

London Borough of Hammersmith & Fulham

LEADER'S URGENCY REPORT

February 2019



THE DIRECT AWARD OF A CONTRACT TO HARROW COMMERCIAL SERVICES FOR THE PROVISION OF A MEALS ON WHEELS SERVICE

Report to the Leader – Councillor Stephen Cowan

Part Exempt Report

This report is currently part exempt from disclosure. Appendix 3 and Appendix 4 are exempt on the grounds that they contain some information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Appendix 5 is exempt on the grounds that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings under paragraph 5 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Classification - For Decision

Key Decision: Yes

Other services consulted:

Wards Affected: ALL

Accountable Director: Lisa Redfern – Strategic Director of Social Care and Public Services Reform

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Reasons for Urgency:

The Council currently has in place a one-year service contract directly awarded to Sodexo Ltd for the provision of a hot home meals and frozen food delivery service.

The contract was issued on 08 April 2018 and is due to expire on the 07 April 2019. Sodexo will no longer be a meals on wheels service deliverer beyond 07 April 2019.

Harrow Commercial Services (HCS) have given a commitment, subject to contract award, to take over the delivery of the meals service from 08 April 2019. This contract will also achieve better value for money for residents.

To ensure that vulnerable residents of Hammersmith & Fulham (H &F) continue to receive their meals beyond 07 April 2019 we are now seeking approval for an exemption to the council standing orders and procurement procedure to make a direct award of a contract for a two-year period to HCS. This will enable officers to carry out a full review of the meals services and consider what options and recommendations to put forward for a future meals service.

There is also not enough time to run a procurement exercise before the 08 April 2019.

The value of the service is above £100,000.

Date by which decision is required: As soon as possible please.

AUTHORISED BY:

The Leader has signed this report.

DATE: 27 February 2019

1. EXECUTIVE SUMMARY

- 1.1. This report seeks an exemption from the standard requirement set out in Contract Standing Order ("CSO") 10.2 (Table 10.2b) to use an existing framework agreement or publish a contract notice in the OJEU for contracts valued over £615,278. It then seeks approval to directly award to Harrow Commercial Services ("HCS") a two-year contract from 08 April 2019 to 07 April 2021. The contract will be for the provision of a hot home meals and frozen food delivery service.
- 1.2. The Council currently has in place a one-year service contract directly awarded to Sodexo Ltd for the provision of a hot home meals and frozen food delivery service. The current pricing structure is based on the aggregated demand of total meals purchased across the London Borough of Hammersmith & Fulham ("H & F"), The Royal Borough of Kensington and Chelsea and Westminster City Council. The contract was issued on 08 April 2018 and is due to expire on the 07 April 2019. The average price of a hot meal varies between £8.96 and £9.66 and the average frozen meal price is between £4.39 and £4.69. H & F charge the person £2.00 per meal (reduced from £4.50 in 2016) and cover the rest of the cost. The new contract will be

funded from a combination of social care revenue budgets, public health grant and customer contributions.

- 1.3. The projected spend for 2018/2019 is £382,185 against a budget of £371,562. The total number of meals delivered between April 2018 to December 2018 was 28,362 therefore we anticipated that an approximate total of 37,816 meals will be delivered in 2018/2019.

2. RECOMMENDATIONS

- 2.1. It is recommended that the Leader of the Council:

- 2.1.1. Approves a waiver under Contract Standing Order 3.1 of the requirement to use a suitable framework agreement or seek competitive bids under Contract Standing Order 10.2b and the requirement to produce a business case and procurement strategy under CSO 8.6.

- 2.1.2. Approves a direct award of a two-year contract award to HCS from 08 April 2019 to 07 April 2021 for the provision of a hot home meals and frozen food delivery service.

- 2.1.3. Notes that the direct award of a two-year contract will be at a total cost of £383,012 per annum.

- 2.1.4. Notes that HCS have indicated there may be additional TUPE related cost which H & F may have to bear due to number of staff transferring from Sodexo to HCS being in excess of HCS's requirement for running the new service and therefore agrees to delegate the decision to incur any additional cost to the Strategic Director of Public Service Reform and Adult Social Care in consultation with the Cabinet Member for Adult Social Care and Health.

- 2.1.5. Notes that H & F will require HCS to take all reasonable steps to mitigate against possible redundancy including looking at the possibility of redeploying any staff that are excess to requirement within either of our organisations before giving any consideration to contributing to or meeting any redundancy costs.

