

IDENTIFYING STRATEGIES TO INCREASE MEMBERSHIP AT THE POLLARDS HILL LUNCH CLUB AFTER THE COVID-19 LOCKDOWNS



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D-TERM
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Abstract

This project initially investigated the feasibility of implementing meal delivery for elderly lunch club members at Commonsides Community Development Trust. Interviews with these members and staff, and discussions with five other lunch clubs in Merton suggested that an ongoing delivery service would not be feasible due to lack of interest and implementation costs of addressing what would likely be low demand. We pivoted to a new goal: identifying ways to increase lunch club membership as attendance had decreased following reopening after COVID-19 lockdowns. Additional interviews helped us identify needed changes to advertising and outreach and to recommend more engaging and welcoming activities to attract new members.



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We would especially like to thank Naomi Martin for her unwavering support and encouragement throughout the course of our project. This project would not have been successful without her help.

Our team would also like to thank Professors Dominic Golding and Lorraine Higgins for their continued guidance and feedback. We appreciated their constant support and encouragement.

Introduction

Food insecurity is a problem that plagues many elderly people in the United Kingdom due to impaired mobility, limited access to shops, and poverty. The elderly face an increase in physical restraints as they age, where a majority of those over the age of 65 need assistance with simple daily tasks such as getting out of bed, grocery shopping, or cooking (AgeUK, 2019). The lack of affordable transportation causes difficulty acquiring essential supplies such as groceries or medications, where they are limited to local shops that are often more expensive than large retailers. Poverty among pensioners (i.e. older people who receive pensions) has risen from 1.6 million in 2013 to 2.1 million in 2019/20 (AgeUK, 2021a). Compounded together, these and other issues can make obtaining adequate food extremely difficult resulting in 1.3 million elderly people in the U.K. that suffer from malnutrition (Purdam et al., 2019). Poor nutrition can have many adverse effects, such as a weakened immune system, compromised muscle function, and heart failure (Bapen, 2018).

Many charities and local councils offer food services for the elderly to alleviate food insecurity in their communities. For example, Commonsides Community

Development Trust is a non-profit organization located in the London borough of Merton that provides many services and activities for both youth and the elderly. Most prominently, Commonsides operates the Pollards Hill Lunch Club out of the New Horizons Centre, which provides a hot lunch to 30 to 40 elderly patrons on four days each week (Charity Commission, 2022). With the onset of the pandemic in March 2020, Commonsides suspended its in-person lunch service and quickly shifted to delivering meals to lunch members using employee vehicles. This model is not sustainable beyond the pandemic, however, as many insurance policies normally complicating the use of employee vehicles were suspended during lockdown (Personal communication with Naomi Martin, Director of Commonsides Community Trust, January 2022).

The original goal for our project was to assess the viability of Commonsides Community Development Trust implementing a home meal delivery service for older people in the local community. After conducting initial interviews with the staff and volunteers and members of the Pollards Hill Lunch Club and five other local lunch clubs within the Merton area, it was determined that a meal delivery service was not desired by the community. A cost analysis for a meal delivery service using electric cargo bicycles was conducted and further supported that the implementation of this service would not be sustainable. Based on these findings, we shifted our focus: identify new strategies to increase attendance at the Pollards Hill Lunch Club following its reopening for in-person services after the COVID-19 lockdowns. The comparison for the old and new goals and objectives are shown in Figure 1.

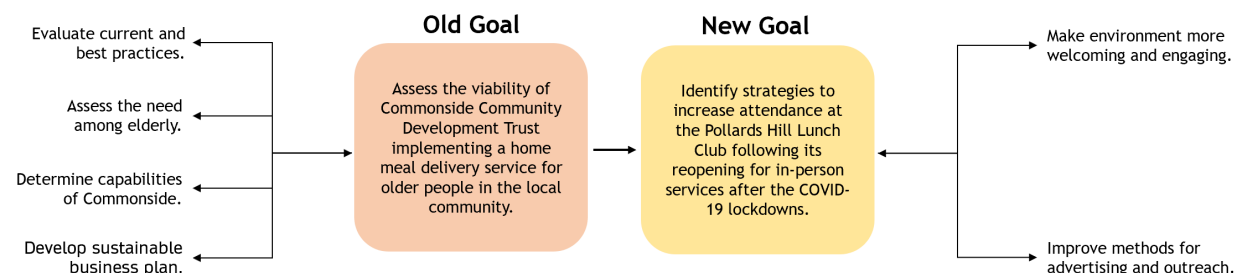


Figure 1. Original and Revised Goals and Objectives

Background

Food Insecurity & the Elderly

A variety of factors affect the elderly's ability to access food. Some critical factors include health and mobility challenges and limited income. As they age, people deal with increasing health challenges, leading to more physical difficulties getting to grocery stores and preparing meals at home.

