## DEMENTIA SELECT COMMITTEE RECOMMENDATIONS IMPLEMENTATION PLAN – Update December 2012

Recommendation Description	Lead Person Responsible Agency	Action	Progress	RAG rating
R1 That a business case is developed in Kent for shared care prescribing arrangements or dementia medication and that GPs are encouraged to be more proactive in reviewing all people diagnosed with dementia, regardless of whether dementia medication is indicated. (p50)	Sue Gratton Deputy Associate Director, Integrated Commissioning NHS Kent and Medway	It is the intention of the NHS to commission a Primary Care Dementia Pathway which ensures that dementia is viewed and treated alongside other long term conditions. Crucial to the success of this pathway will be ensuring that primary care clinicians are supported to develop skills in the identification, assessment management of dementia including the management and review of medications.	The successful Dementia Challenge Fund Bid will support the implementation of a primary care focused diagnostic pathway which will include shared care for dementia medication.  Shared care protocol has been agreed and funding transfer from KMPT to primary care agreed.  Training programme for GPs due to be scoped.  WK CCG challenge fund bid will provide primary care practitioners and training for KMPT nurses to support primary care, part of the role will include supporting medication reviews. This role of primary care practitioner will be rolled out as part of the implementation of Cluster 18 in Mental Health Payment by Results Scheme, due to come into effect in shadow form from 1.4.13.	
<b>R2</b> That in disposing of KCC buildings, the options for Community Asset Transfer are proactively explored to maximise the opportunity for voluntary sector dementia respite and day services. (p54)	Emma Hanson Head of Strategic Commissioning Families and Social Care Kent County Council	Develop an options appraisal/business case where appropriate regarding specific properties that balance the social value of community asset transfer for schemes against the capital strategy. Options appraisal to be presented to Older People's Project Executive	The Limes a KCC ex care home property in Dartford, a local Dementia Charity Alzheimer's and Dementia Support Services interested in using property as a Dementia Hub to run services including day care. Property currently leased to pupil referral service until August 2013.	

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R3 That KCC seeks to work with Dementia UK and relevant health organisations including GP practices in Kent to explore ways of widening access to the Admiral Nursing Service in Kent so that more people with dementia and their carers have access to a named, specialist contact. (p57)	Sue Gratton Deputy Associate Director, Integrated Commissioning NHS Kent and Medway	The role and function of the Admiral Nurses is being reviewed within the development of the Primary Care Dementia Pathway, see recommendation 1  There is a countywide Admiral Nurse Steering Group overseeing practice developments, including a pilot in the Maidstone loacility where Admiral Nurses are linked to GP surgeries.	The role of Admiral Nurses continues to be reviewed as part of the introduction of Mental Health Payment by Results and the implementation of a primary care focused diagnostic pathway.	<b>⊕</b>
R4 That, to improve the rates of early diagnosis of dementia in Kent, KCC:  Works with colleagues in Public Health, the Voluntary Sector, community and faith groups to raise awareness (and dispel appropriate dementia screening tool in the NHS Health Checks programme in Kent (and adherence to relevant NICE guidance.	Sue Gratton Deputy Associate Director, Integrated Commissioning NHS Kent and Medway	A key aim of The Kent and Medway Dementia Integrated Plan is to improve current diagnosis rates. NHS commissioners are working with The Kent & Medway Partnership Trust (KMPT) to review the role and function of the current memory assessment services to ensure they are as efficient and effective as possible. Work is underway to develop a differentiated model of assessment with less complex assessments being completed in primary care as part of the Primary Care Dementia Pathway.	See also R1 above. The Challenge Fund will support the implementation of primary care focused diagnostic pathway. Also includes funding for introduction of i-pad technology to support dementia assessments in primary care. Implementation of Mental Health Payments by Results will clarify the role of memory assessment services. Revised specification being prepared for inclusion in 2013-4 contract with KMPT.  Communication plan implemented to continue to raise awareness of dementia. New Dementia Friendly Communities Project will support awareness raising campaigns'.	