3. REASONS FOR DECISION

- 3.1. The current arrangements expire on 07 April 2019 and we currently have 137 (as at 11 February 2019) vulnerable residents who rely on receiving the meals on wheels service. A waiver of the contract standing orders is required to allow the direct award of a new contract without competition. Meals on Wheels is a priority for this administration and The Council's business plan

commits the Council to - *“provide meals-on-wheels to provide healthy choices and meaningful time spent with residents.”*

- 3.2. The direct award for a period of two years will allow the Council time to review the current service provision and develop a meals strategy that puts forward recommendations on what a future meals service should look like.

4. PROPOSAL AND ISSUES

- 4.1. Analysis on the current Meals on Wheel service is contained in Appendices 1 and 2.

The New service

- 4.2. Given there is insufficient time to carry out a tender exercise the proposal is for HCS to take over the delivery of the Meals on wheels service from 08 April 2019.
- 4.3. HCS provides nutritionally balanced meals delivered directly to the door. Qualified chefs prepare meals to suit the diverse cultural and dietary requirements of individuals. The service’s motto is “a promise to deliver quality, great tasting, nutritionally balanced ready meals delivered to your door”.
- 4.4. The service operates on the following 3 core tenets which also serve as the way it measures its successes:
- flexible and reliable service that meets individual needs including options such as;
 - Daily deliveries
 - Weekly deliveries
 - Additional meals (such as a meal for evening or even a guest) or a
 - Varied meals provision;
 - Hot - delivered daily between 11.30 am – 2.00 pm and ready to eat on arrival specific seasonal meal - e.g. Christmas
 - Frozen - delivered weekly/fortnightly between 11.30 am – 2.00pm. Meals can be cooked from frozen at your convenience.
 - Additional benefits for elderly and/or vulnerable (where requested) includes;
 - A daily welfare check
 - Delivery of basic grocery items, such as bread, milk, eggs etc.

4.5. HCS have advised in their pricing proposal that they can offer:

- A flexible and reliable service organised to suit LBHF requirements
- A service that delivers at the required time
- Drivers that are enhanced disclosure and barring services (DBS) checked, and are customer service trained.
- Drivers who are trained to check clients' wellbeing ensuring they are well and deliver meals in a polite and courteous manner
- There is a 4-week rotational menu available on the HCS website, but HCS will adapt the menu to cater to local preferences
- ISO Quality Assurance
- Meals that are prepared in facilities with 5-star food hygiene rating
- Best price guarantee using quality ingredients. HCS will price match any proven price quotation and would welcome the opportunity to price match or beat any price received
- Purchasing power from a catering service, cafes, canteens and school meals provides economies of scale. This is reflected in the pricing set out below
- Client welfare as a priority
- Over 15 years of experience in delivering this type of service
- A 365 days a year service delivered in line with agreed performance indicators as set out in the contractual agreement.

4.6. Their Commitment is as follows:

Value	Our Commitment
Personal Contact	Greet everyone in a friendly way
	Provide opportunities for contact and feedback
Quality	Work to ensure that everything we prepare is done with the highest possible standards of freshness, ingredients, preparation, cooking, serving and delivery.
	All done in accordance with all regulatory requirements.
Variety	Ensure our internal systems, process and interactions, have the same
	Continue to maintain regular rotation of our menus, enabling our customers to enjoy a nourishing meal that is fresh, tasty and offers something different!
Value	Utilise our internal processes to assist in enabling variety to be achieved.
	Ensure that we maintain our proven record of preparing & delivering meals that are nourishing, great to eat and well priced...thus delivering great value!
Choice	Manage our internal processes, directed towards achieving value.
	Work with all towards our commitment to provide our customers with a regular choice of meals.
Timeliness	Drive internal processes to assist in enabling choice to be achieved.
	Continue to ensure that our meals are delivered at the time we commit to.
Presentation	Respond to issues in a timely manner.
	Work to ensure that the meal our customers receive, is not only nourishing but truly 'looks and smells good enough to eat'!
Packaging	Work to ensure that our meals are packed in a way that is convenient, easy to use and helps to present our meals in an appealing way.

4.7. HCS offer a range of Standard Meals. Supplementary charges will apply for cultural and special dietary meals. Please see HCS's menu range in Appendix 4.

4.8. **Pros to using HCS:**

- Would ensure a dedicated meals service using an experienced meals service focused on local delivery.
- Informal discussions with them indicate they can mobilise within a short space of time and take over the service.

