considered that this awareness could be enhanced through Adult Social Care becoming a member of the Medway Dementia Action Alliance. It is recognised that the voluntary sector has a role to play in a wide variety of fields, with Medway's Council for Voluntary Service having been commissioned by Medway Council to achieve the following outcomes in the local area in relation to dementia: Capacity Building; Co-ordination, Networking and Engagement; Encouragement and Development of Volunteering; Representation; Information, Support and Training.

¹ Written submission to Task Group from former Head of Adult Social Care

- 6.3.11 Medway NHS Clinical Commissioning Group (CCG) is not currently a Member of the Dementia Action Alliance. While noting that the CCG does already attend work stream groups and community engagement meetings chaired by the Alzheimer's Society, representatives of the CCG acknowledged to the Task Group that this is a representation gap. In terms of other external health representation, Kent and Medway NHS and Social Care Partnership Trust and Medway Community Healthcare regularly attend Medway DAA.
- 6.3.12 It was suggested to the Task Group that all Council departments should become members of Medway DAA and attend meetings regularly. Given the sheer number of Council departments and the possibility that this could lead to other existing members of DAA feeling marginalised, the Task Group is proposing that attendance at meetings is limited to the key frontline services that are likely to have the most impact on the lives of people living with dementia, such as frontline Adult Social Care and leisure services.

Recommendation 7

That Cabinet requests that Adult Social Care and Sports, Leisure & Tourism should be represented, as appropriate, at meetings of the Medway Dementia Action Alliance to ensure that opportunities for engagement and shared learning are maximised and that Cabinet also requests that departmental management teams consider whether there are other services within their respective areas that could benefit from engagement with the Alliance.

Recommendation 8

That the Cabinet asks Medway NHS Clinical Commissioning Group to consider being regularly represented at meetings of the Medway Dementia Action Alliance.

Co-ordinator of the Dementia Action Alliance

- 6.3.13 The Medway Dementia Action Alliance has been co-ordinated by a paid co-ordinator post, which has been funded by Medway Council and Medway CCG and supported by the Alzheimer's Society. The Co-ordinator supports the Medway DAA to encourage local businesses and other organisations to commit to undertaking three actions that will help people with dementia in the community. Dementia awareness in the work place is promoted by the Alliance, with a number of Dementia Champions being supported to deliver the previously mentioned Dementia Friends awareness sessions.
- 6.3.14 The Co-ordinator post was initially funded for one year by the Council and the CCG. This was subsequently extended for a further year, ending in December 2016. The total contribution in 2016 was just over £21,000, with the Alliance also being provided with a variety of in-kind support. The level of funding provided was gradually reduced and ceased at the end of December 2016, with the aim being that the Co-ordinator and the work of the Alliance would become self-sustainable by the end of this period.

- 6.3.15 The Alzheimer's Society has funded the continuation of the Medway DAA Co-ordinator post for the time-being. A bid has also been made by the Council to the Communities Fund for resource to support other dementia related provision in Medway (see 6.14.6).
- 6.3.16 During its visit to Crawley, Task Group Members were briefed on the work of the Crawley Dementia Action Alliance. The Alliance is well established and is led by a Co-ordinator who is an employee of Crawley Borough Council. The post is currently funded by money left from an allocation provided by the (former) Prime Minister's Dementia Challenge. It was anticipated that once this funding had been exhausted, that the post would be funded jointly by Crawley Borough Council, West Sussex County Council and the local clinical commissioning group.
- 6.3.17 The Task Group recognises that the financial situation in Crawley is very different to the one faced by Medway. This includes the fact that some of the dementia related work taking place in Crawley has been funded by the (former) Prime Minister's Dementia Challenge. This is due to Crawley having been among the first tranche of towns and cities in the UK to have been recognised as being a Dementia Friendly Community. As a Borough Council, Crawley does not have Adult Social Care funding pressures in the same way as Medway or a county council. It is also recognised that Crawley is the only Borough in West Sussex with a paid co-ordinator post. Alternative models elsewhere in the county include provision through town councils and local GP surgeries and voluntary organisations providing staff and volunteers to perform the co-ordination role.
- 6.3.18 As the Steering Group of the Medway DAA is comprised of volunteers, it is anticipated that this will continue in the event that no funding is available for the co-ordinator post in the future. However, representatives of the Alzheimer's Society attending the Task Group considered that the work undertaken was likely to not be as extensive or joined up in the absence of a paid co-ordinator, with opportunities for collaborative working being likely to reduce. The Co-ordinator has helped to enable the Dementia Action Alliance to bring together organisations to make the community as a whole dementia friendly, such as a whole high street rather than simply an individual shop. Without a co-ordinator, organisations would still wish to become dementia friendly, but the collaborative working element would reduce and the opportunity to share ideas and best practice would be diminished.
- 6.3.19 The continuation of the Medway DAA Co-ordinator post would help to ensure that two of the criteria necessary in order for a locality to be recognised as being a dementia friendly community are met. These criteria, as specified in the Alzheimer's Society and British Standards Institute's guidance, are as follows:
- Ensuring the right local structure is in place to maintain a sustainable dementia-friendly community; and
 - Identifying a person to take responsibility for driving forward the work to support a community to become dementia-friendly;¹

¹ PAS 1365:2015 Code of Practice for the recognition of dementia-friendly communities in England, Alzheimer's Society / British Standards Institute June 2015

Recommendation 9

That Cabinet:

- i) Notes and commends the impact achieved by the Chairman and Co-ordinator of the Medway Dementia Action Alliance (DAA), who have significantly contributed to the establishment and development of the Alliance.**
- ii) Commits to support Medway DAA and Alzheimer's Society in their efforts to identify alternative mechanisms through which the DAA can be supported following the funding for the Co-ordinator post, provided by the Council and Medway NHS Clinical Commissioning Group, having expired.**

6.4 Dementia Friendly Employment Policies

- 6.4.1 One of the recommended actions within the Local Government Association published guidance for local authorities on how to make their areas more dementia friendly is to take a lead in developing employment policies that include the needs of people with dementia and their carers.¹
- 6.4.2 The Alzheimer's Society queried at a meeting of the Task Group what would happen in the event that an employee of the Council was diagnosed with dementia and how they would be supported. While staff with responsibilities as carers, including caring for someone with dementia, would be included within the scope of flexible working policies, it is less clear how a staff member, who themselves developed dementia, would be supported. The Better Medway Champions Programme already trains staff to champion health and wellbeing within their services, with a number of the staff that have received the training having undertaken a module covering dementia. Therefore, the potential to offer support through this scheme could be investigated.

Recommendation 10

That Cabinet asks the Chief People Officer to:

- i) Ensure that the Council's employment policies provide appropriate support in the case of a member of staff being diagnosed with dementia and to bring forward any recommendations for change to the Employment Matters Committee.**
- ii) Investigate the establishment of a support group for staff with caring responsibilities for a person living with dementia and for any staff member who has dementia themselves.**

¹ Dementia Friendly Communities – Guidance for Councils, Local Government Association, July 2015

6.5 Communication and Engagement

- 6.5.1 It is recognised that communication and engagement are cross cutting themes that relate to all the areas contained within the summary and evidence section of this report. A number of considerations that relate to communication and engagement are, therefore, included in other sections. This section includes only the issues related to communication and engagement that have not been included elsewhere.
- 6.5.2 Medway Council already has style guidelines that promote the use of plain English and the adoption of a writing style that keeps the needs of the user in mind. Care is taken to avoid the use of terms that could be considered as being patronising, negative or condescending, such as 'sufferer' or 'victim', when referring to a person living with dementia. However, it has been suggested that there could be a need for further staff training to ensure that appropriate language that meets The Dementia Engagement and Empowerment Project guidance is used consistently.¹
- 6.5.3 The evidence gathered by the Task Group suggests that engagement with people living with dementia and their families is currently somewhat piecemeal and ad-hoc, with it having been recognised that there needs to be more systemic engagement with patients and carers when designing and commissioning services.
- 6.5.4 Information about dementia is currently provided via the 'My Medway' online portal, but it is suggested that consideration is given to other mechanisms through which dementia awareness can be promoted. On its visit to Crawley, the Task Group saw that Crawley Borough included a page covering dementia related issues in every edition of its Council magazine. This helped to raise awareness of dementia both internally and externally. Such a page could, for example, be used to raise public awareness of Admiral Nurses.
- 6.5.5 Crawley Borough Council hosted a dementia community event in June 2016 to facilitate the sharing of learning and good practice. West Sussex County Council has a 'Service Involvement User Officer' who facilitates consultation and support groups in relation to dementia. Two of these groups are aimed at the black and minority ethnic (BME) community.
- 6.5.6 It has been identified that there is a particular lack of awareness of dementia amongst some BME communities and there also appears to be a particular reluctance amongst this group for people with dementia, or those who think they might have dementia, to seek help or to get a diagnosis. This could be due to there being a particular stigma associated with dementia within some BME communities. Language can also be a barrier with some of those from BME groups requiring interpreters. The Medway Dementia Strategy has identified a need for further research to be undertaken to better identify the support and information requirements of BME groups.
- 6.5.7 Representatives from the Medway Dementia Action Alliance have attended a BME Forum meeting and it is hoped that the Forum will become a member of the Alliance. Some work in relation to the BME community has also taken place at

¹ [Dementia words matter: Guidelines on language about dementia](#), accessed 19 December 2016

Elizabeth House in Rainham, while the Alzheimer's Society is working to promote increased understanding at national and local level.

- 6.5.8 People living with dementia and their carers can sometimes find it difficult to obtain correct and consistent information from Council departments. One area highlighted to the Task Group during the review was Council Tax. Members of the Task Group found out during their visit to Crawley how information leaflets had been used to target people with dementia and their carers, who would be eligible for a council tax reduction if they were in receipt of certain benefits. These leaflets had deliberately been kept simple. Rather than providing a web link to information about a subject, which could be quite complex, the leaflet provided a phone number to enable people to receive individual advice direct from the Council Tax department.

Recommendation 11

That the Head of Communications and Marketing ensures that all service managers are aware of the Council's style guidelines and promotes awareness of the Dementia Engagement and Empowerment Project writing guidance, including reminding service managers that the guidelines must be adhered to.

Recommendation 12

That the Communications and Marketing team investigates how awareness of dementia could be better promoted.

