

A SPECIAL COLLECTION OF CASE STUDIES RECOGNISING A VITAL FRONTLINE SERVICE



MORE THAN JUST A MEAL: RECOGNISING A VITAL FRONTLINE SERVICE

In 1943 the UK Meals on Wheels service was set up to deliver meals to individuals at home unable to purchase or prepare their own. Ever since, it has been an invaluable part of society's fabric, keeping the elderly and vulnerable living independently in the community nourished, hydrated, physically and mentally safe and well, and connected. And in challenging times – from economic recession and extreme weather to global pandemics – its existence is crucial.

The elderly and vulnerable living independently in the community are at risk of malnutrition and social isolation. This has always been the case but in times of crisis, such as the Covid-19 pandemic, the important issue and the social need is exacerbated and highlighted.

The Covid-19 pandemic saw the number of vulnerable people living in the community, confined to their own homes and reliant on others, increase significantly. The response from Meals on Wheels providers was phenomenal. As demand for the essential lifeline increased up to 30%, an army of Meals on Wheels heroes stepped up to ensure it was met.

From established meals on wheels services to the lunch clubs unable to welcome their guests and the closed pubs, restaurants and cafés that transferred their skill and facilities to help others, they worked tirelessly to deliver delicious, nutritious food to those in need. As well as delivering a daily nutritious meal, they also delivered important wellbeing checks and a friendly face to break the loneliness, which was intensified by lockdown.

The National Association of Care Catering has always championed the Meals on Wheels service and works tirelessly to promote its social value to governments, local authorities, associations, business, charities, and the public. We've put together this important collection of inspiring case studies to illustrate the significance of the service within the community. The pages ahead clearly demonstrate the vital frontline contribution Meals on Wheels makes and how it always innovates and adapts to ensure those in need continue to receive the essential, life-quality-enhancing social lifeline that is so much more than just a meal.



CASE STUDIES

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COUNTY ENTERPRISE FOODS produces meals for Meals on Wheels services in Nottinghamshire, Nottingham City, parts of Leicestershire and parts of Yorkshire, and delivers meals throughout Nottinghamshire.

It delivers 700 meals daily across its 1000 customer base. Customers have a choice of nutritious meals at breakfast (frozen), lunchtime (hot and frozen) and tea (chilled).

The fully-trained and DBS-checked team of drivers delivers meals professionally yet thoughtfully. They perform 'safe and well checks' with every visit to ensure customers are well and all is as it should be. Any concerns or anything different to normal is flagged and followed up on by the central support team. Drivers are also Scam Busters and happy to help with small tasks, if appropriate.

County Enterprise Foods also adds value to its community by delivering to Luncheon Clubs and donating left-over food to homeless charities.

THE IMPACT OF COVID-19

- Demand for the service increased by 20%
- Additional deliveries in the first three weeks to fulfil the Government food parcel drops
- Team impacted by shielding and self-isolating
- Food supply shortages at the beginning of the pandemic
- Social distancing restrictions must be managed within the team and with customers

COUNTY ENTERPRISE FOODS' RESPONSE

- 8 additional drivers trained as contingency
- Menus adapted, if necessary, to match supply availability early on
- Essential packs added to service
- The team took part in regular briefings and implemented:
 - staggered breaks and rostered changing areas
 - extra hand sanitising, PPE and clear signage
 - additional, separate packing station set up
- Every customer was risk assessed to ensure safe delivery of meals and 'safe and well checks'
- Meals left on doorstep, where possible, with driver waiting at a safe distance to check meal is collected and to do 'safe and well check'
- For those unable to collect from doorstep, where possible, customer and driver remained in different rooms to maintain social distancing
- For those unable to be in a separate room (e.g. dementia customers or those needing food plating and serving) PPE worn to protect customer and driver
- Birthdays continued to be celebrated in a safe way

POSITIVE RESULTS

- The increase in demand has been maintained
- New customers have experienced the benefits of the service that is more than just a meal
- The team remained 100% Covid-free
- All customers continued to receive the 'safe and well checks'
- Safety information delivered – e.g. Covid Scams awareness leaflet
- Customer birthdays celebrated with flowers and singing Happy Birthday on the doorstep -Including a 100th birthday and a 104th birthday!
- Excellent feedback from both old and new customers and their families
- Service that was always regarded as essential is now seen as critical
- Pride within team for its contribution to the national pandemic effort



"It never ceases to amaze me what an outstanding, professional and compassionate team we have. Despite personal anxieties, the team pulled together and day after day reached the most vulnerable. They've kept people alive who would not have managed to get food any other way. They've helped stave off loneliness and supported mental wellbeing by being that human presence every day. I hope that meals services flourish to reduce malnutrition and isolation in the elderly."

Jane Parke, County Enterprise Foods



East Lothian Health & Social Care Partnership



EAST LoTHIAN COUNCIL HOME MEALS SERVICE provides meals to the elderly and vulnerable in the East Lothian area.

The service, which is operated by apetito and delivered by Wiltshire Farm Foods on behalf of East Lothian Council, delivers meals to 215 customers. Frozen meals are delivered fortnightly for storage in the freezer, with the equivalent of approximately 800 meals per week catered for. Customers can enjoy a two-course meal (main and dessert), including those suitable for special dietary requirements, from medical to cultural needs. As well as delivering meals, the driver also checks on the wellbeing of each customer, noting the findings on the delivery report.

THE IMPACT OF COVID-19

- Increase in demand on the Home Meals Service
- Lunch Clubs closed leaving those who usually attend without their regular nutritious meal and social interaction
- Social distancing requirements needed to be managed for deliveries and wellbeing checks
- Greater potential for social isolation within the elderly in the community



EAST LoTHIAN'S RESPONSE

- 6x hubs based in primary schools, run by volunteers, delivered hot meals to the vulnerable and those on a low income
- The hubs provided free meals, supported by donations and Covid-19 funding
- Lunch Clubs provided individual frozen meals to customers who normally attended at the Day Centres
- Lunch Clubs in Sheltered Housing Complexes delivered hot meals to individuals on the premises
- Deliveries made to doorsteps to maintain social distancing
- Where it was necessary to enter homes, appropriate PPE worn
- Lunch Club staff and volunteers kept in regular contact with members – including telephone calls, garden visits and chats through windows



POSITIVE RESULTS

- Team innovated to ensure increased demand was met
- The vulnerable in the community continued to receive meals provision and social interaction
- Additional vulnerable groups reached
- Positive feedback received from families of customers, especially those who don't live locally or were self-isolating themselves
- Other council services realised the importance of the Home Meals Service



"Moving forward to the 'new normal', important discussions are being had around transport and the suitability of venues for Lunch Clubs with regards to social distancing and the safety of customers and staff."

