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Heritage Pathfinders

at Leominster Meeting Centre for people affected by dementia

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Working Both Sides of the Door

January 2023

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www.leominstermeetingcentre.co.uk

www.worcester.ac.uk

www.supersum.works





Summary

£18k

Seedcorn funding for new projects at Leominster Meeting Centre

12

new projects, methods, experiences and toolkits developed

200

hours of engagement with members, carers and families

7

new working relationships with local organisations

90

story canvases detailing project impact

£20k

additional funding leveraged for/by pathfinders

The Heritage Pathfinders programme has supported members of Leominster Meeting Centre for people affected by dementia to work with creative and heritage professionals from the region - our Pathfinders. Through Seedcorn funding, they have together developed new and exciting projects for heritage engagement. Going beyond the 'dementia label', these projects respond to the experiences, needs and interests of Meeting Centre members.

Our twelve Pathfinders are people from Leominster and the region with a passion for heritage. They have brought expertise in the visual arts, dance, oral history and blacksmithing, to name but a few, into Meeting

Centre routines. The outcome has been projects that embed the values of the Adjusting to Change model that lies at the heart of Meeting Centre life. In this way, we see a new direction for Meeting Centres as drivers of innovation in heritage engagement both within and beyond the Meeting Centre walls: heritage engagement that works 'both sides of the door'.

Heritage Pathfinders was a project partnership between Leominster Meeting Centre, supersum (a Wicked Problems agency), and the Association for Dementia Studies at the University of Worcester. It ran between April 2021 and July 2022.

"Note every foot print, every bent twig, every fallen leaf. And there you will see where next to place your feet"

August Kekulé





Foreword

When we first spoke with Wicked Problems agency supersum about developing a heritage programme at Leominster Meeting Centre, we didn't know exactly what to expect, but we had heard a lot about their work in this field and were reassured early on that this would be an experience of great value to the Centre. Our early exploratory sessions together at the Centre in 2019 were very exciting for us as we were joined by a range of local creative practitioners who were new to our Centre's work. We were also delighted to explore new ways in which existing community partners could work with us.

Unfortunately, the covid pandemic interrupted momentum and we had to delay starting the project until April 2021, starting online before eventually moving to face-to-face contact again. Since many of the projects involved outside activities these were ideal - creative practitioners, members, family carers,

staff and volunteers could work together to develop fresh and exciting opportunities in safe environments. The benefits of the Pathfinder projects for everyone at the Centre were plain to see for all, with active engagement from members and a lasting impact on the ethos of our Centre. It has been brilliant to see these creative practitioners develop new skills, and we feel the programme has helped integrate the Centre more into our local community.

The project has helped attract further funding not just for heritage and creative work but also for our running costs as funders recognise the importance of such community engagement. It is important to us that this work is developed further and that we can continue working with other Meeting Centres to advance community-based engagement and share ideas that promote health, wellbeing and sustainability in Meeting Centre life.



Shirley Evans
Treasurer, Finance and Projects at
Leominster Meeting Centre



Joy Valentini
Trustee and Leominster Meeting
Centre Manager



Introduction

Background

There are currently over 900,000 people with dementia in the UK, and this number is projected to rise to 1.4 million by 2040 [1]. Evidence shows that people living with dementia in the community live better and for longer [2, 3]. Moreover, people prefer to live in their communities for as long as possible [4]. Currently there is no cure for dementia, so helping people live well where they are and adjust to the changes dementia brings is a priority. Meeting Centres for people affected by dementia now play an increasingly important role here in the UK to support this ambition.

Originating in the Netherlands, Meeting Centres focus on supporting people with dementia, and the family/friends who informally care for them, together [5]. This distinguishes them from other forms of community-based care intervention [6]. They do this through the Adjusting to Change model [7], an evidence-based approach to delivering the practical, emotional and social adjustments that help people live well with the

changes dementia brings [8-10]. There are now over 300 Meeting Centres worldwide.

