Helping people stay happy, healthy, and independent



Annual Impact Report 2023-24



The ladies and men are among the kindest, most caring, and considerate people. Always willing to help.

- Meals on wheels client



Over 1.9 million interventions delivered

by our caring teams

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18,500 people Supported

to remain happy, healthy, and independent

Our impact in brief



800,000
meals
delivered to over
7,600
people



Over
250
people received
Nutrition &
Wellbeing support



Active
Ageing sessions
helped
570
people



people benefitted from free advocacy support





1,400 visits to our

visits to our Kingfisher Dementia Club Our Hertswise dementia service provided over 12,000 interventions





Over 440 care home staff

care home staff received Nutrition Awareness Training 22,000

hot meals enjoyed at lunch clubs



900 bookings made at our community spaces



1,000

free emergency food & grocery packs delivered to people in crisis

550

people received free Home from Hospital Food Support Looking back at the impact our teams, volunteers, and partners have had on thousands of lives over the past year has been truly incredible. This year, our services have spread to new locations, with HILS now providing meals to people across Hampshire. With our previous expansion to West Sussex, it has been inspiring to see our services support so many more people across the country; so vitally important in taking pressure off health services in the NHS and on other social care services. This preventative work which is both highly desired by people - to be in their own home – and hugely cost effective for the NHS and social care, highlights the need for meals on wheels and the folly of having withdrawn this service in large parts of the country. I commend the local authorities who have the insight to facilitate these services for their communities.



At Health & Independent Living Support (HILS) we are very proud to have been able to support thousands of vulnerable people remain happy, healthy and independent in their homes. As Chair of the HILS Board, I have seen first-hand the incredible impact that the HILS team members have had and have been hugely impressed by the determination they have shown to support people come wind, rain, snow or sun.

John Turk, Chair of the HILS Board

For an organisation as busy as HILS, operating 365 days every year and supporting thousands of people across Hampshire, Hertfordshire, and West Sussex, the Annual Impact Report is a great opportunity to pause and look at the positive difference that has been made. Every one of HILS' 446 team members and 57 volunteers have shared the satisfaction and joy of supporting almost 19,000 people over the past year, helping improve their health, happiness, and independence.

But behind that number, are the stories of individual lives changed for the better by HILS' support. Meals on wheels clients like Marion, Marie, and Brian, who experienced the way that our caring daily visits and nutritious meals improved their health and independence.

Hertfordshire residents Rosie and Nora who reported how HILS' Exercise at Home and Nutrition & Wellbeing services improved their physical health; and Jim who spoke of the difference that attending one of HILS' Community Hubs made to him, helping bring fun, friendship, and singing back into his life after the trauma of bereavement.

The impact of HILS' support goes beyond the clients who we are honoured to help individually. Over the past year thousands of family members and friends had greater peace of mind knowing that we were supporting their loved ones through almost 2 million caring inteventions. HILS' services also helped reduce the need for social care support and relieved pressure on the NHS by supporting over 2,100 people to recover after a hospital stay and avoid readmission.

Throughout this Impact Report there are stories of prevention in action; caring support delivered at the right time and place, improving individual lives and communities. But HILS' impact is only achieved because of the commitment of our system partners: Hertfordshire County Council, and Public Health Hertfordshire who continue to support several of HILS' services financially; Hampshire County Council; West Sussex County Council; Hertfordshire Community NHS Trust; and other NHS partners. Our heartfelt thanks go to them all. Together we will continue to change thousands more people's lives for the better.

Sarah Wren OBE, HILS Chief Executive

Support at Home

HILS offers a range of services to help people stay independent in their own homes for as long as they wish





Support at Home



Our Meals Service - Hertfordshire

HILS began delivering meals on wheels in Hertfordshire in 2007 from just one site. Since then we have continued to grow our meals service and now work from sites in Letchworth, Hemel Hempstead, St Albans and Hertford, covering the whole county. We continue to offer hot, nutritious food 365 days a year whatever the weather.



Marion's story begins in Hoddesdon, but life took her to Germany after she married her husband Benno. After both enjoying successful careers they eventually returned to Hertfordshire. The couple shared a love of travelling and tending to their garden at home. They were joined by two dogs (Benno's choice) and a cat (after some persuading by Marion).

Sadly, Benno passed away several years ago, and at a similar time, Marion lost some of her siblings.