Joyce Gordon, East Lothian Council





FIFE COUNCIL provides a Meals on Wheels service for all of Fife, working with appetite. A team of 75 delivers on average 800-900 meals daily to the service's 5000 customers.

Whether opting for a one-course, two-course or three-course meal, or perhaps a high tea, customers have plenty of hot and cold choices; from chicken soup and haggis and tatties to trifle and apple crumble and custard. Differing dietary requirements are also catered for, such as texture-modified and halal meals.

Fife Council's team of delivery drivers also offers peace of mind with each delivery, checking in on the wellbeing of each customer and reporting any concerns they may have to the contact centre, who update the relevant next of kin or GP.

THE IMPACT OF COVID-19

- Increase in demand for the Meals on Wheels service
- Additional support needed within the team to meet demand
- Social distancing requirements needed to be managed for team members and customers
- Important wellbeing checks must be in line with social distancing
- Customers anxieties needed to be managed

FIFE COUNCIL'S RESPONSE

- Strong team effort to meet the increased demand
- All staff from other parts of the service helped, learning the routes and delivering the meals – e.g. cleaners, cooks, park operation and maintenance teams
- Doorstep deliveries were implemented for shielding clients – meals in a brown paper bag were placed on trays inside the front door to avoid contact
- PPE worn for each drop for the safety of customers and drivers
- PPE worn to ensure customers and drivers were comfortable and welfare checks could continue
- Team ensured that regular welfare checks continued and each customer had the opportunity to 'chat' to the delivery driver

POSITIVE RESULTS

- Increased demand successfully met
- Team received the support needed to operate
- Same standard of service offered throughout the pandemic
- No supply issues
- Customers felt comfortable letting drivers into their home with appropriate social distancing measures and PPE so welfare checks could take place
- The ability to chat to the drivers helped reduce social isolation during lockdown
- Feedback showed that families were very happy and comforted that their relations were getting a hot meal and that someone was checking on their wellbeing
- Staff that joined the team from other services realised how vital the Meals on Wheels service is



"Team members from other services within the council helped out during the pandemic and having experienced the Meals on Wheels service first hand, they realised just how important and valuable it is within the community."

Stella Stewart, Fife Council





APETITO provides a Meals on Wheels service, on behalf of **HAMPSHIRE COUNTY COUNCIL**, across Hampshire (excluding Southampton & Portsmouth).

The team of 75 delivers approximately 1300 meals daily, all year round, to a 1450-strong customer base. The menu comprises hot lunches with an option of a cold tea (sandwich, fruit and cake) delivered at the same time. Customers can enjoy traditional favourites, such as roast dinners, pies and fish and chips, as well as curries and Mediterranean chicken, and every hot lunch comes with a choice of hot or cold dessert or a soup. Specialist diets, such as vegetarian, ethnic or texture modified, are catered for and those with larger appetites can order a three-course meal.

Health and wellbeing checks are an important part of every delivery, including the commitment to identify if a customer is socially isolated or highlights feelings of loneliness.

THE IMPACT OF COVID-19

- Demand on service rapidly increased at the start of lockdown
- Customers increased by 30%
- Additional team members needed to support the increase in demand
- Shielding and self-isolation impacted team members, as well as customers
- Covid-secure operations required
- Social distancing requirements needed to be managed within the depot and for deliveries
- The pandemic increased the risk of isolation

"Meals on Wheels makes a difference to its customers every single day. We help keep people in their own homes for longer and are often the only person they see on a daily basis. We believe that the last few months have really shown the importance of the service and how valuable it is, not just every day but also in an emergency situation."

Charlotte Bell, apetito

HAMPSHIRE COUNTY COUNCIL'S RESPONSE

- The team was determined to support those who were shielding and offer the service to all customers who needed it.
- A recruitment drive carried out to ensure team numbers could meet the demand. apetito also redeployed people from other divisions to support
- A Covid-19 plan created within the depot, splitting team members into 'bubbles' and limiting time within the depot
- Meals cooked in the oven in the van without manual input
- Deliveries complied with Public Health England guidance
- All team members were trained to ensure compliance
- Where possible, customers came to the door to collect meals, with delivery driver remaining at a safe distance
- Where customers could not come to the door, meals were placed at a safe distance from the customer
- Team worked incredibly hard to ensure customers continued to get the social benefit of a delivery



POSITIVE RESULTS

- The rapid and significant increase in demand was met
- Additional team members successfully recruited or redeployed
- No supply issues were encountered
- The service continued to run throughout the pandemic when friends and relatives were unable to see loved ones
- Covid-19 plan in the depot and for deliveries ensured a Covid-secure service for team members and customers
- Very positive feedback from customers and their families who were grateful for the continued, reliable service and reassurance
- Customers continued to receive hot nutritious meals and the important contact with others
- The team felt a tremendous sense of pride at being able to contribute to the continued wellbeing of customers
- Importance and value of the service highlighted

"Please pass on our utmost thanks to all your staff for their continued support in this troubling time. It gives us so much peace of mind knowing Mum has a hot meal and a friendly face once a day at a time when we cannot see her."

Customer's relative





HARROGATE AND RIPON FOOD ANGELS delivers delicious meals to customers in the Harrogate and Ripon area and is a proud recipient of the Queen's Award.

The 73-strong team delivers 150 meals a day, Monday to Friday, to its 147 customers who can choose from a two-course meal (main and dessert) or cold sandwich meals.

Every day, customers receive a wellbeing check with their delivery. Any concerns or things out of the norm are logged and, if necessary, customers' families are contacted.

As well as the meals service, the Harrogate and Ripon Food Angels team adds value to the community - for example, through work with the homeless project in Harrogate, as well as with local community groups, providing two Lunch Clubs every week.