Helping people adjust to the changes dementia brings 'takes a community', and Meeting Centres recognise the considerable potential a community can hold when delivering the important outcomes of the Adjusting to Change model. That potential comes into stark focus when working creatively 'in place' through an engagement with arts, culture and heritage. The value of this engagement for people living with dementia is now well established in both research and policy contexts [e.g. 11-15]. The perspective on heritage we adopt in Heritage Pathfinders - the tangible and intangible substance that makes up our past, shapes the present, and gives us hope for the future - is one that opens up this community-wide conversation with Meeting Centres. It is a conversation that can be a new source for ideas, delivery and innovation in heritage engagement.





Heritage Pathfinders

The Heritage Pathfinders programme was designed to help Leominster Meeting Centre work more closely with its community - a way to bring the Adjusting to Change model alive both sides of the Centre door. Our core principle has been to increase participation at the Leominster Meeting Centre in how heritage-engagement projects are conceived, developed and delivered.

The first phase of the programme supported twelve Pathfinders from Leominster and the region to spend time at Leominster Meeting Centre, getting to know its members as well as Meeting Centre values and routines. In parallel, workshop activities helped Pathfinders gain confidence in working with people affected by dementia and draw on the expertise of those already active in the field. Supported by an online platform to document and share ideas, workshops served as a critical forum to discuss concepts in heritage, explore creative approaches to heritage engagement and reflect on Meeting Centre experiences. A stipend was made available to all Pathfinders, recognising the value they brought to this process.

In the second phase, Pathfinders responded to their experiences at the Meeting Centre with project ideas they could lead independently with members. Priority was given to projects that resonated strongly with core Meeting Centre values, involved members in project design, development and delivery, worked for individual members as well the whole community, and held the promise of life beyond the end of the programme. Seedcorn funding (a type of micro-grant) totaling £18,000 was made available to support the delivery of twelve projects. Individual awards were made according to project needs and scope. In parallel to project delivery, further workshops with Pathfinders focused on the practicalities of activity planning, dementia friendly communication and evaluation practice. As projects were brought to life, these final workshops served as a venue to present work-in-progress, share findings and support each other in the process of Pathfinding. Heritage Pathfinders ran from April 2021 to July 2022, with a number of projects securing further external funding to continue.



Touchpoint

The Heritage Pathfinders programme was designed to help creative and heritage professionals from Leominster and the region work more closely with members of Leominster Meeting Centre. Together, they developed 12 new heritage-engagement projects, methods, toolkits and experiences, funded through a Seedcorn (micro-grant) scheme. All project case studies can be found in the separate document *Heritage Pathfinders: Seedcorn Projects*.



Heritage Pathfinders

Seedcorn Projects

For more information, see [Seedcorn Projects document](#) →



Tuning In

Singer, composer and theatre maker **Olivia Bradbury** has worked with LMC members to develop a new music method for wellbeing, called 'Tuning In', one in which everyone can participate



The Blacksmith's Art

Artisanal blacksmith **Joshua Fincher** has explored how the blacksmith's art, as a broad and inclusive culture of making, can be opened up to someone with a dementia diagnosis



The Way I See It

Artist **Rachel Freeman** has worked with Croft Castle (National Trust) to celebrate the way members perceive the world around them, bringing these experiences to a wider audience



The Larking Stool

Culture and Heritage project manager **Jo Henshaw** has taken something no-less controversial than the Leominster Ducking Stool, used to punish people for outspokenness, and reinvented it to give members a voice



Drawn Together

Visual artist **Gemma Moore** has collaboratively designed drawing experiments with members to ask how simple 'mark marking' can open-up a world of everyday creativity and self-expression



Living Orchard

Organist, choir director, teacher and local historian **Hilary Norris** has brought a living culture of orchards to life for members, opening up the potential for a year-long programme of creative engagement



My Archaeology

Archaeologist **Yvie George** has uncovered the hidden life of objects and their entanglement with members' life stories, asking how objects can help us live well now and support important life transitions



Reconnecting Club

Dance Movement Psychotherapist **Enid Gill** has asked how members might best reconnect with those organisations and clubs that mean something to them but they have lost touch with



Your Way

Artist **Kate Green** has asked how the unexpected twists and turns of experience for someone with dementia might inform new approaches to local heritage trail design



More than Worship

Hereford Cathedral archivist **Elizabeth O'Keefe** has explored with members how 'dementia friendly worship' is only the tip of the iceberg when we ask what a cathedral can offer members