Among anyone aged 65 or older in the U.K., approximately 20% need help with at least one "activity of daily living," which can range from simple meal preparation to needing help getting out of bed (AgeUK, 2019). AgeUK estimates that those 65 and older should expect to spend approximately half of their remaining years in good health and the other half with a disability (AgeUK, 2019).

In addition to impaired physical mobility, transportation to grocery stores can be very difficult for elderly people, especially if they are living alone. Between 2018 and 2019, 3.1 million people over the age of 65 in the U.K. lived by themselves, meaning they had to rely on other services when it came to transportation or getting groceries (Merton AgeUK, 2019). Thirty-two percent of households in the U.K. with an older person over age 70 have their own car,

highlighting the difficulty many elderly have with transportation (Creighton & Holley-Moore, 2015).

Alternatives to driving are walking, biking, or public transportation, but the first two are not plausible for many elderly people considering the range of disabilities they may face in later life. Among U.K. citizens aged 65 or older, 35,000 exclusively use public transportation and have difficulty walking a quarter of a mile; of those individuals, 20,500 do not use public transportation as it is often considered too expensive. For example, data from The English Longitudinal Study of Ageing (ESLA) presented that eight percent of people over the age of 50 in England cannot afford fares or transportation costs (Purdam et al., 2019). In some cases, public transportation is not a viable option because pickup and drop-off points are not close enough to their residences (Creighton & Holley-Moore, 2015). This pairs well with the fact that almost 20 percent of surveyed individuals aged 65 or older in the U.K. reported it was difficult to get to their local supermarket (Creighton & Holley-Moore, 2015). Many elderly people (13 percent of those aged 75 or older in the U.K.) instead only shop at their local shops.

This may be more convenient, but local shops typically offer a limited range of items for higher prices (Purdam et al., 2019).

In the U.K., elderly people typically rely on pensions to pay for their expenses, such as shelter and food. As of 2019, citizens in the U.K. aged 66 to 75 had a mean income of £31,367; anyone over 75 had even less at about £29,441 (OECD, 2021). Absent alternative sources of income and depending on living expenses, these modest pensions mean that many elderly individuals in the U.K. live in poverty. In 2019/20, 2.1 million (18%) of individuals receiving an old age pension in the U.K. were categorized as living in poverty. The number of pensioners in poverty has been increasing since 2013 (Figure 2)¹. Unforeseen expenses, such as unexpected repairs or rising rents and fuel bills exacerbate poverty.

The ELSA found that 16 percent of English individuals aged 65 or older indicated that their lack of money prevented them from purchasing their first choice of food and instead opting to buy cheaper, less nutritious food (Purdam et al., 2019).

¹ In the U.K., people are defined as living in poverty if their household incomes are less than 60 percent of the median household income.