It was a neighbour who noticed that Marion's appetite was decreasing and that she was struggling to prepare meals so she suggested meals on wheels. Although she was initially hesitant, Marion decided to give it a try for a month and quickly fell in love with the convenience and quality of the meals. Since then, she hasn't looked back.

These days, Marion eagerly awaits her daily lunchtime delivery, and loves chatting to the friendly Community Team Members each day. She says, "I look forward to having my meal every day, and the highlight is the lovely drivers. They are amazing, every single one of them."

Marion credits her meals service with transforming her life, saying, "It's the best thing I've ever found...and I don't see myself stopping!" She looks forward to the daily variety and especially loves the puddings - "I get the serious bit out of the way (the main) and then enjoy the delicious hot puddings," she says.





5,400 clients received meals delivered to their door.

This included...





main meals



I love the cheerful, friendly and welcoming greeting from the delivery driver, often the only human contact I have in a day. I also love having a hot meal delivered to my door.

- Meals on wheels client

Over 1,800 Pop-in Visits carried out helping to make sure our clients are safe and well 790,000
Extra support services
such as Medication
Prompts and cutting
up of meals



an Apple Mac in 1987. Marie then travelled to
America and Portugal before settling in Germany
for 14 years, where she taught English and learned
German. Upon returning to England, however,
she was unfortunately diagnosed with Multiple
Sclerosis and eventually needed to move to new
accommodation in East Preston, a coastal village

Marie emphasises, "At 62, I never thought I'd
need this service". Yet, it has become essential.
Meals on wheels not only meets her dietary
requirements as a pescetarian but also provides
human connection.

The service has been a huge support for Marie, allowing her to maintain her independence while keeping the risks associated with her condition at bay. She is delighted with the HILS meals on wheels service, finding joy in her daily visits from the friendly Community Team Members. Marie is excited to continue her meals on wheels service for the foreseeable future.

over 1,400 clients received over 154,000 meals delivered to their door.
This included...

Over 154,000
Nourishing hot main meals and desserts

Over 4,800 meals delivered to lunch clubs

Over 14,000

I know I will have a meal delivered and a wellbeing check each day which gives me reassurance. The drivers that deliver my meal are polite and helpful.

- Meals on wheels client

Over
500
clients enjoyed hot,
nutritious food
at lunch clubs

98,000
extra support
services provided
such as cutting up meals

HILS Impact Report 2023-24

in West Sussex, which was better suited to her

As Marie's health declined, dizziness made daily

tasks challenging. Standing, driving, and cooking

became difficult. With no nearby family, she turned

to meals on wheels. Regular nutritious meals

became her lifeline, keeping her nourished and

healthy, which helped maintain some mobility.

condition.

Our Meals Service - Hampshire

HILS began operating in Hampshire in October 2023, working on behalf of Hampshire County Council, when the original provider ceased operations in the area. HILS stepping in has ensured that this vital service is not lost to the local community.

Brian's story

78-year old Brian, has spent his life in Hampshire, enjoying its scenic views on his motorcycle. He trained as a chef and even interviewed with the Savoy in London, working in catering for many years.

In January 2024, Brian became ill and fell in his bathroom, breaking his neck. Living alone, it wasn't until noon the next day that his calls for help were heard. After three months in the hospital, he returned home needing home adaptations and carers visiting four times a day. His brother-inlaw suggested meals on wheels to reduce the risk of another fall.

Since April 2024, Brian has been receiving our meals on wheels service and a Tea Pack. Our Community Team Members plate his meal and place the Tea Pack in the fridge. Brian appreciates the good meals and enjoys chatting with the delivery drivers. He finds it reassuring to have someone checking on him daily.

Having the service meant Brian didn't need to rely on others to shop for food. The daily hot meals have helped his recovery by eliminating the need to prepare meals himself, reducing the risk of further injury. Brian, still rehabilitating and with limited mobility in his neck and right hand, plans to continue using the service until he can cook for himself again. He anticipates recovery may take two to three years and is grateful for the support meaning he no longer relied on others to shop for him or prepare his food, which made him feel more independent and like his old self.

1,300 clients received over
107,000 meals delivered to their door.
This included...



Over 107,000 Nourishing hot meals and desserts

Over
1,000
meals delivered to lunch clubs

I love your staff and the meals and I'm no longer at risk of burning the house down with my microwave. It is nice to have a lovely meal delivered and no effort.

