

Portfolio Holder Decisions/Leader Decisions

Date: Friday 6 August 2021

Time: 12.00 pm

Membership

Councillor Isobel Seccombe OBE

Councillor Margaret Bell

Councillor Peter Butlin

Items on the agenda: -

- | | | |
|----|---|---------|
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Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

Disclaimers

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- Declare the interest if s/he has not already registered it
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- Must leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct.

These should be declared at the commencement of the meeting

The public reports referred to are available on the Warwickshire Web

<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

Portfolio Holder Decision

Capital Investment Fund - HWRC Haulage Provision

Portfolio Holder	Leader of the Council
Date of decision	6 August 2021
	Signed

1. Decision taken

- 1.1 Approve £412,500 from the Capital Investment Fund for the purchase of three HWRC haulage vehicles and add to the Capital Programme;
- 1.2 Authorise the Strategic Director for Communities to procure and enter into any agreements to give effect to the proposals in consultation with the Portfolio Holder for Environment, Climate and Culture on terms and conditions acceptable to the Strategic Director for Resources

2. Reasons for decisions

- 2.1. Under existing capital approval rules agreed by Members, all CIF allocations and subsequent additions to the capital programme require approval by Cabinet (and Council if the cost of the scheme exceeds £2 million) or the Leader.
- 2.2. Services are invited to submit detailed bids to the CIF for evaluation by the Fund's Technical Panel. The Panel, consisting of experts from Finance, Legal, Property, Project Management Office and Directorate Service Teams evaluate and score each individual bid based on the bid's strengths in each of the following key areas:
 - Delivery of the Council's Strategic Objectives;
 - Alignment with the investment criteria of the capital strategy;
 - Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk; and
 - Sustainability, climate change and environmental impact.

- 2.1. £24.900 million per annum has been added to the 2021-26 Medium Term Financial Strategy for the CIF. The estimated drawdown from the CIF for the proposal in this report can be accommodated within the available CIF budget allocation. Detailed expenditure profiles will be spread over multiple years and does not exhaust the available CIF funding in any given year.

3. Background information

- 3.1. In 2012, Warwickshire County Council took the management and operation of all but one of its Household Waste Recycling Centres (HWRCs) in-house after many years of contracted service, and the Waste Management Group are now responsible for eight HWRCs. When the HWRCs were insourced, it was decided that the haulage and transport services that underpin the operation of the HWRCs would be partly outsourced and partly delivered by WCC.
- 3.2. The HWRC haulage contract has been operated by Biffa since 2012 and will end in November 2021. Separating HWRC haulage provision and the operation and management of HWRCs is rare in both the public and private sector as haulage is so critical to the effective management of HWRC sites and there are currently no other examples of the Warwickshire's current HWRC operating model in the UK.
- 3.3. Detailed analysis undertaken by an independent external consultant concluded that delivering full in-house haulage is the best option for the Council, both operationally and financially, and also for the environment. The external consultant has been used to challenge current operations and service delivery and help the service decide how best to deliver services in the future. This external report recommended that the current external recycling centre transport services are brought in-house.
- 3.4. The Council would procure three specialist (construction class hooklift) diesel powered vehicles to build an in-house haulage fleet of six vehicles (the Council currently owns and operates three hooklift vehicles) to commence service delivery by or on 1 December 2021 to:
- Attend the HWRCs, or other Council or Local Authority site, to replace full containers with empty containers as required;
 - Remove filled containers from the HWRCs, or other Council or Local Authority sites, and haul of them to various End Destinations and/or Disposal Points (i.e. reprocessing, treatment, waste bulking stations or disposal sites etc);
 - Weigh in and out at the HWRCs, or other Council or Local Authority site, and End Destinations and/or Disposal Points;

- Observe and comply with the rules of the associated sites attended whilst performing services under this Contract which include those of the Council, other Local Authorities and third-party suppliers;
- Observe and comply with all applicable legislation and practice for health and safety and environmental compliance.

- 3.5. This project is designed to make better use of WCC property estate by using existing recycling centres to host transport assets. This negates any need for a specific depot and puts lorries closer to where they are actually needed.
- 3.6. Direct control of transport infrastructure will enable the team to deliver more services in the future and also, potentially, sell any spare capacity in the marketplace to other local authorities or the private sector to generate revenue. It also facilitates further diversification and income generation and/or cost reduction across operational activities. The new lorries will require less servicing and maintenance which will be provided by County Fleet Maintenance thereby utilising and further developing an in-house service.
- 3.7. Currently WCC operates three vehicles and the contractor operates three to four vehicles. WCC holds a commercial transport contract whereby WCC control some of the key financial risks of the supplier. In soft market testing with the market, including the current incumbent, any future contract would not result in the same outcome and WCC would be required to control and own such risks. Whilst this is a reasonable position for suppliers to take, it would expose WCC to higher costs than it has had under the existing contract. Furthermore, the current contract gives the supplier little assurance in terms of income against their fixed costs and capital repayments.
- 3.8. The new haulage service will cost significantly more money if it continues to be outsourced and the waste management revenue budget has not been increased to pay for this specific need. It is estimated that if we continued to outsource the contract, it would cost at least an approximate additional £100,000 per annum.
- 3.9. If the project does not go ahead, there will be increased revenue costs of at least approximately £100,000 per annum and a lost potential efficiency saving of £38,500 per annum against the existing revenue budget.

3.10. Technical Panel Findings

The Panel scored the bid as follows:

Delivery of the Strategic Objective (Out of 8)	6 (75%)
Alignment with the investment criteria of the capital strategy (Out of 32)	23.2 (73%)
Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk (Out of 32)	26 (81%)
Sustainability, climate change and environmental impact (Out of 8)	5 (63%)
Total Score (Out of 80)	60.2 (75%)

The following key points were raised by the Panel:

Delivery of the Strategic Objective (75% or 6/8)

- The bid was submitted under the 'Making Best Use of Resources Outcome' and explained how the investment would put the authority's financial resources in the right place to support the Organisation's priorities. Additionally, the panel felt other Strategic Objectives under the outcome such as 'Develop our work force so that it has the right skills and capabilities to get the job done' and 'Reduce demand and cost through innovative and effective service redesign' were partially addressed. To demonstrate achievement of the objective 'pursuit of leadership excellence and high performance at all levels' further baseline data and benefits monitoring should be used as part of post project evaluation.

Alignment with the Capital Strategy (73% or 23.2/32)

- The panel agreed the bid demonstrated and linked how specific Capital Investment Priority Outcomes as part of the Capital Strategy will be achieved, particularly in using WCC owned assets to provide a more efficient and effective service, by reducing servicing and maintenance costs and reducing the mileage lorries have to travel. The score would have increased had more detail and evidence been provided on how the proposal aligned with other strategies (such as asset replacement) given the weighting behind the section.

Quality of evidence base, rational evaluation, financial viability and risk (81% or 26/32)

- The bid explained the £412,500 figure has not been contractually agreed and was not clear on whether initial cost indications could change, the panel would have expected a degree of contingency for vehicle purchase at this stage but the service explained that the current market testing has given a good indication of the cost of the vehicles and therefore a contingency was not required.

- The bid did not contain an appraisal of whether leasing would be a better procurement option, the external expert's report recommended purchasing but little evidence was provided in the bid as to why this was the best solution for WCC's financial position. However, the bid did demonstrate the non-financial benefits of purchasing over leasing by reducing the amount of instances HWRCs may need to close due to full capacity and the resultant mixing of waste. The Service have committed to monitoring these benefits through continuous budget and service management (inc. reports and performance indicator monitoring).
- The estimated useful lives of the current vehicles operated by WCC is 10 years but the bid did not explain how the purchase of new vehicles will be replaced at the end of their lives or whether there is a strategy for wider replacement. Part of the panel's recommendation is that the service consider how to future proof their assets as part of procurement.
- Financial benefits may arise from the project based on income generation, but the financial appraisal did not include these as the initiatives are still at an early stage. This indicates that the financial appraisal was undertaken prudently and still returned a favourable outcome which therefore brings a of margin of safety around the revenue position.
- A detailed procurement timeline was not provided, therefore there could be an impact on costs if procurement dates change. If the vehicles don't arrive on time there may be additional costs as a result of an extended interim period. This will have an impact on the financial appraisal payback period but as long as any interim period is not sufficiently long or costly then the financial appraisal of the project will still be favourable, however the panel stressed that this does need to be kept under review by the service.
- There was limited information on the interim arrangements and how service conversion will be achieved. The service did stress in their bid that measures were in place to ensure a smooth transfer of functions and staff but detail was light. In order to ensure this project is successful it's recommended the service develops a detailed implementation plan for the TUPE arrangements.
- Overall this project is deemed relatively low risk and covered off well through mitigations, particularly if TUPE doesn't happen the service has the expertise to hire and train its own staff. The bid demonstrated well that any delays can be mitigated by flexibility in the revenue budget and the experience/skills of the current service.

Sustainability, climate change and environmental impact (63% or 5/8)

- The panel agreed the investment enables the service to meet the minimum regulatory standards by purchasing diesel vehicles with improved emissions. However, the project is not particularly innovative in this area, limited by the availability and cost of alternative electric vehicles. However, the bid has considered fuel alternatives and other emerging technologies and has indicated these will be explored as part of procurement.
- The new diesel-powered vehicles and service model will reduce travel distance/time and improved vehicle efficiency, but the environmental benefits (reduction of emissions of CO2 and its overall carbon footprint) are not anticipated to be significant. The service acknowledged CO2 savings are difficult to calculate but assuming a reduction in mileage and also new more efficient Euro level 6 vehicles means a carbon reduction in the order of 50 to 100 tonnes per annum. However, to ensure the service can maximise environmental benefits fuel saving options will also be explored including driver training and vehicle monitoring technology.

