

Chapter 9: Dementia, Tourism and Leisure: Making the Visitor Economy Dementia-Friendly

- This chapter focuses on a place-based and business-oriented approach to operationalising the concept of living well with dementia by supporting people with dementia as customers in the visitor economy
- Visitor attractions and accommodation designed to welcome people with dementia benefit residents as well as visitors, helping to develop a neighbourhood approach to sites for relaxation and enjoyment of sites and destinations
- Innovations that promote awareness and provide support for businesses and services are emerging but stimulating the debate that better understanding, clear advice and effective actions are needed to help develop an effective dementia-friendly ethos

Dr Joanne Connell, University of Exeter

Professor Stephen Page, University of Hertfordshire

Introduction

This chapter takes as its inspiration the well-established idea of living well with dementia and how this somewhat vague and contested idea might be effectively operationalised through an application to leisure and tourism businesses and activities. The purpose of this chapter is to give an overview of a nascent area of dementia-friendly activity: that of the visitor economy, which encompasses the range of business, services and spaces used by visitors to a neighbourhood, and often by local residents too. The interactions in, and value of, the largely neglected visitor economy concept within dementia studies is important as business and organisations that manage and promote place-based experiences and activities can enrich the lives of people with dementia, and their families and carers. Not only is this relevant to visitors to a locale but also to local residents, who also use and benefit from visitor economy businesses and services.

We review a programme of research that we have been pursuing to raise the profile of the visitor economy as an issue within both academic and practitioner agendas through tools and advocacy. Our principal focus throughout this research programme, which has involved different stakeholders (including those impacted by dementia in the community, and businesses and organisations that have responsibility for service delivery), is to enhance the accessibility of the visitor economy for people with dementia, thereby opening up neighbourhoods more fully so to address a broader civil society objective of enhancing participation. Our coverage in this chapter is necessarily selective but

we seek to highlight some of the key dementia-related issues associated with the visitor economy and research and strategic responses that are starting to drive principles and practice forward. Our focus is on Great Britain although the principles we discuss have equal applicability within an international context.

Tourism and leisure as part of a dementia-friendly neighbourhood

Leisure as a broad concept encompasses a diverse spectrum of activity that incorporates long haul travel through to going for a swim at a leisure centre and to home-based activities, such as knitting or watching television (see Page & Connell, 2010). Tourism, defined as travel away from the home for 24 hours or more, is a sub-set of leisure. Studies of the ageing population show that the nature, perception and scope of leisure changes through the life-course and through generational cohorts. It is well-established from time budget studies that those entering retirement have large proportions of their time available for leisure (see Gauthier and Smeeding (2003). In this context, if a simple temporal view of leisure is adopted as the time available for pastimes and other non-work pursuits, the occurrence of diseases such as dementia creates a paradox in later life, where despite greater personal leisure time, opportunities to enjoy a range of activities, especially out of the home, may reduce. Classic studies of aging and leisure identify that with increasing age comes decreasing leisure outside the home (see Nimrod & Janke, 2012) but studies such as Wearing (1995) and Bowling (2005) challenged dominant ideas about leisure engagement and involvement, particularly focusing on the more active ageing displayed by the baby boomer generation. In the twenty-first century, older people have become a distinctive, adventurous and lucrative tourist segment, recognised and cultivated by destination marketers and tourism corporations (Patterson, 2018).

But dementia is not framed by age alone, and the growing recognition of dementia as a disability opens up the field of accessible tourism where consideration is given to the ease of access of buildings, services and facilities is starting to become recognised. Not only is there a moral imperative to facilitate access but a legal foundation. It is also recognised that disability does not prevent people from wanting to visit somewhere or be a tourist, and likewise businesses recognise the value of developing their products and services for all markets. A significant body of knowledge and best practice on accessible tourism and leisure developed from the 1990s, but hidden conditions including dementia and autism have only recently been considered as part of mainstream inclusivity practices. For service businesses to cater for those with dementia within mainstream provision, a better understanding of the challenges that people with dementia face in their experiences and interactions with people, places and processes is needed, alongside how adjustments that facilitate

participation can make a significant difference. This resembles the discourse and actions around disability and accessibility that became more integrated into thinking in the visitor economy during the 1990s. In some countries, legislation is in place to ensure access to all and dementia is no exception to this (for example, the Equality Act 2010 in the UK). Our two studies of England show that destination marketing organisations that specifically recognise dementia in the accessibility statements or web marketing are few and far between (Connell & Page, 2019a), while the number of businesses signed up as part of a dementia-friendly community remains limited (Connell & Page, 2019b). We shall return to this work later in the chapter but first, the discussion turns to defining the scope of the visitor economy.