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R5 That to ensure young people have a good understanding of dementia, KCC:-	Emma Hanson Head of Strategic Commissioning Families and Social Care Kent County Council	These actions are included as part of the current Kent County Council Social Innovations Lab Kent (SILK) Dementia Co-Production project.  Swale Young Carers Project is working with co-production project team at SILK to develop a DVD and booklet to explain dementia to children.  Additional resources have been allocated to Kent Libraries to ensure a good stock of books is available, including reminiscence aids which can be loaned to providers	Well on way to achieving all targets in attached libraries and Gateways Action Plan. Considerable amount of work with Tricia Fincher from Libraries and Stephen Meades from Gateways to develop and action attached plan.  Libraries Gateways LRA Update re Dementia Action Plan Dementia Action Plan  SILK Co-Production Team is continuing to develop a range of resources to support raising awareness of dementia in schools with children.	
R6 That KCC acknowledges and highlights the perspective of carers (and former carers) for people with dementia in a '9 steps for dementia carers' for inclusion in the next Kent Carers' Annual Report.	Michael Thomas- Sam Interim Strategic Business Adviser Families and Social Care Kent County Council	To consult with the Carers Advisory and Carers Reference Group on the "9 steps for dementia carers".  Depending on the consultation feedback the nine steps will then be reflected in the next Kent Carers Annual Report which is due to published in Summer 2012.	A decision has been made that in future reporting on carers will be included in the annual Local Account Report that Adults Services will produce. The 2011/12 report contains a section on carers. The 2012/13 will better reflect the '9 steps'.  The 9 steps has informed commissioning services for carers as part of the implementation of the Kent Carers Strategy.	

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R7 That KCC encourages the commissioning of a variety of early intervention measures in order to reduce avoidable, inappropriate and expensive hospital admissions for people with dementia, to improve quality of life and outcomes for a greater number of people with dementia and carers and that commissioning should include:-	Mark Lobban Director of Strategic Commissioning Families and Social Care Kent County Council	An Adult Social Care Transformation Blueprint is currently being developed in partnership with stakeholders. The blueprint will be presented to Cabinet Members Meeting on April 16 <sup>th</sup> 2012. Central to the transformation programme is the development of more proactive services, including targeted prevention designed promote independence and reduce costly and unnecessary crisis situations.	The Investment appraisals for the use of the Social Care Monies for health outcomes includes numerous schemes designed to prevent hospital admissions and support timely and safe discharges.  The successful West Kent Dementia Crisis Services has been expanded into East Kent. This service provides dedicated and highly trained support workers who respond within 2 hrs providing up to 24hr care to better manage crisis situations and ensure. West Kent CCG successfully bid to extend the scope of the crisis service and are starting a pilot project using the provider Crossroads in an innovative way in Pembury hospital to prevent admissions and take people home with full support.	
Implementation of a pilot Shared Lives scheme for people with dementia, in co-operation with PSSRU Kent, which develops the current Adult Placement Scheme and explores whether the management of personal budgets by voluntary sector service providers could help to provide more person centred respite, for example, for people in rural areas using the Shared Lives Model.	Jane Barnes (Shared Lives Lead) Head of Adult Service Maidstone and Malling Families and Social Care Kent County Council	A review of the Kent Adult Placement Scheme is underway, one of the aims of the review is to ensure that the scheme develops to meet the needs of people with dementia and their carers; a working group has been established to oversee this. Consideration currently is being given to developing a research project to look at Adult Placement Scheme/Shared Lives model for dementia. Kent has agreed in principle to be part of research project for a period of up to 2 years.	KCC was successful in bidding via South East Dementia Challenge Fund for additional resources to develop the adult placement scheme to deliver a Dementia Shared Lives Project. This funding will provide dedicated resources to recruit and train host family workers and to work with Case Management teams to ensure the scheme is used as a viable alternative to care home placements. We will also work with host family workers to develop models of day care and respite short-breaks.	