- Meals on wheels client

Over Coclients enjoyed hot, nutritious food at lunch clubs

Over
41,000
extra support services
such as cutting up meals

Annual meals on wheels client survey

This year, 979 meals on wheels clients and their loved ones throughout Hertfordshire, West Sussex, and Hampshire completed our annual satisfaction survey. This feedback is important because it helps us to improve our services and celebrate where HILS is making a difference, so thank you to everyone who took the time to respond.

Clients told us that as a result of receiving HILS meals on wheels...

...97% felt that life was made easier
...96% feel happier
...96% feel better nourished
...95% feel more secure
...92% feel healthier
...91% feel more independent
...87% had recovered from a period of ill health quicker
...86% feel less lonely

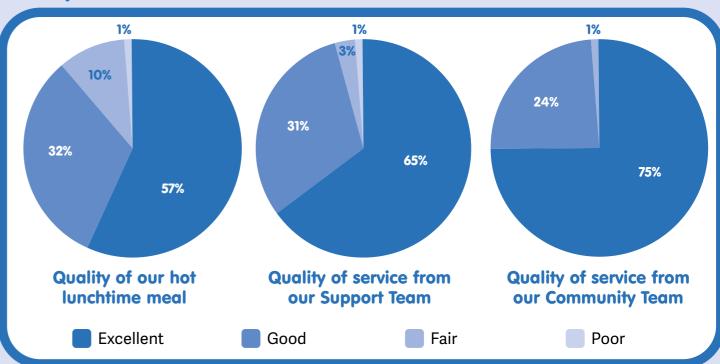
respondents said they value the quality of our service most of all



Extremely reliable, good value, we're very lucky to have a service that does hot meals. Most areas don't do this. As well as the food, they alert me if there are any problems or no answer at the door.

- Meals client family member

We asked meals clients what they thought of the quality of our services, and this is what respondents told us:



Family and Friends Survey

HILS asked friends and family members how our services affected them and their loved ones; this is what respondents told us:

...99% feel confident we will tell them if we have concerns

...98% have greater peace of mind

...100% trust us to be respectful

...98% trust us to deliver a caring service

...96% would recommend us to others

I have already recommended you to several others. The service is good and has made my life easier.

- 2024 survey respondent

I am delighted to receive these meals. Hot when they arrive ready to eat. Delicious.

- 2024 survey respondent

- 2024 survey

Preventative support, changing lives

Nutrition & Wellbeing

Nora's story

Nora came to Letchworth in 1956, moving due to her husband's work. Over time, she found it difficult to maintain her weight due to the stress of caring for her seriously ill husband. After his passing, her appetite vanished.

Following a fall in her kitchen a few years ago, Nora learned about HILS after being recommended by a neighbour. Nora soon began receiving meals on wheels, where the Community Team Members noticed her thin appearance and referred her to the Nutrition & Wellbeing Team. Stuart, a HILS team member, visited and found her underweight.

Stuart provided valuable advice, including using full-fat milk, butter instead of spread, and eating larger meal portions. Nora also connected with an occupational therapist to regain strength.

Since then, Nora's nutrition has improved, and she benefits from daily meals, her favourite being lamb hot pot. Nora said she regularly encourages others in similar situations to seek help if they are struggling, believing it can make a significant difference.

"HILS have helped me with living alone. It's very difficult to maintain independence on my own. But with their help I now feel more confident."



Active Ageing Rosie's story

Rosie was referred to our Active Aging service after a fall. Nigel, her Active Ageing instructor, began by taking her on walks with her walker and providing gentle chair-based exercises, eventually helping her walk unaided. Rosie said "I felt reassured by Nigel, as he would tell me to take walks at my own pace and not to rush the exercises".

Before enrolling on the eight week Exercise at Home course, Rosie's fitness levels were poor, limited to walking to the village and back. Rosie went on to explain that as her sessions went on and her strength and fitness improved, Nigel encouraged her to enrol in a keep-fit class and attended the first session with her due to her anxiety. Despite initial nervousness, Rosie became more confident and attended regularly. She made two new friends and often met them for coffee after class.

Rosie's favourite part of her Exercise at Home sessions was talking to Nigel, who provided



emotional support by listening to her life problems. He also addressed practical issues, such as arranging for handles to be installed at her front door after a fall, enhancing her safety and independence.

Rosie describes her one-to-one sessions with her instructor as manageable and encouraging. She went on to say that Nigel's personalised approach, focusing on practical exercises and recommending additional services like Age UK befriending, significantly improved her physical and emotional well-being.

Friends and family - Tanya's story



Tanya's mother received a mixed dementia diagnosis five to six years ago. After an incident where she left a pan unattended on the cooker, resulting in a fire brigade visit, they turned to meals on wheels.