Polyphonic Voices

Oral historian **Marsha O'Mahony** has used a new piece of interactive digital technology with a family member from the Meeting Centre to understand personal and social barriers to digital empowerment



Creative Connections

Spoken-word artist **Sal Tonge** has dived into the multi-sensory world of story-telling and song-writing through historic visual images, putting 'a permission to play' at the heart of group work



Meeting Centres and Adjusting to Change

We believe there is great potential for heritage-engagement to help Centre members live well with dementia. The Adjusting to Change model at the heart of Meeting Centre life is ideally suited to help make sense of that potential. The model is based on research of the practical, emotional and social adjustments that help people with dementia (their families and communities) adjust to living with the challenges dementia brings [7-10]. It adopts an empowerment and strengths-based approach with a focus on helping people to identify their continuing strengths and skills. This foregrounds 'what can be built on' rather than grounding a response in disability and what people cannot do. Meeting Centres deliver the Adjusting to Change model through their work everyday. Through Heritage Pathfinders, we have asked how heritage engagement might bring the Adjusting to Change model further alive.

Understanding the impact of heritage-engagement is never straightforward. We have sought to do this by gathering mixed evidence from project activities directly, including impact observations by Pathfinders and member/staff self-reporting. For many Pathfinders, the use of reflective journaling has helped them understand the changing nature of their collaboration with members and project impacts over time. Our regular workshops together have supported Pathfinders to further share their experiences, map and remap project impacts through the lens of Adjusting to Change, and explore alternative forms of impact capture, description and explanation with members. An example of a Pathfinder project's Adjusting to Change 'canvas' can be found in the appendix.



Social Adjustment

Building or rebuilding social connection is a second corner stone of the model, something at the very heart of what Meeting Centres do. This may be through maintaining or building new friendships, peer-support or simply knowing where to go for the information (sign-posting). Pathfinder projects have helped affirm just how powerful the heritage of members, and the places they live, can be in binding people together.

Creating moments for people to connect and learn about the experiences of others (whether members, staff, family or Meeting Centre visitors) is a generator for mutual understanding. Projects have helped members work together, lead on activities, listen to each other, witness and be witnessed.

Heritage Pathfinders has helped:

Expand the variety of 1:1 and group activities, supporting both individual expression and inclusive social interaction in Meeting Centre life

Project Example: More Tuning In

Define new types of caring environment - including the outdoors, at home and public spaces - in which valuable social connection can take place

Project Example: Living Orchard

Create new contexts for members, carers and families to experience and respect differences of opinion (as friends), so helping deepen social connection

Project Example: The Larking Stool

Embed Meeting Centre values into other organisations and businesses in the community through new partnerships - connecting members into their communities

Project Example: Reconnecting Club



Practical Adjustment

Making practical adjustments to the changes dementia brings is an important cornerstone of the Adjusting to Change model. Of central importance is helping people understand their individual circumstances, make sense of changing symptoms, and build relationships with care professionals and staff to help put the right kinds of support in place. Pathfinder projects have explored how a creative engagement with heritage can support this practical dimension to living well with

dementia. Projects have helped members engage with new experiences on their own terms, worked with the cognitive changes dementia brings to uncover new and unexpected sources of strength, and generated a wider foundation from which people living in the community can engage in Meeting Centre life.

Heritage Pathfinders has helped:

Increase access to a rich spectrum of new and everyday activities that support cognition, build physical stamina and increase social confidence

Project Example: More Than Worship

Identify new sources of strength by working with dementia characteristics. This uncovers the creative value of play, improvisation and non-linear thinking

Project Example: Your Way

Create new spaces and contexts to learn about each other. This includes new methods for active listening and creative sharing between members, carers and staff

Project Example: The Way I See It

Develop new resources for staff and volunteers to build into Meeting Centre programmes. This includes helping family and carers to participate (i.e. support or lead) in activities

Project Example: Drawn Together





Emotional adjustment

Helping members and their families get on even emotionally and maintain a positive self image is the final cornerstone of the Adjusting to Change model. This recognises how important it is to help members understand where they are now, but also think to the future and the uncertainty it holds. Pathfinder projects have shown how the heritage lens can help the expression of person-hood and self-

knowledge 'in the moment' (such as when managing emotions), the medium term (such as through finding strength in new skills and building confidence), to the whole life-course and beyond (such as when thinking about life transitions and life's spiritual dimension).