Recommendation 13

That the Chairman of the Dementia Task Group, in conjunction with Medway Dementia Action Alliance, writes to the Medway BME Forum to request that they consider representation at the Medway Dementia Action Alliance, with a view to this being used as a vehicle to consider how engagement and awareness of dementia amongst BME communities can be improved.

Recommendation 14

That Cabinet asks the Chief Finance Officer to review the existing Council Tax leaflet and other material providing Council Tax information to ensure that accessible advice is included for people living with dementia and carers that they may be entitled to a Council Tax Reduction.

Provision of Services – Summary of Evidence

6.6 Provision of Leisure Activities

- 6.6.1 The Council's Public Health Team has undertaken an evidence review of the health benefits of physical activity on dementia. This suggested that physical activity was beneficial to people with dementia. Work was being undertaken to look at how to better integrate physical activity and increase its accessibility to those with dementia. There is some evidence to suggest that the provision of physical activities can delay the need for Adult Social Care provision and would, therefore, be cost effective in the long run.

- 6.6.2 The Task Group was advised that sports centres in Medway operated on a commercial basis, with there being an annual income target of £4million. This would need to be taken into account if any recommendations likely to have an impact on income were considered by the Task Group, such as discount schemes.
- 6.6.3 Task Group Members noted during their visits to Crawley and to a local Dementia Café in Medway that a particular need for free provision had not been identified. Judging from the information obtained during these visits, it appeared that people with dementia and their carers valued accessibility to services more than they did free or even reduced price access.
- 6.6.4 The people living with dementia spoken to during the visit to the Rainham Dementia Café had suggested that relatively simple changes, such as different coloured lockers at swimming pools would make the difference. It was suggested that a separate section of lockers could be created for use by people with dementia or other special needs. In response to a suggestion that people with dementia could tell reception staff of their needs in order to receive special assistance, people with dementia said that they would be reluctant to have to tell staff that they had dementia and there was the possibility that they would forget to do this. It was suggested that a special card could be issued that would enable the customer to notify staff of their special needs without them actually having to say so. The Leisure Services manager has advised that changing locker fronts at Medway leisure centres would be costly, but it was suggested that use could be made of coloured stickers as a more cost effective alternative.
- 6.6.5 Dementia friendly swimming sessions already take place in Crawley. The provision of dementia friendly swimming is a particular challenge due to the need to change clothes, the difficulty in remembering where clothes have been placed and where a locker key has been put. These challenges could potentially be overcome or reduced through the implementation of ideas suggested in 6.6.4.
- 6.6.6 During a visit to Crawley Leisure Centre, the Task Group saw the extensive dementia friendly signage that had been installed. Two colours had been used, orange and blue, with the colours clearly standing out from each other. These colours also match that of the Dementia Friends forget-me-not flower logo. Clear signs at each turn in the building signposted to the swimming pool, which was used for dementia friendly swimming. Use was made of chevron arrows and other visual cues. There were also clear signs to the exit. It was noted that the signage benefited users of the centre more generally and it was not obvious that it was specifically targeted at people living with dementia. This was considered advantageous as the signage offered assistance without patronising people with dementia, thereby helping not to increase stigma associated with the condition.
- 6.6.7 The Dementia friendly signage at K2, Crawley Leisure Centre, had been provided by Crawley Borough Council. The Task Group was also advised that a key priority of West Sussex County Council had been to make its public buildings dementia friendly and that it had a programme to adapt signage, lighting, flooring, toilets and seating areas.
- 6.6.8 Current signage in Medway leisure centres has followed Inclusive Fitness Initiative guidance and should, therefore, already be accessible to all, including

How far has Medway gone in developing a Dementia Friendly Community?

people with dementia. However, it is acknowledged that this signage does not stand out in the same way as the signage within K2.

6.6.9 Examples of dementia friendly signage at K2, Crawley Leisure Centre

The entrance to K2



Before and after – the changed colour scheme at the entrance to K2



6.6.10 Medway was one of the first areas in the country to provide walking football. Sessions take place at both Medway Park and Strood Sports Centre. Although

these sessions are available to all over 60's, they are considered to be dementia friendly. A number of walking groups are available in Medway. These groups are run and promoted through libraries and the Council's Public Health Team. In common with the walking football sessions, these are not specifically aimed at people living with dementia, but are considered to be dementia friendly. Other physical activities that it was suggested to the Task Group could be provided for people with dementia included table tennis and badminton sessions.

- 6.6.11 A number of the people living with dementia indicated that they would value the provision of dementia friendly cycling. This would need to take place in a safe area away from traffic, but the people spoken to were keen that provision should be outdoors rather than on exercise bikes in a gym. The possibility of hosting dementia friendly cycling on the outdoor athletics track at Medway Park was discussed.
- 6.6.12 The Alzheimer's Society supports an initiative called 'Singing for the Brain'. This sees a volunteer visit care homes and other settings, with a music box, to encourage people to sing. The Alzheimer's Society advised that Medway Neurological Group was working with a professor from Canterbury Christ Church University to set up a singing group for people with Parkinson's disease and dementia.
- 6.6.13 One of the biggest challenges associated with the establishment of dementia friendly leisure activities is the initial set-up cost. In Crawley, it is anticipated that the dementia friendly activities established will gradually become self-sufficient. Crawley Borough Council has directly funded the establishment of a number of activities. These included Walking Football (£5,800), swimming (£10,000), men-shed (£5,000) and a Forget-Me-Not Club (£10,000), which is a networking session to provide support for the friends and family of people with dementia. Walking football had already become self-sufficient. It was considered that attendance at these activities had helped to prevent people needing to go into care, thereby saving money elsewhere. However, this evidence was anecdotal.
- 6.6.14 The Council's Partnership Commissioning Teams are considering the future of day services in order to consider how patients who wish to be more active and to participate in other activities can be provided with such activities and how this could be built into care pathways. One way of addressing this need is through the proposed establishment of an activity group as part of the Test for Change pilot in Rainham (see 6.13) It was suggested to the Task Group that consideration could be given to diverting funding currently provided to day centres to the provision of physical activities.

Recommendation 15

That the Sports, Leisure & Tourism teams:

- i) Review the dementia friendly recreational activity sessions on offer in Crawley and any lessons learnt, in light of the Task Group visit to see existing good practice and consider whether similar provision could be made in Medway.**
- ii) Work with Communications and Marketing, in consultation with the Alzheimer's Society, to enhance the dementia friendliness of signage at Medway leisure centres.**

6.7 Dementia Friendly Transport

- 6.7.1 A number of improvements had already been made in relation to transport provision in Medway. While these were not specifically aimed at people with dementia, it was thought that they would also help this group. These improvements had included conversions of existing pedestrian crossings to become Puffin Crossings. These are crossings with the lights permitting pedestrians to cross on the near side of the road, with the lights for the cars only returning to green when it is detected that there are no people still on the crossing. Improvements had also been made to a number of bus stops, including the installation of Real Time Information (RTI) screens at Waterfront Bus Station in Chatham.
- 6.7.2 It was envisaged that specifications for future signage would take into account the needs of those with dementia and it was proposed that the possibility of developing a transport companion scheme, within existing budgets, could be explored. Such a scheme could provide a buddy to accompany a person living with dementia (or person with another medical condition), who finds it difficult to use public transport on their own.
- 6.7.3 On its visit to Crawley, the Task Group saw the work that had been undertaken to make bus services dementia friendly and accessible for all. This included giving dementia awareness training to all bus drivers, which was in addition to the training required to obtain their licence. Newer buses featured light colour floors. Darker colours were not dementia friendly as they could be perceived as being a hole by people with dementia. Those in wheelchairs who were unable to board a bus due to a lack of space were provided with a free taxi guarantee. The work was improving accessibility for everyone, rather than specifically for people with dementia. A variety of feedback had informed this work.
- 6.7.4 In Crawley, people with dementia and anyone else with a health issue or disability that was likely to make their journey challenging could apply for a black and yellow coloured card. This card would enable the holder to relay a key message to the bus driver. For example, a person with dementia could use a card that stated, 'Please be patient if I'm confused.' Cards with one of 49 different messages were available. These cards contained no logos, allowing them to be used with various bus companies and in shops or wherever else the person may find them useful. The cards also contain the card holder's

emergency contact details so if someone living with dementia became confused and unsure of where they were going, the emergency contact could be called.

- 6.7.5 The Task Group was provided details of the actions undertaken by local bus operator, Arriva to make its provision in Medway more dementia friendly. Arriva had become a member of the Medway Dementia Action Alliance and was participating in a variety of activity around supporting bus passengers with dementia. Arriva considered that its membership of the Alliance had been important to enable engagement and facilitate awareness raising of dementia.
- 6.7.6 All Arriva supervisors were Dementia Friends, while two people at Arriva's head office were Dementia Champions. A team of in-service trainers would be able to provide sessions to new staff. Dementia Friends awareness sessions would be rolled out to all drivers over the next year.
- 6.7.7 All new bus drivers were required to go through a training process. From 2017, Arriva would be incorporating Dementia Friends awareness into this. Drivers would then be able to top up their knowledge via in-service training.
- 6.7.8 Journey Assistance cards had been developed, with Arriva having attended a dementia awareness event at a local hotel and distributed all 1000 of the cards printed in the initial run to local charities. More cards had since been printed.
- 6.7.9 People with dementia and carers spoken to by the Task Group lacked awareness in terms of what transport provision and passes were available for them. Some were aware of, or already made use of bus passes. Arriva accepted that the advertising of existing provision was something that could be improved, although the priority was to improve services and engage with stakeholders.
- 6.7.10 Some of the people living with dementia that Task Group members spoke to found using local buses to be a challenge. They said that text within timetables was too small and that the numbers were too close together. It was also suggested that simplified route maps and diagrams could be provided by bus operators. Arriva does already provide large print timetables on request¹ so it may be the case that availability of these is not being promoted effectively (see 6.7.9). It was also highlighted that it was often necessary to queue in order to see a customer service assistant at Medway bus station, which did not make the service particularly accessible. It was suggested that customer service assistants could be available outside near the bus stops. The contrast of colours used at the bus station and on buses was also suggested as being an area in which improvements could be considered.
- 6.7.11 Chatham Bus Station is already used as a safe haven. Further details of this can be found in the Safe Havens section of this report at 6.8.
- 6.7.12 The possibility was discussed by the Task Group of encouraging local taxi firms to provide their drivers and call handlers with Dementia Friends awareness sessions and to consider making some of the other changes that Arriva were implementing to make their services dementia friendly.