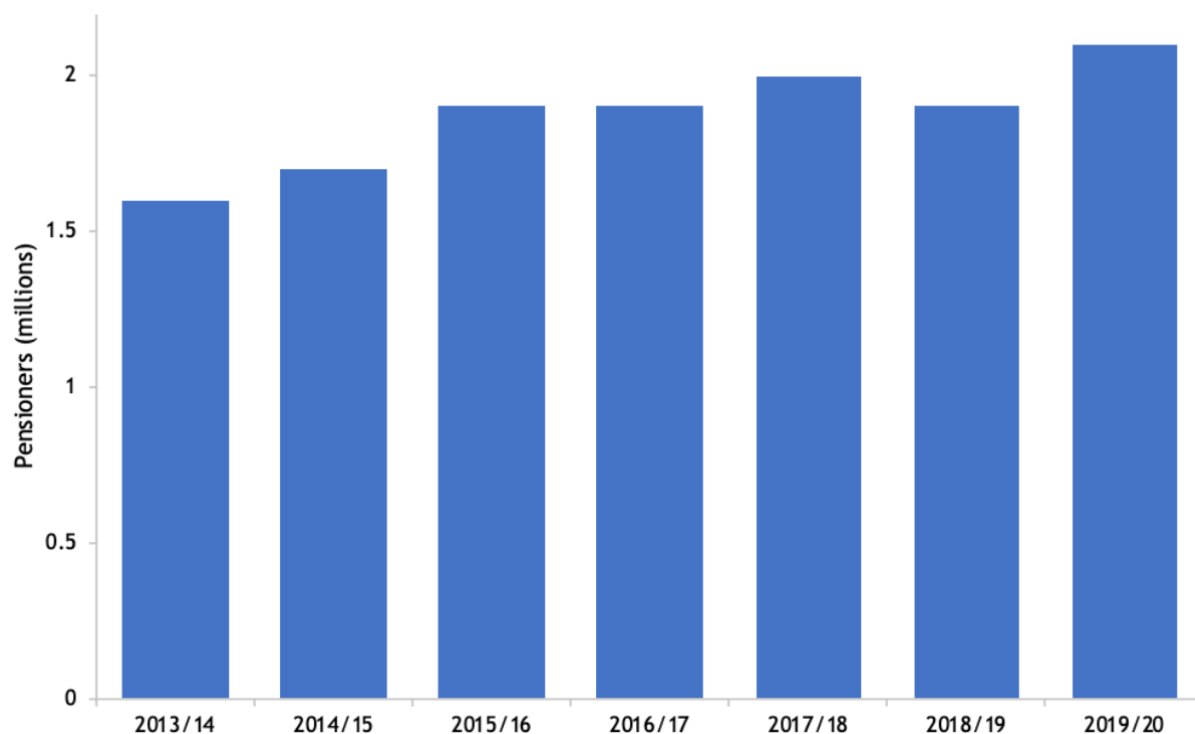


Figure 2. Individuals with Pensions Living in Poverty (AgeUK, 2021a)

Failure among the elderly to eat regular, well-balanced meals can lead to undernutrition, which is defined as not eating well enough to maintain health (AgeUK, n.d.). Undernutrition can have many adverse effects — such as a weakened immune system, compromised muscle function, and heart failure — and is particularly harmful to those who are older (Bapen, 2018). As of 2018, it was estimated that roughly 1.3 million elderly people in the U.K. suffered from malnutrition (Purdam et al., 2019). Undernutrition can create a vicious cycle. For example, those with limited access to food might become undernourished. This may cause them to become tired,

effectively demotivating them from preparing the food they have.

Many factors leading to food insecurity and malnutrition among the elderly were exacerbated by COVID-19, where the isolation caused serious health implications such as the worsening of existing conditions due to less frequent family visits to ensure good eating and living habits, with one example being dementia (AgeUK, 2021a). The isolation has also caused the loss of mobility within the elderly to increase exponentially due to the lack of motivation to perform daily tasks. One in four elderly people over the age of 60 that were surveyed by AgeUK reported having difficulty walking as far as

they did before the pandemic; additionally, doing simple tasks — like cleaning and going upstairs — are much harder than before lockdown (Abrahams, 2020). Some people reported that their loved one is no longer able to walk down a short path, which makes it difficult to get to a grocery store even by public transportation (Abrahams, 2020).

Since the elderly are a vulnerable group, safety concerns have also caused many to be less comfortable leaving their homes, with 45 percent of elderly aged 70 and over citing COVID-19 as the main reason (Abrahams, 2020). These issues of mobility and discomfort of leaving their homes have contributed to less frequent shopping and, in turn, caused malnutrition to worsen. In a survey of 1.4 million elderly people aged 60 and up in the U.K., one in ten indicated that they were eating less since the start of the pandemic (AgeUK, 2021b). Issues of loneliness among the elderly — which, again, were made worse by the pandemic — can contribute to a lower appetite and motivation to prepare meals, causing relatives to raise concerns about unhealthy weight loss among their older family members (Abrahams, 2020). Figure 3 summarizes these challenges regarding food access.