4. Financial implications

- 4.1. There are two aspects to the revenue impact of this bid on the MTFS, firstly the service holds a budget of £300,000 per year for the existing contract, by bringing the provision in-house £38,500 can be offered as a recurring saving as part of the MTFS refresh. Also, if the service were to remain outsourced then the annual contract would renew at an increased cost and create an additional revenue pressure of £100,000 per annum.
- 4.2. Due to the multi-year revenue impact from this investment a Net Present Value (NPV) calculation has been carried out to ascertain the payback period and to provide assurance on the viability of the proposal. At the end of a 5-year period, the project has a positive NPV (including the initial outlay of £412,500) indicating the project is viable. Given that the purchased assets are assumed to have a replacement lifecycle of approximately 10 years, the payback/breakeven point is between Years 4 and 5 (which is within the current MTFS period) further evidencing that the project is a worthwhile investment.
- 4.3. The majority of the return on this investment is the future cost avoidance of £100,000 per annum by not continuing to outsource the contract, the service has acknowledged this is based on a combination of soft market testing and their own expert knowledge but that without undertaking a tendering process for haulage this can only be an estimate. WCC currently hold a commercial transport contract

whereby WCC control some of the key financial risks of the supplier. In soft market testing with the market, including the current incumbent, it has been made clear that any future contract would not result in the same outcome and WCC would be required to fully control and own such risks in future, this would expose WCC to higher costs than it has had under the existing contract. Furthermore, the current contract gives the supplier little assurance in terms of income against their fixed costs and capital repayments. From soft market testing it has been identified that contractors have become much more risk adverse with a focus on guaranteed income streams and this has been exacerbated by the coronavirus pandemic, which is leading to additional costs in contracting.

5. Environmental implications

- 5.1. It is not anticipated that the Council will be able to procure electric-powered vehicles for this service. During soft market engagement with manufacturers, it was clear that the requirements of this type of vehicle cannot currently be met using alternative fuels due to the power requirements of hook lift equipment and heavy load haulage distances (on and off-road). However, the procurement exercise will be clear that the Council will consider bids for vehicles utilising any emerging technologies to reduce their carbon impact, should viable options be made available. The vehicles anticipated to be purchased will meet EURO level 6 emission standards and will be procured via an exercise that includes a question relating to design elements that further limit the carbon footprint of vehicle options tendered. The optimum life expectancy of vehicles of this type from new is 7-10 years and when the new vehicles are due for replacement the Council can expect viable non-diesel alternatives to be available. Fuel saving options will also be explored including driver training and vehicle monitoring technology.
- 5.2. The Council also has the ability to use its recycling centres as vehicle depots and this means lorries can be sited closer to where they are needed. As well as operational efficiencies this means that there will be less 'wastage' as lorries will not need to travel less to their first pick up point meaning less fuel usage. This will also reduce congestion and improve air quality.
- 5.3. This project enables the Council to reduce emissions of CO₂ and its overall carbon footprint. It also will help to reduce congestion and improve air quality. CO₂ savings are difficult to calculate but assuming a reduction in mileage and also new more efficient Euro level 6 vehicles means a carbon reduction in the order of 50 to 100 tonnes per annum.

Report Author	Andrew Pau andrewpau@warwickshire.gov.uk Andrew Harper andrewharper@warwickshire.gov.uk
Assistant Director	David Ayton-Hill, Communities Andy Felton, Finance
Lead Director	Strategic Director for Communities
Lead Member	Portfolio Holder for Environment, Climate and Culture

Urgent matter?	<i>No</i>
Confidential or exempt?	<i>No</i>
Is the decision contrary to the budget and policy framework?	<i>No</i>

List of background papers
None

Members and officers consulted and informed
Portfolio Holder – Councillor Heather Timms
Corporate Board – Monica Fogarty, Mark Ryder, Rob Powell, Nigel Minns
Legal – Sarah Duxbury, Ian Marriot
Finance – Andy Felton, Virginia Rennie
Equality – N/A
Democratic Services – Paul Williams, Helen Barnsley
Councillors – Councillor Jeff Clarke, Councillor Adrian Warwick
Local Member(s): N/A

Portfolio Holder Decision – Clifford Chambers Property Flood Resilience Scheme

Portfolio Holder	Portfolio Holder for Finance & Property
Date of decision	18 June 2021
	Signed

Decision taken

That the Portfolio Holder for Finance and Property approve the addition of the Clifford Chambers Property Flood Resilience Scheme (PFR), total scheme estimate £166,654 to Warwickshire County Council's 2021/22 Capital Programme subject to The Flood Defence Grant of £156,654 being secured.

Reasons for decisions

- 1.0 Warwickshire County Council's (WCC's) Local Flood Risk Management Strategy (LFRMS) provides the structure for how it assesses local flood risk in Warwickshire. The associated Surface Water Management Plan (SWMP) provides the prioritisation for flood risk management work.
- 1.1 Clifford Chambers has a history of repeated flooding and is shown in the SWMP to ranked 8th in the top 40 flooding hotspots in Warwickshire. Clifford Chambers has flooded as recently as November 2019 and has multiple historic flooding reports from 1998 and 2007. As such the work that has been done in developing flood mitigation solutions at Clifford Chambers is consistent with WCC's strategic objectives and plans.

Background information

- 2.0 Clifford Chambers has a long history of flooding due to its geography being situated on the west bank of the River Stour and the local topography meaning that the village is susceptible to surface water flood risk. In recent times, the village was most severely flooded in 1998 where it was estimated that 18 properties were flooded internally and there was significant flooding to local highways and infrastructure. In 2007 it was reported that 10 properties were flooded internally and more recently, in 2019 and 2020 5 properties were reported to have internally flooded.

- 2.1 WCC have undertaken a number of investigations and surveys into the condition of the existing drainage system during 2015 and 2016. The majority of the system has been CCTV surveyed to identify the pathway, size, defects and any blockages.
- 2.2 In 2018 WCC undertook a hydrological analysis to identify the Clifford Chambers contributing catchment. This information was then used within the hydraulic modelling which followed. A direct rainfall model was built and simulated for a range of design events.
- 2.3 A number of options were identified and a shortlist produced, PFR to 18 properties was shown to be the most economically viable option which met the objectives of the project. These properties were identified from the flood risk modelling exercise and community engagement with residents following flooding in November 2019. Individual property owners will be responsible for ongoing maintenance.
- 2.4 Independent surveys will be carried out on all of the properties to identify the requirements to prevent and limit the ingress of water. Reports for each property will be produced which make specific recommendations for PFR measures to be installed. The protection provided will be tailored to the specific needs of each property being better protected. Typical protection will include installation of flood doors, demountable flood barriers, sump pumps beneath floor level, anti-flood air brick and vent covers and waterproofing to external walls and other porous surfaces.
- 2.5 Subject to approval the scheme will commence in August 2021 and is likely to take 8-12 weeks for installation of Property Flood Resilience measures.

Financial implications

- 3.0 The financial implications from this approval request are:
The total scheme estimate is £166,654 which includes internal staff time, property surveys and contract delivery;
 - £10,000 is recommended to be allocated from FRM re-profiled CIF allocation
 - £156,654 is to be secured from FCERM Grant in Aid and Local Levy
- 3.1 Currently the allocation from FCERM GiA and Local Levy is unsecured. WCC FRM have issued the Outline Business case for approval to the Environment Agency, in order to secure an existing allocation of £81,660 from the national Flood and Coastal Erosion Risk Management Grant in Aid (FCERM GiA) funding and £75,000 of Local Levy to deliver the Clifford Chambers Property Flood Resilience Scheme. If funding is not secured from Flood Defence Grant in Aid the scheme is unlikely to progress.
- 3.2 Of all the options appraised, the provision of Property-Level Flood Resilience measures (PFR) provided the most cost-effective solution and PFR surveys will be undertaken on 18 residential properties.

- 3.3 Procurement will be via the national EA PFR framework. The EA's national framework for PFR work enables us to efficiently "call-off" and deliver specialist PFR products for locations such as Clifford Chambers.
- 3.4 The ongoing maintenance responsibility will remain with the individual property owners and as such no future maintenance liability or cost will remain with WCC. A PFR Legal Agreement has been produced working with WCC Legal team, to outline the responsibilities of the homeowner for future maintenance.

Environmental implications

- 4.0 It is not technically feasible nor economically affordable to prevent all properties from flooding. The National Flood Risk Assessment carried out by the EA recognises that a risk-based approach to protecting properties must be taken. It also recognises that some traditional flood alleviation schemes can cause environmental harm or just move the problem elsewhere. As climate change is likely to increase the frequency and severity of flooding in the future, taking a risk-based approach and ensuring further environmental damage is not caused will be essential to reducing the impacts of flooding.
- 4.1 PFR does not require large scale stripping of sites or construction methods to be used that may cause environmental harm. As such, there is unlikely to be any loss of planting, habitat or trees as part of the installation of PFR products as they are designed to fit to and become part of the property construction. In contrast to traditional hard engineered flood embankments or walls, PFR also does not alter the natural topography of a location and as such is less likely to push flood water elsewhere. This is especially important in Warwickshire's rural catchments where topography is challenging, and alterations have the potential to increase flood risk to different parts of a community.