¹ www.arrivabus.co.uk/globalassets/documents/global-pages/travel-help/making-bus-travel-easier---september-2014.pdf, accessed 20 December 2016

- 6.7.13 The availability of dementia friendly transport could significantly limit the degree to which a dementia patient could get out and about and the activities that they could get involved in. Medway Dementia Action Alliance was planning to discuss the issue of patient transport suitable for persons with dementia with Medway Norse. The organisation already ran a community transport scheme for residents living in rural areas of Medway¹

Recommendation 16

That, within existing budgets, the Integrated Transport Team explores the possibility of developing a Transport Companion Scheme, which would include provision for people living with dementia.

Recommendation 17

That the Integrated Transport Team writes to Arriva to:

- i) Express support for the improvements made to make local bus services more dementia friendly to date and for Arriva's future proposals.**
- ii) Request that consideration is given to promoting existing provision for people living with dementia more widely and to making customer service staff available at the bus stops within Chatham Bus Station.**

Recommendation 18

That the Chief Legal Officer writes to local licensed taxi and private hire companies to:

- i) Raise awareness of the ambition of Medway to achieve national recognition as a Dementia Friendly Community and encourage the companies to raise awareness of dementia amongst drivers and call handlers.**
- ii) Request that they ensure that their staff are dementia aware, such as by attending a Dementia Friends awareness session or completion of on-line training.**

6.8 Safe Havens

- 6.8.1 Safe Havens are places where people with dementia or other related conditions can go temporarily if they are confused in public. They are then looked after and kept safe until an appropriate person can be contacted.

- 6.8.2 Task Group Members visited Crawley Bus Station, which was used as a Safe Haven. In addition to confused people arriving at the bus station themselves or having been brought there by a member of the public, bus drivers could also bring passengers there if the passenger became confused or unsure of where they were trying to get to.

- 6.8.3 Work was being undertaken between Medway Council and Medway Commercial Group (MCG) to establish Medway libraries and Community Hubs as Safe

¹www.medwaynorse.co.uk/news_medway_norse_operated_community_transport_scheme_commences.php, accessed 20 December 2016

Havens. In addition to the other benefits of Safe Havens, the joint working would mean that the library would be able to identify anyone who is registered with telecare services, which in Medway are provided by MCG.

- 6.8.4 The Council had previously operated a night bus in Rochester, but this had been very expensive to run. The aim was now to establish an SOS type bus in Rochester, which would provide street triage to those in crisis, whether due to dementia or another mental health issue. The bus would be supported by street pastors. The bus would also be used during the daytime to maximise use of resources. It was anticipated that some funding would be provided by the Kent Police and Crime Commissioner.
- 6.8.5 It was envisaged that the Safe Havens work could be an addition to, rather than a duplication of existing provision. In relation to people with dementia, the establishment of Safe Havens in shops and cafes was likely to represent the most successful approach, but the work was at an early stage and the engagement process had not yet been developed. Research would be needed to identify which sort of shops should be targeted.
- 6.8.6 Chatham Bus Station was already used as a Safe Haven and the largest bus operator in Medway, Arriva, has stated that they would be open to the possibility of, if considered appropriate, relocating the Safe Haven or creating additional Safe Havens in partnership with other organisations. Arriva felt that there was a need for improved co-ordination to bring relevant stakeholders together.

Recommendation 19

That Cabinet:

- i. Recognises and promotes the importance of 'Safe Havens' for people living with dementia and supports the work being undertaken through the Community Safety Partnership to increase the number of Safe Havens, including the linkage being made with the Telecare database. This link is in order to facilitate timely contact being made with relatives of individuals presenting to a Safe Haven who are registered with the scheme.**
- ii. Requests that the Head of Safer Communities and Greenspaces ensures that the Medway Dementia Action Alliance is provided with regular updates on the Safe Havens work to ensure that awareness of the scheme and the opportunity to participate is maximised amongst organisations who are members of the Alliance.**

6.9 Libraries

- 6.9.1 It is clear to the Task Group that the Medway Library Service and other organisations are to be commended for a number of services that they offer that benefit people living with dementia. Some of these are specifically aimed at those with dementia, while other initiatives offer benefits to wider sections of the community but are also likely to be beneficial to dementia patients. The work already taking place is outlined in 6.9.2 to 6.9.9, while possible future areas of

work are explained in paragraphs 6.9.12 to 6.9.13. Activity in relation to dementia friendly libraries that Task Group Members saw on their visit to Crawley is highlighted in 6.9.10 and 6.9.11.

Current Dementia Provision in Medway Libraries

- 6.9.2 Work was being undertaken to make library staff dementia aware. Up to 40 staff had attended a Dementia Friends awareness session by November 2016 from a total of around 150 staff. Some staff had been trained as Dementia Champions, which would enable them to deliver the Dementia Friends awareness sessions to their colleagues.
- 6.9.3 The Home Library service delivers a library service to housebound persons, including to those living with dementia. Around 200 housebound people were currently provided the service on a fortnightly or monthly basis. Volunteers engaged with service users, through for example, stopping for a drink and a chat, which helped to link them to the outside world. A Red Box Scheme makes deliveries to residential homes and sheltered housing.
- 6.9.4 Community mobile libraries deliver books to locations that did not have a static library, although this provision was not specifically dementia friendly at present.
- 6.9.5 A range of 'pictures to share' are provided by libraries. These are specially published books, with the target audience for these including people with dementia. Reminiscence boxes contain objects that can be used as memory prompts, which are ideal for use by older people, particularly people with dementia who tend to better remember events that happened a long time ago compared to things that have happened more recently. Medway does not currently provide reminiscence boxes itself, but it does have a partnership with Kent County Council to enable it to provide this resource to Medway residents.
- 6.9.6 The Reading Well Books on Prescription for Dementia service provides help and support for people with dementia and their carers or to anyone else who wishes to find out more about dementia or is worried about symptoms. 25 titles are available, with Medway libraries participating in this national initiative. Another national scheme, 'Reading Well: Mood Boosting Books' involved the promotion of reader recommended uplifting titles, including novels, poetry and non-fiction.
- 6.9.7 Other dementia specific or dementia friendly services available in Medway libraries include the following:
- Quick Reads – books written by well known authors with fewer pages which are, therefore, easier for someone with a shorter concentration level to read.
 - Audio Books – both physical and electronic, these are suitable for early stage dementia.
 - Staying Connected Information and support booklet – this details services and activities available in Medway.
 - Postal Loan Service for audio books – this is suitable for people who are visually impaired and in the early stages of dementia.
 - 'Dementia Diaries'- Provided free to families to help them to understand the behaviour of family members who are developing dementia.

How far has Medway gone in developing a Dementia Friendly Community?

- Periodic provision of reminiscence sessions in Libraries – examples include an afternoon tea hosted in honour of the Queen's 90th birthday, which was attended by over 35 people.
- Colour In and Chill Out sessions – these are provided in some libraries for adults to relax and socialise while colouring.

6.9.8 In addition to services provided in libraries, the Medway Adult Education service provides a range of relaxation type classes which can to an extent be tailored to the needs of people with dementia and their carers.

6.9.9 The Library Service considered that it has a positive relationship with Medway Dementia Action Alliance, as one of the two Council services that were currently members of the Alliance. Membership of the Alliance had provided a greater insight and sensitivity in relation to the issues associated with dementia.

Dementia provision in Crawley and West Sussex Libraries

6.9.10 The Task Group visited Crawley Library as part of investigative work to find out about dementia provision there. This included the issue of a 'Memory Management Library Card' to people with dementia to ensure that the holder did not receive fines for overdue items borrowed. The card also enabled audio books to be borrowed for free. Family and friends could obtain a card to enable them to renew items on behalf of a person who had memory difficulties.

6.9.11 A series of picture books were available in Crawley Library that specifically targeted people with dementia. A variety of board games and other activities were available that were designed to stimulate and entertain, including a reminiscence collection. An application for National Lottery funding had been submitted to enable this collection to be expanded. If successful, this would allow the collection to be taken into care homes. Dementia awareness days and drop in sessions were held at libraries in partnership with the Alzheimer's Society, while 'Living Well with Dementia' activities were hosted at libraries across West Sussex. These included relaxation activities, such as nail painting and hand massages.

Future Plans for Medway Libraries

6.9.12 An Innovation in Dementia Access Audit had been completed in respect of each Community Hub and Library, Kingsley House in Gillingham and Rainham Contact Point. Key improvement opportunities had been identified. These included the need to improve some external directional signage and internal lighting. Some locations also required the provision of more chairs with arms. It was anticipated that the cost of these improvements would be prioritised in the context of current spending plans and future budget allocations.

6.9.13 Adult Education is due to run a dementia focused programme during 2017. This will include taster sessions to trial how new services are received, with a view to finalising a 2017/18 programme. This work will particularly look to support people in the early stages of dementia and carers. It was anticipated that activities provided could include courses being developed through the Community Learning Mental Health Project, ICT for complete beginners, which would be

linked to the existing Family History project within libraries and Tai Chi, yoga and other similar relaxation classes.

Recommendation 20

That Cabinet:

- i. Agrees that the work undertaken to date and the 2017/18 plans to make Community Hubs and Library Services and Adult Education in Medway dementia friendly should remain a priority for the service.**
- ii. Requests that Community Hubs and Library Services investigate the introduction of a library card aimed at people with dementia and carers and that the abolition of fines is considered for people living with dementia / holders of the new card.**

6.10 Planning and Housing

6.10.1 The Local Government Association guidance for local authorities to Dementia Friendly Communities related to people with dementia being able to find their way around and being safe. This included how people with dementia get around and how this could be improved. A variety of Council services had a role to play in this work, including highways, road safety, traffic management, highway design and place making.

6.10.2 New developments were already required to consider how they can ensure that their design is dementia friendly. A working group has been established and a local Medway Code of Practice is due to be developed as the Council considers that the national guidance is not specific enough in order to provide adequate guidance to developers. Designers and engineers will then be able to fully consider dementia friendliness and will also be able to factor this in when safety audits are undertaken of new and existing developments. This work links into the new Local Plan, one of the strategic ambitions of which was that Medway should become dementia friendly.