Independent Dementia Advocacy Services for people with dementia in East Kent.	Emma Hanson Head of Strategic Commissioning Families and Social Care Kent County Council	Review existing arrangements for the provision of Independent Dementia Advocacy, currently only available in West Kent. Create Business case and secure funding to ensure Independent Dementia Advocacy is consistently available across Kent.	Commissioning Strategy for all advocacy services being developed – within which the specific needs of people with Dementia will be captured. West Kent Service Extended to March 2014, Age concerns have had 5% of budget top sliced and advocacy an area in which they have been encouraged to develop new services.	
R8 That KCC seeks to promote greater awareness of Lasting Powers of Attorney (LPA) and considers whether a service could be offered by KCC Legal Services in this regard and that KCC supports the work of the British Banking Association to improve training for staff on LPA in order to minimise stress experienced by carers for people with dementia in organising finances. (p97)	Michael Thomas- Sam Interim Strategic Business Adviser Families and Social Care Kent County Council	To liaise with KCC Legal Services and explore opportunities for raising awareness of Lasting Power of Attorney (LPA) with the public and professionals.  To consult with KCC Legal Services on the establishment of ongoing and refresher LPA training for KCC and Health staff and also potential service development of specialist legal services for people with dementia.	Legal Services have undertaken to raise awareness of the issue working with FSC health and social care organisations in Kent.  KCC Legal Services has provided training for over 97 frontline staff. Ongoing and refresher LPA training is reflected in the KCC training and development strategy for staff.	(i)
R9 That KCC works with Kent Police and relevant health organisations to ensure there is proactive support for and appropriate responses to carers who may be experiencing domestic violence as a result of dementia-related aggression in a loved one. (p99)	Michael Thomas- Sam Interim Strategic Business Adviser Families and Social Care Kent County Council	Following discussion with the KCC Community Safety Manager, a meeting has been arranged with Kent Police on how this recommendation can be taken forward. This is also an agenda item for discussion at the Kent and Medway Domestic Abuse Strategy Group in May 2012 and will also inform the next KCC Select Committee on Domestic Abuse. Following on from this the intention is to look at ways of increasing awareness and training delivery of key staff and partner agencies.	The outcome of the discussion with the Kent and Medway Domestic Abuse Strategy Group was that the key agencies, such as Kent Police, Ambulance Service, care providers, voluntary sectors group and social services will reflect this issue is their training.  The multi-agency protocol provides guidance to all agencies in referring cases of concern to appropriate service (see 1.2). These will normally be addressed through the Multi- Agency Adult Protection Policy, Protocols and Guidance for Kent and Medway (2011)	

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R10 That KCC extends the successful Telecare pilot work by evaluating how different types of assistive technology can support people with dementia to live safely and securely at home and in particular to assist with 'safer walking'. (p104)	Hazel Price Project Manager – Tele Technology Families and Social Care Kent County Council	FSC are currently in the process of procuring of range of new technologies to support the independence and positive risk management for people living with dementia. The impact and outcomes for using these new technologies will be evaluated.	Commissioning Plan being developed and included as part of transformation plans to procure and test out a range of dementia specific tele technology including the use of GPS tracking devices, design to promote safety independence and positive risk management.	
R11 That KCC ensures that people living with dementia and their carers have access to good quality, well maintained information on local services and support in Kent and in their local area and that:  Printable, district level information is made available through links on DementiaWeb.  KCC works with relevant health organisations and partners in the voluntary sector to ensure that this standard information 'set' is known to/made available through local authority offices, Gateways, Citizens Advice Bureaux, dementia and carer support organisations and in particular GP surgeries.  As well as signposting to local groups offering dementia support DementiaWeb provides information about Adult Education opportunities and details of the Health Referral	Emma Hanson Head of Strategic Commissioning Families and Social Care Kent County Council Lydia Jackson Project Officer Families and Social Care Kent County Council	The information requirements of people with dementia and their carers has been a key theme of the current KCC Dementia Co-Production Project. We are working with people with dementia and their families and carers to improve our advice, information and guidance strategy.  We are review and evaluate DementiaWeb and the Kent 24 hr Dementia Helpline. Including how they are publicised to ensure maximum take-up. Ensure that fact sheets are available and downloadable from the site.  Working with Kent Gateways and Kent Libraries to ensure they are able to signpost people to DementiaWeb and the 24hr Helpline. Develop bespoke training for both services to ensure they are dementia aware.  Ensure that DementiaWeb contains	SILK Co-production work has completed user testing of DementiaWeb and recommendations for changes to format and content have been made to provider who has taken on board and is make changes.  There will shortly be a bus campaign to promote both DementiaWeb and the 24Hr Helpline.  On target see Libraries and Gateways Dementia Action Plan  Improving Advice, Information and Guidance is a central theme to the transformation of Adult Services – work is underway to co-produce with users and voluntary sector partners. This includes an overhaul of out KCC website to ensure it is more user friendly.	