The pandemic has also affected the way elderly people interact and maintain relationships. Video calls, cell phones,

	Causes	Effects	Number Affected
Food insecurity	<ul style="list-style-type: none"> Decreasing mobility Limited income Inaccessible transportation 	<ul style="list-style-type: none"> Worsening health conditions (dementia, anxiety, depression) Unhealthy weight loss 	<ul style="list-style-type: none"> 1 in 10 of 1.4 million aged 60+ ate less during the pandemic
Malnutrition	<ul style="list-style-type: none"> Limited access to food Less frequent eating habits 	<ul style="list-style-type: none"> Weakened immune system Compromised muscle function Heart failure 	<ul style="list-style-type: none"> 1.3 million elderly people
Loneliness	<ul style="list-style-type: none"> No communication Limited interactions 	<ul style="list-style-type: none"> Worse mental health Less motivation 	<ul style="list-style-type: none"> 1.4 million aged 50+

Figure 3. Summary of Issues faced by Elderly People

and streaming services kept many people in touch and entertained during lockdown. However, among the four million U.K. residents who never used the internet before, 94 percent included people aged 55 and above (Tabassum, 2020). Even with innovations such as online grocery ordering that would reduce the need to travel to the store, many elderly people struggle with this type of technology, making these innovations inaccessible (ibid). During the initial COVID-19 lockdowns, meal delivery services were a reliable way for the most vulnerable people — namely, elderly people — to have food security in a time when they needed to socially distance themselves.

Origins and Development of Meal Delivery Services

Food delivery services designed specifically for the elderly may be a viable option to address many of the challenges noted above. Services like these allow

noted above. Services like these allow people to receive a meal — whether hot or frozen — without having to leave their homes or cook for themselves, which guarantees they are receiving the nutrients they require. Food delivery services date back to World War II when Meals on Wheels was first established by the Women’s Voluntary Service in Great Britain (Lomita Meals on Wheels. n.d.). This service was created to alleviate food insecurity and malnutrition in the elderly; the organization “responded to this emergency by preparing and delivering meals to their disadvantaged neighbors” (Lomita Meals on Wheels, n.d.).

Meals on Wheels was not a single established organization; it was a service that was operated by many volunteer organizations with the Women’s Voluntary Services being the most prominent, actually creating 77 percent of the services and operating 86 percent of them between 1956 and 1960 (Deb, 1961). In the mid-1950s, it became

apparent that there was a growing need for meal delivery services, as shown in Figure 4.

From 1956 to 1960, the number of meals delivered by the Women’s Voluntary Service more than doubled. This rapid growth created problems for those running the services in terms of purchasing supplies; preparing, distributing, and transporting food; and assembling delivery routes (Deb, 1961). Accordingly, they reached out to local authorities for support to reach their goal of delivering four million meals in a year (Deb, 1961). Since its inception, Meals on Wheels has grown dramatically, expanding across multiple countries. Over time, many volunteer delivery services have been taken over by for-profit entities (Kipps & Thompson, 1983).

Meal delivery services provide many benefits to elderly people. Meal delivery services may help ensure a healthy diet in spite of the challenges noted earlier. Additionally, meal delivery services can reduce the stress associated with food insecurity. For example, a three-week study conducted in the U.K. found individuals aged 65 or older were less stressed when they were given three meals twice per week (Barreto et. al, 2019).

Meal delivery services can also help reduce loneliness among the elderly merely through brief conversations with

staff and volunteers delivering the meals. In the U.K., one-million adults aged 75 or older reported they will often go a month without talking to anyone (NHS, 2019). According to the English Longitudinal Study of Ageing (ELSA), around eight percent of respondents between the years of 2006 and 2017 reported they often feel lonely (Abrahams, 2018). The feeling of loneliness and social isolation can have detrimental health effects, such as increased risk for dementia, anxiety, depression, heart failure, and even premature death (CDC, 2021). In their three-week food delivery study, Barreto, Bowtell and O’Leary (2019) found that participants felt less depressed because of the social contact they had with the delivery driver.

Many delivery services provide further benefits, such as offering more in-depth welfare checks or doing simple chores for the elderly individuals. Some drivers may encourage their recipients to get up and move around or go inside the home to check on basic necessities, such as ensuring the home is heated, preventing any trip hazards, and identifying potential gas leaks (Papadaki et al, 2021). These individuals can also help spot malnourishment, which typically progresses gradually, so it can be more easily identified when one person visits the same elderly clients on a regular basis.