6.10.3 It was envisaged that in the future it would be possible to identify lessons learned from experience of designing buildings locally. However, dementia friendly design is still at a too early stage in Medway for this to yet be possible. Examples of best practice from other areas will be utilised in the meantime.

6.10.4 There is a potential conflict between providing appropriate signage for the benefit of people living with dementia and the wider aim of decluttering streets. Equally, it is recognised that too much signage can also be confusing for people living with dementia. This is a concern that had been expressed by highways engineers. Where conflicts are identified, the safest overall outcome should take precedence.

6.10.5 Medway Council's housing service works with housing associations but does not have much direct contact with residents. The Housing Strategy Manager sits on a Housing Help Panel which looks at the holistic challenges facing families, although this would not specifically consider dementia related issues.

- 6.10.6 In the event that a customer was having difficulty paying rent for their accommodation, the Welfare Reform team would engage with the customer. Housing Officers would assess whether a person needed additional support and could make a referral to Adult Social Care. Referrals could also be made to the Housing Commission Floating Support team for assistance with issues such as budgeting and living independently, although this was not a specialist service for people with dementia. It is acknowledged that Housing officers would not know that someone had been diagnosed with dementia unless they had been informed by the client.
- 6.10.7 There were now three Extra Care Housing schemes available in Medway, one in Gillingham, one in Rochester and one in Hoo. Each scheme contained around 60 apartments and was part of a wider housing development. The Council was not funding the development of these schemes. The level of support provided could be gradually increased over time. Extra Care Housing enabled residents to live semi-independently with there being care available on site to support the individual needs of residents. Relatively few of the residents were living with dementia but the care package could be tailored according to individual needs. Housing associations were responsible for providing the developments with Adult Social Care providing care on site. The developments effectively functioned as self-contained villages. A further two sites were being developed on St Mary's Island and at Horsted Park, Chatham.
- 6.10.8 The development of Extra Care Housing is part of a general shift towards providing care closer to home rather than in secondary or acute care. The need for more Extra Care and other similar provision to be developed is widely recognised.
- 6.10.9 In relation to the adaptation of existing housing to make it dementia friendly, Disabled Facilities Grants were available to residents to fund adaptations for a wide range of facilities, such as stair lifts or a wet room. The Disabled Facilities Grant was promoted by Adult Social Care. However, funding from central Government was limited and there was currently a two and half year wait for successful applicants of the grant. Charities did support some people to meet the costs but this is generally restricted to certain groups of people e.g. ex-military.
- 6.10.10 An Occupational Therapist was based in housing and could match clients to potentially suitable properties that had already had appropriate alterations made.

Recommendation 21

That Cabinet agrees that:

- I. The work being undertaken to help ensure that new developments in Medway are dementia friendly, including the development of a Medway Code of Practice, should be progressed as part of the Local Plan Workstream.**
- II. The importance of Extra Care Housing provision being developed in Medway, including its use as accommodation for people living with dementia, should be highlighted to housing providers by Strategic Housing, on an ongoing basis.**

Post Diagnostic Support – Summary of Evidence

6.11 Post Diagnostic Support

- 6.11.1 The Task Group was presented with an overview of the current post diagnostic support provision in Medway after a person is diagnosed with dementia. This is outlined in this section.
- 6.11.2 Currently, the majority of patients with memory problems are screened by GPs and referred to the Kent and Medway NHS and Social Care Partnership Trust's (KMPT) Community Older Adult Mental Health Team for further assessment. This is based at Elizabeth House in Rainham.
- 6.11.3 The use of MRI scans is an important factor in enabling an accurate diagnosis to be made in a timely manner. There have been delays in Medway in providing a scan to those suspected of having dementia. Patients could, as a result, wait up to four months to receive a diagnosis. Delays have been exacerbated by a faulty MRI scanner, with a working group having been established to work towards reducing the wait for a diagnosis and generally improving the patient experience. Current NHS England guidance recommended that patients should receive a diagnosis within six weeks of first referral. Possible options to address this included obtaining an additional MRI scanner, in addition to the two currently available at Medway Maritime Hospital and investigating the possibility of scans taking place at other acute hospitals in Kent.
- 6.11.4 People who are new to social care go through an enablement programme, regardless of whether they have dementia. The enablement process works to support the person being assessed to enable them to remain as independent as possible. This would include confidence building and use of assistive technology as well as simple prompts to assist cognitive function.
- 6.11.5 During enablement, occupational therapists work intensively with those living with dementia for up to six weeks in order to identify the appropriate level of support. However, newly diagnosed patients are not generally entitled to social care provision unless they are already in the more advanced stages of dementia. The enablement programme involves observation of patient ability. It utilises strengths to enable people to be able to do things that they struggle with, with the focus being on what people can do rather than on what they cannot. Enablement in the early stages of dementia offers the opportunity to work with existing skills and to determine functional ability to carry out all activities of daily living. Many individuals are able to maintain independence in most tasks but may require preventative methods and strategies to assist them. This may include confidence building, education, use of equipment and assistive technologies (See section 6.12) as well as simple prompts to affectively stimulate cognitive function.
- 6.11.6 The Alzheimer's Society works with KMPT to support its Memory Clinic service. This assesses persons thought to have dementia and signposts newly diagnosed patients to relevant services. This had helped to improve post diagnostic care. Officers advising the Task Group considered that the service had improved in terms of the support provided over the last two years. However, there were still significant gaps in post-diagnostic support as a whole. A person

living with dementia may be provided an initial six week course to assist them in coming to terms with the diagnosis and to help identify how they could live well with dementia. However, there was not always any support available at the end of this period as signposting to the services that are available was not necessarily as good as it could be.

- 6.11.7 Post diagnostic counselling and structured support sessions for people with a recent diagnosis and their carers are provided at Elizabeth House (KMPT Memory Service). This service includes two Admiral Nurses, who are registered nurses that give expert practical, clinical and emotional support to families living with dementia to help them cope.
- 6.11.8 The Medway Community Healthcare Service provides dementia support to people with dementia and their families across Medway. This helps to avert crises and reduce admissions to hospital. An Admiral Nurse is part of this team. Including the two Admiral Nurses at Elizabeth House, there were a total of three in Medway, which was noted to be better provision than in most areas. Carer's First also provide a wide range of support services for carers.
- 6.11.9 People living with dementia and their carers spoken to at the Rainham Dementia Café considered the level of post-diagnostic support available to be poor overall. The work undertaken by Admiral Nurses at Elizabeth House in Rainham, where assessment of people thought to have dementia were undertaken, was mentioned as being positive. However, it was felt that some GPs lacked knowledge about dementia and that there was not sufficient follow up after a person was first diagnosed. It is proposed that work gets under way to support GP practices to become 'dementia friendly'. This would start first in Rainham as part of the 'Test for Change' pilot with consideration then being given to all universal services to which a practice provides access, including counselling, and information provision.
- 6.11.10 Some of those present at the Dementia Café in Rainham also expressed their frustration at the difficulty carers could face in accessing support and the lack of flexible respite provision. The national Dementia Action Alliance has an initiative 'Carers Call to Action', which has established a shared vision of what the experiences of carers of people living with dementia should look like. The Medway Dementia Strategy supported and endorsed the Carers Call to Action and anticipated that the establishment of a local Dementia Action Alliance, since established in January 2015, would promote the actions required to ensure that these aims are achieved. In addition, the draft document, Improving the Carers Offer will ensure that the recommissioning of carers support services and the development of the local market will offer personalised and preventative services in local communities. This will deliver on the action in the Getting Better Together Delivery Plan and will deliver a fit for purpose Carers Offer that support carers and the adults they support to be as independent of statutory services as possible.
- 6.11.11 The Council's Adult Social Care Team is working closely with the Alzheimer's Society, Carer's First and Kent and Medway NHS and Social Care Partnership Trust (KMPT) to ensure that a good patient pathway is created post diagnosis. The aim was for the pathway to include the provision of better information and

advice, a single point of contact and better support for patients to participate in the local community.

- 6.11.12 Historically, pathways of care post-diagnosis have been quite fragmented and it has been largely down to luck and how well connected an individual family is as to what services an individual finds out about and is able to access. Work is being undertaken to look at how people are supported through the post-diagnostic pathway, with KMPT having produced a directory of services which is given to patients and carers upon diagnosis and which is available at GP practices.
- 6.11.13 A Needs Analysis was undertaken in 2015, which has informed the Council's strategy on dementia. This identified a number of strategic shifts that were considered necessary in order to improve the provision of post-diagnostic support in Medway. The work being undertaken will include significant transformation in how Adult Social Care is commissioned.

STRATEGIC SHIFTS REQUIRED

Where we are NOW	Where we need to be
Despite many strengths and highly committed staff, current health and care system is fragmented and confusing	Fully integrated, seamless health and social care pathways, straightforward to navigate; easy to access, personally tailored information and advice
Social care commissioning based on traditional menu of service categories / types	Engaging with market (working with Dementia Action Alliance) to stimulate diverse / innovative approaches to providing flexible support
Persistent cultural sense in some quarters that there is no benefit for patient in a diagnosis (though this is fading)	Focus on supporting people with live well with dementia, where possible, and on helping people to come to terms with and plan for the future
Post diagnostic support pathways largely based in secondary care	Emphasis on community based support with complementary clinical / non clinical support provided through a multi disciplinary pathway
Main option for those unable to remain in own home is move to care home	Extra care housing options, with option for couples to stay together independently and with privacy
Care driven by systems and service needs and priorities	Care and support designed around needs of people with dementia and their families

Above: Strategic Shifts required to improve post-diagnostic support in Medway

- 6.11.14 The Task Group was informed that there were four key workstreams in relation to diagnosis and post-diagnostic support, with a separate working group looking at each of the areas. The four workstreams are Assessment / Diagnosis, Post Diagnostic Support, Crisis Pathways and Support for Care Homes Assessment. It was considered that there was now a much clearer programme of work than previously. The Crisis Pathway work is looking to develop an all hours crisis pathway for people with dementia in Medway. This would focus on earlier intervention to prevent crises and more effective joined up response when a crisis does occur. It was anticipated that improving post-diagnostic support would

ease pressure on the crisis pathway. The overall aim is to ensure that care pathways are seamless, local, person centred and integrated.