THE IMPACT OF COVID-19

- Demand for the service increased by 25%
- Self-isolation and shielding impacted team availability
- Customers experienced difficulty accessing essential supplies
- Social distancing requirements had to be managed for team members and customers
- The operation needed to be Covid-secure
- Lockdown exacerbated isolation in the community
- Homeless people rehoused in a hotel



FOOD ANGELS' RESPONSE

- Determination to deliver the service to everyone that needed it
- 30 additional team members (many on furlough) taken on to ensure continuity of service, especially as some regular volunteers were shielding
- Food donated by Morrisons daily
- All team members provided with PPE and training on how to use it
- All team members asked to wear masks on deliveries for their own safety and that of the customers
- All delivery hot boxes sterilised after every delivery
- To relieve isolation and carry out wellbeing checks, volunteers continued to chat with customers on the doorstep or in the garden
- Food Angels shop set up for all customers to access essential supplies, which operated out of the Meals on Wheels kitchen and was supported by suppliers. Team members packed and delivered orders
- Working with the council, provided 3 meals a day, 7 days a week, to the homeless housed in a hotel, including younger children



POSITIVE RESULTS

- Increased demand was successfully met and all customers received nutritious meals
- Customer numbers increased - new customers using the service who hadn't known of it before
- New volunteers recruited wish to continue to work with the service
- Same great level of service received thanks to additional team members and training
- No supply issues
- Service continued in a Covid-secure manner
- Socially distanced interaction ensured wellbeing checks continued and customers were not isolated
- Customers were able to access essential items thanks to the Food Angels shop
- Feedback from families confirmed they were delighted the service continued and was enhanced with essential shopping items – particularly as some were shielding themselves
- Relationship established with Morrisons who will continue to work with the Food Angels
- The homeless of Harrogate continued to be supported with nutritious meals

"As a result of the pandemic, we've taken on new clients who didn't know of our service which is a positive for us. We have new volunteers who wish to continue to help and great new partnerships have been formed. We've all learned that you can do anything if you put your mind to it and we have a great community here in Harrogate."

Sue Cawthray, Harrogate and Ripon Food Angels





HERTFORDSHIRE INDEPENDENT LIVING SERVICE (HILS) is an award-winning service that delivers Meals on Wheels throughout Hertfordshire, and until recently to the London Boroughs of Camden and Haringey under LONDON INDEPENDENT LIVING SERVICE (LILS)*.

The meals services support around 4400 people a year, delivering on average 1500 hot meals a day. In the last financial year, around 546,000 hot meals were delivered to older and vulnerable people. Both HILS and LILS deliver hot main meals plus a hot or cold dessert. HILS also offers cold breakfast and tea packs. For customers experiencing unintended weight loss, HILS provides free nutrition boosts (calorie dense snacks or fortified foods). Alongside every meal, team members do a welfare check to make sure the client is well, offer to prepare a hot or cold drink and plate up meals if needed. HILS' unique Nutrition and Wellbeing Service also provides nutrition and wellbeing visits, advice and guidance for clients at risk of malnutrition or needing extra support with specialist dietary requirements.

HILS is always seeking to spread its impact and reach more people in new ways, and this is made possible by working with fantastic partners such as the NACC, the Malnutrition Awareness and Prevention Network, Small Acts of Kindness (delivering 'Winter Warmer' bags to clients every year), Clinical Commissioning Groups, Hertfordshire Integrated Nutrition and Dietetic Service, and Hertfordshire County Council.

THE IMPACT OF COVID-19

- Demand for meals services increased
- Restrictions, including social distancing, impacted how meals services and wellbeing checks were delivered
- Number of people in financial crisis increased and HILS saw increased referrals to its emergency food pack services
- Sourcing food stock for the emergency food pack services became more challenging at start of pandemic
- The non-meals services were initially scaled back or suspended while the focus was on the lifeline meals operation
- Increased isolation and mental health concerns among clients

HILS' AND LILS' RESPONSE

- 50 additional volunteers brought on board to support HILS and LILS
- Coronavirus Helpdesk set up for service enquiries, volunteers, and to support team members adapting to new Covid-secure ways of working
- Scaled back non-meals services e.g. HILS Nutrition and Wellbeing Service moved to virtual and telephone support
- Developed new processes for sourcing and distributing PPE supplies, with support from Social Business Trust's SBT Rainbow initiative
- Team members received virtual training on new Covid-secure delivery processes, such as safe use of PPE and how to perform welfare checks at a distance, to keep themselves and clients safe
- Worked with a variety of partners to overcome challenges in sourcing food stocks for HILS emergency grocery bags, including Burton's Biscuits, Tesco and Wilkinson's
- Regular communications and wellbeing packs were sent out to clients to keep them informed and reassure them about changes to their services, and to support their mental and physical wellbeing in partnership with local charity Small Acts of Kindness
- Began trialling new and creative ways to deliver non-meals services digitally to continue supporting clients to remain safe and well

POSITIVE RESULTS

- HILS has been able to meet the increased demand for meals services and continued to offer an excellent and caring service to older and vulnerable people at a particularly challenging time.
- Huge volunteer response with over 350 offers of help
- Flexibility ensured services, such as Nutrition and Wellbeing, Active Ageing and dementia support, have continued in some form
- Essential support provided for those in financial crisis
- More and stronger partnerships with other organisations
- Team members went above and beyond to care for their vulnerable clients in a Covid-secure way
- As a result of the services, 97% of HILS' clients said, when asked, that the service had been vital in keeping them well-nourished during this time, and 99% said they felt reassured by regularly seeing a friendly face
- Technology being embraced for continuity of service
- Huge support and encouragement from local community, including social media, press interest and donations



***Despite the incredible work and commitment of the LILS team, the London branch sadly closed at the end of September due to funding challenges.**





At the outbreak of the Covid-19 pandemic, **LEICESTERSHIRE COUNTY COUNCIL** recognised that, among the many areas of supporting vulnerable people, it needed to work with an organisation which could supply and deliver hot meals to people who were either being discharged from hospital or self-isolating due to the virus.

The authority identified ICare as the most appropriate provider as it delivers across the county from a Market Harborough base. It took immediate steps to commission ICare's meals service with hot lunchtime meals and tea-time packs delivered daily, seven days a week, free of charge to the recipients and with the additional support of including medication prompts.

The council says this partnership work has been invaluable in assisting smooth hospital discharges and has also led to a reduction in calls about home care. It has also provided a temporary solution when family support is not available because people may be self-isolating.

THE IMPACT OF COVID-19

- Highlighted need to work with an organisation to supply and deliver hot meals to people discharged from hospital or self-isolating due to the virus

LEICESTERSHIRE CC'S RESPONSE

- Meals service recommissioned through ICare as part of the Covid-19 discharge arrangements
- A choice of hot lunches and puddings as well as teatime packs offered daily
- Enhanced service available, including medication prompts
- Special diets catered for, including medical, allergies, cultural and religious requirements

POSITIVE RESULTS

- Over the period of April to October Leicestershire County Council supported over 340 individuals to maintain their health and wellbeing
- Invaluable partnership assisted smooth hospital discharges and reduced calls about home care
- Temporary solution when family support not available due to pandemic restrictions



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This outstanding work has enabled the council to support more than 340 people to help them maintain their health and wellbeing. We continue to be involved in what is the biggest health crisis in living memory and supporting communities to help them through this difficult time.