Heritage Pathfinders has helped:

Support members to manage emotional highs and lows, as well talk about their present experiences and future uncertainties

Project Example: My Archaeology

Support members to express self-knowledge and direct their own agency, whether that's through control, choice, citizenship or expression of opinions

Project Example: Creative Connections

Expand the realm of expression (to observe, imagine, reflect, make, share and play) needed to unlock members' creativity in their own time and at their own pace

Project Example: The Blacksmith's Art

Encourage members to apply their knowledge, rediscover old skills or develop new ones - all vital routes to maintaining person-hood

Project Example: Reconnecting Club



Touchpoint

Pathfinder projects have shown how working with heritage and creative and heritage professionals can help bring the Adjusting to Change model alive. By working with the communities around them, Meeting Centres broaden the foundation - through new activities, experiences and interactions - on which everyday life adaptations can be built. This has revealed not only new strategies and sources of strength for living well with dementia, but expanded the contexts in which creativity (and its wellbeing impact) can take place. This is expressed with the life-course in mind: it asks what 'living well in the moment' looks like, what strengths can be drawn from our own pasts to live well in the present, and what can equip people now to handle future transitions ahead. Most critically, this way of working reminds us that our ideas about dementia and heritage are not fixed: our understanding of heritage can shape what we understand dementia, and living well, to be; so too our understanding of dementia shapes what role we think heritage engagement can serve.



Pathfinder Experiences

The core aim of Heritage Pathfinders Seedcorn funding was to give creative and heritage professionals an opportunity to work closely with Meeting Centre members - an opportunity to think about their work in the heritage field afresh. With a focus on exploring new ideas, administrative and reporting loads were reduced to a minimum in the programme. Further, the programme emphasised sharing and iterating ideas, supporting the collaborative design of Pathfinder activities where possible. This included, for example, the design of a project evaluation strategy appropriate to the way creative practitioners work and minimally invasive for members. A 'permission' to play - to follow the path that interactions with members suggested - was key. Drawing on workshop conversations and four hours of Pathfinder interviews, a number of benefits from working in this way emerge.

New Insight

Working outside of a more conventional heritage project 'delivery mode', Pathfinders have reported using this opportunity to try something different in their work, to go beyond their comfort zone, to bring together distinct elements of their practice in new ways, or to gain knowledge in a field of work they hadn't explored before. As one Pathfinder described, this was an opportunity to conceive of a new type of project:

"It's been a real motivator to broaden my practice. I've delivered movement-based work for years, mostly around social dance, [but] this has given me a real opportunity to look at my other practice that I haven't done with elders and marry it with my elders work. I was confident in working with elders with dementia, and their carers, and in working outdoors, but I wasn't so experienced in doing these together. This has enabled me to explore the unknown"

Rachel Freeman

For those Pathfinders new to this field of work, developing a project has helped them gain confidence in working with people with dementia, but also to recognise the individual first - the person beyond the dementia label. This exposure has led many Pathfinders to ask what 'practising inclusivity' means more broadly within a community. Projects have asked, for example, whether there are elements of creative practice (such as working with ideas or tools) that might be taken for granted but erect barriers to participation. Asking how other community activities might be opened-up to people with dementia has proved eye opening.

"It just makes you think there's so much potential for new links and for making things happen [here in Leominster] and for the Meeting Centre to be part of the community to a greater extent than they are at the moment... The members of the Meeting Center are really up for it!"

Hil Norris



The importance of adaptability, improvisation and coping with the unpredictable has motivated Pathfinders to find new ways of bringing their practice alive. This, in turn, has led to new models of working, for example, around improvisation techniques. For some, a type of transferable skill has emerged: the confidence to deliver 'open' activities where spontaneity takes a priority over planning, skills they have now taken into work with other organisations. Central to this has been a sense of how any new project is a shared endeavour that requires building trust and exploring together. As one Pathfinder put it:

"What's been great about this project is I've been allowed to get it wrong - rather, I've been allowed to not worry about always getting it right. As an artist, and as somebody living with dementia, you feel like you're in it together. We're doing this together. It might go a bit pear-shaped at times [but] there's no right or wrong as we'll support one another."