4.9. **Cons to using HCS:**

- Would require TUPE transfer of Sodexo 11-staff to HCS. A transition period would need to be in place to ensure continuous delivery to residents.
- HCS have indicated the 11 Sodexo staff for which TUPE applies is excess to their requirement.
- There is likely to be an additional one-off cost relating to TUPE transfer which HCS have indicated they will request that Hammersmith & Fulham Council meets.

4.10. An officer meal tasting session was carried out on 04 February 2019 at Nubian Life, 50 Ellerslie Rd, Shepherd's Bush, London W12 7BW where HCS presented officers with the opportunity to taste and offer feedback on their meals. The overall feedback from officers was that the quality of the food was good.

4.11. If the Leader approves the recommendation of this paper, a Hammersmith and Fulham resident meals tasting session will also be arranged.

Key Issues

4.12. HCS have stated that the 11-staff entitled to TUPE over from Sodexo are excess to their requirements for running the new meals on wheels service for Hammersmith and Fulham Council. They have consulted with their legal team and have requested that Hammersmith and Fulham Council indemnify Harrow Council for redundancy costs including pension arrangements associated with this transfer. They are also seeking indemnity for any redundancy cost associated with H & F deciding that it no longer requires a meals service at the end of the two-year contract. All TUPE related cost are still being calculated by HCS and will be supplied later.

4.13. As part of the staff consultation period HCS plan to set out in their measures letter to staff the service changes that we will be undertaking on economic, technical or organisational (ETO) grounds.

4.14. HCS's model of delivery will entail drivers working out of their depot in Harrow. This will mean meals will be driven into H&F and the drivers returning the vans to Harrow following completion of meal deliveries.

5. **OPTIONS AND ANALYSIS OF OPTIONS**

- 5.1. There are several options to consider for the service moving forward but all other options will need to be explored in more detail as part of the future service review.
- 5.2. **Option 1: Allow existing arrangement to expired on 07 April 2019.**
The meal on wheel service is non-statutory and therefore the Council is not obligated to deliver the service when the current arrangements cease. However, the service is specifically referenced within the Hammersmith and Fulham's business plan "*We'll further provide meals-on-wheels to provide healthy choices and meaningful time spent with residents.*" Therefore, this option is not recommended.
- 5.3. **Option 2: Signpost people to service providers to order their own food and provide no dedicated service**
Pros: Would give residents complete flexibility and control over how they choose to have their meals provided.
Cons: Would mean renegeing on existing business plan pledge and place vulnerable residents' health and wellbeing at risk. Therefore, this option is not recommended.
- 5.4. **Option 3: Direct award to HCS (a Local Authority Trading Company)**
Pros: Would ensure a dedicated meals service using an experienced meals service focused on local delivery.
Cons: Would require TUPE transfer of staff from Sodexo to HCS. A transition period would need to be in place to ensure continuous delivery to residents. TUPE transfers will mean additional one-off cost to Hammersmith and Fulham.
- 5.5. **Option 4: Run a procurement competition**
Pros: would remove any possible risk of non-compliance with the Public Contracts Regulations 2015
Cons: Sodexo have advised that they do not intend to continue this service and will not respond to a new tender. Appetito have advised that they are unlikely to respond with a compliant tender. The Council is not aware of any other companies that might bid for this service, so the only bid received would come from HCS. In addition, there is insufficient time to run a procurement competition before the existing contract expires on 07 April 2019.

6. CONSULTATION

- 6.1. There has been consultation with officers from legal, ASC finance and procurement officers in Public Service Reform. Further consultation with residents will be undertaken following approval of this report's recommendation.

7. EQUALITY IMPLICATIONS

7.1. The proposed award of this two-year contract will ensure vulnerable residents do not go without a meal service from 8th April 2019. There will be no direct negative impact on any groups with protected characteristics, under the terms of the Equality Act 2010, from the awarding of this contract.

7.2. Implications verified by: Fawad Bhatti, Social inclusion policy manager, tel 0208 753 3437

8. LEGAL IMPLICATIONS

8.1. Type of contract and threshold

Under the Public Contracts Regulations 2015 (“PCR 2015”), the meals-on-wheels contract with HCS proposed in this report (the “New Contract”) is a schedule 3 services contract. The current threshold for schedule 3 services contracts under the PCR 2015 is £615,278 (the “Threshold”).