- 6.11.15 There are currently a lack of placements available for people in the latter stages of dementia, with a need having been identified for Adult Social Care to work with Partnership Commissioning in order to source appropriate provision. This would help to ensure that people did not enter residential care unnecessarily. The lack of respite care for carers of people with dementia was also highlighted to the Task Group as being of concern.
- 6.11.16 It was often the case that people living with dementia or their families would only approach the Council for support when their circumstances reached crisis point. Increasing the focus on preventative work and ensuring that appropriate information is provided as early as possible could help to ease difficulties faced and ultimately enable resources to be utilised more effectively. This is because better support at an earlier stage could lead to the need for more acute provision being delayed. The provision of good quality information at the right time would require effective partnership working between the Council and other organisations.
- 6.11.17 There are currently three clinically led teams that offer support and advice to care homes. However, it was suggested to the Task Group by Alzheimer's Society representatives that this support was not as extensive or as joined up as it could be. It was also suggested that the better care homes in Medway could be supported to share good practice with others. The importance of ensuring that care homes were dementia friendly was also highlighted. Co-ordinated support was required to ensure that residents with dementia receive the best care possible. Work also needed to ensure that people already living in care homes received a correct and timely diagnosis.
- 6.11.18 It was confirmed by Adult Social Care that work was taking place with care homes and that this involved meeting care home representatives on a monthly basis. The aim was to deliver dementia awareness sessions for all care home staff and to have a dementia champion in each care home. Work was also taking place with care homes using a tool, which would enable the home to screen patients for memory problems. Where a concern was identified, a GP would then be able to visit the home to undertake an assessment. The Council's Partnership Commissioning teams are responsible for commissioning accommodation, with there being an expectation within contracts that adequate training would be provided to care home staff.
- 6.11.19 Young onset dementia, which is where the patient is aged under 65 at the onset of dementia, is also considered to be a particular challenge as services tend to be targeted at older persons, due to the vast majority of newly diagnosed patients being in this older age bracket. However, there have been significant increases in the number of younger people being diagnosed. This was due to increased awareness of dementia and an increase in the overall rates of diagnosis. The provision of activities for younger people with dementia was supported by people that the Task Group spoke to at Rainham Dementia Café. Many of the younger people living with dementia, in addition to some of the older people, did not want to attend traditional activities, such as day centres.

- 6.11.20 There is currently no specialist provision for younger people with dementia in Medway. This is in contrast to Crawley, which members of the Task Group visited as part of this review, where specialist sessions are held at Crawley Leisure Centre for under 65's.
- 6.11.21 One element of the 'Test for Change' pilot in Rainham (see 6.13) is the establishment of an activity group targeted at younger people with dementia. Subject to this project going ahead as planned, there will then be some specialist provision for younger people with dementia. The possible provision of leisure activities set out in 6.6 and recommendation 15 could also help to address this need.

Recommendation 22

That the Partnership Commissioning Teams should work with Medway NHS Clinical Commissioning Group and Medway NHS Foundation Trust to seek to reduce waiting times for scans.

Recommendation 23

That Cabinet recognises the importance of keeping progress in achieving the key deliverables of the Medway Dementia Strategy under review, including provision for people in the later stages of dementia.

6.12 Telecare Provision

- 6.12.1 The Council and health partners are committed to delivering a local digital roadmap as a key part of the Kent and Medway Health and Social Care Sustainability and Transformation Plan (STP) for the future delivery of health and care in Medway. From the Council's perspective, this is consistent with the vision in the Council Plan to 'use the best digital innovation to meet people's needs.' The Council's transformation programme recognises the centrality of digital technology in improving outcomes for residents and reducing costs.
- 6.12.2 Telecare and telehealth, both types of technology enhanced care, are important examples of using technology as a core part of service delivery to maintain independence and wellbeing. The term "telecare" is used to cover a multitude of aspects of electronic care support, ranging from call buttons or pendants through to radio-frequency enabled movement monitors and pressure pads within a person's home, GPS enabled "tags" which capture if a person falls inside or away from their home. These are all monitored through a 24/7 call centre, such as that operated by Medway Commercial Group (MCG).
- 6.12.3 There are also "Telehealth" electronic packages which enhance the basic equipment to provide a remote capacity to capture real-time data about basic health functions, such as blood pressure, oxygen saturation (Sats), breathing, temperature etc. All of these would be linked to either a GP practice or to a community care provider for monitoring purposes.¹

¹ [Technology Enabled Care Services](#), Report to Health and Adult Social Care Overview and Scrutiny Committee

- 6.12.4 Standard assistive technology has to be adapted for people living with dementia. The box provided would be equipped with environmental sensors e.g. a fall detector with no need for the patient to do anything.
- 6.12.5 Exit and entry sensors can be installed within a dwelling to enable families to know that someone is safely at home. Sensors can be enabled to communicate with each other. An example of this would be a bed sensor communicating with a motion sensor within a toilet. If the person got out of bed during the night but then did not use the toilet this could trigger an alert, which would enable MCG, who provide telecare services in Medway on behalf of Medway Council, to communicate directly with the service user to check that they were ok.
- 6.12.6 Where a patient is due to be discharged from hospital and there is uncertainty with regards to whether they are fit to be discharged to their own home, an assessment system can be installed for a two to three week period. This system will provide data which enables an assessment to be made of whether the person can manage on their own.
- 6.12.7 One of the products available is a GPS sensor, which can be provided in the form of a watch or key fob. This could help a person with dementia to maintain independence. The device can be monitored remotely by family members. A 'safe zone' can be set to trigger an alert if the person goes outside a specific area. The data is also fed back to MCG. It costs around £6,000 each time a Police helicopter is used to locate a person. Therefore, the use of GPS technology to locate people with dementia can significantly reduce this expenditure.
- 6.12.8 MCG undertakes engagement with patients and their families, including those with dementia, at Medway Hospital. This is to discuss how assistive technology can help in the home.
- 6.12.9 People in the early or middle stages of dementia without other care needs are generally not eligible for the cost of telecare provision to be paid for them. Currently, around 50% of service users were self funding, with the remaining 50% funded by the Council's Adult Social Care provision. The services available and costs are as follows:
- Installation charge - £40.50 one off charge including assessment
 - GPS system - £29.99 a month
 - Box control - £19.43 a month
 - Smart smoke detector – 79p a week
 - Falls detector – 89p a week
- 6.12.10 MCG is looking to work more closely with GPs and with practice managers. It was suggested to the Task Group that material to promote telecare services could be provided to GP surgeries.

6.13 Rainham 'Test for Change' Project

- 6.13.1 A 'Test for Change' pilot is due to take place in Rainham. This will pilot a new integrated community based model for dementia care, which could then be rolled

out to other parts of Medway. This would be considered further in Summer 2017. The project is part of an evolving plan to improve post diagnostic services in Medway, with the aim being to roll out further 'Tests for Change' across Medway, focused around three Integrated Care Hubs. It was anticipated that, appropriate funding and resources permitting, there would be significant service redesign across Medway by April 2019.

- 6.13.2 The project will be based in Rainham at the Healthy Living Centre. Rainham had been chosen due to a relatively high number of older people living there compared to elsewhere in Medway. The Medway Clinical Lead for Dementia is a GP at the practice and the Health Centre is also close to Elizabeth House, while the existing Dementia Café in Rainham is the largest in Medway.
- 6.13.3 The work will be led by a multi disciplinary working group representing all the key providers of dementia care and support in Medway. These include the Council, KMPT, Medway Community Healthcare, Age UK, Carers First, the Alzheimer's Society and Medway Commercial Group.
- 6.13.4 It was anticipated that the project would commence in early 2017 and that all the individual elements of it would be fully operational by 2020. This relatively long timescale reflected the complexity and significant use of resources that it presented. Patient engagement was seen as being critically important and would be built in from the start of the work.
- 6.13.5 Test for Change would be part of a multi-disciplinary approach to the delivery of assessment, diagnosis and post diagnostic support services. This would include a stronger role for and links with primary care and with community services and the voluntary sector. It was anticipated that taking a preventative approach would reduce pressure on crisis and acute services.
- 6.13.6 It is envisioned that Test for Change would include the following:
- 'Drop in Service' – this would be provided monthly at Rainham Dementia Café and would enable one stop access to a wide range of support / information providers.
 - Dementia Support Worker – the worker would be based in Rainham and would provide access to person-centred information, advice and guidance and continuity of service provision rather than individuals being passed from one person to another.
 - Development of a new Activity Group – this would be aimed at more active people living with dementia, particularly those with young onset dementia (diagnosed aged under 65) and others seeking an alternative to attending a day centre.
 - Establishment of a new Engagement Group – a group for people with dementia and their carers with the aim being to get feedback that would influence further development of post-diagnostic support provision.
- 6.13.7 It was considered that the proposals had a natural fit with the development of Sustainability and Transformation Plans (STPs) for health and social care. A key focus of STP was the provision of services as close to home as possible. Test for Change would do just that and given the focus of the STP on primary care, the project was considered to be complimentary to it.

6.13.8 At this point, funding for Test for Change and for the existing Dementia Café and Peer Support Group provision remains unresolved. Commissioners of these services are looking to redirect and reshape pathways within the existing financial resources by finding savings and efficiencies elsewhere and external funding opportunities to enable investment in this area.

Recommendation 24

That Cabinet requests that:

- i) In recognition of the potential impact of the ‘Test for Change’ pilot in Rainham, the Partnership Commissioning Teams should work to identify efficiencies and funding opportunities to enable the project to commence as soon as possible.**
- ii) The initial impact of ‘Test for Change’ is identified, as soon as is practical and that consideration is given to how this learning could be applied to other areas. This could enable other areas within Medway to benefit before completion of the initial project.**

6.14 Dementia Cafes and Peer Support Groups

6.14.1 Dementia Cafes provide an opportunity for people living with dementia and their carers to socialise in a relaxed, non-judgemental environment. The sessions enable café users to obtain information and to engage with other people facing similar challenges. The Cafes, which are most commonly run by the Alzheimer’s Society, aim to improve wellbeing and reduce social isolation for both the person with dementia and their carer.¹ There are currently three Alzheimer’s Society supported Dementia Cafes in Medway, located in Chatham, Rainham and Hoo, while some other local groups have also established their own dementia cafes or have provided dementia friendly activities, such as dementia friendly church services.