Councillor Richard Blunt, County Council Cabinet Member for Adult Social Care



MEALS COLLECTIVE



MEALS COLLECTIVE is a non-profit organisation formed as a response to the Covid-19 pandemic. It provides healthy comfort food and food parcels to those that need extra support during the crisis.

Around 20 volunteers cook and distribute more than 200 meals a week (with three deliveries a week) to 14 postcodes of Glasgow. Over 50 families are supported with complete, balanced meals that are created from scratch – from venison stew to sourdough pizzas, Sunday roasts with homemade gravy, pastries and salads. Quality meals are created by professional chefs, using all surplus food available. Free meals and parcels are given to the vulnerable, homeless, refugees and those struggling on a 'pay what you can' basis, starting at £0.00. As well as delivering meals, volunteers also interact with those they support while delivering or by phone.

Meals Collective works with FareShare, a number of big supermarkets, Food for Good and has built relationships with several other organisations. It also works closely with local businesses and initiatives and is part of a food providers group Interfaith Food Group and a branch of National Food Service. With no external funding as of yet, the team works to be self-sustainable and has also been successful at crowdfunding.

THE IMPACT OF COVID-19

- Lockdown saw a rise in the number of vulnerable in the community needing additional support
- Meals Collective was set up as a direct response to the pandemic
- Demand increased, particularly as the pandemic has gone on and other operations have descaled
- Changing Government guidance, restrictions and social distancing had to be managed and adhered to

MEALS COLLECTIVES' RESPONSE

- Meals Collective set up to provide food and food parcels to those needing extra support – with no financial obligation from customer
- Run by volunteers
- Healthy, balanced, from-scratch meals created by professional chefs
- Team of volunteers deliver the service
- Supply and demand balanced to ensure demand could always be met
- Big premises enabled social distancing to be adhered to by team members
- Social distancing with customers managed through safe drop-to-door deliveries
- PPE supplied to all team members
- Hygiene rules followed and training provided to volunteers cooking the food and to those delivering
- Kept up to date with all recommendations and guidelines
- Worked with charities, supermarkets and local businesses to gain support for project
- Self-sustainable with additional funding through crowdfunding

POSITIVE RESULTS

- Meals and food parcels successfully delivered to those in need
- All meals prepared and delivered in a Covid-secure way
- Working with and building relationships with charities, supermarkets and local businesses has ensured demand has continued to be met
- Crowdfunding successfully boosted project
- Interaction with customers on doorstep or telephone also helped to relieve isolation
- The project has received a lot of praise for the food and support it provides
- Healthy, delicious meals created from surplus food – supporting community and sustainability
- Project in strong position to continue to meet demand as other operations descale
- Volunteers receive sense of reward and hope from their work
- Plans to launch further community projects – including a 'community takeaway' with pay-what-you-can prices



"We are working on a few different projects. Our next step is launching our 'community takeaway' with pay-what-you-can prices and a plant-based menu. We have other projects coming but we are still working and waiting to see how things evolve."

Hana Ortopelea, Meals Collective



MONMOUTHSHIRE MEALS



MONMOUTHSHIRE MEALS delivers nutritious meals to any premises with a Monmouthshire postcode.

With 211 active customers, the service delivers approximately 195 meals a day, 7 days a week. The majority of customers enjoy hot lunchtime meals but some frozen options are also available, as well as packed meals for tea.

Team members do not just deliver a meal, they will also make a cup of tea, plate up the meal and all team members are required, where possible, to spend time talking to each customer, feeding back any concerns to the appropriate person – e.g. social worker, reablement teams etc.

Monmouthshire Meals has developed a 'More than a meal, more than a minute' slogan which means their operatives are actively encouraged to spend time getting to know the customers, helping them as required around their home and, if requested, sitting and eating lunch with them. The team has also put customers back in touch with each other if contact has been lost and helped with essential shopping.

THE IMPACT OF COVID-19

- Increase in meal numbers required
- Increase in requests for extra meals for individual customers
- Potential for team members to be impacted by self-isolating and shielding
- Operations must comply with restrictions and social distancing guidelines
- New regulations for team members to adapt to

MONMOUTHSHIRE MEALS' RESPONSE

- Determination to deliver 'business as usual' and respond to additional demands
- Additional team members redeployed from other services within the local authority – i.e. PTU and civil enforcement
- Additional meals offered to customers, including a teatime service
- Welfare unit utilised for additional space so team members could keep 2m apart
- Extra vehicles hired to meet increased demand
- Frozen meals regenerated in specially adapted vehicles
- Contribution went beyond meals delivery, including evening calls, feeding the homeless, delivering PPE to residential homes and care agencies, delivering care packages to schools as they prepared to open

POSITIVE RESULTS

- Meals service continued operating seamlessly with increased demand for meals and additional deliveries
- Deployment from within local authority ensured adequate team numbers
- No supply issues
- Agile approach ensured a Covid-secure operation at every touch point
- Team members stepped up to support meals provision
- Team highlighted as a vital community service to help fight the pandemic, adding real value to the community

"I am really proud of the way the staff turned up daily as usual to work, took on board the new regulations without any fuss and continued to care for our service users in the way that we normally would."

Pauline Batty, Monmouthshire Meals





The Easiest Way to Eat Well at Home

MYCHEF delivers hot and cold meals to the Blackpool, Fylde & Wyre area. MyChef delivers 120 meals on a daily basis, all year round, to its 150 customers who are at the heart of everything.

A hot lunch is offered, plus a cold 'Tea Time Pack', which ensures customers are able to receive two meals each day. With an emphasis on choice, healthy traditional meals and flexibility, the tasty, nutritious and sustainable meals are carefully designed to help people get well and stay well for longer. Food fatigue is prevented by regularly changing the seasonal menu and offering meals for special occasions and holidays. An extensive range of special meals is available to meet individual needs.

An important part of the MyChef service is the 'Safe & Well' check offered to all customers, providing greater personal confidence and security, emotional support and peace of mind. Following deliveries, up to two nominated people are contacted by email or text to let them know the meal has been delivered and how the customer was feeling at the time. Any concerns will be flagged immediately.

The team adds value to the communities it serves by supporting local charities and foodbanks and regularly provides nutritional advice to a wide range of organisations.