Kate Green





New Connections

Pathfinders have highlighted the value of connecting with other practitioners and making new connections locally through a shared programme and focus. These connections have opened up immediate opportunities (and future potential) for working together, with many Pathfinders continuing to work with Leominster Meeting Centre, collaborating together outside of the programme, and bringing the Meeting Centre into new projects. The participation of one third of the Pathfinder cohort in an important local cultural consortium is now actively introducing the Meeting Centre into local cultural programming funded by Historic England into 2024.

"It's been so lovely to get to know people in the Meeting Centre. And then, of course, other artists who are so local, but I've never really been able to connect with them properly until this project. So, yes, it's been amazing in terms of networking locally"

Gemma Moore



For many, this has been a process of uncovering how others have complementary expertise and skills to their own, and so can offer practical insight and advice (such as around project bid development). This has found expression in how Pathfinders have turned to each other for support in developing projects, delivering project sessions and making sense of Meeting Centre experiences.

"There's always an added extra with interesting conversations going on. I went to a talk by [Pathfinder] Elizabeth recently, and last week, I was surprised to find that [Pathfinder] Rachel had a film in open screen at the Borderlines Film Festival. So I'm just thinking all these people with their the richness of experiences in the project. [...] and now I know who I might look to if I needed to find someone with their skill set"

Jo Henshaw

As many pathfinders have described, this process is more than merely 'networking': in the often 'lonely world' of the creative practitioner, the opportunity to articulate and exchange ideas, to affirm and challenge views, to recognise other formulations of problems and solutions, to find shared values (e.g. in process over outputs) are all invaluable:

"It's given a lot of respect for artists' own ideas and what we bring from our own experience. It takes confidence as an artist to put your ideas out there. Working together helps artists articulate what it is that they're doing in a way that makes it accessible for other practitioners and healthcare professionals. So, I think it is a team effort. I think the Pathfinders program has facilitated those networks and relationships"

Liv Bradbury

Touchpoint

Interviews with Pathfinders have revealed how working in a cohort can generate more value than individual projects alone. Together, Pathfinders have explored their creative practice, built new connections, established shared values in a creative network, and laid the foundation for future work. What emerged was an open culture of sharing amongst Pathfinders, a tacit understanding that in this field sharing doesn't diminish your own opportunities but, rather, increases them. In work that demands a richness of activity matched only by the variety of members' strengths and interests at a Meeting Centre, there is little value to the stand-alone and 'unique' idea. There is room for every practitioner in the life of a Meeting Centre, and the exchange of ideas only increases the likelihood that good ideas will find expression with members in a way that works for them. Within six months of the end of the Pathfinders programme, more than £20K of additional funding (over an initial £18K Seedcorn investment) has now been secured for, and by, Pathfinders. This funding will support further development, impact delivery and Meeting Centres engagement.



Working Both Sides of the Door

To Everyone's Benefit

Meeting Centres are the expression of dementia inclusive communities, but they can also be drivers of inclusion and creativity. 'Working both sides of the door' to build communities that support people with dementia also means creating value for those wider communities involved in Meeting Centre life. Heritage Pathfinders demonstrates this on a small scale.

For Pathfinders, they have benefited from Leominster Meeting Centre's investment in their work and personal development, opening doors to new ideas and opportunities for them in the future. They have been able to explore their own practice, reach new audiences through their work, develop new skills, build relationships with their peers, and connect further into their 'community of practice'. As creative and heritage professionals, many now have a better understanding of dementia, one grounded directly in the lived experiences of Meeting Centre members. The result has been new methods, toolkits and experiences that can

be integrated into Meeting Centre life.

In parallel, Leominster Meeting Centre has strengthened its creative foundation locally from which to help members make the adjustments the need to live well with dementia. Through this expanded practitioner network, the Centre now also has new relationships with other organisations locally - further sources of inspiration and support for its members and their families in the community. These organisations (from micro enterprises to national charities across a variety of sectors) have been exposed to the Meeting Centre's work, the value it creates for Leominster, and the creative potential of new working relationships. At the heart of these interactions are the Meeting Centre members themselves: working with the Pathfinders, they have actively participated in questioning what we know about dementia, heritage engagement and adjusting to the changes dementia brings.