8.2. Above threshold

The lifetime value of the New Contract is £383,012 per year for two years, ie £766,024 in total. This is likely to increase as a result of TUPE liabilities. Therefore, the New Contract is above the Threshold, and therefore it must be procured in accordance with the “light touch regime” of the PCR 2015. This usually means either a new procurement competition or the use of a framework agreement. This is also the requirement under table 10.2b of the council’s CSOs. However, the circumstances in this instance mean that the council is seeking to use the “negotiated procedure without prior publication” pursuant to regulation 32 of the PCR 2015 to make a direct award to HCS.

8.3. Regulation 32

The council may use this procedure “insofar as is strictly necessary where, for reasons of extreme urgency brought about by events unforeseeable by the contracting authority, the time limits for the open or restricted procedures or competitive procedures with negotiation cannot be complied with.”

8.4. Events unforeseeable

The council has explored various other service delivery models as set out in this report. The council’s position is that it was unforeseeable that none of them would be appropriate. The council has also decided that the limited time remaining before the existing meals-on-wheels services contract expires is not sufficient to conduct an open or restricted procedure procurement competition (in any event, paragraph 5.5 above (Option 4: Run a procurement competition) shows that the council would not expect to receive any bids from any company other than HCS anyway, rendering a procurement competition redundant and unnecessarily time consuming). Therefore, the council believes that the extreme urgency of the situation means that the negotiated procedure without prior publication is justified.

8.5. Procurement challenge risk

Use of the negotiated procedure without prior publication is not without risk. This risk is set out in the exempt Appendix 5 and is subject to legal professional privilege.

- 8.6. **VEAT notice**
The council has instructed its legal advisors to publish a voluntary ex-ante transparency (“VEAT”) notice in respect of the award of the New Contract.
- 8.7. **Publishing award decision**
This proposed contract award exceeds £5,000 and therefore must be published in the council’s Contracts Register in accordance with CSO 18.6.1. Furthermore, as the New Contract value exceeds £25,000, regulation 112 of the PCR 2015 requires the Council to publish the decision on the government’s Contracts Finder website within a reasonable time.
- 8.8. **Waiver**
This report is seeking a waiver of the requirement under the CSOs to use an existing framework agreement or seek quotations (CSO 10.2a). A waiver of these requirements can be granted under CSO 3.1 where one of five specified grounds for doing so is made out. Here the grounds being relied on are that “the nature of the market for the services to be purchased has been investigated and is demonstrated to be such that a departure from these CSOs is justifiable” and that the waiver “is in the Council’s overall interest”. The decision-maker needs to be satisfied on the basis of the information set out in this report that a direct award would be justified on these grounds when compared with opening the service up to competition. The decision-maker must also be satisfied that the award of the New Contract to this particular provider would be in the Council’s overall interests.
- 8.9. **Authority to grant waiver of CSOs**
For contracts valued over £100,00 the waiver can be granted under CSO 3.1 by the appropriate Cabinet Member(s) and the Leader of the council.
- 8.10. **Record of waiver**
In accordance with CSO 3.1, a record of the waiver needs to be kept within the relevant department.
- 8.11. **Legal comments completed by Hector Denfield, associate at Sharpe Pritchard LLP, on secondment to the council (hdenfield@sharpepritchard.co.uk)**

9. FINANCIAL IMPLICATIONS

- 9.1 The recommendation in paragraph 2.1.3 above to award a new direct contract to Harrow Commercial Services for a 2-year period effective from 08 April 2019 will have a maximum cost of £448,728 per annum after taking into account customer contributions. The above figure assumes annual meal volumes of 39,996.

- 9.2 The 2018/19 projected gross spend on the Meals Service is £382,185 after taking account of customer contributions. The 2018-9 general fund revenue budget is £371,562 giving rise to a small anticipated overspend of £10,623. These figures assume total meal volumes of 36,781
- 9.3 The proposed 2019-20 contract award to Harrow Commercial Services will cost £383,012. This will be funded by a gross budget of £249,800. The projected shortfall of £133,212 will be met through a request for additional Public Health grant of £100,000 and the balance of £33,212 will need to be managed within existing Social Care budgets.
- 9.4 In addition, there are potential redundancy and pension costs that LBHF are likely to be liable for existing TUPED employees who are considered in excess to the work force required for the proposed new service. Current negotiations with Harrow Council to identify mitigating actions to limit these costs are on-going. Any costs, once confirmed will need to be met from the Corporate redundancy and pension fund.
- 9.5.1 Implications completed by Prakash Daryanani, Head of Finance Social Care, Financial Planning & Integration Team, Tel. 020 8753 2523
- 9.5.2 Implications verified by Hitesh Jolapara - Strategic Director Finance and Governance Tel. 020 873 2501