The Visitor Economy

The term visitor economy is not one widely used in the tourism, leisure and hospitality industries but one particularly favoured by the public sector to denote the amalgam of many parts that create value within a destination. As such, the term is designed to expand the breadth of the scope, scale and impact of those activities which fit within the tourism-leisure-hospitality-retailing domain that people engage with in their leisure time, and has significant resonance with the concept of neighbourhoods. As Tourism Toronto suggest 'the visitor economy –...[is]...a term much broader than tourism. Toronto's visitor economy encompasses the direct visitor spending in the destination and the indirect and induced economy activity that stems as a result' (Tourism Toronto 2020: np).

At an organisational level, the visitor economy incorporates the businesses, service providers and other groups engaged in providing, selling, marketing and/or facilitating the services used by visitors. It includes the broad tourism and hospitality sectors, such as accommodation, transport, visitor attractions, events, food and drink, cultural facilities, information services, tour guides and destination marketing organisations. The definition of a visitor is not simply a tourist, by definition on holiday and staying for at least one night away from home. Visitors are also people on day trips from home. Building a dementia-friendly visitor economy utilises facilities that overlap with other areas of dementia-friendly capacity building. Cafes, visitor attractions, bus services and museums are central to the visitor economy but also essential components of a dementia-friendly neighbourhood. In terms of both academic knowledge and business practice, Connell et al. (2017) marked the first academic study of the degree of business engagement in the visitor economy with dementia as a growing societal issue. This study identified that a major challenge for the visitor economy is to meet the needs and expectations of a diverse public. From a mixed method study of visitor attractions in Scotland, several reasons for businesses engagement with dementia were identified, including:

- For business development reasons, recognising the value of a new market segment;
- For personal or altruistic reasons and social responsibility goals;
- For regulatory and statutory reasons, requiring the design of measures to meet legislation to address disability inequalities and increase accessibility. The focus on dementia and the visitor economy is increasingly important given the growing number of people affected by dementia, including those under the age of 65. Moreover, people with dementia do not necessarily conform to stereotypical images, and it is well-established that living life to the full is valued by people with dementia, as it is for anyone. Organisations and businesses in the visitor economy have a distinct role to play in promoting quality of life and equality of provision so it is important that they are ready to welcome visitors with dementia and their carers (Connell and Page, 2019a).

Outings, day trips and holidays to tourist destinations (such as towns, cities, villages and seaside resorts), spaces (such as National Parks, the coast and countryside), sites (such as visitor attractions) and business premises (such as cafes and hotels) play an important role in quality of life for everyone in modern society. However, without an enabling framework that visibly promotes positive interactions between visitors, hosts and places, both the perception and lived experience of places can become a deterrent to visitors that live with dementia. Therein lies a significant challenge – how do we enable people with dementia to take advantage of leisure time to enhance well-being?

Living well with dementia: the role of tourism and leisure in a neighbourhood context

Proactive and positive approaches to the framing of dementia challenge the bio-medical and socio-cultural constructions that tends to create disempowerment and retreat from the everyday in how society perceives dementia (Kontos, 2005). As Genoe (2010) argues in the case of dementia, leisure has the power to create a space where people can defy the stereotypes and stigma associated with the disease. These perspectives, which focus on what people *can* do, focus on the enabling and empowering facets of leisure, an idea that has become enshrined in policy and social consciousness widely known as ‘living well’ with dementia. While the concept of living well has been criticised (e.g. Bartlett et al. (2017: 178), it does help to place the idea of positivity and wellbeing at the heart of living with the condition and reducing the time-space compression that typifies social interaction, leisure experiences outside the home and the wellbeing impacts that these bring. This has become particularly important given the more recent shift towards earlier diagnoses meaning that people may live with the early stages of the disease for some years. A second issue is that an increasing number of people are diagnosed at a younger age, and at a point in time where living life to the full is an accepted norm (Greenwood and Smith, 2016).