THE IMPACT OF COVID-19

- Demand increased by 20%
- Increase comprised of new customers and existing customers increasing orders
- Government guidance and social isolation restrictions had to be managed for working practices and customer deliveries
- Increased social isolation of elderly and vulnerable – e.g. closure of lunch clubs and day centres



MYCHEF'S RESPONSE

- Team dedicated to meeting increased demand – worked together and met the challenge head on
- Same level and standard of service provided to all customers – existing and new
- Team adapted well to new working measures to ensure consistency of service and minimum disruption for customers
- Government advice and guidance strictly followed to ensure safety of teams and customers – e.g. PPE used, frequent hand sanitising, staggered arrival and dispatch of drivers
- Face coverings, doorstep deliveries and social distancing measures where additional support needed allowed almost normal contact with customers
- Customers received information to explain any changes to the service
- Morale and mental wellbeing of customers and teams a priority

“With the closure of day centres and travel restrictions for friends and relatives, the need for the friendly human interaction and wellbeing checks we provide became more important than ever. We never underestimate the mental and emotional benefit of a friendly chat and familiar smiling face.

It is becoming more apparent that the current situation may be very slow to change but we're confident we are in a good position to tackle the challenges ahead.”

David Barker, MyChef

POSITIVE RESULTS

- Team successfully met challenge of increased demand
- Vulnerable and elderly received regular meals delivery with minimum disruption
- Safety and confidence of team and customers achieved
- Evolving Government guidelines adhered to every step of the way – including localised lockdowns
- Good communications with customers
- Positive feedback from customers and relatives
- Increased job satisfaction of team
- Morale and wellbeing of team looked after to maintain positive workplace



PARK CARE MEALS



PARK CARE MEALS covers the areas of Bradford (Bradford City Council's preferred Meals on Wheels supplier), Halifax, Rotherham, Sheffield, Doncaster, Barnsley and Chesterfield. 500 meals are delivered on a daily basis (seven days a week, 365 days a year) to a customer base of 600.

The service provided includes hot delivered meals (main and dessert or soup), frozen meals and a cold tea option to be enjoyed later in the day. Over 40 different meal options are offered, from traditional dishes to international cuisine, including texture-modified, vegetarian and Halal options. Four options are offered daily on a four-week rotation.

Each customer receives their meal from the same delivery driver each day, which allows the team to get to know their customers and easily spot any differences in their wellbeing. If required, a meal can be plated or taken to the required room. The Park Care Meals service is available to all elderly people and it's a dementia-friendly organisation. More than just a meal provider, Park Care Meals makes customers feel part of a community with, for example, a regular newsletter that highlights different customer events and activities.

THE IMPACT OF COVID-19

- Daily meal provision increased by 20%:
 - more over 70-year olds self isolating/shielding
 - existing customers ordered more frequent meals
 - two Bradford hospitals required hot meals twice a day for three months
- Increased demand on delivery rounds and drivers
- Potential of Covid-related illness and absence within team
- Customers and families struggled to buy essential items
- Covid-19 restrictions and social distancing had to be managed within the team and for customers

"The drivers' care and dedication has been amazing and ensured the safety and wellbeing of our customers at such a difficult and unusual time. The past few months have really highlighted the importance of Meals on Wheels providers across the country. The service is vital to many elderly people in the UK. It enables many people to live independently and in their own homes for longer."

Kate Shipley, Park Care Meals

PARK CARE MEAL'S RESPONSE

- Action plans for rapid increase in demand successfully activated
- Additional delivery drivers recruited to support increase in demand and potential team illness/absence
- Extra delivery rounds created to cater for increased demand
- Team supplied the same variety of meals throughout the pandemic
- Worked closely with meal provider to ensure high standard maintained
- Team sourced additional essential items, such as bread and milk, to support customers and their families
- Spacious kitchen areas and signage/floor markings ensured social distancing was adhered to
- Social distancing guidelines provided to delivery teams while onsite collecting meals
- Teams minimised contact with customers, while ensuring they were safe and well
- Team stepped up to deliver meals into the two Bradford hospitals



POSITIVE RESULTS

- Team met increased demand successfully
- Additional delivery rounds and drivers ensured increased demand was met
- Standard of service and meal choice maintained
- No supply issues
- Extra support with sourcing essential items provided much-needed help for customers and their families
- Action plans proved effective and efficient
- Social distancing adhered to on site and with deliveries
- Safety of teams and customers at forefront of service
- Safe and wellbeing checks continued in difficult times
- Customer feedback showed appreciation for time taken by delivery drivers to check on wellbeing
- Meals provision at two Bradford hospitals successfully supported
- Team felt great sense of pride and satisfaction at being able to go the extra mile to help the local community
- Importance of Meals and Wheels service highlighted

"Can you please let your staff know how powerful their job is? They may think that they are simply delivery people, but they are so much more. They are on the frontline and appreciated by the people who they take meals to. They should never underestimate the power of a smile, nod of the head or just one sentence enquiring after someone's health."

Message from a customer's relative



RADCOOKS COMMUNITY KITCHEN



RADCOOKS COMMUNITY KITCHEN was set up as a direct result of the Covid-19 pandemic. Based in Radcliffe on Trent, Nottingham, the team delivers free weekly meals to the vulnerable and elderly living in the community.

The service began one Sunday in lockdown when the founder, Melissa Evans, was cooking a roast dinner for herself and her partner. Having cooked 'far too much', she offered the spare portions to those in the community who were vulnerable. Teaming up with a local business owner who wanted to give back to the community, RadCooks Community Kitchen was born.

Every Sunday, 50 two-course lunches are delivered by volunteers, who make time for doorstep chats when delivering meals to relieve isolation and loneliness. Customers enjoy dishes such as Sunday roast, cottage pie, poached fish, lasagne, sausage and mash, trifle, crumble and cake. The initiative is supported by donations (money and food) from the community, FareShare and relationships with the local Morrisons, Tesco, butcher and fishmonger.