Scheme (50% discount on courses), and Library services for people with dementia.  There is a consistent approach to the provision of information and signposting by KCC in response to enquiries regarding people with dementia who are self funded, ensuring that all enquirers are made aware of DementiaWeb and the local information guides. (p111)		links to Adult Education Classes and support offered by Kent Libraries.  Contribute to development of Adult Social Care Commissioning Strategy (2013 – 2016) for Advocacy, Information, Advice and Guidance Services; too ensure the needs of people with dementia and their carers are fully met.		
R12 That KCC and Health Commissioners should ensure that every Kent district or borough has at least one memory cafe as well as peer support for people with dementia.  That KCC should promote the grass roots development of a network of memory cafes and peer support by engaging local groups such as Rotary, U3A, Older Person's forums, Carer Support Groups and Neighbourhood Watch; encouraging them to apply for funding through Members' Community Grants. (p115)	Emma Hanson Head of Strategic Commissioning Families and Social Care Kent County Council	KCC is currently in the process of awarding grants to ensure that there is a Peer Support Group and a Dementia Café in every local authority district throughout Kent.  Once the grant agreements have been awarded a county best practice group will be established to help providers develop services and maximise impact.	Commissioned and available in every local authority district a project group has been established and quarterly meetings are held with providers to performance manage, support, problem solving and share best practice.  Attendance is growing and feedback from attendee is very positive.	

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R13 That in establishing and developing the 'core offer' of services and support for people with dementia and their carers, KCC and NHS Dementia Service Commissioners build on existing links with the academic sector (particularly the Dementia Services Development Centre at Canterbury Christ Church University and PSSRU at the University of Kent) to maximise research opportunities and ensure that the development of the dementia care pathway in Kent is informed by evidence and best practice. (p120)	Mark Lobban Director of Strategic Commissioning Families and Social Care Kent County Council  Emma Hanson Head of Strategic Commissioning Families and Social Care Kent County Council  Sue Gratton Deputy Associate Director, Integrated Commissioning NHS Kent and Medway	The development of consistent core offer including preventative and universal services will be key feature of commissioning strategy to support implementation of Kent and Medway Integrated Plan and the Kent County Council Adult Service Transformation Programme.  We recognise that across Kent there is variation in services we are developing standard offer in consultation with people living with dementia and their carers as part of our Co-Production Project. Understanding what services are most valued by users and why and ensuring they are universally available and strategically aligned to promote independence well-being and choice and prevent wherever possible crisis situation occurring.	Actions contained within Dementia Integrated Plan and ASC Transformation Blueprint – new funds that we are currently bidding for will enable greater consistency of approach.  KCC FSC new Strategic Commissioning unit for Community Based Adult Services is reviewing all community support services. Mapping and analysis of preventative services funded through voluntary sector grants to develop a core offer.  One of the recently successful NHS South Dementia Challenge Bids is to develop Dementia Friendly Communities. Through this project will work with to develop a Dementia Friendly community in each of the 12 Kent Districts or Boroughs. These projects will support further development of dementia services across Kent.  Using our well established model of co-production to ensure services are what people both need and want.  All Challenge fund bids include funding for evaluation to ensure that practice can be validated and shared with others.  Dementia Collaborative continues to strengthen links with Universities in Kent research into dementia.	