Initially resistant, Tanya's mother now relies on the service. It allows her to stay in her own home, guarantees a daily hot meal, and provides a friendly visit every day. For Tanya, it reduces stress and ensures her mother's wellbeing. "Your drivers are always so friendly, and mum really enjoys their visits. The team always gets in touch with any concerns and queries which I really appreciate".

Tanya explained that the service allows her to work full time and gives her complete peace of mind that her mother is getting a hot meal and being visited. She went on to explain how the service offers the flexibility to have the meals delivered to her address when her mother comes to stay. "I wouldn't be able to work and co-care for mum without the service."

of friends and family responding to our survey feel the service provided to their loved one is good or excellent

Community Activities

HILS runs Community Hubs and activity clubs for older and disabled people across Hertfordshire, creating opportunities to socialise and access support



Community Activities

HILS offers a range of Community Hubs across Hertfordshire, dedicated to enhancing the wellbeing, health, and independence of local residents. Each hub offers a wide range of services and activities tailored to meet needs the needs of the clients attending. Additionally, these hubs provide affordable room hire, making them accessible spaces for local groups and organisations to gather and host events.

Groups hired our bookable rooms

923
times

clients attended
207
sessions of our 10-2
club at MacFadyen
Webb in Letchworth

clients attended
213
sessions at our Kingfisher dementia club

Letchworth Sclients attended Friendship House over 2,600

Hertford

Cuffley

Hatfield

St Albans

715
visits to our
10-2 club and

drop-in Lunch

Club in Hatfield

82
attended our
Cuffley Day Centre
over
5,800
times

All the staff and volunteers are friendly, helpful, and engaging.

They go above and beyond to make sure all the clients are happy and supported.

- Community Hub client

We enjoy just seeing other people to talk and laugh with. Sometimes these are the only other people we see during the day.

- Community Hub client

Dementia Support

Jim's story

Jim has always led an active life. However, after his wife moved to a care home, he felt lonely. Two years ago, Jim's daughter suggested he visit the Friendship House Community Hub in Hatfield. Since then, he's become a regular there.

"Friendship House has truly given me life again," Jim shares. "It's a place where I feel welcomed and valued." He loves the friendly atmosphere, and the variety of activities. "I don't just like the staff, I love them," he says. "They lifted me out of my sadness and made me appreciate life again."

Jim also enjoys singing. He proudly recalls performing "White Cliffs of Dover" after the war. "Now I sing here to make people happy," he says.

The impact of Friendship House on Jim's wellbeing has been profound. "Life is for living," he says. "This place is fantastic—the best I've been to."



Christmas is Jim's favourite time of year, and he starts planning for it in November. His enthusiasm for the season and his love for making others happy make him a cherished member of our community.

Jim finds joy at Friendship House. "I love everyone here," he says.

Kingfisher Club

Our Kingfisher Dementia Club offers an exciting mix of activities for people with mild to moderate dementia at the Jubilee Centre in St Albans. As well as providing a great time for clients, the clubs also offer respite for unpaid carers. Our wonderful team is comprised of highly trained members of staff and volunteers.

7,400 attendances across
213 sessions

The Kingfisher Club is a lifeline to so many clients and their carers. It gives carers that essential respite time for themselves.

- Jill - Kingfisher Club Coordinator 99

Hertswise

HILS has been part of the Hertswise partnership, providing community dementia support through group meetings and one-to-one support sessions.

one-to-one support sessions

2,100 people living with dementia and carers supported

Crisis Support



Crisis Support



HILS provides free of charge crisis support services for those who need help in a hurry

Home from Hospital

Our Home from Hospital Food Support provides free food and groceries for those recovering from illness and injury when they leave hospital, helping them get back on their feet.

550 people received our Home from Hospital Food Support

Food Bank on Wheels

Our Food Bank on Wheels helps those facing financial hardship or unexpected crises. We provide a three day food pack carefully crafted by our Nutrition & Wellbeing Team to ensure that no one goes hungry during difficult times.



Support for Groups

HILS provides hot meals and other services to lunch clubs, care homes, and other community groups so they can support their clients better

Support for Groups



Food for Groups

We know the importance of overcoming social isolation, and for people to have somewhere to go in order to feel safe and have the opportunity to access support. We try to support community groups set up for this purpose, through delivering hot meals to their group setting, catering for a wide variety of dietary and cultural needs.