10. IMPLICATIONS FOR LOCAL BUSINESS

- 10.1. There are no implications for local businesses and additional economic and social value beyond what is proposed, given the size and nature of this service.
- 10.2. *Implications verified/completed by Albena Karameros, Economic Development Team, tel. 020 7938 8583*

11. COMMERCIAL IMPLICATIONS

- 11.1. The author of the report is seeking approval for a waiver of the requirement under Hammersmith & Fulham Contract Standing Order (“CSO”) 10.2 to competitively tender a service and instead directly award a contract for the provisions of a meals service to Harrow Council. The proposed contract would have a start date of 08 April 2019, a duration of two years and a maximum value of £897,456.

- 11.2. CSO 3.1 allows for a prior written waiver to the CSO's by the Appropriate Persons when "the nature of the market for services to be provided has been investigated and is demonstrable to be such that a departure from the CSO's is justifiable". It is considered that the author of the report has shown that the current market for this service has been contracting and it is unlikely that a tendering exercise would result in the appointment of a suitable provider offering a value for money service.
- 11.3. The Appropriate Persons to approve a waiver with a value of £100,000 or more are the appropriate Cabinet Member and the Leader of the Council.
- 11.4. A contract with a value of £100,000 which has not been the subject of a Cabinet approved Procurement Strategy and Business Case should be awarded by Cabinet (CSO 17.3). Due to the urgency of the required decision there is insufficient time for it to be taken by Cabinet and consequently the author is requesting it be taken as a Leader's Urgent Decision.
- 11.5. Section 15 (9) of the Local Government Act 2000 provides for the Leader of a local authority to exercise any executive function which has been delegated to the Cabinet. This statutory authority is also expressly provided for by the Hammersmith & Fulham Constitution (Part 3: Responsibility for Functions/Section 3: Delegated Powers Para. 3.1).
- 11.6. The Leader's Portfolio as contained in the Hammersmith & Fulham Constitution contains inter alia "ensuring the delivery of greater value services that seek to improve outcomes and customer services" (Part 3: Responsibility for Functions/Section 3: Delegated Powers Para. 2.11). The author of the report has demonstrated that the requested decision would satisfy this objective.
- 11.7. In the event the waiver of the CSO's is approved and the direct award of contract is made the award must be published in Contracts Finder and the contract between the council and Harrow Council must be formally executed in the form of an inter authority agreement. The agreement should include Key Performance Indicators to measure the provider's ongoing ability to deliver the service.
- 11.8. CSO 3.2 states that all waivers with an estimated value of £25,000 and more, and the reasons for them, must be detailed in a report either to the appropriate Cabinet Member or the Cabinet. This report satisfies this requirement.
- 11.9. Following the award of contract an officer should be identified who will be responsible for the contract management function of the contract.
- 11.10. Prior to the start of the contract officers should work with Harrow Council to ensure they have adequate measures in place to mitigate against any adverse effects on their supply chain from a No Deal Brexit scenario.

- 11.11. After one year of the contract's two-year duration the Adult Social Care directorate should have formulated a clear strategy for the provision of the service from April 2021.
- 11.12. The services to be provided under the proposed directly awarded contract fall under the category of Social and other specific services as defined by Schedule 3 of the Public Contract Regulations 2015 ("the Regulations"). The current threshold for this category of services is £615,278. As the proposed contract has a value exceeding this amount the procurement is considered "regulated" and subject to the full provisions of the Regulations.
- 11.13. By not exposing the service to commercial competition through a full OJEU tender process the council is at risk of legal challenge. The risk is considered small and would be defended on the basis that market testing has shown there is little interest to tender for a contract of this nature.
- 11.14. To pre-empt any possible challenge Legal Services have advised that a Voluntary Ex Ante Transparency ("VEAT") Notice should be published. A VEAT Notice gives organisations who feel they could have competed for the contract a ten day 'standstill period' in which to mount a legal challenge.
- 11.15. The service area has assessed the quality of the provision of HCS meals and has found it to be of a high standard with sufficient variety of choice. They are also able to conduct a daily welfare check.
- 11.16. It is unlikely a contract of a lesser duration would be of interest to the market and it would be of insufficient length to enable the council to formulate its procurement strategy, conduct a competitive tender and allow for a sufficient contract mobilisation period.

Procurement Implications completed by Tim Lothian, Procurement Officer 020 8753 5377 and verified by Joanna Angelides.