As Crampton et al. (2012) argue, a diagnosis of dementia can result in withdrawal from leisure or recreational activities because people with dementia may feel unwelcome or simply not recognised in the visitor economy. The prevailing policy view in England popularised by the Prime Ministerial Challenge on Dementia (Department of Health, 2013) that has dominated health and social care practices in the community through the 2010s focuses on understanding and providing the resources so people can live as well as possible with dementia. This positive approach to operationalising the concept of personhood (Kitwood, 1997) and seeking non-clinical approaches to wellbeing with dementia, challenges conventional thinking on disability (Thomas & Milligan, 2015) and puts a focus on enabling and facilitating. How people live well with dementia is thought to be subject to a range of factors, and a recent study by Lamont et al. (2020) emphasises the influence of psychological factors, including optimism and self-esteem. Activities that boost wellbeing and the psychological response to dementia, such as holidays and day trips, may thus contribute to living well. Given the wide range of types and symptoms of dementia, living with cognitive impairment brings different and progressive challenges that are experienced and countered by different people in different ways (Kitwood, 1997). The constraints imposed by dementia may be worked around with support, and holidays and days out may add to quality of life, boost family relationships and lessen negative feelings that might arise from the enclosing spatial prism associated with being at home. Watson (2016: 5) argues that one aspect of living well with dementia is about “having fun, in whatever form that takes” and the central issue here is that a diagnosis of dementia does not mean that seeking pleasure through activities like holidays and days out has to stop. Tourism and leisure can help to provide what Genoe & Dupuis (2014) term meaningful activity that is so important for living well. Such meaningful activities are now commonly found in the community programmes within the arts and culture sector, particularly so in museums. Museums have spearheaded dementia-friendly initiatives in the visitor economy globally, such as USA (Rhoades, 2009); New Zealand (McGuiggan et al., 2015); Spain (Belver et al., 2015) and many others. Museum experiences have been developed for and with people with dementia in the form of memory cafes, reminiscence sessions, art groups and object handling sessions, all of which are designed to promote memory, interaction, and personal and social interactions, emphasising the social role of museums (see Silverman, 2010). It is also very much the case that outdoor recreation may have a positive impact on emotional well-being (Duggan, Blackman, Martyr & Van Schaik, 2008), for example in gardens (Whear et al, 2014; Liao, 2018), and woodlands (Cook, 2020). Being confined at home for long periods not only reduces opportunities for interaction with places and people that stimulate well-being but may escalate depression. Engaging in activities that a person and very often their carer-partner has always enjoyed can go some way to retaining a sense of normality (Roland & Chappell,

2015) and self-identity (Harman & Clare, 2006). Consequently, being able to continue doing pre-diagnosis activities can help to sustain feelings of wellbeing, maintain quality of life and even stave off accelerated deterioration, helping people to live at home for longer.

The desire to go on holiday or out for the day does not simply stop with the diagnosis of dementia (or even with symptoms but without a diagnosis). Prior to the onset of dementia, people are customers of a large number of businesses, shops and services. Needs and motivations to use these services does not change after diagnosis or with the progression of dementia (Crompton, Dean and Eley, 2012). However, an individual's interaction with service providers will progressively change. Despite this common sense observation, as Connell et al. (2017) note, business engagement was not clearly understood or measured, with evidence of ad hoc rather than sector wide initiatives and little attention in the academic literature until recent times. Crompton and Eley (2013) identify that if people cannot engage in everyday activities, there is a strong likelihood of withdrawing which in turn impacts on well-being. As such, people with dementia need support in continuing with activities that have been a part of their life. Inherent in this is understanding dementia-friendly concepts from a supply-side to encourage and enable businesses and services to adopt measures that can open up opportunities for everyone. To support the continued ability and confidence to use services and facilities, businesses and organisations working within the tourism and leisure sector, broadly labelled the visitor economy, need to be aware of the needs of a growing number of customer with dementia. Not only can greater awareness and action within the visitor economy benefit those travelling to enjoy visits to destinations for a holiday, a day out or to see family and friends, but it can contribute to the development of dementia-friendly communities for local residents.