Recommendation Description	Lead Person Responsible Agency	Action	Progress	RAG rating
R14 That, given the high proportion of undiagnosed dementia in Kent, '2nd level' training in dementia should be compulsory for all KCC assessment and enablement workers and basic dementia awareness training should be strongly encouraged for other KCC staff engaged in dementia support work and a requirement for an appropriate level of dementia training should be reflected in contractual arrangements with providers. (p121)	Emma Hanson Head of Strategic Commissioning Families and Social Care Kent County Council	A business case is being prepared to secure funds in order to deliver 2 <sup>nd</sup> level or more advance skills in working with people with dementia and their carers for all adult service frontline workers.  Dementia specific training and competency requirements will be a key feature of all new service specifications. Mark Lobban Director of Strategic Commissioning has issued guidance to all commissioning staff to ensure this happens.	Developing training plan with ALRT to ensure training is available. Additional cost will be calculated  We have a well established programme developed in partnership and delivered by Dementia UK – charity that provides Admiral nursing. Training in of a high quality and includes additional courses for in house provider units including person centred activities.	
<ul> <li>R15 That KCC (through the Health and Wellbeing Board, where appropriate):         <ul> <li>Encourages GP practices to invite voluntary sector dementia support organisations to protected learning sessions to raise awareness among clinical and non-clinical staff about dementia and the local support available for people with memory problems.</li> <li>Focuses on maximising KCC's role in the training and development of the social care workforce to ensure the safety</li> </ul> </li> </ul>	Anne Tidmarsh Director of Older People's and Physical Disability Provision Families and Social Care Kent County Council  Emma Hanson Head of Strategic Commissioning Families and Social Care	Dementia has been selected as an area for priority consideration by the Health and Well Being Board. Development of Dementia Service in Kent will be an agenda item as the March 2012 Board. The Dementia Select Committee Recommendations and Action Plan will be included in the papers presented to the board.  KCC has invested in a significant programme of highly quality dementia specific training for all operational staff; and has continued to offer dementia training to the private and voluntary	Work in progress and linked to Actions contained within Dementia Integrated Plan and ASC Transformation Blueprint.  KCC is Woking with the Kent and Medway Care Alliance to review the way training is procured and delivered to the care sector we are investigating ways of supporting the sector to have more control about the type and range of training provided.  GP and allied health professionals training was a key element of several of the recently successful South Dementia Challenge Fund Bids – a programme of awareness and skills based learning is being developed across kent and Medway. This will include training for acute hospital staff,	

and quality of care for people	
living with dementia are given the	è
highest priority.	

- Encourages the commissioning of joint education and training for health and social care professionals including General Practitioners, on dementia to support integrated working in the future.
- Encourages greater awareness among hospital staff in Kent about when to engage with liaison nurses to minimise admissions, reduce lengths of stay, ensure dignified care and speed up discharges to appropriate locations for people with dementia in order to minimise distress and contribute to cost savings.
- Encourages relevant health organisations, including GP practises and partners in the voluntary sector to identify opportunities for pooled health and social care funding of community based care coordinators (see recommendation2) and that personalised multi-agency care plans can be readily accessed by professionals providing care and support to people with dementia at home and during transitions of care.

## Kent County Council

sector. Going forward consideration will be give to the benefits of developing a joint education and training strategy across Health and Social Care. To cover all elements recommended by select committee.

## Sue Gratton

Deputy Associate Director, Integrated Commissioning NHS Kent and Medway

The reduction in inappropriate non elective or emergency care is a central aim of the Kent and Medway Dementia Integrated Plan. Opportunities for joint working and commissioning will be fully investigated through Transformation Programme and Health and Socail Care Integration Programme (HASCIP). Tis will include developing flexible models of support that operate 24/7 and are focussed on crisis prevention, admission avoidance and discharge facilitation.

Kent County Council does not categorise service users according to their medical conditions, therefore it is community nursing staff and primary care staff including GPs.

Kent County Council and the Kent and Medway Partnership Trust have developed in partnership with the Bradford Dementia Group, a training and support package for care homes designed to bring about sustainable change and embed person centred approaches in practice. The approach involves three different training programmes including the use of Dementia Care Mapping DCM.

DCM is a method designed to evaluate quality of care from the perspective of the resident. It is based on the philosophy of person-centred care, which promotes a holistic approach to care that upholds the personhood of the person with dementia. We are monitoring baseline and outcome indicators to measure change and the effectiveness of this innovative approach to whole system change.

The treatment and support for dementia as a long term health condition is a key element of the Health and Social Care Integration Programme (HASCIP).

A blue print Integrated Commissioning Plan has been developed in the Dover area in partnership with the local CCG and Dover District Council. We hope to use this template and agree similar plans in all other CCG areas. Improving long term condition management including dementia care is a central theme.

Approx 80% of Adult Service clients have been cross matched with their NHS numbers. This is an important step in developing risk stratification