12. IT IMPLICATIONS

- 12.1. IT Implications: There are no IT implications resulting from the proposal in this report.
- 12.2. IM Implications: As HCS will be processing sensitive data on behalf of H&F, (such as names and addresses of vulnerable residents) a Privacy Impact Assessment will need to be completed to ensure all potential data protection risks in relation to this proposal are properly assessed with mitigating actions agreed and implemented.
- 12.3. The contract with HCS will need to include H&F's data protection and processing schedule. This is compliant with the General Data Protection Regulation (GDPR).
- 12.4. *Implications verified/completed by: Karen Barry, Strategic Relationship Manager, tel. 020 8753 3481*

13. RISK MANAGEMENT

- 13.1. The Council in accepting the recommendations are ensuring continuity of a service to some of the most vulnerable residents. This is consistent with being a compassionate council and is done in accordance with management of continuity risk. Proposals should be made that ensure a smooth transition to the new provider and the Council's service continuity plans amended to acknowledge the transfer of the service to the new provider. Our Customers must be at the heart of everything that we do therefore robust contract management must be in place to review the performance of the provider whilst arrangements are put into place to timetable a review of the meals services and consider what options and recommendations are required to put forward for a future meals service.
- 13.2. *Implications verified by: Michael Sloniowski Risk Manager, tel 020 8753 2587, mobile 07768 252703.*

14. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy
	None	

LIST OF APPENDICES:

- Appendix 1
- Appendix 2
- Exempt Appendix 3
- Exempt Appendix 4
- Exempt Appendix 5

1. Current service – Meals on Wheels Analysis

- 1.1. From the 144 (as at December 2018) residents receiving hot meals across the borough, many of these also access additional services and these are detailed in the tables below:

Table to Detail Age Group for Residents Accessing Service:

Age Group	Number of Residents using service
Between 30 and 55 years	9
Between 56 and 70 years	25
Between 71 and 80 years	28
Between 81 and 90 years	61
91 years and over	21

Table to Detail Other Services Accessed:

Service Type	Number of Residents using service
Day Care	3
Direct Payment	5
Homecare	98
Other Adult Social Care Services	5

- 1.2. The average monthly number of meals delivered between April 2017 and November 2018 was 2,660 and showing an increasing trend. Please see Appendix 1 for a monthly breakdown of meals numbers delivered by month.
- 1.3. There have been cumulative meal volumes of 28,362 between April 2018 to December 2018 and the total volumes are anticipated to be 36,371
- 1.4. 72 registered customers receive 2 daily homecare visits. At current homecare rates (£17.21/hr) an extra 30-minute visit per day would cost H&F ASC an extra £619 per day, £4,336 per week (based on 7 days per week), £216,846 per year (based on 50 weeks per year).
- 1.5. For all Meals on Wheels customers, 96 registered customers receive 1 or no daily homecare visits. One added 30-minute visit per day would cost H&F ASC an extra £826 per day, £5,783 per week (based on 7 days per week), £289,128 per year (based on 50 weeks per year).
- 1.6. A survey of LBHF Meals on Wheels customers (n=48) conducted in 2017 drew the following summarised responses:
- Very Satisfied or Somewhat Satisfied: 42/48 (88%)
 - Rate the quality of the food: Excellent or good: 35/48 (73%)

- Happy with the choice of meal: Every Time or Most Times: 36/48 (75%)
- Meals delivered on time: Every Time or Most Times: 43 out of 48 (90%)
- Staff delivering meals: Excellent or Good: 44 out of 48 (92%)
- Value for money: Excellent or good: 41 out of 48 (85%)

Appendix 2

The table below details the number of meals delivered over a period of 21 months with trends. The number of meals delivered in April to December 2018 shows an increase of 7,288 meals (26%) against the same period in 2017.

Month / Year	Total Number of Meals Delivered	Trend
April 2017	2,073	
May 2017	2,101	↑
June 2017	2,189	↑
July 2017	2,229	↑
August 2017	2,202	↷
September 2017	2,303	↑
October 2017	2,609	↑
November 2017	2,680	↑
December 2017	2,688	↑
January 2018	2,657	↷
February 2018	2,463	↷
March 2018	2,820	↑
April 2018	3028	↑
May 2018	3,504	↑
June 2018	3,005	↷
July 2018	2,923	↑
August 2018	2,999	↑
September 2018	2,998	←
October 2018	3,177	↑
November 2018	3,333	↑
December 2018	3,395	↑