In principle, tourism and leisure as a 'feel good activity', should contribute to living well and the positive view of 'doing things while you can' for people with mild to moderate dementia. We know from existing studies of dementia and leisure that outings and short journeys to local places and spaces make a significant contribution to living well through providing a boost to physical and mental wellbeing of people with dementia and their carers (see Page et al., 2015). That relationship is now much better understood than it was over a decade ago, and it is clear that local neighbourhoods offer myriad environments and experiences that contribute to well-being. Holidays and days out are an integral part of the modern social world (Page and Connell, 2020) but for people with dementia, the challenges of engaging in tourism and leisure present many barriers that may cause the individual's world to become more compressed in time and space. However, people with dementia and their carers strive to live well for as long as they can, and this includes going on holiday and day trips (Page et al. 2015; Innes et al., 2016). But this is not to underplay the reality of dementia in that taking part in once enjoyed activities and experiences can be difficult, physically,

socially and emotionally. Bad experiences of going out for the day (such as insensitive or poor customer service, getting lost, unreliable public transport or not being able to locate a toilet), can be confusing, uncomfortable and frustrating, and have potential to stimulate negative feelings of agitation and aggression for people with dementia or simply leading to avoidance and self-exclusion (Innes et al., 2016). One critical aspect is increasing the visibility of dementia as a condition that customers may present with. Tourism businesses are increasingly likely to come into contact with visitors with dementia and like other conditions and disabilities that are more visible, businesses need to become more aware of dementia and think about what they can do to make their service more inclusive. While dementia-friendly communities and support for local residents in accessing leisure facilities is improving, there is still some way to go to embed such principles in the wider visitor economy through the overt promotion of destinations (Connell and Page, 2019a). However, a neighbourhood approach to developing a more holistic recognition and welcoming of people within destinations and the businesses that comprise the visitor economy is important for several reasons. Not only can it mark out ways in which the visitor economy can serve the needs of a diverse public but also consider ways in which a recognition of what works well for local residents works well for visitors. From a public policy or local government perspective, this approach encourages the joining up of multiple agendas in economic development, business support, tourism and community development. With some notable exceptions, few tourist destinations have adopted this approach and as we have found, links between dementia organisations (such as Dementia Action Alliances at the local level) and tourism destination marketing organisations are weak, if non-existent in many neighbourhood settings (Connell and Page, 2019a). Few DMOs belong to Dementia Friendly Communities (DFCs), or DAAs, and there is much potential to support the development of connections and initiatives that encompass the visitor economy as one strand of an innovative neighbourhood.

One of the key concepts we have used to explain how to understand how to expand access for people with dementia and their carers is touchpoints in the visitor journey. When people visit any place, defined as a destination, for a holiday or leisure undertaken in a timeframe where they return to their home at night, they will interact with different businesses, organisations and places in a place which are called touchpoints during the visitor journey at the destination (Figure 1). This causes a degree of complexity in destinations, where the number of elements that people interact with create a significant challenge in progressing towards dementia readiness for destinations in ensuring each touchpoint is dementia-friendly. One of the key challenges for any destination is to understand the nature of these touchpoints and where they take place. A further challenge is for one organisation to lead and coordinate the process and activities, with the input of people with

dementia and their carers and thus requires a strongly contextualised neighbourhood approach where people understand the places, spaces and services that it comprises. This is crucial for neighbourhoods and for the communities that seek to develop a dementia-friendly visitor economy, or even simply to support tourism businesses and organisations at an individual level. Furthermore, it is crucial to know where these touchpoints have the greatest significance for people with dementia and where the greatest opportunities and challenges exist (see Figure 1).



Figure 1: Touchpoints in the visitor economy. Source Connell and Page (2019a: 33)

Touchpoints can of course occur before the site visit itself because getting to sites and venues are not without their problems as Page et al. (2015) and Innes et al. (2016) found in terms of the transport and the travel experience. A lack of confidence about service encounters, social and environmental unfamiliarity, disorientation and a raft of accessibility issues can be a deterrent to experiencing the more positive benefits of taking a break or going out for the day, for both people with dementia and their carers.

Progress and best practice in the visitor economy

Our recent research that has created a baseline of research data has focused on the nature and extent of dementia awareness in businesses and services within the visitor economy and sought to track and develop this to monitor emerging dementia-friendliness in service provision. We have also worked with organisations to create guides for businesses and organisations that want to develop a more dementia-friendly approach to service provision. The discussion now turns to our major projects and the key findings, and influences on strategic thinking and policy for visitor organisations in the tourism and heritage sectors.

