

AGENDA ITEM 9**Hackney Lunch Clubs****BRIEFING NOTE / INFORMATION ITEM****CPC MEETING DATE**

18 January 2021

CLASSIFICATION:

Open

If exempt, the reason will be listed in the main body of this report.**WARD(S) AFFECTED**

ALL

CABINET MEMBER**Councillor Kennedy**
Health, Adult Social Care and Leisure**KEY DECISION**

No

REASON

N/A

GROUP DIRECTOR**Denise D'Souza**
Interim Group Director Adults, Health and Integration.

BRIEFING NOTE

APPENDICES

None

EXEMPT

N/A

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required

Description of document (or None)

None

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Lunch Clubs - Performance Review

1. Introduction

This report sets out an update on the Lunch Clubs contract which was awarded to start on the 5th December 2018, for three years. CPC requested an update during the life of the contract, to see the effects of the lead provider model on the contract.

A new lead provider model was established in December 2018, replacing the previous model of contracting individually with small third sector providers, which was characterised by a high degree of dependency on LBH. The new model included a responsibility for the lead provider to support their subcontractors to become self-sustaining by the end of the contract term.

Monitoring during 2019/20 showed that the service outcomes were being achieved by the lunch clubs providers. Since then, the COVID-19 pandemic has had a significant impact, with providers modifying their service offers in line with restrictions. Notwithstanding this challenge, all sub-contracted providers are still operating to deliver the service outcomes. There are however, some concerns over the progress towards self-sufficiency, levels of fundraising activity and continued dependence on LBH. Commissioners are actively working with the lead provider to address this, carrying out a full service evaluation and supporting the provider network.

2. The Contract Term, Value & Objectives

The Lunch Clubs contract came into effect on 5 December 2018 and was awarded on a 3 year term with the option to extend for a further two years (1 + 1 year basis). Considerations for annual extensions are dependent on performance of the Lead Provider (HCVS) and the sub contracted Lunch Clubs, as well as the on-going need for the service.

The contract value is £611,400 (average annual cost just under £204k). This would increase to £1,019,000 should the two-year extension be granted.

The primary objective of the Lunch Club Service is to:

- Prevent older people becoming socially isolated and excluded
- Promote the health and well being of older people living in Hackney
- Delay or prevent older people escalating to higher levels of need

In summary, Hackney Lunch Clubs serve the diverse communities in Hackney by providing lunches, leisure and health activities, regular meeting places and opportunities to make new friends.

3. The Model

The establishment of a self sustaining model is a key component of the service specification.

HCVS were appointed as the Lead Provider, contracted to deliver Culturally Specific (Lot 1) and Generic (Lot 2) Lunch Clubs in the Borough for people aged 55+.

They have developed subcontracting arrangements with 14 voluntary and community organisations (Lunch Club Providers) across the borough for the delivery of Lunch Clubs; [SLA's](#) have been put in place.

Funding for the Lunch Clubs Lead Provider (HCVS) is inclusive of the salary costs for a Development Coordinator, whose responsibilities include undertaking activities, including events and workshops, to support all Lunch Clubs providers to fundraise and seek additional sources of funding so that the lunch clubs develop and work in a self sustaining model by the end of the contract duration.

4. Outcomes

The Lunch Clubs Service is outcomes-based, with the service specification aligned to local outcomes and statutory legislation (Public Health Outcomes Framework (PHOF), the Adult Social Care Outcomes Framework (ASCOF) and The Care Act 2014).

The five key outcomes identified for the Lunch Clubs service are:

- Reduction of older people becoming isolated and socially excluded and therefore delay or prevent people escalating to higher levels of need (the Care Act 2014).
- Individuals are empowered to influence the design and delivery of the service they receive.
- Individuals' quality of life, health and wellbeing improves as a result of the lunch clubs service
- Lunch club services are accessible to disadvantaged groups including people from Black and Minority Ethnic (BAME) communities
- Individuals receive a service that maintains their personal dignity.