Heritage as Something Living

Heritage Pathfinders was interested in heritage of all kinds - the tangible and intangible substance that makes up our past, shapes the present, and gives us hope for the future. The Heritage theme has proven a powerful driver of new projects, in no small part because it is a theme with community-wide resonance. Through the programmes's workshops and regular project conversations, Pathfinders have outlined a vision of 'heritage from below' - a rich and complex understanding of heritage (with potentials and contradictions) that informs everyday life. Seen through the lens of Adjusting to Change, it feels intuitive that an everyday vision of heritage can ground emotional, social and practical adjustments to living with dementia:

Pathfinder projects recognise how heritage doesn't 'stand apart' from us; it is something we can carry with us to affirm identity, give ourselves a voice and anchor us to people, places and cultures. Someone's heritage may be extraordinary, but it might also be the extraordinary that lies in the ordinary and 'everyday'.

Wherever heritage might be attributed (in a favourite song, an object, an archive, our own bodies, social norms, language and behaviours), its value to each of us might be different. As such, it may not always be readily apparent but, rather, revealed to us or opened to negotiation through interaction and conversation with others - heritage engagement is always a process of self-discovery. Because this is a vision of heritage that concerns each and everyone of us, we can also ask how heritage connects us together. Heritage can be radically inclusive when focusing on what we all share. It can also be a way to ask questions of each other and celebrate our differences - to make sense of 'the whole' to which we all contribute in our own way. Even when it finds expression in exclusive circles (such as a club), in the hands of the right practitioner it can become an invitation to discover something new about lives very different from your own. It is in these ways that heritage, as the substance of everyday experience, holds the potential to help someone make important emotional, social and even practical adjustments to a life with dementia.





Rethinking Heritage and Dementia

Might these two ideas - that Meeting Centres can actively transform communities, and that heritage engagement is about the substance of everyday life - change how we think about heritage engagement with/for people with dementia?

Increasingly, we turn to heritage (or arts and culture) as a wellbeing intervention, asking how a particular activity might deliver a desirable impact. This logic defines dementia as the 'problem' and heritage engagement as a potential 'solution'. There is a risk, however, associated with this logic of intervention: it can limit what we seek from heritage engagement based on our current understanding of dementia; similarly, it can articulate the value of heritage in ways that limit our understanding of the dementia experience. What is the alternative? Rather than seeking heritage engagement as an instrument to tackle dementia, we might recognise how our ideas both about dementia and heritage are actually far from fixed and actively shape each other. In other words, what we think is possible in terms of heritage engagement is shaped by our understanding of the changes dementia brings. Similarly, our understanding of the changes dementia brings is shaped by what we think heritage engagement can expose.

Towards a Social Licence

Meeting Centres take a whole community. The idea of 'working both sides of the door' starts with a recognition that Meeting Centres already benefit more than just their members and members' families. It only asks how that impact might be amplified to create a shared understanding within a community of how to live well with dementia, one that helps everyone thrive. Heritage Pathfinders was a short-lived programme, but we can ask what the benefits of this way of working might be if sustained over a longer period of time: a Meeting Centre could become known as the driver of new and creative ways for engaging with heritage locally, could continue to expand the pool of creative partners in its community who engage in Meeting Centre life, and could build organisational resilience through broadening the networks of local partners that resonate with Meeting Centre values.

This emphasises the role of Meeting Centres in driving transformative social change. Here, the concept of the Social Licence is particularly interesting [16]. In contrast to formal (e.g. legal) licences, a Social Licence is the 'permission' (a mandate) granted by a community to an organisation to take a leading role in its field of work within that community. For any organisation with a strong public presence, a

The life-worlds of people with dementia is where our understanding of the value of heritage and the changes that dementia brings evolve simultaneously. And Meeting Centres are incredibly well positioned to drive, explore and understand that interaction. We can see this in action, for example, in how the Leominster Larking Stool challenges the perceived heritage of the Ducking Stool, in how *The Way I See It* captures a lively interior world behind someone's silence that might not otherwise be recognised, in how *My Way* uncovers the power of new methods to understand the experience of dementia and place differently, in how *My Archaeology* reveals the entanglement between person-hood and the agency of personal objects in new ways, in how *The Blacksmith's Art* brings an ancient heritage practice into alignment with contemporary models of care, and so on. Perhaps this, then, is the true sense of 'working both sides of the door'. Seen one way, Meeting Centres help members live well with a diagnosis through the value they create for communities within and beyond the Meeting Centre walls. Seen another way, Meeting centres help members live well with a diagnosis through transforming our ideas of both dementia and heritage within communities themselves.

wide range of stakeholders who might shape the organisation's work, and a long time-horizon, achieving a Social Licence will be important. Whilst the idea of a Social Licence has developed most strongly in business (for example around corporate social responsibility), its value in the care sector is a relatively new focus.