Report Author	Sophie Wynne sophiewynne@warwickshire.gov.uk,
Assistant Director	Scott Thompkins Assistant Director for Environment Services
Lead Director	Mark Ryder Strategic Director for Communities
Lead Member	Portfolio Holder for Transport and Planning

Urgent matter?	No
Confidential or exempt?	No
Is the decision contrary to the budget and policy framework?	No

List of background papers
None

Members and officers consulted and informed
Portfolio Holder – Councillor Butlin Corporate Board – Mark Ryder Legal – Ian Marriott Finance – Andrew Felton Equality – Keira Rounsley Democratic Services – Helen Barnsley Councillors – Members of Communities OSC Local Member(s): Cllr Seccombe

Portfolio Holder Decision

Engagement for Coventry and Warwickshire's Living Well with Dementia Strategy

Portfolio Holder	Portfolio Holder for Adult Social Care & Health
Date of decision	6th August 2021
	Signed

Decision taken

That the Portfolio Holder approves a period of engagement on the draft Dementia Strategy, to commence in the Summer of 2021 to inform the final version of the Strategy which will be presented to Cabinet for approval.

1.0 Reasons for decisions

- 1.1 To ensure the Portfolio Holder is sighted on the draft of the refreshed Living Well with Dementia Strategy (2021-2026). This draft strategy has been developed with key partners as a system approach across Coventry & Warwickshire, including health partners and with close collaboration with colleagues from Coventry City Council.
- 1.2 The report also asks the Portfolio Holder to approve draft plans for engagement with key stakeholders (including people living with dementia, carers, general public and professionals / front-line workers) to enable the engagement activity to commence in summer 2021.

2.0 Background information

- 2.1 There are several national strategies and evidence that reference the role of local authorities and health in the care and support for people with dementia and their carers. These include the Prime Ministers Challenge on Dementia (Department of Health, 2015), NICE Guidance on Dementia: assessment, management and support for 3 people living with dementia and their carers (NG97) (2018), NHS Long Term Plan (2019), All Party Parliamentary Group on Dementia (2019) and the Care Act 2014. Under the Care Act 2014 the Council has duties to prevent or delay needs for care and support and also to provide people in its area with information and advice relating to

care and support for adults and support for carers. It also has duties to promote the integration of care and support with health partners where to do so is likely to promote the wellbeing of adults with needs for care and support in its area, contribute towards the prevention duty and improve the quality of care and support in its area. The Living Well with Dementia Strategy was first published in 2011 and contributes towards these duties and is currently being refreshed and will be published later in 2021 for the period 2021-2026.

2.2 The Strategy priorities are aligned with the NHS Well Pathway for Dementia:



2.3 Officers at Warwickshire County Council have worked closely with colleagues through the Health and Care Partnership Dementia Board, which includes Coventry City Council, Coventry and Warwickshire CCG and Coventry and Warwickshire Partnership NHS Trust, to develop a joint dementia strategy for Coventry and Warwickshire. A joint strategy will have many benefits, particularly as many services are delivered across Coventry and Warwickshire (such as the services delivered by Coventry and Warwickshire Partnership NHS Trust who carry out most of the memory assessments and diagnoses of dementia, and services delivered by voluntary and community sector organisations including Alzheimer's Society and Age UK) and also to mirror the area covered by the newly formed Coventry and Warwickshire Clinical Commissioning Group and as we move towards an Integrated Care System for Coventry and Warwickshire.

The draft strategy and engagement plans were presented at the Warwickshire Dementia Board on 28th June, Health and Care Partnership Mental Health Strategic Board on 8th July and Joint Commissioning Board on 16th July. The strategy will be a system document across health and social care in Coventry and Warwickshire with a system partnership approach and will therefore be fully supported by NHS colleagues and delivered in partnership with the voluntary and community sector.

2.4 The initial draft of the strategy refresh has been written, based on:

- Close work with the Health and Care Partnership Dementia group over last year and other key colleagues
- Review of progress of previous dementia strategies in Coventry and Warwickshire, supported by Alzheimer's Society
- National guidance (e.g. Prime Ministers Challenge on Dementia, NICE guidance for dementia, All Party Parliamentary Group for Dementia)
- Local evidence (JSNA, Alzheimer's Society local dementia profiles, other local strategies e.g. Health and Wellbeing Strategy)
- Feedback from recent dementia specific or carer focussed engagement
- Recent feedback on dementia and carer services and support
- Review of dementia pathway
- Learning through Covid-19 (including attendance at Dementia Forums)

Ensuring effective alignment of the refreshed Dementia Strategy with local strategies that focus on carer wellbeing (such as Warwickshire's Wellbeing Strategy) is a priority.

2.5 The following approach to the strategy has been taken:

- The strategy has a 'plan on a page' approach - one page for each of the six priority areas (the above five and 'training well'). All six priority areas will be underpinned by the same underpinning elements of the well pathway, these are 'researching well', 'commissioning well', 'integrating well' and 'monitoring well'.
- The focus of the strategy will be on key objectives; progress on these will be reviewed and additional objectives may be added at a later date
- The focus will be on what still needs to be achieved, whilst summarising past achievements. However, some case studies / details of good practice will be included to show developments to date

Each chapter / priority area will outline:

- Background and key facts
- What we will do (outlining objectives for this strategy)
- How we will know we have been successful (key measures)

2.6 There is a strong desire from all partners for the strategy to be an engaging, interesting, and useful document, that people with dementia, carers and family members as well as volunteers and practitioners can understand and use to help them understand more about support available and the dementia pathway. To support this, we will ensure the strategy is approximately 15 pages long with a plan on a page approach. The strategy will use accessible communication formats, such as being appropriately formatted, not using abbreviations or complex terminology. (www.gov.uk/government/publications/inclusive-communication/accessible-communication-formats)

2.7 The strategy will also include images, weblinks, case studies and promotional information to try to support people to find out more about the support available at all stages of dementia and a range of ideas to support people to live well with dementia and for their carers to maximise their own wellbeing.

2.8 The engagement plans are being developed to ensure that stakeholders have the opportunity to provide feedback on the draft strategy. This will include people living with dementia, carers, volunteers, general public and professionals across Coventry and Warwickshire. Plans currently include a 6-week engagement programme, from mid-August until mid-September 2021 through:

- Online survey conducted through the Ask Warwickshire website. Distributed widely via emails and other communication channels (Hard copies available)
- In person engagement with people with dementia and carers (face to face and virtual opportunities). Making Space (user engagement and coproduction service) will lead this work.
- Commissioner attendance at various meetings with practitioners / dementia forums.

2.9 Following the engagement:

- Feedback will be reviewed, collated into a full report and a summary report
- Feedback via a 'You said, we did'; published on Ask Warwickshire and sent out to contributors by email
- Findings will be considered and, where possible and appropriate they will be incorporated into the final Dementia Strategy

Broader stakeholder feedback will also be considered in the production of the final version.

2.10 The final version of the Strategy will be presented to Cabinet for approval and will then be published on the Council's website.

3.0 Financial implications

3.1 The dementia strategy is being developed jointly with local partners, including NHS partners and the voluntary and community sector. Achievement of the strategy's ambitions and priorities will utilise internal partner resources and include individual provider and partnership bids for funding.

3.2 Should the strategy lead to the potential for additional financial commitments for Warwickshire County Council, business cases would be developed to confirm the need, proposed solution, and benefits to be realised. These business cases would be submitted through the investment funds process and / or for scrutiny as part of the Medium-Term Financial Strategy process.

3.3 Please note some of Warwickshire County Council's commissioned services for dementia are funded through the Better Care Fund.

Environmental implications

None

Report Author	Claire Taylor clairetaylor@warwickshire.gov.uk,
Assistant Director	Becky Hale
Lead Director	Strategic Director for People
Lead Member	Portfolio Holder for Adult Social Care & Health

Urgent matter?	No
Confidential or exempt?	No
Is the decision contrary to the budget and policy framework?	No

List of Background Documents

- Draft of Coventry and Warwickshire's Living Well with Dementia Strategy
- Draft Dementia Strategy Engagement Plans

Members and officers consulted and informed

Portfolio Holder – Councillor Margaret Bell

Corporate Board – later in 2021, after engagement has taken place.

Legal – Ian Marriott, Sioned Harper

Finance – Andrew Felton

Equality – Keira Rounsley has supported with the EIA

Democratic Services – Paul Williams, Helen Barnsley

Councillors –

Local Member(s):

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Coventry and Warwickshire's Living Well with Dementia Strategy 2021 – 2026

DRAFT

Please note: Communications will professionally design and format the strategy before publication.

Foreword

The vision for Coventry and Warwickshire's Living Well with Dementia Strategy 2021 - 2026 is that **'everyone affected by dementia is enabled to live well'**.

Coventry and Warwickshire's Living Well with Dementia Strategy 2021-2026 details the priorities that will help ensure that people with dementia, as well as their carers, receive the appropriate support, information, and advice along their journey with dementia. The strategy will be supported by a delivery plan which will set out exactly what we will do over the next five years, to ensure that **'everyone affected by dementia is enabled to live well'**.

The impact of the Covid-19 pandemic outbreak has been very challenging for people with dementia and their carers. People with dementia were an extremely vulnerable group during the pandemic and whilst we know that there have been many examples of excellent care and support, we also know that many people have experienced significant challenges including social isolation, lack of engagement in meaningful and enjoyable activities and concerns about accessing services. This has further increased the health inequalities that existed before the pandemic.