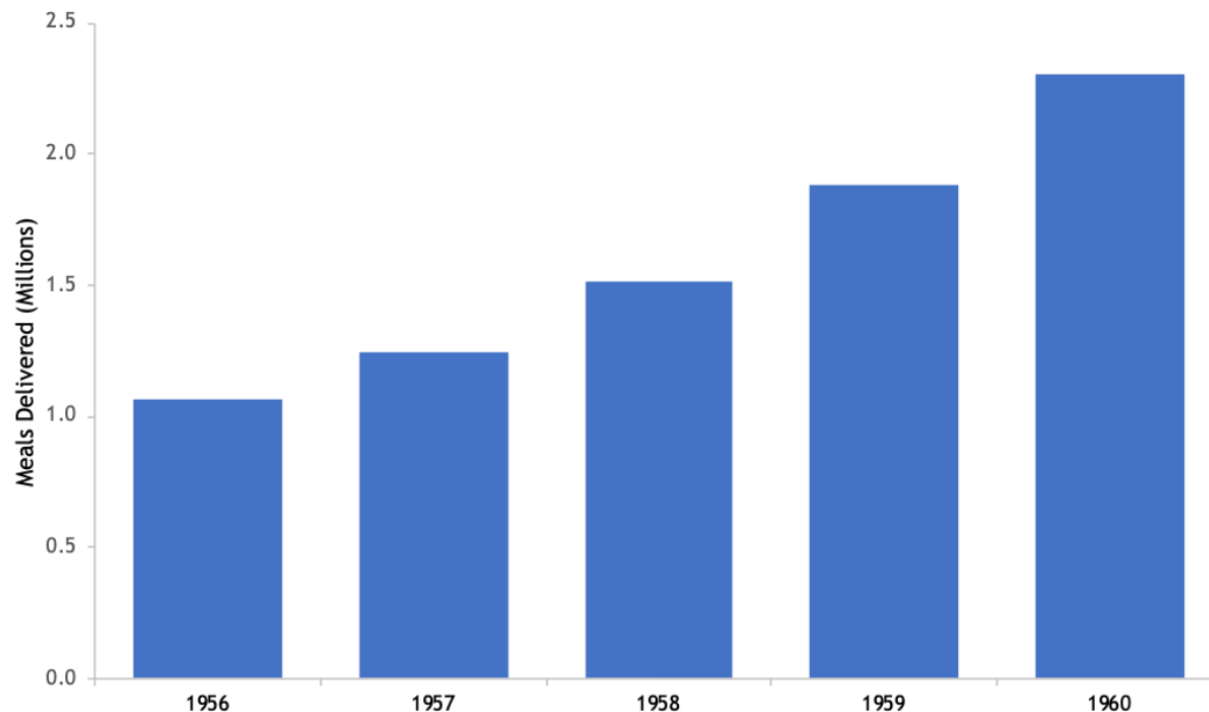


Figure 4. Meals Delivered by Woman's Voluntary Service (Dec, 1961)

Structure of Meal Delivery Services

In more recent years, commercial meal delivery services have gained a stronger presence in the industry, with many entering the market or evolving from existing small businesses. Of these companies, the most widespread is *Apetito*, a German food service corporation that has made significant strides towards becoming the default service employed by many British councils (Croydon Council, 2022; Neath, 2022). *Apetito* became much larger when they acquired the U.K.-based company *Wiltshire Farms Foods*, a company that was once one of the largest commercial

meal delivery services available. Since 2016, the operations of *Wiltshire Farms* have been completely managed by *Apetito* (*Apetito*, 2022). Regardless of how they are organized, the implementation of these services is typically handled by local governments that, in many cases, partially subsidize the cost of each meal (Sutton Council, 2022; Neath 2022).

Another large, for-profit organization that offers similar services to *Wiltshire Farms* is *Oakhouse Foods* company. Also based in the U.K., this service delivers packaged meals to the elderly of England but does not offer any form of wellness checks to their customers when meals are delivered, unlike *Apetito* and

Wiltshire Farms (Oakhouse Foods, 2022). Outside of the various businesses that deliver meals, there exists an abundances of local lunch clubs and parishes that operate or host-in person

Logistics of Meal Delivery Services

One important aspect of meal delivery services is how to transport the meals. Most services used customized vans which have large payload capacities and extensive geographical ranges. Vans are also able to provide electricity needed to power any necessary equipment. Oakhouse Foods and Wiltshire Farms both power refrigeration units in their vans that keep the prepackaged meals cool (Wiltshire Farms Food, 2022; Oakhouse Foods, n.d.). Apetito powers equipment within their vans to keep the pre-made hot meals warm (Commercial Fleet, 2013). Automobiles are also employed; for example, America’s Meals on Wheels programs have volunteers use their personal vehicles for transit (Meals on Wheels, n.d.).