5. How is the contract performing?

Within the service specification as a collective each Lot is required to have a minimum number of service users who attend weekly. Whilst the overall success of the Lunch Clubs is not attributed to the number of meals provided this information is still captured within the quarterly monitoring reports as well data on referrals, activities, staffing and complaints.

A review of Quarter 1 & 2 monitoring reports for 2020/21 do not provide an accurate reflection of how the service is currently performing owing to all Lunch Clubs having to close down in March 2020 due to Covid-19; therefore at this present time meeting requirements around weekly attendance has not been achieved.

However in reviewing performance data for the previous financial year 2019/20 attendance requirements were met collectively by the clubs within their respective lots, despite some of the operational challenges particular clubs faced at the start of the contract and throughout the year with gaining access to the community spaces in which they operate.

With regards to current performance, in light of Covid-19 and the two national lockdowns, the Lunch Clubs have had to modify the services they provide to service users, and this has been done by providing welfare calls, virtual meetings/activities, and where possible a small number of clubs have provided a meals only service whereby volunteers deliver meals or food parcels to their service users. In some instances a few Lunch Clubs have gone over above their normal reach and provided support to the wider community owing to donations received from supermarkets and restaurants.

Key Performance Indicators:

No	Description	Evidence Required	Frequency
Overall Summary and Individual Club Breakdown			
1	Service users are treated with respect, dignity and as an individual when attending the service.	90% positive responses to service user satisfaction survey.	Annual
2	Service users feel less isolated and more socially connected as a result of the service.	90% positive responses to service user satisfaction survey.	Annual
3	Service users are involved in decisions about what activities and food are provided at the service.	90% positive responses to service user satisfaction survey. Evidence of the methods used to gather service user activity and menu preferences and the impact of this	Annual 6 Monthly

		feedback e.g. activity/menu choice forms and activity/menu timetable.	
4	Service users have a greater awareness of other services outside of the lunch club that can help them in their lives.	90% positive responses to service user satisfaction survey. Breakdown of awareness raising activities or information provided to service users.	Annual Quarterly
5	The food and drinks served at the service are healthy, nutritious and enjoyable for the service users.	90% positive responses to service user satisfaction survey. A section of the annual report showing how the Government Buying Standards (as per 6.8) are being adhered to.	Annual Annual
6	Service user's cultural needs are met and understood.	90% positive responses to service user satisfaction survey. A copy of the referral process/policy is seen by the Council detailing how this considers and responds to people's cultural needs.	Annual Annual
7	The role of lunch clubs in meeting people's need is well-defined, access to the clubs is clear and awareness of the service is raised.	90% positive responses to service user satisfaction survey. Accessible information is produced detailing what the service can provide, how the referral process works. This information is distributed to those who may refer to the provision and shall be updated annually to ensure ongoing accuracy and raising awareness of the service. Number and nature of Lunch Clubs Service awareness raising activities undertaken.	Annual Annual 6 Monthly
8	Service users feel confident to make a complaint which is taken seriously and appropriate action is taken.	90% positive responses to service user satisfaction survey. A copy of the complaints policy is seen by the Council. Number of complaints received and actions taken.	Annual Annual Quarterly
9	Service users are safe and secure while receiving this service.	90% positive responses to service user satisfaction survey.	Annual
10	100% of service user attendance is recorded.	Report produced showing the attendance level at lunch clubs including all activity sessions delivered and their attendance This report shall include service availability.	Quarterly
11	100% of service users attending lunch clubs based on the minimum service volume as detailed in Section 11 – Service Volume.	Report produced showing the attendance level at lunch clubs.	Quarterly
Lead Provider Only			
12	100% of lunch clubs providing performance information.	Report produced and presented at contract monitoring meetings.	Quarterly

13	100% of lunch clubs provided with their allocation of funding.	Report produced and presented at contract monitoring meetings.	Quarterly
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The frequency for reporting on a large number of KPIs for this contract is annually, and in the main the information is obtained from the annual satisfaction survey which engages with service users to get their views about the service in order to evaluate its effectiveness.