Although dementia diagnosis rates were improving prior to the Covid-19 pandemic, we still need to do more to encourage and support people to come forward for a memory assessment if they have concerns about their memory. There are many benefits of receiving a timely diagnosis, including access to treatment, support, and services. Many local organisations, groups and individuals are working to become dementia friendly, which has done a great deal to reduce the stigma that used to be associated with dementia. We are confident that by progressing our vision and priority areas we will be able to ensure more people receive support following a diagnosis of dementia which will help them to live well, remain at home and independent for longer.

The strategy also shows a strong commitment to supporting family and friends who provide care and support for a loved one with dementia. It is essential that those people who are providing many hours of unpaid support to their loved ones are supported in their role. This is important because, without support, informal carers are at risk of isolation and experiencing poor health outcomes. The strong links between the Dementia strategy and Strategies that focus on Carers will help to ensure carers of people living with dementia are well supported.

The strategy closely links with, and supports other local strategic ambitions and priorities, in particular Coventry and Warwickshire's Health and Care Partnership (HCP), the local Health & Wellbeing Strategies, and Coventry and Warwickshire's Council Plans.

Cllr Margaret Bell
Portfolio Holder for Adult Social Care and Health
Warwickshire County Council

Portfolio Holder for Adult Social Care and Health
Coventry City Council

Background (infographics to be formatted by communications)

Key data about people living with dementia in Coventry and Warwickshire:

This page will include infographics on:

- Number of people estimated to be living with Dementia.
- Number of people with a diagnosis of Dementia. Approximately 55% of people living with dementia have a diagnosis.
- Number of people receiving a diagnosis of dementia each year.
- Projected number of people living with dementia in 2030, 2040, 2050
- Diagrams showing those with a dementia diagnosis in different age groups, sex, ethnicity. For example:

Figure 8 Predicted dementia prevalence for males by age between 2020 and 2035

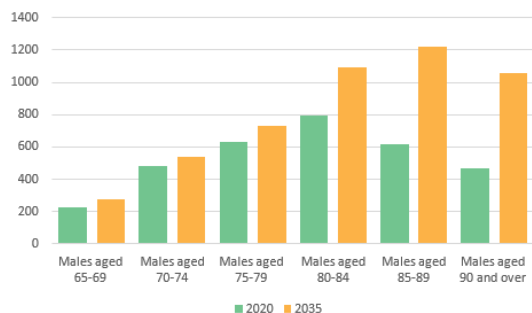
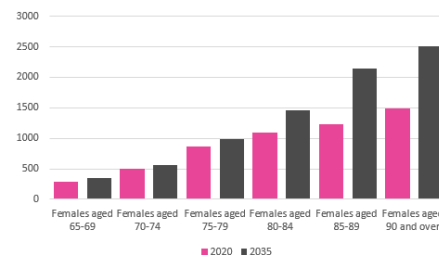


Figure 7 Predicted dementia prevalence for females by age between 2020 and 2035



Source POPPI, August 2020

- Number of people living with dementia living in each District / Borough of Warwickshire, and in Coventry.
- Number of people with early onset dementia (under the age of 65).
- Number of informal carers of people with dementia
- Other key data will be added.

Approach

This strategy is underpinned by engagement with a wide range of key stakeholders, including people living with dementia, carers, and practitioners to understand the issues facing those living with dementia and the barriers to overcoming these challenges.

The development of this Dementia Strategy is also shaped by the national policy framework and local strategies, delivery plans and work programmes, many of which have involved significant engagement with practitioners, people living with dementia and carers.

The vision for Coventry and Warwickshire's Living Well with Dementia Strategy 2021 - 2026 is that 'everyone affected by dementia is enabled to live well'.

We aim to achieve our vision by focusing on the following priorities:

Our local priorities align to the national priorities of The Well Pathway for Dementia:



Priority One: Preventing Well

We will promote and support healthy lifestyles, aiming to reduce people's risk of developing dementia.

Priority Two: Diagnosing Well

People with dementia will receive a timely, accurate diagnosis of dementia.

Priority Three: Supporting Well

People affected by dementia will have access to safe, high quality care.

Priority Four: Living Well

People affected by dementia will be able to live in safe and accepting communities, where they can access a range of support services and enjoyable and meaningful activities.

Priority Five: Dying Well

People with dementia will be supported to die with dignity in the place of their choosing. Their families will be supported.

Priority Six: Training Well

Training and awareness opportunities will be offered to support communities to increase their awareness of dementia.

Staff who work with people with dementia and their carers will have access to appropriate training.

Challenges and response to the Covid-19 pandemic

The Covid-19 pandemic has brought many challenges for people living with dementia, and for their carers and loved ones. This strategy aims to build on some of the positive developments such as the individualised and flexible support offered by services to people with dementia and carer and increased creativity and adaptations to how support is delivered. Many have also benefited from a greater virtual offer including singing for the brain online groups and wellbeing programmes involving arts, music and physical activity. However, we also recognise the challenges that Covid-19 has brought and will seek to overcome these as we move towards life after Covid-19.

"I can get through this as long as I keep getting your support and your calls, I don't trust just anyone coming to my house"

Feedback from person with dementia using Dementia Day Opportunities service during the Covid-19 pandemic

What we are doing already

Warwickshire County Council, Coventry City Council and our partners in the NHS, District and Borough Councils and voluntary sector have been working closely together for many years with the aim of supporting people to live well with dementia. Some of the key developments and highlights in the last four years include:

Priority One: Preventing Well

- Greater awareness that the risk of developing dementia can be reduced through healthy lifestyles, through health awareness campaigns and NHS Health Checks.

‘what’s good for your heart is good for your head’.

Priority Two: Diagnosing Well

- Increasing diagnosis rates from 40% in 2012 to around 60% in 2020.
- Some GPs are able to offer memory assessment for less complex cases, meaning patients can be diagnosed closer to home by staff they already know.
- The introduction of post diagnosis support packs and sessions for people newly diagnosed with dementia, and for their carers.

Priority Three: Supporting Well

- Everyone receiving a dementia diagnosis is offered a “Next Steps” course, and further post-diagnostic support is now available through [Dementia Connect](#) (Alzheimer’s Society) and [Admiral Nurses](#). Both services offer extended support as and when required throughout the dementia journey.
- The Dementia and Memory Assessment Service in Coventry has achieved Memory Service National Accreditation Programme (MSNAP) which recognises high quality memory assessment services.

Priority Four: Living Well

- The development of [Warwickshire's Living Well with Dementia website](#), with information and details of services and support.
- [Reading Well Books on Prescription](#) – offers a selection of self-help books about dementia in all public libraries in Coventry and Warwickshire.
- There are approximately 90 organisations signed up to the [Coventry and Warwickshire Dementia Action Alliance \(DAA\)](#). These organisations have all committed to raising awareness of dementia and supporting people with dementia in their communities.

Priority Five: Dying Well

- A range of training has been delivered for professionals to support end of life care for people with dementia; this includes
 - Dementia Awareness Training for Palliative Care Teams and Hospices.
 - Training in Advance Care Plans for Community Dementia staff.
 - A workshop on Dying Well with Dementia for multi-agency clinicians from a variety of services.

Priority Six: Training Well

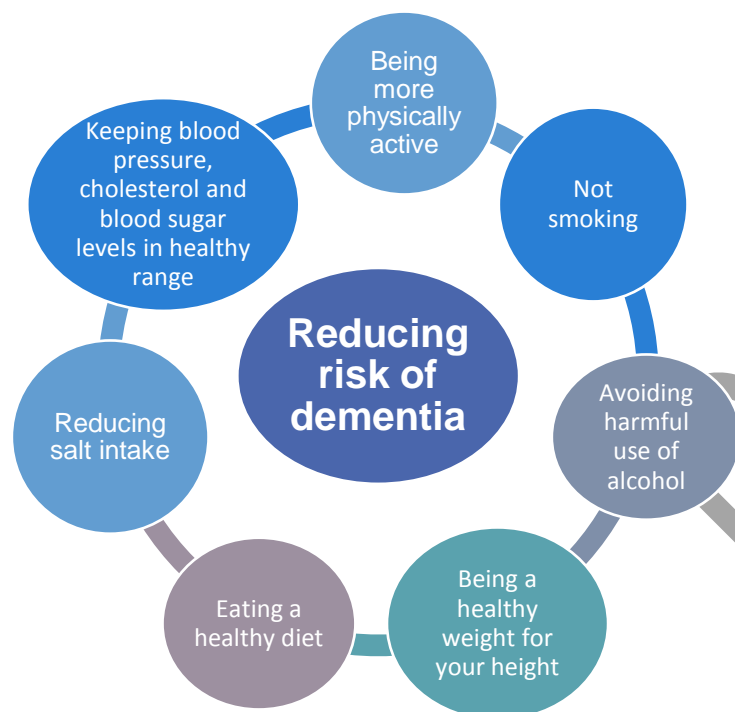
- There are now over 30,000 Dementia Friends in Warwickshire.
- Face to face Dementia Awareness sessions have been delivered to a range of organisations including Local Authorities, library services, voluntary sector, dental practices, general practices, hospice staff, and leisure centre staff.
- Frontline social care staff (including care home staff) can access training via Social Care Information and Learning Service (SCILS)

Priority One: Preventing Well

We will promote and support healthy lifestyles, aiming to reduce the risk of developing dementia.