In most cases where commercial services are offered, much of the funding comes from the local council, which often partially subsidizes the cost of each meal. In the case of Apetito, the cost to the customer when offered through a local government agency varies depending on the level of subsidization. For example, in

the Borough of Croydon, Apetito’s services are advertised at a cost of £6.75 whereas in Warwickshire the cost of a meal is £4.25 (Croydon Council, 2022; Neath, 2022). Costs in this range are typical of services like these, which can be seen in Figure 5 as it compares many characteristics of the four meal delivery services discussed in this section. Beyond differences in subsidies, costs to the customer are dependent on many factors, such as wages of employees and rents and utility costs of kitchen spaces (which varies for each organization). Local councils also contribute financially to the numerous volunteer-based services and non-profit organizations (most prominently local lunch clubs) that serve their communities. As these organizations are much smaller, finding the costs per meal is more difficult (Conner, 2022).

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Type	For-profit	For-profit	For-profit	Non-profit & volunteer-based
Funding	Partially subsidized	Paid by patron	Paid by patron	Donations and paid by patron
Delivery Vehicles	Specially-equipped vans	Vans with refrigerators	Vans with refrigerators	Primarily personal vehicles
Wellness Checks	Yes	Yes	No	Yes
Meal Temperature	Hot	Cool	Cool	Hot or frozen
Cost of Meals	£4 to £7	£4 to £6	£4 to £7	£3 to £7

Figure 5. Comparison of Meal Delivery Services

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Innovations in Meal Delivery Services

With the onset of the global pandemic, meal delivery services quickly grew, with the market in the U.K. following this upward trend (Ahuja et. al, 2021). Innovations, such as user-friendly apps and interfaces that provide calculated routes for delivery, have increased the ease of meal delivery (Ahuja et. al, 2021). In London, transportation methods such as e-bikes and e-cargo bikes have seen a significant increase for the extensive environmental benefits and ease of maneuverability they provide. The number of e-bike sales are projected to increase by sixty percent in the next five years with increased usage in delivery services (Peace, 2021).

Advances have occurred in the vehicles used to transport meals as well, with many addressing environmental sustainability, such as usage of compostable materials and refusal to use single-use plastics, a model adopted by Love Triangle Pizza (Love Triangle Pizza,

n.d.). This company has a “zero-emission delivery policy” meaning that they make use of electric bicycles and mopeds to handle all of their deliveries (Love Triangle Pizza, n.d.).

Electric cargo bicycles have also been used as a convenient delivery method, which is due to their larger capacity to hold product and easier maneuverability around a city when compared to motor vehicles (Hill, 2022). These particularly have been seeing increased use by many notable organizations, making the industry into one estimated to be worth nearly one billion dollars annually (Zipper, 2021). Other environmentally sustainable methods include the use of locally-sourced or organic produce to include in the preparation of meals.



Figure 6. Apetito's Standard Delivery Van

In the case of commercial services, many advancements have been made to the vehicles utilized, with one significant example being Apetito, which uses vans with built in ovens (Figure 6) that heat meals during transit (Commercial Fleet, 2013). These innovations within meal deliveries services see widespread use across the U.K., including the Borough of Merton where Commonsides Trust is located.

The Borough of Merton & Commonsides Community Development Trust

Approximately 200,000 people reside in Merton (indicated by the red section in Figure 7), which is located 9.6 miles south from Central London (indicated by the green star in Figure 7).



Figure 7. Merton is one of the 32 London Boroughs

There are eight community centers and over 10 lunch clubs in east Merton, which has a population of 10,350 elderly individuals (AgeUK, 2019). Funded through grants and sponsors, Commonsides Community Development Trust is a community center in East Merton and it operates the Pollards Hill Lunch Club. Organizations like this can provide elderly individuals a place to socialize and find a reliably inexpensive midday meal.