THE IMPACT OF COVID-19

- Shielding and self-isolation increased the number of vulnerable people in the community
- Lockdown intensified isolation and loneliness of vulnerable and elderly
- Covid-19 pandemic saw communities pull together to support the vulnerable
- Covid-19 guidelines and social distancing had to be managed

RADCOOK'S RESPONSE

- Decision made to offer elderly and vulnerable in community a free weekly meal on a Sunday
- Partnership with local business owner created platform for service
- Team of four key members set up to run the initiative
- Team of approx. 20 volunteers recruited to deliver meals on a rota basis
- Volunteers also provide doorstep chats
- Community support provided monetary and food donations
- Support received from FareShare
- Relationship built with local suppliers to support initiative
- Social media used to raise awareness of the service
- Word of mouth generated awareness too
- Spacious kitchen allowed for social distancing
- Masks and hand sanitisers provided for all volunteers

POSITIVE RESULTS

- Community project successfully launched and supported the elderly and vulnerable in need
- 50x elderly and vulnerable people in the Radcliffe on Trent community have benefitted from weekly meals in difficult times
- Volunteers have provided weekly interaction for the lonely and isolated – some recipients hadn't seen anyone throughout lockdown before service began!
- Strong partnerships established with local suppliers
- Meals prepared and delivered in Covid-secure way
- Fantastic community support and spirit
- Amazing feedback from customers and their families
- Free weekly service will continue



"We have all been just so happy to be able to help in these difficult times. We will continue to deliver free weekly meals with the hope to be able to put on a monthly social eating event too, once we're allowed."

Melissa Evans, Radcooks Community Kitchen



THE BERKELEY

THE BERKELEY

LONDON

THE BERKELEY is a five-star hotel in Knightsbridge, London. The hotel operates 24 hours a day, seven days a week and boasts a variety of food and beverage experiences – from breakfast, lunch and dinner to cocktails and afternoon tea. The Berkeley is home to the world-famous haute couture Afternoon Tea, Pret-a-Portea, as well as Marcus Wareing's one-Michelin-starred restaurant, MARCUS, serving modern British dishes.

Steeped in history, The Berkeley offers style, comfort and inspiring service across the board – from guests staying in the luxury rooms to those enjoying a culinary experience or attending business meetings or special events.

The Berkeley has always been actively involved within the local community and has very close relationships with the neighbouring church, St Paul's, Knightsbridge.

THE IMPACT OF COVID-19

- Pandemic and lockdown closed the hospitality sector
- Lockdown lasted longer than anticipated
- The needs of the elderly and vulnerable in the community were exacerbated
- Pressure on emergency services increased
- Government restrictions and social distancing had to be adhered to at all times

"We continue engaging with Westminster City Council and will for sure work on future projects together. We are now having a coffee and treat station for emergency services outside the hotel every first Wednesday of the month and we are also launching the Berkeley Blue Lights Club to stay engaged with our new friends and will bring them special offers across different areas of the hotel."

Knut Wylde, General Manager, The Berkeley

THE BERKELEY'S RESPONSE

- Desire to help people in need in community
- Wanted to support emergency services other than the NHS that was already receiving a lot of support
- Two initiatives launched:
 1. **999 Emergency Drive Thru Service** – serving daily lunches and other treats to police, fire service and ambulance workers
 2. **Meals on Wheels** – hot meals delivered to vulnerable and elderly in community, working in collaboration with Westminster City Council to reach individuals
- The Berkeley team members gave their time on a volunteer basis to support the initiatives
- Meals provided free of charge
- Hot meals cooked at the hotel and collected by volunteers from Westminster Council and delivered to front door of those in need
- Different sections created in the kitchen to meet social distancing needs
- Tools like a pizza paddle used to serve the food at the Drive Thru to maintain social distance
- All teams wore face masks for their own safety and for that of the customers
- Awareness of the service raised by social media and word of mouth



POSITIVE RESULTS

- The Berkeley successfully harnessed the expertise and talent of its team to support emergency services and provide meals for elderly and vulnerable in community
- In excess of 50,000 meals served during lockdown:
 - 500-600 daily for the Drive Thru
 - 250 delivered daily to elderly and vulnerable
- Community contribution given free of charge
- No supply issues
- Both initiatives delivered in a Covid-secure way, with safety of team members and customers a priority
- Overwhelming response and feedback from those using the service – hundreds of emails and thank you cards and some beneficiaries baked cakes for the volunteers
- Rewarding for those involved as they put smiles on people's faces
- Partnership with Westminster City Council helped reach those in need and will see future community projects
- Uplifting and lasting community spirit and effort
- The Berkeley's lockdown legacy has created ongoing engagement with emergency services with a monthly coffee and treat station outside the hotel and 'Berkeley Blue Lights Club' offering special offers across the hotel



THE BEVY



THE BEVY is a community-owned pub based in Bevendean and Moulsecoomb, a low income area in the cosmopolitan city of Brighton. In fact, The Bevy is the only community pub on a housing estate in the UK.

This lively local pub offers great food options (including some of the best roast dinners in Brighton!), a café area and lots of activities for the community, including bar billiards, darts, live music, family fun days and a deaf-friendly quiz.

The Bevy is a crucial community resource in a challenging area. It provides, for example, community lunches using FareShare food (surplus food that would otherwise go to waste), hosts a variety of clubs including Dementia Café, a weekly lunch club for 50 elderly people and free food and entertainment for hard pressed families. The team also delivers its own services, such as cooking classes for young people and a free IT drop in and job club. The Bevy's community project manager coordinates community responses, often working with other community groups, and helps local people start their own community businesses. The Bevy has worked with apprentice chefs with a variety of learning difficulties and it runs the award-winning Brains at the Bevy, a set of talks from Brighton University academics.

THE IMPACT OF COVID-19

- Lockdown saw the instant closure of pubs
- The Bevy had to close which meant an important community resource was at risk
- Vulnerable individuals who use The Bevy's clubs and services suddenly had no access to good food
- Closure of The Bevy saw isolation of vulnerable in the area, many of whom don't have support networks
- Government restrictions and social distancing had to be managed and adhered to

“Serving the community is what we do. As well as opening up we will be carrying on delivering food for as long as it is needed and also starting Chatterboxes, bringing elderly people who have been isolating to the pub garden to enjoy safe social interaction and food with their friends.”