We've supported over 2,800 lunch club clients and provided over 27,000 meals

Nutrition Awareness

The HILS Nutrition Awareness Team support care homes across the west of Hertfordshire to provide excellent nutrition care for their residents, in partnership with Hertfordshire Community NHS Trust (HCT) and the Hertfordshire Integrated Nutrition and Dietetic Service (HINDS). This service is free to care homes catering to older people and people with learning disabilities.

30
training sessions delivered to
445
care home staff



Behind the scenes

Across the business, our 'behind the scenes' teams have been working hard to make sure our front-line services are supported and continue to thrive. From IT, Finance, and HR, to Communications & Marketing, our corporate teams are key to ensuring that we can continue to help our clients to stay happy, healthy, and independent.

Communications &

From giving Taste & Talk presentations in the local

community, to designing helpful leaflets and leading

creative social media campaigns, our team works

hard to raise awareness about issues affecting older

people, and makes sure we reach those who might

People reached

through

outreach work

Our Support Services Team makes sure that the

buildings we work in and the vehicles we use are safe,

tidy, and well-stocked. They also make sure that our

all-important freezers and ovens are in good working

order, and provide staff with personal protective

Safety and

compliance

Support Services

delivered for Taste

& Talk sessions

New vehicle

data system

Marketing

benefit from our services.

talks, stands &

equipment.

Over

Fleet and

Facilities issues

resolved

Business Development & Improvement

Our Project Managers work closely with teams on a variety of projects so we can work better, more efficiently, and increase our impact. The team

also generates income through fundraising and grants so we can develop new services and offer our clients extra gifts or support.

Over £360,000 in fundraising and grants to grow our impact

HR and Finance

HILS is a Disability Confident Employer and supports people facing a variety of barriers back into employment. Our Workplace Wellbeing Team are available for all staff who are experiencing personal, financial, or work challenges to help them access the support they need.

new team members ioined us in **Hamps**hire

in income through client contribution to service costs



Winner: **National Association of Care Catering Awards Large Business of** the Year



Winner: Biz4biz Larae Business of the Year



SME Awards Business of

the Year

Our IT Team has worked tirelessly this past year to support teams to work better and to grow by using new digital tools. These included new route optimisation

software and enhanced client data systems.

Star of the month

Our service relies on the dedication and care of our amazing teams. Every day, they work hard to make a difference for those in need. From Community Team Members delivering essential meals to our kitchen staff carefully preparing food, and the teams at our Community Hubs caring for our clients, we all share one goal: to provide the best service possible, ensuring our clients feel safe, nourished, and independent.

I enjoy working at HILS because I feel like I'm part of a team that genuinely cares about helping people and making the world a better place. It's a really fulfilling job and every day is different!

- HILS Team Member

I love the variety of my role. My role covers Fleet, Finance, HR, Comms, Facilities, IT, Safeguarding, and much more. I love the impact that we have on people's lives. I love the care that the team have for our customers. - HILS Team Member

Every day HILS team members go above and beyond, the Star of the Month award recognises this and allows their efforts and achievements to be celebrated.

This award system allows team members to nominate their peers for exceptional efforts or special acts that have made a positive impact on someone's day. Each month, we select a winner from each area and celebrate their achievements by highlighting their contributions in our monthly staff bulletin. Winners also receive a star badge and a voucher during their team meetings. Here are examples from our monthly nominations:

> Her dedication and support towards by the positive feedback we receive.

her clients shine through as evidenced



Always willing to help and assist without hesitation and a real godsend to the company.

Due to her diligence stopped this client

I heard her comfort a next of kin whose mother lives with dementia and was having a particularly difficult morning. She then called the driver on that round to let them know that the client was more confused than usual and might need extra time. She did this all in a very compassionate manner.

an absolute and care she had likely superstar! from being scammed.

How are we helping?

Impact beyond HILS

HILS support directly impacts the wellbeing of our clients, and their friends and families. The relationships with our Community Team Members, independence gained from exercise sessions to build strength and balance, and social opportunities at our Community Hubs can be transformative and change lives for the better. This collective impact also drastically reduces dependence on our wider health and social care systems. Preventing issues such as malnutrition, frailty, and loneliness can create significant savings to the public purse and relieve pressure on public services that are already under strain.