Through a regular offering of creative training, resources and innovation (e.g. Seedcorn) funding that expands who participates in Meeting Centre Life, Meeting Centres might become the trusted community partner to lead on innovation activities in a given field (such as heritage). Opening-up who gets to lead on innovation activities - including Meeting Centre members and staff - and targeting themes that build on the strengths of Meeting Centres and their communities would only strengthen this process. In the long-term, attaining a Social Licence may help build routes towards sustainability for Meeting Centres and position them as leaders to train other organisations in this work (a potential revenue source). As many Meeting Centres reach maturity and search for sustainable working, the Social Licence model may hold promise. The number of Meeting Centres active in the UK is increasing: what is their role in driving transformative social change going to be?



Appendix

Example of a completed Adjusting to Change Canvas for the project Living Orchard (pg:20):

Practical adjustment	Living with the disabilities dementia brings <ul style="list-style-type: none"> Activities that drive a 'linking' between practical activities, community, nature, experience and communication. Activities that help rebuild confidence in engaging with the public. Activities that provide physical exercise and build stamina in outdoor environments. Discovering the affordances and limitations of working outdoors with members
	Developing relationship with carers and staff <ul style="list-style-type: none"> LMC staff finding out more about member's interests, backgrounds and heritage through the activities. Volunteers gaining new ideas for activities, stories and trips that can engage members. Activities that build new connections between staff, events & organisations in the town that can support members. Activities that give family carers a lead in supporting members based on their own knowledge and expertise. Activities that help family carers continue creative engagement with loved ones after a session.
Social adjustment	Relating to care, treatment and lived environments <ul style="list-style-type: none"> Creating new 'caring' environments outdoors for LMC that improve wellbeing and happiness. Putting LMC members at the heart of sharing local heritage through engaging with apples and orchards. The development of a full-year calendar of activities related to apples (and supporting website).
	Building strong (and new) social networks and friends <ul style="list-style-type: none"> Building stronger connections between members and strengthening families' sense of connection to LMC. Activities that support different opinions and conversations respected between members (friends). New opportunities for members to meet people outside of the LMC and engage in social activities New and informal friendships beyond the LMC.
Emotional adjustment	Getting onto an even keel emotionally <ul style="list-style-type: none"> Each member finding their preferred place in the activity, with a variety of active and more passive participation. Helping members "feel free and happy in nature" Calming impact of stories Activities that are fun and enjoyable Cooking as a sensory experience
	Maintaining a positive self-image <ul style="list-style-type: none"> Members being able to express their own knowledge, for example about apple themes and topics Members and staff knowledge on certain themes being put 'on par' and engaging in healthy competition. Members co-running sessions around what they find interesting. Opportunity and support for members to do more unusual activities. Rediscovering old skills and learning new ones. Engagement in topics that members want to take seriously.
	Preparing for an uncertain future <ul style="list-style-type: none"> All year-round programming indoors and outdoors possible that can be adapted to fit everyone in some way Members reflecting on own their capacities and those of others (e.g. younger generations). New ways to bring nature indoors through simulated objects so that participation is always possible whatever mobility constraints.