6.14.2 The Alzheimer’s Society also runs four support groups. Two of these are for carers of people living with dementia, while two Peer Support Groups cater for people who have dementia themselves. These meetings are facilitated sessions that provide the opportunity for people with dementia and carers to separately meet with others to better understand what they were going through.

6.14.3 Approximately 120 people per month were supported by either dementia cafes, peer or carers support groups as of December 2016. The demand for these groups was growing, with it having increased from approximately 90 people in February 2016. More recent data has suggested that this number is still rising month on month – for example, 48 people attended the Rainham Dementia Café on one day in November 2016. 16 People are supported locally at any one time by Dementia Support Workers, which are funded by the Alzheimer’s Society.

6.14.4 There is currently a waiting list of 12 people to join a peer support group (December 2016). This would be enough people to fill a new group. Currently,

¹ Alzheimer’s Society website – accessed 14 December 2016

people wishing to join the group must wait until dementia symptoms affect current group members to the extent that they are no longer able to benefit from attending and need to be directed towards other types of support.¹

- 6.14.5 Some of the people living with dementia and their carers said that it had been difficult to find out about the provision of dementia cafes and peer support groups. Even where information was provided, there was not necessarily any follow up. One case was highlighted where Medway Council had provided information about local peer support groups but there had not been any follow up to confirm whether the person in question was actually attending the group. It was also suggested that there needed to be pro-active follow up if people did not arrive at events they were expected at.
- 6.14.6 The Council's Partnership Commissioning Team has submitted a bid to the Communities Fund to secure resources for a dementia support worker and to support the ongoing provision of Dementia Cafes and Carer/Peer Support groups. These are currently provided by the Alzheimer's Society, but further work may be required to ensure that these services can continue in their current form, should the bid to the Communities fund not be successful.
- 6.14.7 There is currently little alternate provision available for people once their symptoms have progressed to the point where they are no longer able to benefit from attending the Peer Support Group. This lack of subsequent provision and the waiting list were both issues of concern that were mentioned by people living with dementia who met with members of the Task Group at the Rainham Dementia Café.

Recommendation 25

That Cabinet recognises the importance of Dementia Cafes and Peer Support Groups and requests that the Partnership Commissioning Teams work with the Alzheimer's Society and other organisations, as appropriate, in order to consider how existing provision can be sustained, in the event the Communities Fund bid is not successful and to look at opportunities for future expansion, including provision as part of 'Test for Change' in Rainham.

¹ Dementia Post Diagnostic Support Proposal Presented to Medway Joint Commissioning Management Group, 14 December 2016

7. CONCLUSIONS AND RECOMMENDATIONS

Conclusions Summary

- 7.1. Based upon the evidence presented to the Task Group, the table below provides a brief summary of what has been achieved against each of the Foundation Criteria, which must be met for Medway to be recognised as a Dementia Friendly Community:

Alzheimer's Society Dementia Friendly Community Criteria	Summary of Current Position
Make sure you have the right local structure in place to maintain a sustainable dementia friendly community.	The Medway Dementia Action Alliance was established in January 2015. Through partnership working with the Council, the local business community and other partners, it is anticipated that this could be the vehicle to help Medway to become a sustainable Dementia Friendly Community.
Identify a person or people to take responsibility for driving forward the work to support your community to become dementia friendly and ensure that individuals, organisations and businesses are meeting their stated commitments.	<p>Medway Dementia Action Alliance is now well placed to lead in driving this forward. The Task Group has highlighted that ideally, a mechanism should be found for continuation of the support provided by the Co-ordinator now that the funding from the Council and the CCG for that post has expired.</p> <p>The Task Group is also proposing the appointment of a Medway Dementia Ambassador to promote dementia provision, including representing the Council at civic functions and to champion the cause of the local community becoming dementia friendly.</p>
Have a plan to raise awareness about dementia in key organisations and businesses within the community that support people with dementia.	The Medway Dementia Action Alliance, which was established in January 2015, has undertaken engagement with a wide range of groups, leading to Medway DAA having a membership of 35. Membership of the Alliance is still expanding, with a wide range of local organisations and businesses being represented. The work being undertaken to establish additional Safe Havens in Medway could also help to raise awareness amongst the local business community. The work of this Task Group will also serve to raise awareness across the Council and its partners.

How far has Medway gone in becoming a Dementia Friendly Community?

Alzheimer's Society Dementia Friendly Community Criteria	Summary of Current Position
<p>Develop a strong voice for people with dementia living in your communities. This will give your plan credibility and will make sure it focuses on areas people with dementia feel are most important.</p>	<p>The existing provision of Dementia Cafes and Peer and Carer Support groups provides access to a range of views from people living with dementia and carers. The evidence gathered by the Task Group suggests that engagement by Medway Council, with people living with dementia and their families could be strengthened, in particular in relation to the design and commissioning of services.</p>
<p>Raise the profile of your work to increase reach and awareness to different groups in the community.</p>	<p>The Medway Dementia Action Alliance has worked to encourage local communities in Medway and the surrounding area to become dementia friendly. This work includes increasing awareness of dementia and how communities can work together to reduce stigma and allow people living with dementia to contribute as fully as possible to community life.</p> <p>It has been identified that more work could be done to raise awareness of dementia amongst some BME communities. Medway Dementia Action Alliance has attended the Medway BME Forum meeting and it is hoped that the Forum will become a member of the Alliance. Work may be required with other hard to reach groups</p>
<p>Focus your plans on a number of key areas that have been identified locally.</p> <p>Focus areas - Arts, Culture, Leisure and Recreation; Businesses and Shops; Children, Young People and Students; Community, Voluntary, Faith Groups and Organizations; Fire and Police; Health and Social Care; Housing and; Transport.</p>	<p>The Alzheimer's Society considers that a reasonable level of progress has already been made in all the focus areas. Good progress only needs to have been made in four areas in order for an area to be recognised as being a Dementia Friendly Community. In particular, this review has identified much work already undertaken in relation to businesses and shops, leisure and transport as well as health and social care, which is also covered by the Dementia Strategy. It is anticipated that the implementation of the recommendations contained within this report will also have a positive impact on a number of the focus areas.</p>
<p>Have in place a plan or system to update the progress of your</p>	<p>This would need to be considered further ahead of an application being submitted. An update report on the progress made in relation to</p>

How far has Medway gone in becoming a Dementia Friendly Community?

Alzheimer's Society Dementia Friendly Community Criteria	Summary of Current Position
community after six months and one year.	recommendations contained within this review will be presented to the Medway Health and Adult Social Care Overview and Scrutiny Committee and to the Regeneration, Environment and Culture Committee approximately six months after the recommendations are considered and agreed by the Council's Cabinet.

- 7.2. The Alzheimer's Society advised during this review that it considered that there was already sufficient evidence that the Foundation Criteria for Medway to be recognised as a Dementia Friendly community had been met. This, the evidence above and contained elsewhere in this report, suggests that Medway Dementia Action Alliance might be close to being ready to submit an application for recognition as a Dementia Friendly Community.
- 7.3. The Task Group is pleased that Halling, a village in Medway, has already been recognised as a Dementia Friendly Community. The work to achieve this was co-ordinated by a local business owner.
- 7.4. While the application for Medway to be officially recognised as a Dementia Friendly Community is important, it is recognised that improving the lives of people living with dementia is a bigger task that does not stop with Medway being awarded Dementia Friendly Community status. Regardless of whether the application is successful, there will always be more than can be done, especially given the increasing prevalence of dementia as the age profile of Medway's population gets increasingly older.
- 7.5. The Medway Dementia Strategy focuses on the holistic provision of health and social care for people living with dementia and sets out a clear direction of travel for change for dementia care and support services. It also forms a basis upon which commissioning decisions can be made, providing a set of guiding principles that pull together national initiatives, local needs and aspirations and best practice in supporting people living with dementia.¹
- 7.6. The work of this Task Group has aimed to compliment the Medway Dementia Strategy by having a particular focus on how Medway Council and its partners can lead by example to help make Medway a dementia friendly community. This included services that the Council directly controls and those, which while not directly under the control of the Council, it could influence through partnership working.
- 7.7. The recommendations put forward by the Task Group recognise that financial resources are constrained. Given that the Council already has an agreed

¹ Living Well with Dementia in Medway – Medway Dementia Strategy, Medway Council and Medway NHS Clinical Commissioning Group, 2014

Dementia Strategy that will help to strengthen provision in relation to dementia, particularly in the areas of post-diagnostic support, Adult Social Care and in the commissioning of services, the Task Group has put forward proposals that it is envisaged can be delivered within existing resources, through partnership working or by the identification of external sources of funding. Some of the key recommendations within this report that are likely to make the most significant contribution to making Medway a Dementia Friendly community are likely to have no direct financial costs associated with them.

Leading by Example Conclusions

- 7.8. It has become clear during the review that one of the most significant contributions that Medway Council can make to making Medway a Dementia Friendly community is to 'lead by example' by ensuring that its staff and services are dementia friendly. Not only will this help to support people living dementia, it will also help to give the Council greater influence in the encouragement of other local organisations and businesses to be dementia friendly.
- 7.9. At the forefront of the Council leading by example is the need to ensure that the appropriate frontline staff, managers and Members of the Council attend Dementia Friends awareness sessions to ensure that they are dementia aware (Recommendations 2 and 3). In addition to children and young people being one of the focus areas for making an area dementia friendly, it is hoped that providing dementia awareness sessions for young people will have an information cascade effect as they share their knowledge with older generations (Recommendation 5). It is anticipated that the appointment of a Dementia Ambassador to represent the Council externally and to generally raise awareness of dementia and the associated issues, will also be key to the Council leading by example.
- 7.10. It is clear that the Medway Dementia Action Alliance (DAA) has played an important role in facilitating partnership working between local organisations and businesses to improve the dementia friendliness of the local community. Two Council departments are currently Members of Medway DAA. Increasing the representation of Council departments at DAA meetings is likely to lead to increased opportunity for engagement and information sharing and the influencing of other organisations (Recommendation 7), while the possible establishment of a staff support group (Recommendation 10) would enable staff to share ideas and best practice with each other more easily. Medway Dementia Action Alliance is currently being supported by a paid Co-ordinator. Joint Council and CCG funding for this post ended in December 2016 and while it is anticipated that the Alliance itself will continue, the Task Group is concerned that some of the momentum of Medway DAA may be lost and is therefore recommending that work is undertaken to identify how activities previously undertaken by the Co-ordinator could be continued (Recommendation 9).
- 7.11. Communication and engagement with people living with dementia and carers is important, not just with regard to what is communicated, but also in terms of

the timing of communications, the need to use a variety of methods of communication to maximise reach and ensuring that appropriate language is used. Awareness of dementia and the related issues amongst some Black and Minority Ethnic (BME) groups has also been identified as a cause for concern. Recommendations 12 to 14 aim to enhance the Council's communication in relation to dementia, both internally and externally.

