

## Community Meals Recommissioning Options

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| <b>Option 1</b>  |
| <b>Re-commission on the basis existing Contractual Arrangements</b>  |
| <p>In this option, the Community Meals service would commence on 1<sup>st</sup> April 2023 with no change to the service model.</p> <p>The service would be put out to tender for a Single Provider to supply frozen ready meals to the Council.</p>             |
| <b>Advantages</b> <ul style="list-style-type: none"><li>• There is some knowledge of the current supply market and its operation under current market conditions.</li><li>• Current relationship and contractual arrangements with a leading supplier.</li></ul> |
| <b>Disadvantages</b> <ul style="list-style-type: none"><li>• A single supplier may limit customers' choice options.</li><li>• There may be little competition in the market.</li></ul>   |

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| <b>Option 2</b>  |
| <b>Produce and Supply Meals In-house by the Council's Stadium Catering Team</b>  |
| <p>In this option, the Council's in-house Catering Team would produce and supply the meals for the Community Meals Service.</p> <p>The cost of each meal will include the cost of the ingredients, plus the costs to produce the meals, e.g. overheads and staffing costs.</p> <p>The attached list compares the current prices per meal (via Apetito) and the anticipated costs per in-house meal.</p> <p>Note: the in-house meal cost does not currently include the staffing or overhead costs and therefore the cost per meal is likely to be higher than stated.</p> <p><br/>Community Meals<br/>Pricing In House Me</p> |
| <b>Advantages</b> <ul style="list-style-type: none"><li>• Would allow greater influence of the quality of the meals and ingredients used to produce the meals.</li><li>• Would enable the service to become a full in-house service by removing the need for external supply of the meals.</li></ul>   |
| <b>Disadvantages</b>   |

- The costs to produce the meals in-house are likely to be higher due to a) using higher quality ingredients b) not able to achieve the same scale of efficiency as large national suppliers.

### **Option 3**

#### **De-commission the Provision of a Halton Community Meals Service**

In this option, the Council would cease to provide a Community Meals service from 1<sup>st</sup> April 2023, once the current contractual arrangement with the Supplier comes to an end on 31<sup>st</sup> March 2023.

The Council would not procure (re-tender) the supply of meals from an external provider or provide in-house meals for delivery to Halton residents.

This would result in current and prospective customers of the service needing to make their own, alternative arrangements for their meals without any support from the Council.

The Council's in-house Catering Team would cease to order frozen meals, heat and deliver meals to Halton residents. The Council's transportation team would cease to deliver hot and cold meals to Halton residents.

#### **Advantages**

- The Council would not be required to undertake a commissioning process to tender for the supply of frozen ready meals.

#### **Disadvantages**

- Potential risks to safety, health and wellbeing from ceasing the provision of healthy, nutritious meals and through the additional welfare checks and follow-up which are currently undertaken by transport/delivery staff.
- There would not be any financial savings from the purchase of the meals from a supplier due to the service being chargeable and the costs currently being met through income/charging.
- The current transportation costs would not result in financial savings, as the current transport use is shared between Adult Social Care Transportation and the Community Meals Service on a circa 65%/35% split respectively. The community meals are provided at the lunchtime period when the Adult Social Care demand is low. However, the transport recharges to Adult Social Care would remain at the same level even if the meals service was to cease because the vehicles are dedicated to Adult Social Care use. Savings would only be achieved if the overall number of vehicles and number of staff required by Adult Social Care could be reduced. Due to the demand for transport for Adult Social Care in the morning/afternoon, any reduction in vehicles or staffing is not currently viable.
- Any savings from current staffing and overhead costs are likely to be minimal as the service is provided on a proportionate basis and the Catering team carry out other functions for which these costs would continue.

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| <b>Option 4</b>   |
| <b>Provision of Frozen Meals only</b>   |
| In this option, the Council would buy-in frozen ready meals from a supplier and store the meals at the Stadium. Frozen meals would then be delivered by the Council's transportation team to customers, who would be required to heat and prepare the meals for themselves.   |
| <b>Advantages</b> <ul style="list-style-type: none"> <li>• The Council's Catering Team would no longer be required to heat the frozen ready meals on a daily basis.</li> <li>• Welfare checks and non-contact follow-up which are currently undertaken by delivery staff would continue.</li> </ul>   |
| <b>Disadvantages</b> <ul style="list-style-type: none"> <li>• Potential risks to safety, health and wellbeing from ceasing the provision of healthy, nutritious meals as some customers may not be able to heat and prepare the meals for themselves.</li> <li>• The number of customers using the Community Meals service may significantly reduce and may impact on viability of the service.</li> <li>• Any savings from current staffing and overhead costs are likely to be minimal as the service is provided on a proportionate basis and the Catering team carry out other functions for which these costs would continue.</li> </ul> |
| <b>Option 5</b>   |
| <b>Aligned charging to reflect the actual cost of providing the meal – can be applied to all options to continuing some kind of service</b>   |
| Actual costs of meals and delivery will be changed to reflect the actual costs to the council   |
| <b>Advantages</b> <ul style="list-style-type: none"> <li>• Service becomes nil cost to the council</li> </ul>   |
| <b>Disadvantages</b> <ul style="list-style-type: none"> <li>• Risk losing clients and therefore increasing the costs to remaining clients which in turn may further reduce clients</li> <li>• Would be difficult to administer unless fixed review points set up in year to assess costs and therefore change prices</li> </ul>   |
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