Chris Llewellyn, The Bevy

THE BEVY'S RESPONSE

- The team was determined to ensure those who relied on the pub continued to receive food, support and social contact
- Bevy Meals on Wheels (BMW) was set up – providing three deliveries of hot meals a week to the elderly and vulnerable
- Partnered with a local school, BACA, to provide food for low income families
- Initiative coordinated by The Bevy committee: paid chefs cooked the meals and a wide selection of volunteers recruited to deliver meals
- Volunteers happy to have socially distanced 'chats' with people to provide crucial contact and makes sure they're ok
- Volunteers offer other services, such as picking up prescriptions and running errands
- Jigsaws and puzzle books delivered to help keep people entertained
- Meals were free. People could make a donation if wanted but no obligation or pressure
- Worked closely with FareShare and Brighton Food Factory to source many ingredients
- Stuck to Government guidelines – safety of everyone was a priority
- Supported large number of people directly through existing partners and other groups such as churches and assisted living providers
- Door-to-door leaflet drops and radio and newspaper coverage raised further awareness of service



POSITIVE RESULTS

- The Bevy adapted to successfully offer the vital community support people relied on
- More than 6000 meals delivered in total to those in need:
 - 3000+ from Bevy Meals on Wheels
 - 3000+ in partnership with BACA
- Socially distanced chats created crucial contact for many
- Vulnerable and elderly received support in other areas, as well as food
- Free meals relieved immense pressure on low income individuals and families
- No food supply issues
- Meals delivered in a Covid-secure way for all concerned
- Great feedback received from those helped by the service
- Massively rewarding for all the volunteers involved
- Real community effort and spirit highlighted
- Need for Meals on Wheels service spotlighted – The Bevy Meals on Wheels continue now the pub has reopened
- Chatterboxes launched as pub reopened to bring isolating elderly to pub garden to enjoy safe social interaction and food with friends



THE VICTORIA



THE VICTORIA is a bar, restaurant and guest house located in Walshaw, Bury.

The allergen-accredited venue serves food seven days a week from midday and guests can enjoy a selection of tasty dishes from a classic pub menu, including cheese and onion pie, gammon and steak, with choices for vegetarians and vegan and all dietary requirements catered for. Entertainment is also on the menu at The Victoria, ranging from sports viewing and pub quizzes to regular live music and a music matinee.

An important part of the local area, The Victoria supports the community in many ways – from sponsoring local children's football teams and arranging litter picking to dog Christmas parties! All members of the team are also allocated one paid day a year to volunteer in the community. This focus on the importance of community spirit scooped The Victoria the *Community Impact Award* at the *Made In Bury Awards 2018*. In the same year the venue was also a finalist in the *Great British Pub Awards*.

THE IMPACT OF COVID-19

- Lockdown saw the instant closure of pubs and hospitality
- The Victoria set up a takeaway delivery and collection service
- Closure of The Victoria meant that those that used the venue to socialise and meet others were potentially isolated
- Changing Government guidance, restrictions and social distancing had to be managed and adhered to

"We will continue to help in any way we possibly can. We are still working with Eat Well MCR to provide meals each week and we are still offering our takeaway service as we understand that everyone is at a different stage of the journey of the pandemic and may not be ready to eat out again just yet."

Lisa Moore, The Victoria

THE VICTORIA'S RESPONSE

- The team decided that as the facility was open for takeaways, there was an opportunity to use it to also help others
- The Victoria collaborated with the charity Meals for the NHS to provide meals for NHS staff
- The team also worked (and continues to work) with the charity Eat Well MCR to provide meals each week to NHS staff and the vulnerable in the community
- Donated a free fish and chip supper to a mental health ward in the local hospital for staff and patients to enjoy together
- Donated takeaway burgers to local hospital radio station volunteers
- Community contribution went beyond meals and the team reached out to the isolated in the community to make sure they were all ok
- Connected with the local church to find out if there was anyone that would benefit from a free meal – either because they needed it or as a treat to show they are not alone
- Donated toiletries to a local nursey that was giving care packages to Covid patients
- The Victoria's community response was operated entirely by its team
- Social media was used to raise awareness of the team's activity
- The team followed and stuck to Government guidelines to keep everyone safe – from team members to those they were supporting
- For VE Day, The Victoria displayed the community decorated bunting, put on a virtual music matinee and distributed celebration cakes to care homes, veterans and those that were socially isolated.

POSITIVE RESULTS

- The Victoria successfully used its facilities and team's talents to continue to help the community
- 1500+ meals provided for NHS staff with Meals for the NHS
- Approx. 80 meals a week for NHS staff and vulnerable with Eat Well MCR
- Supported local hospital to show appreciation and boost morale
- The Victoria's presence in the local community was put to good use:
 - Helped relieve the isolation of many by reaching out and talking to them
 - Built relationship with local church to extend support
 - Central role played in the VE Day celebrations
- Team operated in a Covid-secure way for all concerned
- Great feedback received from everyone helped by The Victoria
- Since reopening, some nurses from the local hospitals have dined at The Victoria to show their appreciation
- A hugely rewarding project for the team who relished the challenge of looking at new ways of operating and helping people
- The support of the community continues:
 - Weekly meals still provided through Eat Well MCR
 - Takeaways still offered to those not yet ready to eat out – e.g. those shielding
 - New baby massage class set up for mums who gave birth just before or during lockdown to help them connect with other mums



THE UMBRELLA CAFÉ CIC



THE UMBRELLA CAFÉ CIC is a community café in Whitstable, East Kent, and is located within Whitstable Umbrella Community Support Centre. Its social mission is to be a welcoming community hub to reduce social isolation and engage with community needs.

Before the Covid-19 pandemic, the café opened 8am-5pm, seven days a week, serving on average 120 customers a day with brunches, lunches, cakes and beverages, all home cooked in the café kitchen. The menu was predominantly plant based with one meat option. Many dishes were made from surplus and donated produce from FareShare and local suppliers. Customers also enjoyed entertainment, including a monthly spoken word night, a bi-monthly DJ night and other ad hoc activities.

The Umbrella Café also ran a Pay it forward scheme that allowed people to enjoy food and drink in the café and take part in community groups in the café or centre without needing to pay, supported young students with employability needs and was accepted on the funded programme School for Social Entrepreneur Community Business Trade Up with support from Power to Change and the National Lottery 2020.

THE IMPACT OF COVID-19

- Lockdown meant the café, like other hospitality businesses, had to close
- Demand for community support increased – e.g. a meal sharing project Food Friends that connects isolated and vulnerable with someone living nearby to share a portion of food, received increased demand that couldn't be supported
- Many families and vulnerable people at increased risk of a crisis situation
- Community hub no longer available to support vulnerable people
- Social isolation was exacerbated by lockdown
- Government guidelines and social distancing had to be adhered to

"We hope the same beneficiaries (and more) will become connected with the community centre and café through the engagement work we did over the summer. We can then feed families and vulnerable people in a welcoming and safe space and ensure they have access to other services, such as affordable food via FareShare, cooking classes, healthy eating programmes, creative and cultural activities, and external support and referral services."