across Kent allowing KCC and the NHS to identify difficult to accurately calculate the cost of dementia care A percentage the true cost of care and identify people most at estimates has been applied to all risk of deterioration, crisis and hospital admission. budgets lines - which clearly shows that the majority of KCC spend on dementia is with the care home sector. Further work is needed to calculate the An initial scoping of the impact of the increase in Identifies as a matter of urgency prevalence of dementia on service provision has NHS spend on dementia, due to the the approximate current spend been carried out by public health but requires low formal diagnosis rates and the lack on dementia by all agencies and further analysis and discussion with of use of codes which would identify models the change in spend people with dementia using NHS commissioners. between providers as diagnosis services it is difficult to say with rates improve. This will provide accuracy the actual current cost of Reducing unnecessary and unplanned admission a benchmark for the services used by people with dementia is central to the transformation of adult social care. development of services and a in Kent. Though it is known that most Current options appraisals are being develop for context for assessing the value NHS spend is on bed based inpatient the use of the NHS allocation to Adult Social Care both in cost and quality of care. including the development of integrated crisis and provision of pooled budgets and admission avoidance schemes KCC and the NHS is currently preventative services (p128/9). exploring the option of purchasing a whole systems modelling tool. or developing local shared information tool which will help to identify when funds are currently allocated, the priorities for service development and identify which service areas will have the most impact in managing the predicted increase in the number of people with dementia.

Recommendation Description	Lead Person Responsible Agency	Action	Progress	RAG rating
R16 That KCC considers whether a separate Kent & Medway Strategy for Younger Onset Dementia is required to ensure that the needs of this group are met and that any future dementia strategy or plan:	Sue Gratton Deputy Associate Director, Integrated Commissioning NHS Kent and Medway	Dementia Integrated Plan Board to discuss the need for a Kent & Medway Strategy for Younger Onset Dementia. To complete a needs analysis, including service mapping for younger adults with Dementia.	Work in progress and linked to Actions contained within Dementia Integrated Plan and ASC Transformation Blueprint	
<ul> <li>takes account of the particular circumstances experienced by a younger age group and the development of appropriate services and support based on evidence and best practice.</li> <li>includes an assessment of the likely impact of increased numbers of people with learning disabilities having dementia in the future.</li> </ul>	Anne Tidmarsh Director of Older People's and Physical Disability Provision Families and Social Care Kent County Council	Promote the use of personal budgets to meet the needs of younger adults with dementia.  Encourage younger adults to attend dementia Peer Support groups and consider setting up younger onset group.	Dementia Peer Support Groups have been attracted younger people diagnosed with Dementia. As part of the Dementia Libraries and Gateways project a DVD featuring Keith Oliver a Kent ex Primary School head who was diagnosed in his fifties has been produce to help raise awareness.	
■ is proactive in mapping where support and services will be needed. (p130)	Emma Hanson Head of Strategic Commissioning Families and Social Care Kent County Council	Monitor impact of new assessment pathway to ensure the timely and effective assessment of people with a Learning Disability who go on to develop dementia symptoms. A multi disciplinary group has been set up to performance manage the new pathway. Two successful learning events have been held and there is a programme of training for KCC staff and providers.	LD & Dementia Subgroups meets quarterly to performance manage and problem solve issues with the pathway	

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R17 That Hospital staff in Kent should be made aware of the need to engage with liaison nurses to minimise admissions, reduce lengths of stay, ensure dignified care and speed up discharge to appropriate locations for people with dementia in order to minimise distress and contribute to cost savings. (p124)	Sue Gratton Deputy Associate Director, Integrated Commissioning NHS Kent and Medway	Liaison psychiatry services have a key role in helping to support acute hospital staff in the management of people with dementia. This service is already in place in East Kent and is being implemented in Medway and plans are being developed to implement this service in West Kent. Monitor new national CQUIN (Commissioning for Quality and Innovation) being introduced across all acute and community providers in Kent and Medway to screen all people over the age of 75 years for dementia with a view to increasing diagnosis rates.	All Acute Trusts are actively implementing the national CQUIN for dementia. Data on numbers of people screened, assessed and referred for further investigation will be available in new year. This work has helped to increase awareness of dementia among hospital staff.  Challenge Fund Bid for acute trusts was successful. This funding will support environmental improvements, staff training and implementation of volunteer buddy scheme modelled on the successful Darent Valley scheme. All acute Trusts will be required to sign up to the Dementia Action Alliance.	
		All Acute Hospital Trust in Kent now have Dementia Strategy Implementation Groups, developed action plans and are tasked with improving the experience of people living with Dementia whilst using acute services. Commissioners to monitor progress of plans and share best practice across Kent.	The potential for a shared care ward is being explored with EKHUFT and KMPT.	

## KEY:



= Complete/advanced progress



= Some good progress although more to do



= Little/no significant progress yet/high risk (therefore high priority next steps)