Malnutrition...

affects around one in 10 over 65s and nearly one-third (32%) of over 65s who are admitted to hospital are at risk of malnutrition in the UK. Many older adults are not aware that weight loss is not a natural consequence of ageing and that malnutrition can actually increase risk of illness and increase recovery times when we do get ill. Services such as meals on wheels reduce the risk of malnutrition by guaranteeing a cooked, nutritious meal at least once a day; support provided through HILS' Nutrition & Wellbeing Service reduces this risk further, by offering tailored advice and nutrition boosts to individuals experiencing malnutrition.

Loneliness...

is experienced by many older people. It can increase the risk of heart disease, mental health issues, and premature death. People experiencing loneliness are also reported to attend GP and A&E services more frequently. Community based support such as HILS' Community Hubs, Lunch Clubs, and Pop-in Visits can play a vital role in reducing loneliness, and in turn reduce the pressure on health care services. With the cost of a GP averaging £136 per hour, any reduction in GP visits will have a significant cost-saving for the NHS as a whole.

Hospital inpatient admission - average cost per episode (elective and non-elective admissions)



Cost of a GP per hour £136

Ambulance
average cost of
a call out

£334

Frailty...

refers to a person's resilience to health problems such as infection and injury, and increased frailty levels can mean events like hospital admissions and falls can have a 'snowball' effect, leading to significant deterioration in health. As a result, frailty, and its associated co-morbidities, are thought to cost the NHS over £6 billion per year. Services like Active Ageing, which is evidenced to reduce likelihood of falling, improve muscle strength, and physical mobility, play an important role in reducing and reversing frailty, preventing associated health deterioration.

Average cost of an elderly individual leaving hospital without support in place following a planned admission (per incident)

£564

Awareness and Connectedness...

many people simply aren't aware of the services that are out them to support them, so they turn to GPs and health care services to help with problems that they often aren't able to solve. When people use community services like HILS, they can be pointed in the right direction so that they get the support they need. On a community level, HILS plays a key role in lobbying and raising awareness of key issues affecting older people, influencing local and national government to shine the spotlight and provide funding for older people's services.

How we use our resources to help more people

£360,000 fundraised through donations and grants

£6.4 million raised through client contribution

to service costs

£2.2 million received through NHS and social care contracts

£11,400
raised through other funding sources



100% of funds used to grow impact and change the lives of over 18,500

direct beneficiaries, plus their friends, family members, and loved ones





80

organisations directly supported across the Voluntary, Community, Faith and Social Enterprise (VCFSE) sectors

Thank you to our partners

Without our partners, we could not have supported the thousands of people who rely on our services every day to stay happy, healthy, and independent. Your support has helped us to continue providing excellent service to our clients, teams, and the wider community. We sincerely appreciate your continued support.

Hampshire County Council has provided help and guidance to us throughout the transfer of the meals on wheels service. We are extremely grateful for all their invaluable support, particularly from their Adults' Health and Care team.





Hertfordshire County Council has provided unwavering support to HILS, recognising the value of meals on wheels and community-based service provision. We would particularly like to thank colleagues in Adult Care Services' Community Wellbeing Team and Public Health.

West Sussex County Council has continued to be by our side throughout our growth in the area. We want to thank them for their help and guidance, and would like to thank the Catering Services Team in particular.





We work closely with a variety of teams in health and care to promote our services and get support to people who need it. We would like to extend a special thank you to **Hertfordshire Community NHS Trust** for supporting our Nutrition Awareness Service which brings excellent nutrition training into care homes so they can make sure their residents stay healthy and well.

Social Business Trust has helped HILS to grow by connecting us with experts in the field and providing invaluable knowledge and expertise, making it possible for us to reach more people with the support of corporate volunteers. A special thank you to volunteers from Bain, Cazenove Capital, Clifford Chance, EY, EY Parthenon, Schroders, Schroders Greencoat, The Financial Times, and Thomson Reuters.



We work with a variety of partners across the education, health, care, and voluntary, community, and social enterprise sectors. We would like to thank our Hertfordshire-based partners at Age UK Herts, Hatfield and District Age Concern, Herts Mind Network, and St Albans Old People's Trust who have helped us to grow our community activities. We would also like to recognise the partners in West Sussex who have helped us to grow the service and reach more people, these include Age UK West Sussex, Brighton and Hove, Healthwatch, and 4Sight. We are extremely grateful to every group who has helped us to continue providing excellent care and support to those who need it most. We would also like to thank HertsHelp, the National Association of Care Catering, all our colleagues in the Malnutrition Awareness and Prevention Network, the Malnutrition Task Force, and all our colleagues in Voluntary, Community, Faith, and Social Enterprise sector.