The first annual satisfaction survey was carried out in December 2019 whereby a total of 496 service users from all 14 Lunch Clubs participated in the process. The results were published by HCVS in April 2020 in an [impact report](#) titled: '*Hackney Lunch Clubs, Network Satisfaction Survey Impact Report 2020*'

The impact report stated that 36,200 lunches had been provided by all 14 clubs since the start of the contract, and responses from the annual survey demonstrated that outcomes relating to social isolation, improving quality of life and providing nutritious meals had been met.

6. What are the risks/dependencies?

- *Self Sufficiency* - Concern that the Lunch Clubs will be in a state of self-sufficiency by the end of the 3 year contract term in 2021. This is something that we are asking the lead provider to work on.
- *The role and scope of the Development Coordinator's duties* - Despite undertaking activities, organising events and facilitating workshops to support the Lunch Clubs we are concerned that opportunities for fundraising may have been missed - for example, London Community Response Funding was made available in August 2020, and the Lunch Clubs would have been eligible to apply for up to £10k in crisis funding to provide food, essentials and support to communities throughout the first wave of Covid, however only a handful put in a funding application.
- *High dependency on LBH* - There is a reliance on the Council to intervene and provide solutions, despite HCVS being a well established local organisation, with a post funded to provide the required support and make appropriate decisions.

7. Progress made to become financially self sustaining

In a bid to become self-sufficient, it is the responsibility of HCVS to ensure that sustainability plans are in place, and reviewed annually, for all 14 lunch clubs. All the lunch clubs have sustainability plans and they are reviewed

annually which the Development Worker is in the process of doing now for completion in early 2021.

This has been a challenging year for the Lunch Clubs, and Covid-19 highlighted some strengths, and weaknesses including the inability of particular clubs to continue with the provision of a meals service. Therefore focus needs to be directed at the 2021 sustainability plans, specifically business continuity and succession plans as well as utilising, maximising and sharing resources with other Lunch Clubs in the network.

Discussions have been had with HCVS about conducting a full service evaluation, which they will help to facilitate; this will review HCVS and the Development Coordinator's performance in relation to ensuring the Lunch Clubs are on course for sustainability.

There is a Lunch Club network that has been developed; all clubs attend and they now meet monthly, whereas pre-Covid they would meet quarterly and have monthly meetings. These network meetings provide support, training and development and advice to all the Lunch Clubs, with the most recent one being held in November 2020.

8. Impact of COVID-19

At the onset of the Covid-19 pandemic in March 2020, LBH were made aware of the challenges affecting all Lunch Clubs and their ability to provide a full Lunch Club service.

Following the first national lockdown all Lunch Clubs were required to close in March 2020 and consequently meals and activities could not be provided onsite. New ways of working had to be adopted so that support could be provided to Lunch Club members, which was primarily done through welfare calls (be that over the phone or on the doorstep adhering to social distancing rules), video calls and delivering food and care packages.

Despite a number of Lunch Clubs not being able to provide a full service, there was a small number who were able to access kitchen facilities and provide a meal preparation and delivery service for their members, and in some cases the offer of food was extended to members of the wider community owing to food donations received.

With the ease of lockdown restrictions, some of the Lunch Clubs gradually began to reopen once they had been risk assessed and covid secure measures put in place. However there were some Lunch Clubs that were unable to reopen and this was due to issues with the buildings they ran the

service from, and in one case the management committee decided that they did not want to reopen due to concerns from members. By September 2020 the majority of Lunch Clubs had reopened, however the effects of Covid has meant that membership numbers have been affected as there are limits to the number of people who can safely attend.

HCVS were also supported to apply for PPE from the Council's PPE distribution team, for which they have received supplies and distributed this stock to the individual Lunch Clubs in order to protect staff and members.

[End]