Although some of the risk factors for dementia (such as age, genetics, and ethnicity) cannot be changed, there is strong evidence that you can reduce your chances of getting dementia. Even if someone has dementia, they can take action to lessen the symptoms.

People can reduce their risk of dementia through the following:



“What’s good for the heart is good for the brain”

However, only about a third of people (approximately 33%) think it’s possible to reduce their risk of developing dementia, compared to 81% who think it is possible to reduce their risk of developing diabetes.

What we will do

- We will continue to raise awareness of the benefits of healthy lifestyles to reduce the risk of developing dementia.
- We will encourage greater take up of NHS Health Checks for those aged 40-75.
- We will raise awareness of ways to reduce risk of dementia in at-risk populations (e.g. those with Mild Cognitive Impairment, individuals with learning disabilities and people from Black and Minority Ethnic backgrounds).
- We will continue to support people with Mild Cognitive Impairment to access [Warwickshire’s Physical Activity on Referral Service](#).
- Making Every Contact Counts supports practitioners working across Warwickshire to support their clients, customers, and patients to make positive changes to their physical and mental health and wellbeing. We will continue to promote and support Making Every Contact Counts across Warwickshire: (www.warwickshire.gov.uk/health-improvement/making-every-contact-count/1).

How we will know we have been successful

- Increased number of awareness campaigns delivered each year which include dementia risk reduction messages and how far these campaign messages reach (measured by number of press releases, people visiting websites, views on social media).
- More people attending NHS Health Checks
- More people with Mild Cognitive Impairment referred to [Warwickshire’s Physical Activity on Referral Service](#)

Priority Two: Diagnosing Well

People will receive a timely, accurate diagnosis of dementia.

- An estimated 11,500 people in Coventry and Warwickshire live with dementia, but only around 60% of these have a formal diagnosis.
- When someone is diagnosed with dementia, they can access a wide range of support for themselves and their families.
- Some people who have received a diagnosis have reported that knowing the diagnosis helps them prepare and come to terms with the changes that are happening. It can also help loved ones to understand and support them. See Norman's story.
- Many people live a fulfilling life for years following their diagnosis.
- Although there is not currently a cure for dementia, for some types of dementia it is possible to take medication to slow the progression of the disease.

What we will do

- Continue to encourage anyone with concerns about their own memory or the memory of a loved one to see their GP as soon as possible. Symptoms of dementia (such as confusion or forgetfulness) may be caused by a range of factors (including infections) which can often be easily treated.
- Continue to increase dementia diagnosis rates so that at least two thirds (67%) of people living with dementia have a diagnosis (this target has been set by the government).
- Review the dementia pathway and publish the key services and support available at all stages of the pathway to practitioners and those with dementia and their carers.
- Support GPs to undertake diagnosis of dementia where appropriate or refer to memory assessment services.
- Ensure that everyone receiving a diagnosis of dementia receives a Care Plan, and information about the minimum support offer (as shown in the diagram on the following page).

Normans story

"An early diagnosis of dementia is so, so important. Once diagnosed, I knew what I was up against. As they say: know your enemy. If I hadn't been diagnosed early and I hadn't been seen by consultants on a regular basis, I wouldn't be as well as I am today. I don't know what my future holds, but at least I'm prepared for it"

Norman diagnosed with dementia at 50. See more at www.scie.org.uk/dementia/symptoms/diagnosis/early-diagnosis.asp

- Ensure that everyone receiving a diagnosis is referred to a post diagnosis dementia support service.

"When someone is diagnosed with dementia you can go when you have problems, but it is so nice to get a call every 6–12 months to ask if everything is alright. I am not good at asking for help". Comment about Dementia Connect in Warwickshire service

- Promote the diagnostic and identification role in acute hospital care pathways and strengthen communication when a diagnosis is made.
- Ensure a high-quality memory assessment pathway by supporting Coventry and Warwickshire Partnership Trust (CWPT) to achieve Memory Services national Accreditation programme (MSNAP) accreditation across Coventry and Warwickshire.

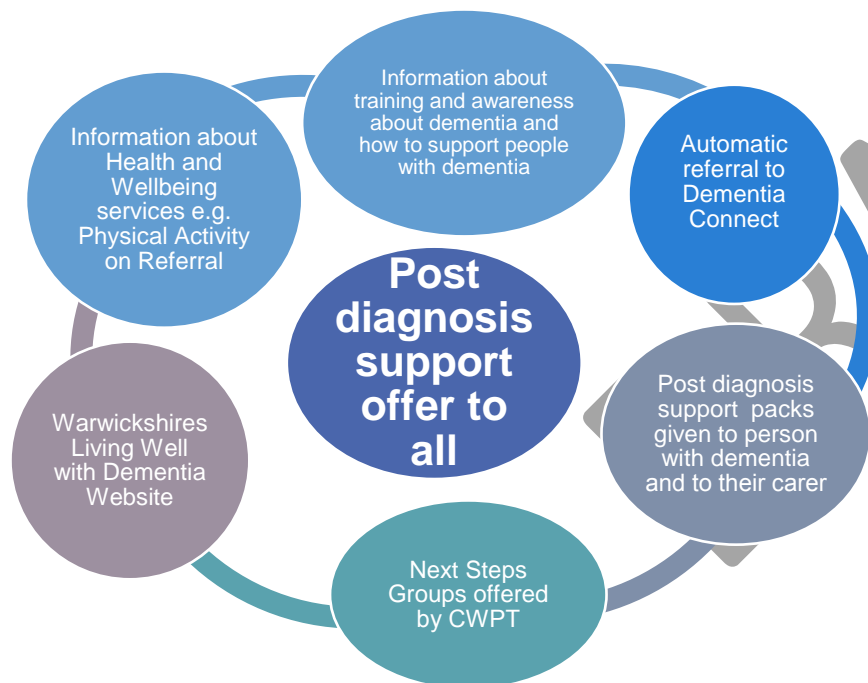
How we will know we have been successful

- Greater number of people diagnosed with dementia (and as a percentage of the people estimated to be living with dementia)
- More people diagnosed with dementia receive a Care Plan following their diagnosis (and as a percentage of all those diagnosed)
- Everyone diagnosed with dementia is offered a referral to a dementia support service (currently Dementia Connect) following their diagnosis.

Priority Three: Supporting Well

People affected by dementia will have access to safe, high quality support and care.

Post-diagnostic support helps the person living with dementia and their family come to terms with the diagnosis, access information, ask questions, find support and plan for the future. We want to ensure that people access support and are linked in with sources of information as early after diagnosis as possible. The diagram shows the minimum support offer for those receiving a diagnosis of dementia and for carers:



What we will do

Raise awareness of post diagnosis support available for people affected by dementia and ensure that information is easily accessible, available in a range of formats, and easy to understand.

- Continue to develop the Living Well with Dementia website, including map of services: www.warwickshire.gov.uk/dementia
- Redesign the dementia day opportunities support service to offer a blended service offer with greater choice and flexibility.
- Support carers of people living with dementia to maintain and build their community connections, by ensuring that accessible respite support is available to them.
- Support the voluntary sector to restore local support services following the Covid-19 pandemic, e.g. Dementia Cafes.
- Develop and promote the use of assistive technology to help people stay independent for longer.
- Work towards reducing the digital divide by supporting people with dementia to use iPads and similar technology to enjoy a range of virtual activities and stay connected to others.
- Ensure equality of access to dementia services, so that people with protected characteristics are equally able to access support.
- Work with providers of care and nursing homes and accommodation with support settings with aim of enhancing training and skills for workforce, maximising places available, reducing unplanned hospital admissions, delayed discharges, and placement breakdowns.
- Work with the market to ensure the continued development of high quality domiciliary care, housing with care, residential and nursing care options to meet growing demand.
- Review and strengthen the dementia pathway for people with dementia entering and leaving hospital.

How we will know we have been successful

- Greater number of people with dementia receiving support from local Dementia Support Service (currently Dementia Connect)
- More carers of people living with dementia supported by Carer Wellbeing Service
- Greater number of unique users of the Living Well with Dementia website.

Priority Four: Living Well

People affected by dementia will be able to live in safe and accepting communities, where they can access a range of support services and enjoyable and meaningful activities.

There are a range of initiatives aimed at helping people with dementia live well in their local communities, such as Dementia Friends, Dementia Friendly Communities and Dementia Action Alliance. These initiatives have the added advantage of increasing accessibility for everyone, and enabling people with dementia to continue playing a full and valuable role in their local communities.

Case Study: Books on Prescription and your local library

Coventry and Warwickshire Library Services have been members of the Coventry and Warwickshire Dementia Action Alliance (DAA) since 2013. Many of the library staff work directly with the public and are keen to be able to recognise and support the different needs of customers who wish to use the library. Libraries can help people to keep learning, stay connected and reduce isolation and loneliness. Many of the library staff have become Dementia Friends, (these are individuals who have taken the time to learn more about what it is like to live with dementia and the small things that they can do to make a difference). Libraries offer [Books on Prescription](#) collections to help people improve their health and wellbeing. All of the books are selected and recommended by healthcare professionals and follow National Institute for Health Care Excellence (NICE) guidance. Books on dementia include personal stories and support for relatives and carers. Visit www.warwickshire.gov.uk/booksonprescription or [https://www.coventry.gov.uk/info/126/libraries/3218/libraries - core services/7](https://www.coventry.gov.uk/info/126/libraries/3218/libraries_-_core_services/7) to find out more about how to borrow Books on Prescription or ask at your local library.