Provision of Services Conclusions

- 7.12. The Task Group's second area of focus was the provision of services. The main element of this was universal services that are available to everyone, whether living with dementia or not, and how these could be adapted or customised to make them more dementia friendly. More targeted and specialist services, such as Adult Social Care, have not been included in this section as these are partially covered in the post-diagnostic section and are included in detail in the Medway Dementia Strategy, which is the process of being implemented.
- 7.13. When considering activities available to them, one of the biggest frustrations of people living with dementia spoken to by the Task Group was the lack of more active pursuits that were suitable for them to take part in. They felt that current provision tended to be targeted at older or less active people with dementia and wanted an alternative to traditional day centre provision. Although ability to undertake particular activities varied from individual to individual, the consensus was that the provision of dementia friendly physical activities, such as cycling and swimming would be welcome. There were currently a number of barriers that prevented people living with dementia from participating in such activities. In addition to investigating the provision of specialist recreational activity sessions (Recommendation 15), the Task Group is also recommending that consideration is given to making signage at Medway leisure centres more dementia friendly.
- 7.14. Getting around Medway is another challenge for people living with dementia. A number of improvements had already been made in relation to transport provision locally. Arriva, which provides the majority of bus services in Medway has taken a number of actions to make its provision more dementia friendly, such as the ongoing roll-out of dementia awareness sessions to bus drivers and the development of Journey Assistance Cards for use by people living with dementia or by other groups of people who may require extra support to use public transport.
- 7.15. There was a lack of knowledge amongst people living with dementia spoken to by the Task Group of what transport provision was available and what support they were eligible for. Bearing this in mind and the challenges faced by people with dementia in using public transport, the Task Group is recommending that the possibility of establishing a Transport Companion Scheme in Medway is investigated, that consideration is given to making further dementia friendly enhancements to Chatham Bus Station and that the work that has already been undertaken to make existing transport services dementia friendly is promoted more widely (recommendations 16 and 17). It is also proposed to

write to local taxi and private hire firms to encourage them to consider implementing improvements similar to those being made by other transport providers (recommendation 18).

- 7.16. Public Libraries are another service where significant work has already been undertaken to make them more dementia friendly. Examples of this work have included making some library staff (to be rolled out to all staff) Dementia Friends, the provision of 'pictures to share' books that are aimed at people living with dementia, access for Medway residents to reminiscence boxes provided in Kent libraries and 'Quick Read' books that have fewer pages and are particularly suitable for people with dementia. Future planned improvements to Medway libraries and Adult Education provision that will help make them more dementia friendly include improving external directional signage and internal lighting and the creation of a dementia focused programme which would pilot activities such as relaxation classes, with a view to rolling out a full programme after this. The Task Group is supportive of this work and is requesting that the possible introduction of a specialist library card is investigated (Recommendation 20). This would be for people with dementia and their carers and could be similar to one that the Task Group discussed as part of its visit to Crawley.
- 7.17. Work is also being undertaken to establish Medway Libraries as 'Safe Havens', where people with dementia or other related conditions can go temporarily if they are confused in public. Medway Bus Station is already used as a Safe Haven. Work is being undertaken by the Council and by other organisations to look at how this service can be expanded, which the Task Group is also fully supportive of (Recommendation 19).
- 7.18. The design of buildings, their surroundings and public highways are a key enabler for people living with dementia to be able to find their way around and to be able to leave their home and be able make their way home again. The Task Group is supportive of the work being undertaken to help ensure that new developments in Medway are dementia friendly. This is due to include the development of a Medway Code of Practice to help developers ensure that new buildings are dementia friendly.

Post-diagnostic Support Conclusions

- 7.19. The provision of and improvements to post-diagnostic support are included in the ongoing work to implement the Council's Dementia Strategy and within the proposals for a 'Test for Change' pilot in Rainham. However, the Task Group considered that it was important to look at post-diagnostic support as part of its review. This was due to this being seen as the area of dementia provision in most need of improvement by a number of the people providing evidence to the Task Group. In order to avoid duplication, the Task Group has deliberately made a small number of recommendations in relation to post-diagnostic support, Adult Social Care and Partnership Commissioning. Where recommendations have been made, they aim to help support delivery of the Dementia Strategy and 'Test for Change' (see 7.20).

- 7.20. A 'Test for Change' pilot is due to take place in Rainham to pilot a new integrated community based model for dementia care, which could then be rolled out to other parts of Medway. The project is due to include the development of a number of services around the Rainham Healthy Living Centre (see 6.13 for full details). It has not yet been determined how this initiative will be funded. The Task Group is therefore recommending that work is undertaken to identify resources and efficiencies from elsewhere that will enable the work to commence as soon as possible and that once the project has commenced, consideration is given to how the model, or elements of it, could be rolled out to other parts of Medway (Recommendation 24).
- 7.21. Dementia Cafes and Peer and Carer Support Groups appear to be an invaluable resource for people living with dementia in Medway and their carers. These provide an opportunity to interact and socialise in a relaxed, non-judgemental environment and to engage with other people who are facing similar challenges. The popularity of the support groups is evidenced by the waiting lists to access this provision. The Task Group is, therefore, recommending that consideration is given to how existing provision can be maintained and the opportunities for future expansion taken forward, either as part of 'Test for Change', or otherwise. (Recommendation 25).
- 7.22. The Task Group was informed about the wide variety of other work already being undertaken to implement the Council's Dementia Strategy, particularly in relation to Adult Social Care and Partnership Commissioning. While not wishing to make recommendations that duplicate this work, the Task Group wishes to emphasise the importance of keeping progress in achieving the key deliverables of the Medway Dementia Strategy under review (Recommendation 23).

7.3 Recommendations

Leading by Example Recommendations

Recommendation 1:

That Cabinet agrees to designate a Medway Dementia Ambassador, who will take the lead in representing the Council at external events and functions relevant to dementia and would promote action to sustain and enhance Medway as a Dementia Friendly Community.

Recommendation 2

That Cabinet agrees that all new staff should be encouraged to attend a Dementia Friends awareness session within 12 months of starting employment with the Council and that this is made compulsory for all staff who are considered to be frontline. In addition, it is requested that consideration is given to whether an awareness session could be delivered to managers via Corporate Management Team and Service Manager meetings. The Chief People Officer is asked to work with service managers and the Alzheimer's Society to ensure that awareness sessions take place and that existing staff, especially frontline staff, attend them.

The Chief People Officer is also asked to ensure that Dementia Friends awareness sessions and the role of Dementia Friends Champions are promoted to staff via appropriate communications channels, to consider whether the awareness sessions can be included as part of the induction process and to investigate the feasibility of providing refresher sessions for staff who have previously attended a Dementia Friends session.

Recommendation 3

That Cabinet agrees that all Councillors, both those newly elected and those re-elected, should be strongly encouraged to attend a Dementia Friends awareness session as part of the Councillor induction process following the next Medway Council elections in May 2019.

In view of the time period until the next Council elections, it is further recommended that all Councillors are given the opportunity to participate in a session ahead of May 2019 and that the provision of a refresher every two years is investigated.

Recommendation 4

That Cabinet asks the Medway Rural Liaison Committee to discuss the possibility of offering Dementia Friends awareness sessions to parish Councillors and to consider how this could be promoted.

Recommendation 5

That Cabinet requests that the Youth Service works with the Alzheimer's Society and the Medway Youth Parliament to consider expansion of Dementia Friends awareness sessions for young people and works with the Medway Dementia Ambassador and Medway Dementia Action Alliance to investigate how to promote this to local schools and youth organisations.

Recommendation 6

That the Head of Legal Services and the Partnership Commissioning Teams give consideration to how the Council's procurement and commissioning arrangements could encourage organisations tendering for Council and jointly commissioned services to ensure that their staff and models of service delivery are dementia friendly and that this should include existing contractors / providers.

Recommendation 7

That Cabinet requests that Adult Social Care and Sports, Leisure & Tourism should be represented, as appropriate, at meetings of the Medway Dementia Action Alliance to ensure that opportunities for engagement and shared learning are maximised and that Cabinet also requests that departmental management teams consider whether there are other services within their respective areas that could benefit from engagement with the Alliance.

Recommendation 8

That the Cabinet asks Medway NHS Clinical Commissioning Group to consider being regularly represented at meetings of the Medway Dementia Action Alliance.

Recommendation 9

That Cabinet:

- i) Notes and commends the impact achieved by the Chairman and Co-ordinator of the Medway Dementia Action Alliance (DAA), who has significantly contributed to the establishment and development of the Alliance.**

- ii) Commits to support Medway DAA and Alzheimer's Society in their efforts to identify alternative mechanism through which the DAA can be supported following the funding for the Co-ordinator post having expired.

Recommendation 10

That Cabinet asks the Chief People Officer to:

- i) Ensure that the Council's employment policies provide appropriate support in the case of a member of staff being diagnosed with dementia and to bring forward any recommendations for change to the Employment Matters Committee.
- ii) Investigate the establishment of a support group for staff with caring responsibilities for a person living with dementia and for any staff member who has dementia themselves.

Recommendation 11

That the Head of Communications and Marketing ensures that all service managers are aware of the Council's style guidelines and promotes awareness of the Dementia Engagement and Empowerment Project writing guidance, including reminding service managers that the guidelines must be adhered to.

Recommendation 12

That the Communications and Marketing team investigates how awareness of dementia could be better promoted.

Recommendation 13

That the Chairman of the Dementia Task Group, in conjunction with Medway Dementia Action Alliance, writes to the Medway BME Forum to request that they consider representation at the Medway Dementia Action Alliance, with a view to this being used as a vehicle to consider how engagement and awareness of dementia amongst BME communities can be improved.

Recommendation 14

That Cabinet asks the Chief Finance Officer to review the existing Council Tax leaflet and other material providing Council Tax information to ensure that accessible advice is included for people living with dementia and carers that they may be entitled to a Council Tax Reduction.