1. Business Engagement Study

The mixed method study by Connell et al. (2017) set out to assess dementia awareness in businesses; (2) identify skills, resource gaps and training needs for businesses seeking to become dementia-friendly; (3) assess the extent of engagement in dementia-friendly initiatives; (4) evaluate the experiences and perceptions of organisations in the visitor economy towards developing dementia-friendly leisure and tourism. Findings showed that businesses considered dementia to be an important issue but, with the exception of some leading advocates in the museums sector, it was yet to filter into actions. Further, there was some discomfort and reluctance around the topic, and there was not a clear understanding of what 'dementia-friendly' means. This perhaps raises the point of whether the term is simply too vague, or whether more work needs to be done within sub-sectors of social and economic activity to promote broadly agreed principles. Where the term dementia-friendly is understood is clear: those who have been affected by personal circumstances. For example, of those businesses already engaged in dementia-friendly initiatives, a personal, usually family, connection with dementia acted as the stimulus for action. Barriers to engagement included perceived costs of adaptations and concerns about knowledge and staff time, especially in small organisations. Dementia-friendly initiatives were found to be sporadic and non-uniform, indicating that facilitating advice and resources to help the visitor economy grow its dementia-ready capacity needed to be strengthened. In summary, the research showed that knowledge, resources, organisation and support are needed to build a dementia-friendly infrastructure. Businesses want to engage but do not always have the 'know how'. They need clear, tailored and targeted information on practical approaches if they are to adopt dementia-friendly approaches. Some of our early findings informed the creation of a toolkit for the National Coastal Tourism Academy (NCTA) Resource Hub. This is a web-based resource designed to provide advice to businesses operating in England's coastal areas on how to adopt a range of dementia-friendly actions (<https://coastaltourismacademy.co.uk/resource-hub/resource/dementia-why-is-it-important-for-tourism>).

2. Guidance for the Heritage Sector

Given the broad scope of the visitor economy, and the overlap with community resources, there are many opportunities to create and further develop dementia-friendly approaches that service visitors and local residents alike. One sector that has been highlighted as particularly appealing for people with dementia and their carers is the heritage sector, and in particular historic houses and gardens. Through interviews with people with dementia and their carers, Innes, Page and Cutler (2016) identified that heritage sites are perceived as a 'safe' and relaxed environment with the right type of services on offer, such as toilets and a cafe. The characteristics of many heritage sites make them particularly suitable for visits by care home groups as well as independent visits. Many heritage sites exhibit the key attributes that visitors with dementia and their carers seek, such as safe outdoor environments with space to walk, wander or use wheelchairs in, a relaxed and uncrowded environment, and clear signage, entrance and exit points. In addition, the social interaction with staff and volunteers gives the feeling of being looked after.

Work to make the heritage sector more dementia-friendly has been advocated by a group of heritage site managers led by Historic Royal Palaces in the guise of the Dementia-Friendly Heritage Network. Historic Royal Palaces led an initiative to create a guide for heritage site managers designed to communicate ways to make sites more welcoming and accessible to people with dementia and their carers. This guide, *Rethinking Heritage: A Guide to Help Make Your Site More Dementia-Friendly* (Klug et al. 2017) has been widely circulated within the heritage sector, and is being used at heritage sites across the country. Evaluation shows that levels of awareness of dementia and ways in which sites could be adapted after reading the Guide increased. Guide users were definitively able to evidence changes and adaptations to their existing practices as a result of increased awareness after reading the Guide. The user-orientation of the Guide made its content and knowledge easily transferable, through top tips and case studies. A wide range of new activities undertaken after reading the Guide were listed by users and the identification of how to overcome obstacles to implementing new practices was noted a strength of the Guide. Users identified the remaining barriers to becoming more dementia-friendly primarily related to the structural nature of the site in that the protected nature of ancient buildings meant that physical adaptations were very difficult. Furthermore, the future availability of funding sources to finance new promotions, more costly environmental design changes or adaptations for initiatives was viewed as an issue in moving forward. Despite this, the Heritage Guide was cited by a National Trust (2019) press release on its

evolving relationship with the Alzheimer's Society on making its 500 sites dementia-friendly, which highlights the special connection between historic sites and benefits for people with dementia:

"... historic spaces, collections and stories can prompt and stimulate discussion and connection, encourage outdoor exploration, and offer a vital connection to the world around them, with day trips recognised as one of the most likely and regular activities for people living with the condition and their carers"(National Trust, 2019).