What we will do

- Develop and promote opportunities for people living with dementia and carers to maintain their mental and physical health and wellbeing.
- Promote dementia friendly events and activities to encourage people living with dementia to continue to engage in a range of interests, hobbies, and activities.
- Continue to offer and promote a range of arts and cultural opportunities (for example, access to singing, music, arts, and crafts activities) to people living with dementia and their carers.
- Promote opportunities for taking part in dementia research and access to research opportunities
- Work closely with social prescribing colleagues to ensure people living with dementia and their carers are encouraged and supported to continue to take part in the activities they enjoy, and to develop new interests.
- Increase the numbers of Dementia Friends in Coventry and Warwickshire by 10% each year.
- Increase the number of organisations signed up to the local Dementia Action Alliance by 10% each year.
- Work with our local Dementia Friendly Communities and Coventry & Warwickshire DAA to encourage more businesses and organisations to work towards becoming dementia friendly.
- Ensure that information about benefits and entitlements are communicated to people living with dementia and that they are supported to apply for these.
- Review how we can deliver accessible and effective support services and activities following the COVID-19 pandemic.

How we will know we have been successful

- Increase in number of Dementia Friends
- More organisations joining the Dementia Action Alliance
- Local Leisure Centres, Libraries and Community Centres working towards and awarded Dementia Friendly status.

Priority Five: Dying Well

People with dementia will be supported to die with dignity in the place of their choosing. Their families will be supported.

A third of people over the age of 65 will die with some form of dementia. In care homes, around two thirds of people will have dementia as a factor in their death. Each person with dementia is different; staff involved should understand individual wishes and preferences to ensure people are able to die with dignity and respect, free from pain and in a place they have chosen. Where possible, the person with dementia should be encouraged to plan for the future, including care options, while they are able. This can help to reassure their loved ones they are doing what's best for the person with dementia.

What we will do

- Roll out “Let’s Get Talking” days to all those working with people with dementia and their families to improve skills in talking about end of life. Virtual options will make this training more accessible.
- Develop one consistent advanced care plan and approach to promoting and completing advanced care plans.
- Train a range of professionals to support people with dementia to complete advanced care plans.
- Promote availability of Admiral Nurses, as experienced dementia nurses, who can provide support to people living with dementia and their families in complex situations, including end of life.
- Introduce a flag on NHS systems that identifies patients with an advanced care plan. This will ensure consistency and means clinicians and other professionals know what patient’s wishes are.
- Increase awareness and use of the Care and Support Towards Life’s End (CASTLE) register by health and social care professionals.
- Develop a bereavement support offer for families of people with dementia after the death of their loved one.

Case Study: Dying well with dementia

A gentleman with young onset dementia was being cared for by Coventry and Warwickshire Partnership Trust (CWPT) on a Dementia Ward. He became very unwell and was at the end of his life. With his family’s agreement a DNR (Do Not Resuscitate) was granted and a best interest meeting took place which confirmed the family’s wishes not to send him to a general hospital for further treatment.

Wards at CWPT settings where the gentleman was being cared for are not set up to provide end of life care so the staff needed support, guidance and medical intervention to ensure that this gentleman was allowed to die with respect, dignity and comfort.

The Deputy Ward Manager had attended an End of Life workshop for Dementia that had been delivered as part of the Coventry and Warwickshire Dementia Strategy Board. She contacted the person who had organised the workshop to ask for signposting to contacts and services that might be able to support them to manage their patient’s care in the best way possible. Through conversations with various specialist staff working for CWPT and other local organisations, the staff team were supported to ensure that the gentleman could be cared for and allowed to die with dignity and respect. This also provided huge comfort to his family.

How we will know we have been successful

- Increased number of people on Care and Support Towards Life’s End (CASTLE) Register
- More people with dementia with advanced care plans.
- Roll out of “Let’s Get Talking” days to people working across the dementia pathway.
- Increased availability of bereavement support offer for families of people with dementia after the death of their loved one.

Priority Six: Training Well

Training and awareness opportunities will be offered to support people affected by dementia, carers, and communities to increase their awareness of dementia.

Staff who work with people with dementia and their carers will have access to appropriate training.

Dementia Friends is a national initiative, led by Alzheimer's Society that aims to raise awareness of dementia and the things that can help people living with dementia. Anyone can become a [Dementia Friend](#).

The national Department of Health and Social Care [Dementia Training Standards Framework](#) aims to ensure quality and consistency in dementia education and training. It details the essential skills and knowledge necessary for workers in health, social care, and housing.

There is a range of excellent training available in a variety of formats (such as e-Learning and face-to-face), from a range of providers. It is important that practitioners are made aware of these training opportunities and encouraged to undertake relevant courses.

The Care Certificate is the minimum training induction requirement for anyone entering health and social care, including staff across all commissioned services. The Care Quality Commission (CQC) require evidence of compliance with the Care Certificate for all providers registered with CQC. For other providers it is regarded as best practice and should be a minimum requirement. Care Certificate can be accessed through the Social Care Information and Learning Service (SCILS).

What we will do

- We will promote training and dementia awareness opportunities to informal carers and communities to increase their awareness of dementia. For example, encouraging everyone to become a Dementia Friend.

- We will develop a tiered learning platform on the Living Well with Dementia website to ensure access to learning opportunities is as easy as possible.

We will offer further opportunities for people to participate in the Dementia Bus experience, which offers a sensory experience of what's it's like to live with dementia.



- All Local Authority commissioned service staff will be encouraged to become Dementia Friends.
- Anyone starting work in health and social care, will be required to complete the relevant units of the Care Certificate.
- Local Authority's will aim to ensure that all direct and commissioned service staff who are working with people living with dementia are trained to at least Tier 2 of the Dementia Training Standards Framework.
- We will aim to ensure that all home and residential care staff working with people living with dementia receive mandatory training. This should be equivalent to Tier 3 of the Dementia Training Standards Framework.

How will we know we have been successful

- Increase in number of Dementia Friends created.
- High numbers of staff will have completed relevant training (as appropriate to their role).
- More staff and organisations registered on SCILS.
- We will monitor the numbers of staff who have completed Care Certificate.

How we will deliver this strategy

The Dementia Strategy Board will develop a delivery plan to support achievement of the strategy. The Board will monitor achievement of the delivery plan at regular intervals (between every three to six months). This will ensure we remain on track to achieving the strategy.

The board will include representatives from:

- Warwickshire County Council (WCC)
- Coventry City Council (CCC)
- Coventry and Warwickshire Partnership Trust (CWPT)
- NHS Coventry and Warwickshire Clinical Commissioning Group (CCG)
- South Warwickshire Foundation Trust (SWFT)
- George Eliot Hospital (GEH)
- University Hospitals Coventry and Warwickshire (UHCW)
- Voluntary sector organisations
- People living with dementia and their carers

Working groups will be established which are likely to align to each of the six priority areas. It is expected that each working group will develop an individual action plan for the strategy priority area that they are focussing on.

- Priority One: Preventing Well
- Priority Two: Diagnosing Well
- Priority Three: Supporting Well
- Priority Four: Living Well
- Priority Five: Dying Well
- Priority Six: Training Well

Working groups will include practitioners from a range of organisations and where possible people with dementia and carers will be involved in working groups.

Action plans are likely to include a range of actions to be undertaken across Coventry and Warwickshire as well as actions for Coventry and Warwickshire specifically.

An Equality Impact Assessment has been completed and will be reviewed on a regular basis by each working group to ensure we meet our responsibilities in respect of the Equality Act 2010 and the Public Sector Equality Duty.

There will also be a focus on Health Inequalities, and we will look to address inequalities as part of the action plans for each priority area. Action plans will also focus at a Place level, which will help to consider and address issues that may exist in particular areas across Coventry and Warwickshire.

Projects and / or work programmes to support delivery of the action plans for each priority area will be co-produced people with dementia and those that care for them where possible. This will help to ensure that activities make a real difference to the lives of people with dementia and those that care for them. Please see more detail on this on the following page.

Key measures will be monitored for each priority area (see further details of these measures in each priority area). These will help us to monitor progress towards achieving the strategy. People with dementia and carers will be involved in monitoring progress towards achieving the strategy through a range of methods.

The working groups will report on progress into other appropriate local groups and Boards as appropriate. This may include the Health and Care Partnership Dementia Board, Joint Commissioning Boards, Health and Wellbeing Board and Corporate Boards and Cabinet.

Some of the objectives will need to be achieved through existing funding and partnership working. However, we will also seek additional funding, which would enable us to enhance projects and activities to support achievement of some of the objectives.

Priorities and Dementia Statements

The key priorities described in this strategy will help to achieve the following Dementia Statements which reflect the things people with dementia have said are essential to their quality of life.

- We have the right to be recognised as who we are, to make choices about our lives including taking risks, and to contribute to society. Our diagnosis should not define us, nor should we be ashamed of it.
- We have the right to continue with day to day and family life, without discrimination or unfair cost, to be accepted and included in our communities and not live in isolation or loneliness.
- We have the right to an early and accurate diagnosis, and to receive evidence-based, appropriate, compassionate and properly funded care and treatment, from trained people who understand us and how dementia affects us. This must meet our needs, wherever we live.
- We have the right to be respected, and recognised as partners in care, provided with education, support, services, and training which enables us to plan and make decisions about the future.
- We have the right to know about and decide if we want to be involved in research that looks at cause, cure and care for dementia and be supported to take part

Development, delivery and monitoring of the action plans for each priority area will be co-produced people with dementia and those that care for them where possible. This will help to ensure that activities make a real difference to the lives of people with dementia and those that care for them and that the vision for Coventry and Warwickshire's Living Well with Dementia Strategy 2021 - 2026 is achieved

'everyone affected by dementia is enabled to live well'.