Jo Verney, The Umbrella Café CIC

THE UMBRELLA CAFÉ'S RESPONSE

- Team determined to uphold its mission to support the community
- Worked with Food Friends to upscale the initiative and ensure local vulnerable families could keep out of crisis situations
- Also worked with local referral agencies, such as local schools, social prescribers and other community organisations
- The Community Dinner Fund project was set up – including homecooked food delivered from the café kitchen and weekly breakfast boxes (including breakfast and snack items)
- Started delivering meals to vulnerable on 23 March 2020
- Meals were free to beneficiaries
- 21 volunteers helped the project by cooking food in the café or delivering meals and providing a befriending service with deliveries
- Weekly befriending calls provided frequent social engagement in addition to chats with delivery volunteers
- Most produce came from FareShare, with some from usual local suppliers
- Four local businesses supported project by supplementing food when they could or offering their own pay it forward services
- Robust risk assessment in place to ensure Covid-secure practices
- All cooking carried out with one person in the kitchen and all deliveries upheld social distancing rules
- Referrals came from schools, church or social prescribers, plus some self-referrals from awareness on social media



#mealsonwheelsheroes

POSITIVE RESULTS

- Vital community service and lifeline adapted to ensure it continued to successfully support vulnerable people in challenging times
- The Community Dinner Fund helped 172 beneficiaries by September 2020, with over 4000 meals delivered
- The collaboration with Food Friends kept families and vulnerable people out of crisis
- Befriending calls and visits relieved social isolation
- Free meals relieved pressure on low income individuals and families
- No supply issues
- All meals prepared and delivered in a Covid-secure way
- Hugely positive feedback received
- Strong, positive community effort bringing together community members, businesses and groups
- The pandemic has enabled the project to access and help multiple hard-to-reach people
- Although delivery service will not continue post September, the focus on food poverty and social inclusion will continue through the café and community centre
- Plans to provide a deliver or collect breakfast pack service during school holidays in place

"I just wanted to say a huge thank you for all the support. It's really helping us and taking off a lot of stress and worry... you all do such an amazing job."

Beneficiary





WEST SUSSEX COUNTY COUNCIL (WSCC) delivers meals to the county of West Sussex, an area of 768 miles that is predominantly rural with a few large towns.

Pre-Covid, the client base was 690 and in the period of December 2019 – February 2020, an average of 475 meals were delivered daily, seven days a week, including bank holidays. Customers choose from nutritious hot meals and cold teatime packs. Five main course options are available daily, including salads in the summer months and soup to replace or complement the dessert in the winter. All meals are served with a hot or cold pudding (including a reduced-sugar option) and all dietary requirements are catered for, such as cultural preferences, allergies and texture modified.

Every day, the team of caring delivery drivers carry out a 'safe and well check' and, if required, will plate a meal, find cutlery, serve a drink etc. Drivers, for the most part, have the same round so they get to know their customers and can notice if something is out of sorts and provide the welcome chat that breaks social isolation for many. West Sussex County Council works closely with other teams and organisations across the county to add value to customers through wellbeing and care initiatives.

THE IMPACT OF COVID-19

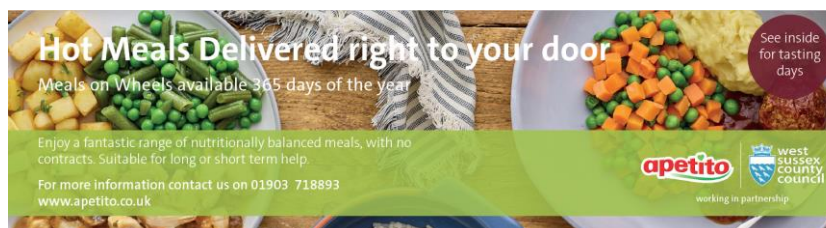
- Number of vulnerable people in community increased
- Demand for Meals on Wheels service went up 26% - daily average of 475 meals increased to 599
- Sudden increase in demand put pressure on team
- Number of customers ordering cold teatime packs almost doubled
- Advertised standard delivery times not long enough to fulfil increased number of meals
- Covid restrictions and social distancing had to be managed for team members and customers
- Government guidance and updates changed frequently

"Our contribution to the frontline effort has been rewarding. The dedicated team, from those in the office to the drivers delivering the meals, remain committed to providing a great Meals on Wheels service to our client across West Sussex. Our service, both pre-coronavirus and during the pandemic demonstrated how much it is needed and the great number of additional benefits it offers across our whole community."

John Figgins, WSCC Meals on Wheels

WSCC RESPONSE

- Team committed to ensuring increased demand was met
- To meet sudden increase in demand, two full-time drivers and two part-time workers were recruited. Three additional emergency relief drivers were also on standby
- Additional delivery round added and two additional delivery vehicles sourced to support this
- Menus offered stayed the same: five main course options plus hot and cold puddings available daily
- Cold teatime packs (sandwich, fruit, piece of cake or yoghurt) proved ideal for customers that needed to stay safe at home
- Standard delivery times extended to accommodate increased demand
- Risk assessments completed for delivery drivers and team following Public Health England guidance
- Essential 'safe and well checks' maintained – for anyone with Covid-19 symptoms or a positive test, contactless doorstep deliveries were made
- Daily chats took place from a distance
- Effective contingency plan in place to ensure service could meet any further increase in demand
- 'Extra surprises' kept clients' spirits up – e.g. strawberry gateaux for VE Day and a puzzle book to keep customers entertained
- Meal on Wheels service offered a free three-day service to support identified people discharged from hospital as part of WSCC Covid-19 response
- Meals and teatime packs delivered to local care home experiencing staffing issues



POSITIVE RESULTS

- Increased demand for Meals on Wheels successfully met
- Meals on Wheels service continued to all clients and high standards maintained
- Additional team members ensured all customers received same standard of service
- Offer remained the same for all
- No supply issues around meal choice – every customer received the meal they ordered
- All customers reached, thanks to extended delivery window
- 'Safe and well checks' continued for all customers
- Continued chats with customers relieved loneliness and isolation
- Peace of mind provided for relatives unable to see their loved ones
- Extra treats and gifts lifted spirits and benefited mental wellbeing
- Excellent, appreciative feedback from customers and relatives – *"Every one of your drivers treats us with care and kindness."*
- Meals on Wheels service effectively supported wider pandemic response in the community and Covid-19 initiatives – highlighting agility of service
- Value of service and ability to help people stay safe at home proven
- Team prepared for any further increase in demand





National Association of Care Catering (NACC)

info@thenacc.co.uk

www.thenacc.co.uk

T: 0870 748 0180

**The NACC Office
Meadow Court
Faygate Lane
Faygate
West Sussex RH12 4SJ**