Provision of Leisure Activities Recommendations

Recommendation 15

That the Sports, Leisure & Tourism teams:

- i) Review the dementia friendly recreational activity sessions on offer in Crawley and any lessons learnt, in light of the Task Group visit to see existing good practice and consider whether similar provision could be made in Medway.**
- ii) Work with Communications and Marketing, in consultation with the Alzheimer's Society, to enhance the dementia friendliness of signage at Medway leisure centres.**

Recommendation 16

That, within existing budgets, the Integrated Transport Team explores the possibility of developing a Transport Companion Scheme, which would include provision for people living with dementia.

Recommendation 17

That the Integrated Transport Team writes to Arriva to:

- i) Express support for the improvements made to make local bus services more dementia friendly to date and for Arriva's future proposals.**
- ii) Request that consideration is given to promoting existing provision for people living with dementia more widely and to making customer service staff available at the bus stops within Chatham Bus Station.**

Recommendation 18

That the Chief Legal Officer writes to local licensed taxi and private hire companies to:

- i) Raise awareness of the ambition of Medway to achieve national recognition as a Dementia Friendly Community and encourage the companies to raise awareness of dementia amongst drivers and call handlers.**
- ii) Request that they ensure that their staff are dementia aware, such as by attending a Dementia Friends awareness session or completion of on-line training.**

Recommendation 19

That Cabinet:

- i. Recognises and promotes the importance of 'Safe Havens' for people living with dementia and supports the work being undertaken through the Community Safety Partnership to increase the number of Safe Havens, including the linkage being made with the Telecare database. This link is in order to facilitate timely contact being made with relatives of individuals presenting to a Safe Haven who are registered with the scheme.**
- ii. Requests that the Head of Safer Communities and Greenspaces ensures that the Medway Dementia Action Alliance is provided with regular updates on the Safe Havens work to ensure that awareness of the scheme and the opportunity to participate is maximised amongst organisations who are members of the Alliance.**

Recommendation 20

That Cabinet:

- i. Agrees that the work undertaken to date and the 2017/18 plans to make Community Hubs and Library Services and Adult Education in Medway dementia friendly should remain a priority for the service.**
- ii. Requests that Community Hubs and Library Services investigate the introduction of a library card aimed at people with dementia and carers and that the abolition of fines is considered for people living with dementia / holders of the new card.**

Recommendation 21:

That Cabinet agrees that:

- I. The work being undertaken to help ensure that new developments in Medway are dementia friendly, including the development of a Medway Code of Practice, should be progressed as part of the Local Plan Workstream.**
- II. The importance of Extra Care Housing provision being developed in Medway, including its use as accommodation for people living with dementia, should be highlighted to housing providers by Strategic Housing, on an ongoing basis.**

Post Diagnostic Support Recommendations

Recommendation 22

That the Partnership Commissioning Teams should work with Medway NHS Clinical Commissioning Group and Medway NHS Foundation Trust to seek to reduce waiting times for scans.

Recommendation 23

That Cabinet recognises the importance of keeping progress in achieving the key deliverables of the Medway Dementia Strategy under review, including provision for people in the later stages of dementia.

Recommendation 24

That Cabinet requests that:

- i) In recognition of the potential impact of the 'Test for Change' pilot in Rainham, the Partnership Commissioning Teams should work to identify efficiencies and funding opportunities to enable the project to commence as soon as possible.**
- ii) The initial impact of 'Test for Change' is identified, as soon as is practical and that consideration is given to how this learning could be applied to other areas. This could enable other areas within Medway to benefit before completion of the initial project.**

Recommendation 25

That Cabinet recognises the importance of Dementia Cafes and Peer Support Groups and requests that the Partnership Commissioning Teams work with the Alzheimer's Society and other organisations, as appropriate, in order to consider how existing provision can be sustained, in the event the Communities Fund bid is not successful and to look at opportunities for future expansion, including provision as part of 'Test for Change' in Rainham.

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Alzheimer's Society

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www.arrivabus.co.uk/globalassets/documents/global-pages/travel-help/making-bus-travel-easier---september-2014.pdf

Dementia Action Alliance

Medway Dementia Action Alliance
www.dementiaaction.org.uk/local_alliances/11444_medway_dementia_action_alliance

Dementia Action Alliance

National Dementia Declaration
www.dementiaaction.org.uk/nationaldementiadeclaration

Dementia Friends

Dementia Friends Initiative
www.dementiafriends.org.uk/WEBFAQs#F-0037

Dementia Friends

How to Get Involved
www.dementiafriends.org.uk/WEBArticle?page=how-to-get-involved#.WOJX_f6Qzct

Gov.uk

Prime Minister's Challenge on Dementia (March 2012)
www.gov.uk/government/publications/prime-ministers-challenge-on-dementia

Local Government Association

Dementia Friendly Communities – Guidance for Councils (July 2015)

www.local.gov.uk/documents/10180/7058797/L15238+Dementia+friendly+communities+guidance+for+councils/7acaa658-329e-4aa1-bdff-ef6a286dd373

Medway Council

Dementia Post Diagnostic Support Proposal, Presented to Medway Joint Commissioning Management Group (December 2016)

Medway Council

Medway Adult Social Care Strategy 2016-20

www.medway.gov.uk/carehealthandsupport/socialcareconsultations/adultsocialcaredelivery.aspx

Medway Council

Technology Enabled Care Services, Report to Health and Adult Social Care Overview and Scrutiny Committee (December 2016)

<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=131&MId=3401&Ver=4>

Medway Council and Medway NHS Clinical Commissioning Group

Living Well with Dementia in Medway – Medway Dementia Strategy 2014

Medway Council and NHS Medway Clinical Commissioning Group

Medway Joint Health and Wellbeing Strategy and Joint Strategic Needs Assessment (November 2012)

www.medwayjsna.info

Medway Norse

Community Transport Scheme

www.medwaynorse.co.uk/news_medway_norse_operated_community_transport_scheme_commences.php

The Dementia Engagement and Empowerment Project

Dementia Words Matter: Guidelines on Language About Dementia

<http://dementiavoices.org.uk/wp-content/uploads/2015/03/DEEP-Guide-Language.pdf>

Diversity Impact Assessment: Screening Form

Directorate: Children and Adults	Name of Function or Policy or Major Service Change Creating a Dementia Friendly Medway		
Officer responsible for assessment: John Britt		Date of assessment: 20 January 2017	New or existing: New
Defining what is being assessed			
1. Briefly describe the purpose and objectives	<p>Purpose:</p> <p>The Council's Business Support Overview and Scrutiny Committee agreed in December 2015 that an in-depth review should be undertaken on 'How far has Medway gone in becoming a Dementia Friendly Community'</p> <p>Objectives:</p> <ul style="list-style-type: none"> To ensure that the Council is working with a variety of partners to deliver its ambition of creating a Dementia Friendly Medway Council to meet the criteria related to gaining national recognition as a Dementia Friendly Community. 		
2. Who is intended to benefit, and in what way?	<ul style="list-style-type: none"> - Service users who could benefit from a more efficient service. - Volunteers could benefit from a more proficient service. - Medway Council, benefiting from adoption of the steps towards creating a Dementia Friendly Community. - Medway residents and council tax payers, benefiting from the provision of a better service to those experiencing and caring for people with dementia. 		
3. What outcomes are wanted?	The creation of a Dementia Friendly Medway		
4. What factors/forces could contribute/detract from the outcomes?	<p>Contribute:</p> <ul style="list-style-type: none"> - Improved relationships and interaction with service provider/s. - Increased interaction with other internal stakeholders - Improved monitoring of the service outcomes and targets. 	<p>Detract:</p> <ul style="list-style-type: none"> Lack of resource to deliver what is a complex and inter-related change in culture 	
5. Who are the main stakeholders?	<ul style="list-style-type: none"> - Service users - Volunteers / carers - Medway residents 		

	- Service referrers, such as internal Council departments,
6. Who implements this and who is responsible?	

Assessing impact		
7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial/ethnic groups</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	Support for those experiencing or caring for people with dementia feature in all aspects of society. The main services are available to all.	
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The service is potentially available to all disability groups. Any potential service change would not impact on any particular group.	
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	As Q8, the service is available to all genders. Therefore, any potential service change would not have an impact as a result of gender.	
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	Whilst information is not collated by the current service providers as to sexual orientation, there is no evidence to suggest there any service change would impact on individuals from a particular demographic.	
11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	As Q10, whilst information is not collated by the current service provider regarding user's religion or beliefs, there is no evidence to suggest a change in service provision would affect a specific faith group.	
12. Are there concerns there <u>could</u> be a differential impact due to people's <i>age</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	Whilst information is not collated by the current service providers as to age, there is no evidence to suggest there any service change would impact on individuals from a particular demographic	

13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i> ?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	As Q10, whilst information is not collated by the current service provider regarding whether a service user is transgendered or transsexual, there is no evidence to suggest a change in service provision would affect a this particular demographic.	
14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. speakers of other languages; people with caring responsibilities or dependants; those with an offending past; or people living in rural areas)?	YES	If yes, which group(s)?
	NO	
What evidence exists for this?	Speakers of foreign languages have the benefit of access to ESOL courses. Service providers are instructed to adhere to all current CRB regulations, regarding those volunteers who may have an offending past.	
15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	Please see above, Q 7 – 14.	

Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	YES	Brief statement of main issue
	NO	
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?	N/A	Please explain
	N/A	
Recommendation to proceed to a full impact assessment?		
NO	This review complies with the requirements of the legislation and there is evidence to show this is the case.	
NO, BUT	What is required to ensure this complies with the requirements of the legislation? (see DIA Guidance Notes)?	
YES	Give details of key person responsible and target date for carrying out full impact	

	assessment (see DIA Guidance Notes)	
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Action plan to make Minor modifications		
Outcome	Actions (with date of completion)	Officer responsible
N/A		

Planning ahead: Reminders for the next review		
Date of next review	Dependent on outcome of service review.	
Areas to check at next review (e.g. new census information, new legislation due)	-ditto-	
Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?	No	
Signed (completing officer/service manager)	Date	
Signed (service manager/Assistant Director)	Date	

Documentation:	Location:
Hands & Gillingham Performance Review Data April 2010 – March 2011	Social Care Team
Hands Rochester Review Data	Social Care Team