Visual image to be added

Find out more about the Dementia Statements [here](#):

Logos of all of the partner agencies will be on this page:

DRAFT

Draft Dementia Strategy Engagement Plans

The engagement plans are being finalised to ensure that stakeholders have the opportunity to provide feedback on the draft strategy. This will include people living with dementia, carers, volunteers, general public and professionals. Plans include a 6-week engagement programme, from mid August until mid-September 2021 through three key routes:

1. Online survey through Ask Warwickshire. Distributed widely to stakeholders via emails and other communication channels (Hard copies will be available) across Coventry and Warwickshire. The survey will be sent out electronically by email and through Council Communications channels, but with an option to request a paper copy that can be sent by post if necessary. The survey will also be posted on Warwickshire's Dementia Website. We will also offer people the option of emailing their feedback to dementiapartnership@warwickshire.gov.uk
2. In person engagement with people with dementia and carers (face to face and virtual opportunities). Making Space (user engagement and coproduction service commissioned by Warwickshire County Council) will lead this work in Warwickshire. Involve Coventry will lead in Coventry.
3. Commissioner attendance at various meetings with practitioners / dementia forums to raise awareness of the engagement and encourage feedback via the survey or by email to Commissioner.

The questions that will be asked through the survey are currently as follows (there may still be very minor tweaks to these). Many of these questions will also be asked as part of the in-person engagement (but with more of a focus on the 'Supporting Well' and 'Living Well' priorities).

Dementia Engagement Survey draft questions – to be hosted on Ask Warwickshire

1. In what capacity are you responding to this questionnaire?
 - Person living with dementia
 - Carer / family member of person living with dementia
 - General public
 - Statutory partner (health, local authority)
 - Local Councillor/elected member (WCC, District or Borough, Town Council)
 - Voluntary and community sector
 - Business
 - Other (Please specify below)
2. Please select the area where you live or work (or represent):
 - North Warwickshire Borough
 - Nuneaton and Bedworth Borough
 - Rugby Borough
 - Stratford on Avon District

- Warwick District
- Work across Warwickshire
- Coventry
- Work outside of Coventry or Warwickshire

3. How strongly do you agree or disagree with the vision set out for this strategy?

The vision for Coventry and Warwickshire's Living Well with Dementia Strategy 2021 - 2026 is that 'everyone affected by dementia is enabled to live well'.

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

If you disagree or strongly disagree, please can you tell us why.

4. Strategic priority areas

Six priorities have been developed. Please tell us how strongly you agree or disagree with each of the six strategic priorities? Each of the priorities include an overarching statement (in bold), some background information, details of what we will do and how we will know we have been successful.

- a. Priority 1 – Reducing risk of developing dementia

Priority One: Preventing Well

We will promote and support healthy lifestyles, aiming to reduce the risk of developing dementia.

Although some of the risk factors for dementia (such as age, genetics, and ethnicity) cannot be changed, there is strong evidence that you can reduce your chances of getting dementia. Even if someone has dementia, they can take action to lessen the symptoms.

People can reduce their risk of dementia through the following:



However, only about a third of people (approximately 33%) think it's possible to reduce their risk of developing dementia, compared to 81% who think it is possible to reduce their risk of developing diabetes.

What we will do

- We will continue to raise awareness of the benefits of healthy lifestyles to reduce the risk of developing dementia.
- We will encourage greater take up of NHS Health Checks for those aged 40-75.
- We will raise awareness of ways to reduce risk of dementia in at-risk populations (e.g. those with Mild Cognitive Impairment, individuals with learning disabilities and people from Black and Minority Ethnic backgrounds).
- We will continue to support people with Mild Cognitive Impairment to access [Warwickshire's Physical Activity on Referral Service](#).
- Making Every Contact Counts supports practitioners working across Warwickshire to support their clients, customers, and patients to make positive changes to their physical and mental health and wellbeing. We will continue to promote and support Making Every Contact Counts across Warwickshire: (www.warwickshire.gov.uk/health-improvement/making-every-contact-count/1).

How we will know we have been successful

- Increased number of awareness campaigns delivered each year which include dementia risk reduction messages and how far these campaign messages reach (measured by number of press releases, people visiting websites, views on social media).
- More people attending NHS Health Checks
- More people with Mild Cognitive Impairment referred to [Warwickshire's Physical Activity on Referral Service](#)

Please tell us how strongly you agree or disagree with Priority One: Reducing risk of developing dementia?

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

If you disagree or strongly disagree with the priority, please can you tell us why?

b. Priority 2 – Diagnosis of dementia

Priority Two: Diagnosing Well**People will receive a timely, accurate diagnosis of dementia.**

- An estimated 11,500 people in Coventry and Warwickshire live with dementia, but only around 60% of these have a formal diagnosis.
- When someone is diagnosed with dementia, they can access a wide range of support for themselves and their families.
- Some people who have received a diagnosis have reported that knowing the diagnosis helps them prepare and come to terms with the changes that are happening. It can also help loved ones to understand and support them. See Norman's story.
- Many people live a fulfilling life for years following their diagnosis.
- Although there is not currently a cure for dementia, for some types of dementia it is possible to take medication to slow the progression of the disease.

What we will do

- Continue to encourage anyone with concerns about their own memory or the memory of a loved one to see their GP as soon as possible. Symptoms of dementia (such as confusion or forgetfulness) may be caused by a range of factors (including infections) which can often be easily treated.
- Continue to increase dementia diagnosis rates so that at least two thirds (67%) of people living with dementia have a diagnosis (this target has been set by the government).
- Review the dementia pathway and publish the key services and support available at all stages of the pathway to practitioners and those with dementia and their carers.
- Support GPs to undertake diagnosis of dementia where appropriate or refer to memory assessment services.
- Ensure that everyone receiving a diagnosis of dementia receives a Care Plan, and information about the minimum support offer (as shown in the diagram on the following page).

Normans story

"An early diagnosis of dementia is so, so important. Once diagnosed, I knew what I was up against. As they say: know your enemy. If I hadn't been diagnosed early and I hadn't been seen by consultants on a regular basis, I wouldn't be as well as I am today. I don't know what my future holds, but at least I'm prepared for it"

Norman diagnosed with dementia at 50. See more at www.scie.org.uk/dementia/symptoms/diagnosis/early-diagnosis.asp

- Ensure that everyone receiving a diagnosis is referred to a post diagnosis dementia support service.

"When someone is diagnosed with dementia you can go when you have problems, but it is so nice to get a call every 6-12 months to ask if everything is alright. I am not good at asking for help". Comment about Dementia Connect in Warwickshire service

- Promote the diagnostic and identification role in acute hospital care pathways and strengthen communication when a diagnosis is made.
- Ensure a high-quality memory assessment pathway by supporting Coventry and Warwickshire Partnership Trust (CWPT) to achieve Memory Services national Accreditation programme (MSNAP) accreditation across Coventry and Warwickshire.

How we will know we have been successful

- Greater number of people diagnosed with dementia (and as a percentage of the people estimated to be living with dementia)
- More people diagnosed with dementia receive a Care Plan following their diagnosis (and as a percentage of all those diagnosed)
- Everyone diagnosed with dementia is offered a referral to a dementia support service (currently Dementia Connect) following their diagnosis,

Please tell us how strongly you agree or disagree with Priority Two: Diagnosing Well?

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

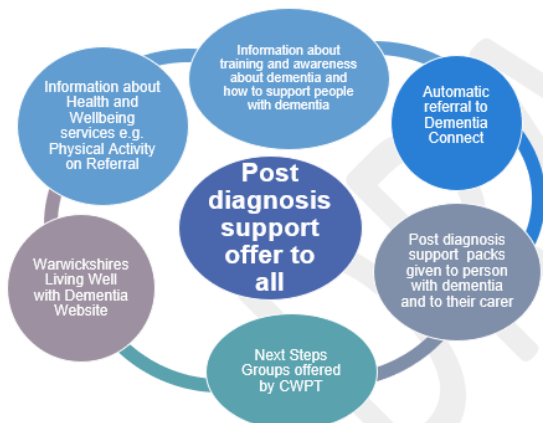
If you disagree or strongly disagree with the priority, please can you tell us why?

c. Priority 3 – Support following a diagnosis

Priority Three: Supporting Well

People affected by dementia will have access to safe, high quality support and care.

Post-diagnostic support helps the person living with dementia and their family come to terms with the diagnosis, access information, ask questions, find support and plan for the future. We want to ensure that people access support and are linked in with sources of information as early after diagnosis as possible. The diagram shows the minimum support offer for those receiving a diagnosis of dementia and for carers:

**What we will do**

Raise awareness of post diagnosis support available for people affected by dementia and ensure that information is easily accessible, available in a range of formats, and easy to understand.

- Continue to develop the Living Well with Dementia website, including map of services: www.warwickshire.gov.uk/dementia
- Redesign the dementia day opportunities support service to offer a blended service offer with greater choice and flexibility.
- Support carers of people living with dementia to maintain and build their community connections, by ensuring that accessible respite support is available to them.
- Support the voluntary sector to restore local support services following the Covid-19 pandemic, e.g. Dementia Cafes.
- Develop and promote the use of assistive technology to help people stay independent for longer.
- Work towards reducing the digital divide by supporting people with dementia to use iPads and similar technology to enjoy a range of virtual activities and stay connected to others.
- Ensure equality of access to dementia services, so that people with protected characteristics are equally able to access support.
- Work with providers of care and nursing homes and accommodation with support settings with aim of enhancing training and skills for workforce, maximising places available, reducing unplanned hospital admissions, delayed discharges, and placement breakdowns.
- Work with the market to ensure the continued development of high quality domiciliary care, housing with care, residential and nursing care options to meet growing demand.
- Review and strengthen the dementia pathway for people with dementia entering and leaving hospital.