3. National Guide for Tourism Businesses

One of the findings of Connell et al. (2017) was that businesses had little 'know how' in making some progress towards becoming dementia-friendly. The national tourism organisations Visit England and Visit Scotland produced a guide *Dementia-friendly Tourism: A Practical Guide for Businesses* (2019), to which we contributed through the working group. This guide tackles the issue of 'know how' head-on by setting out easy steps that all businesses can take and providing supportive advice. The preparation of this guide was based on a collaborative process, including people with dementia and their experiences of going to attractions and staying in holiday accommodation, alongside businesses that had already taken some steps to more effectively welcome people with dementia. This guide, aimed primarily at small-medium sized enterprises (SMEs) in the accommodation sector and visitor attraction, outlined a series of simple, low cost practical ideas that businesses could introduce. The guide identified the reasons for businesses to become more dementia-friendly and presented three key themes: *information* (for example, promoting dementia-friendly services and providing information for people with dementia beforehand so informed decisions can be made about planning a visit), *people* (for example, staff awareness and training, or understanding how to communicate well), and *place* (for example, making physical adaptations and clear signage

Future Prospects

Given the health promoting effects on physical and mental wellbeing, finding ways to support people living with dementia to enjoy time away from home are vital in the development and recognition of dementia-friendly approaches to people, place and business contexts if one builds on the Crampton et al. studies. But it is not sufficient to simply recognise that holidays and days out are good for people as a break from the norm or a chance to refresh and rejuvenate given the scale and diversity of the visitor economy. If one starts from the premise that the service sector can engage more fully to reduce the barriers from a supply side perspective, what are the existing barriers to

businesses? Understanding and awareness of dementia within the visitor economy is developing through the initiatives outlined in this chapter, although there is still some way to go to embed these principles into mainstream practice (Connell & Page, 2019a, 2019b). Recent experience in working on guides for service settings (Klug et al., 2017; VisitEngland et al., 2019) demonstrate that a wide range of stakeholders need to be engaged in designing and developing the case study material as well as the differing motives and agendas which these stakeholders have. This is a far from easy process when bringing together academics, NGOs, large charities, QUANGOS, and people with dementia and their carers in an attempt to reach out in a user-friendly way to business owners and managers. Reaching and communicating with a wide range of stakeholders to provide world leading and innovative materials is critical as the example of the VisitEngland (2019) *Dementia-Friendly Tourism Guide* shows: within three months of its initial online launch, 31 organisations had embraced it within their own organisational work or disseminated it to a much wider global audience in countries such as China and across Asia. What we hope to have shown in this very brief snapshot of our work is what the UK Department for Business, Innovation and Skills (2010) Science for All report summarised as the process of public engagement as three interconnected points on a triangle comprising: *Collaboration* (e.g. through co-created research and consensus building with public audiences); *Transmission* (e.g. communicating knowledge to diverse audiences through press releases, public relations campaigns, podcasts and social media) and *Receiving* (e.g. collecting feedback, input to the research process by the public through surveys, consultations and interviews). We are still working actively on the latter aspects of that listening and receiving function as we seek to synthesise feedback in helping to develop and contribute to the design of more dementia-friendly visitor experiences that we hope will gradually be shared globally.

In conclusion, the visitor economy might be viewed by some as an insignificant, tangential or at best supplementary aspect of a neighbourhood approach to dementia. However, the visitor economy is slowly being recognised as part of a neighbourhood approach to progressing dementia-friendly attributes. The benefits of tourism and leisure to people living within the locale in the form of places to go are clear but the added aspect of developing a dementia-friendly neighbourhood that is attractive to visitors is a relatively new area of inquiry and strategic interest. Holidays and outings are important to subjective quality of life and may also have a role to play in physical well-being through exercise and gaining the benefits of the outdoors. The chapter has shown the emerging recognition and interest of a range of service providers in the visitor economy but not knowing how to address dementia within service operations has been an inhibitor to development. Understanding the touchpoints in the visitor journey are crucial, and while these are different in each service setting, there are broad similarities that can be assessed and acted on using support available

through new sector-specific guidance. Organisations in the heritage and tourism sectors are working to stimulate action by leading by example and demonstrating simple steps that can make a difference. However, in a context where business priorities are stretched, particularly post-pandemic, further progress remains a challenge.

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