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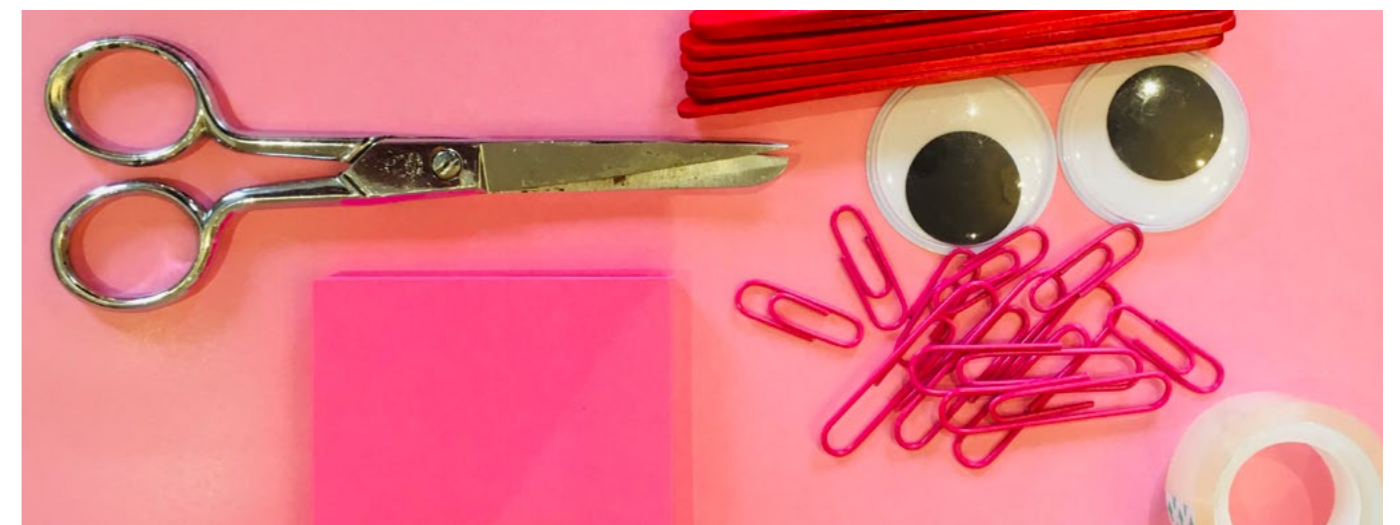
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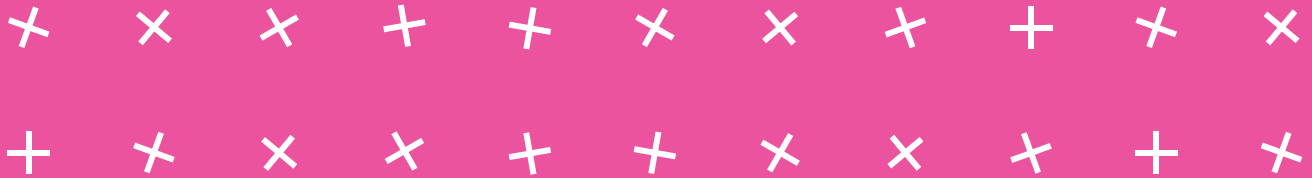
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Leominster Meeting Centre helps people and their families adjust to living with dementia by offering exercise, educational sessions, one-to-one meetings with support workers and advisers, as well as therapeutic activities and having FUN! The Centre provides a safe place where people are supported to understand and adapt to living with memory problems. All sessions are built around the hobbies and interests of the people who attend and everyone is fully involved in shaping what happens in and around the Centre. The Centre adheres closely to the Adjusting to Change model as set out within the Dutch ethos of Meeting Centres focused on supporting people affected by dementia to adapt to their changing social, emotional and cognitive needs.

The Association for Dementia Studies, established in 2009, is a designated research and education centre at the University of Worcester. It now has national and international reach as a centre of excellence in research and education in person-centred dementia care. Its work is delivered by a multi-professional group of educationalists, researchers and practitioners who are expert in the field of person-centred dementia care and support. Our aim is to make a substantial contribution to building evidence-based practical ways of working with people living with dementia and their families that enables them to live well. We do this primarily through research, education and scholarship.

Supersum is a non-profit Wicked Problems agency. Wicked Problems are those that speak to different fields of expertise and so resist single, easy solutions. In asking how we might communicate, live and work better together, we recognise how Wicked Problems disclose some of our most pressing shared needs. Only by bringing new partnerships to life, exploring alternative models of experience and driving innovative ways of working can we address such problems more completely. Supersum does this through actively building cross-sector teams and securing the funding needed to drive new work forward. Design, innovation and social science methods are at the heart of our work.

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