How we will know we have been successful

- Greater number of people with dementia receiving support from local Dementia Support Service (currently Dementia Connect)
- More carers of people living with dementia supported by Carer Wellbeing Service
- Greater number of unique users of the Living Well with Dementia website.

Please tell us how strongly you agree or disagree with Priority Three: Supporting Well?

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

If you disagree or strongly disagree with the priority, please can you tell us why?

d. Priority 4 – Living well with dementia in Dementia Friendly Communities

Priority Four: Living Well

People affected by dementia will be able to live in safe and accepting communities, where they can access a range of support services and enjoyable and meaningful activities.

There are a range of initiatives aimed at helping people with dementia live well in their local communities, such as Dementia Friends, Dementia Friendly Communities and Dementia Action Alliance. These initiatives have the added advantage of increasing accessibility for everyone, and enabling people with dementia to continue playing a full and valuable role in their local communities.

Case Study: Books on Prescription and your local library

Coventry and Warwickshire Library Services have been members of the Coventry and Warwickshire Dementia Action Alliance (DAA) since 2013. Many of the library staff work directly with the public and are keen to be able to recognise and support the different needs of customers who wish to use the library. Libraries can help people to keep learning, stay connected and reduce isolation and loneliness. Many of the library staff have become Dementia Friends, (these are individuals who have taken the time to learn more about what it is like to live with dementia and the small things that they can do to make a difference). Libraries offer [Books on Prescription](#) collections to help people improve their health and wellbeing. All of the books are selected and recommended by healthcare professionals and follow National Institute for Health Care Excellence (NICE) guidance. Books on dementia include personal stories and support for relatives and carers. Visit www.warwickshire.gov.uk/booksonprescription or https://www.coventry.gov.uk/info/126/libraries/3218/libraries-core_services/7 to find out more about how to borrow Books on Prescription or ask at your local library.

What we will do

- Develop and promote opportunities for people living with dementia and carers to maintain their mental and physical health and wellbeing.
- Promote dementia friendly events and activities to encourage people living with dementia to continue to engage in a range of interests, hobbies, and activities.
- Continue to offer and promote a range of arts and cultural opportunities (for example, access to singing, music, arts, and crafts activities) to people living with dementia and their carers.
- Promote opportunities for taking part in dementia research
- Work closely with social prescribing colleagues to ensure people living with dementia and their carers are encouraged and supported to continue to take part in the activities they enjoy, and to develop new interests.
- Increase the numbers of Dementia Friends in Coventry and Warwickshire by 10% each year.
- Increase the number of organisations signed up to the local Dementia Action Alliance by 10% each year.
- Work with our local Dementia Friendly Communities and Coventry & Warwickshire DAA to encourage more businesses and organisations to work towards becoming dementia friendly.
- Ensure that information about benefits and entitlements are communicated to people living with dementia and that they are supported to apply for these.
- Review how we can deliver accessible and effective support services and activities following the COVID-19 pandemic.

How we will know we have been successful

- Increase in number of Dementia Friends
- More organisations joining the Dementia Action Alliance
- Local Leisure Centres, Libraries and Community Centres working towards and awarded Dementia Friendly status.

Please tell us how strongly you agree or disagree with Priority Four: Living Well?

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

If you disagree or strongly disagree with the priority, please can you tell us why?

e. Priority 5 – Allowing people to die with dignity and respect

Priority Five: Dying Well

People with dementia will be supported to die with dignity in the place of their choosing. Their families will be supported.

A third of people over the age of 65 will die with some form of dementia. In care homes, around two thirds of people will have dementia as a factor in their death. Each person with dementia is different; staff involved should understand individual wishes and preferences to ensure people are able to die with dignity and respect, free from pain and in a place they have chosen. Where possible, the person with dementia should be encouraged to plan for the future, including care options, while they are able. This can help to reassure their loved ones they are doing what's best for the person with dementia.

What we will do

- Roll out "Let's Get Talking" days to all those working with people with dementia and their families to improve skills in talking about end of life. Virtual options will make this training more accessible.
- Develop one consistent advanced care plan and approach to promoting and completing advanced care plans.
- Train a range of professionals to support people with dementia to complete advanced care plans.
- Promote availability of Admiral Nurses, as experienced dementia nurses, who can provide support to people living with dementia and their families in complex situations, including end of life.
- Introduce a flag on NHS systems that identifies patients with an advanced care plan. This will ensure consistency and means clinicians and other professionals know what patient's wishes are.
- Increase awareness and use of the Care and Support Towards Life's End (CASTLE) register by health and social care professionals.
- Develop a bereavement support offer for families of people with dementia after the death of their loved one.

Case Study: Dying well with dementia

A gentleman with young onset dementia was being cared for by Coventry and Warwickshire Partnership Trust (CWPT) on a Dementia Ward. He became very unwell and was at the end of his life. With his family's agreement a DNR (Do Not Resuscitate) was granted and a best interest meeting took place which confirmed the family's wishes not to send him to a general hospital for further treatment.

Wards at CWPT settings where the gentleman was being cared for are not set up to provide end of life care so the staff needed support, guidance and medical intervention to ensure that this gentleman was allowed to die with respect, dignity and comfort.

The Deputy Ward Manager had attended an End of Life workshop for Dementia that had been delivered as part of the Coventry and Warwickshire Dementia Strategy Board. She contacted the person who had organised the workshop to ask for signposting to contacts and services that might be able to support them to manage their patient's care in the best way possible. Through conversations with various specialist staff working for CWPT and other local organisations, the staff team were supported to ensure that the gentleman could be cared for and allowed to die with dignity and respect. This also provided huge comfort to his family.

How we will know we have been successful

- Increased number of people on Care and Support Towards Life's End (CASTLE) Register
- More people with dementia with advanced care plans.
- Roll out of "Let's Get Talking" days to people working across the dementia pathway.
- Increased availability of bereavement support offer for families of people with dementia after the death of their loved one.

Please tell us how strongly you agree or disagree with Priority Five: Dying Well?

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

If you disagree or strongly disagree with the priority, please can you tell us why?

f. Priority 6 – Training for those working with people with dementia and their carers

Priority Six: Training Well

Training and awareness opportunities will be offered to support people affected by dementia, carers, and communities to increase their awareness of dementia.

Staff who work with people with dementia and their carers will have access to appropriate training.

Dementia Friends is a national initiative, led by Alzheimer's Society that aims to raise awareness of dementia and the things that can help people living with dementia. Anyone can become a [Dementia Friend](#).

The national Department of Health and Social Care [Dementia Training Standards Framework](#) aims to ensure quality and consistency in dementia education and training. It details the essential skills and knowledge necessary for workers in health, social care, and housing.

There is a range of excellent training available in a variety of formats (such as e-Learning and face-to-face), from a range of providers. It is important that practitioners are made aware of these training opportunities and encouraged to undertake relevant courses.

The Care Certificate is the minimum training induction requirement for anyone entering health and social care, including staff across all commissioned services. The Care Quality Commission (CQC) require evidence of compliance with the Care Certificate for all providers registered with CQC. For other providers it is regarded as best practice and should be a minimum requirement. Care Certificate can be accessed through the Social Care Information and Learning Service (SCILS).

What we will do

- We will promote training and dementia awareness opportunities to informal carers and communities to increase their awareness of dementia. For example, encouraging everyone to become a Dementia Friend.

- We will develop a tiered learning platform on the Living Well with Dementia website to ensure access to learning opportunities is as easy as possible.

We will offer further opportunities for people to participate in the Dementia Bus experience, which offers a sensory experience of what's it's like to live with dementia.



- All Local Authority commissioned service staff will be encouraged to become Dementia Friends.
- Anyone starting work in health and social care, will be required to complete the relevant units of the Care Certificate.
- Local Authority's will aim to ensure that all direct and commissioned service staff who are working with people living with dementia are trained to at least Tier 2 of the Dementia Training Standards Framework.
- We will aim to ensure that all home and residential care staff working with people living with dementia receive mandatory training. This should be equivalent to Tier 3 of the Dementia Training Standards Framework.

How will we know we have been successful

- Increase in number of Dementia Friends created.
- High numbers of staff will have completed relevant training (as appropriate to their role).
- More staff and organisations registered on SCILS.
- We will monitor the numbers of staff who have completed Care Certificate.

Please tell us how strongly you agree or disagree with Priority Six: Training Well?

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

If you disagree or strongly disagree with the priority, please can you tell us why?

5. Do you feel there is enough focus on support for carers of people living with dementia?

6. Do you feel there any significant gaps or omissions in the strategy? If so, please tell us about these?

7. Do you have any comments on how the strategy looks and how hard or easy it is to read and understand the strategy?

8. Do you have any ideas to help with the delivery of the strategy priorities?

9. Do you have any further comments you would like to make in relation to the Draft Living Well with Dementia Strategy?

Thank you for your support.

These questions will be separated from the others:

Equalities and monitoring data

Question to determine where people would like to access the strategy from after publication.

DRAFT

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