Commonside currently caters to a predominantly low-income, white clientele; however, the wards Commonsides focuses on are ethnically diverse, especially in comparison to the affluent wards in west Merton near Wimbledon (Merton, 2022). As shown in Figure 8, there is a growing wealth division between the eastern and western sectors of Merton, which affects individual's projected life expectancies (Figure 9).

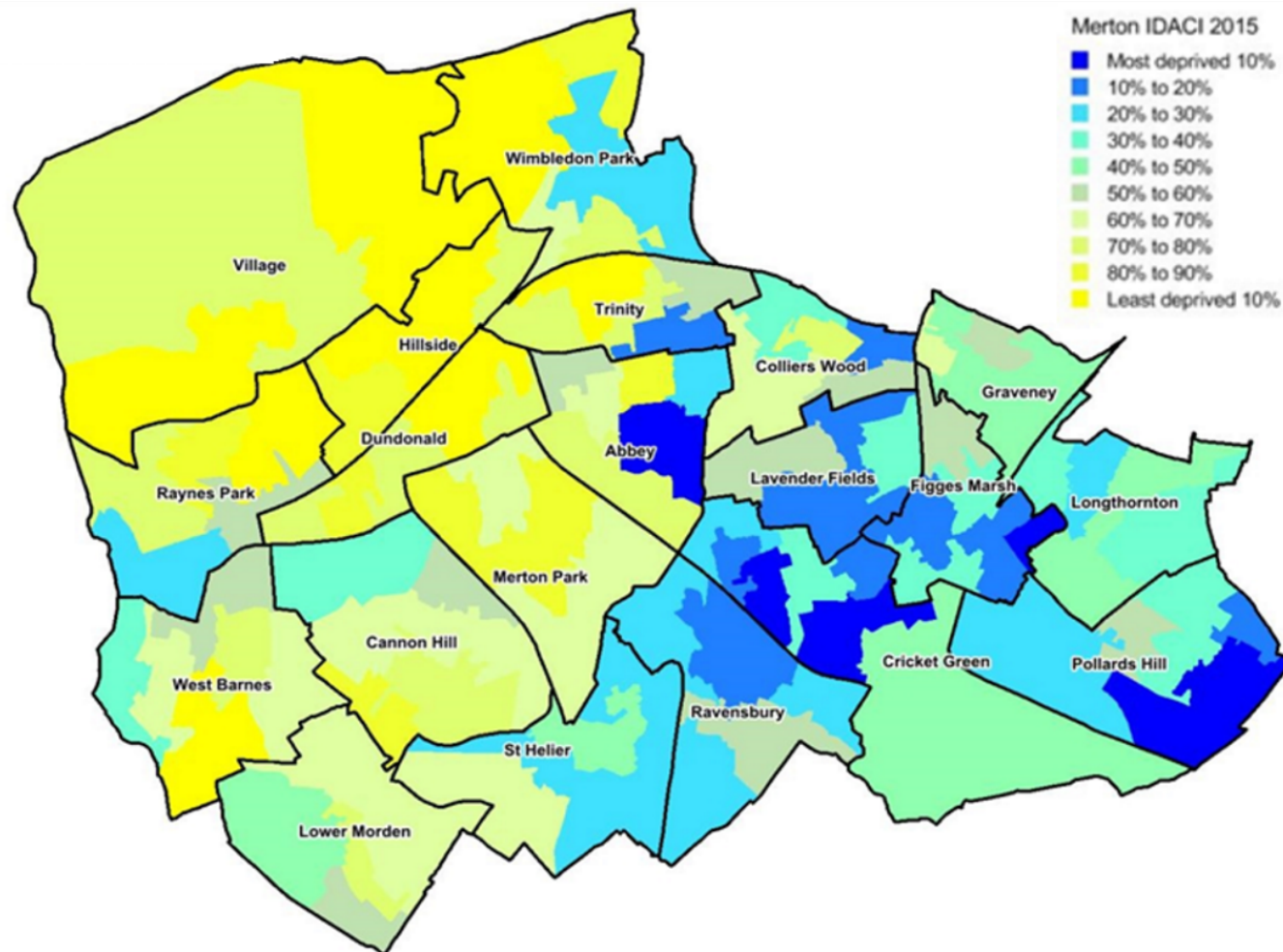


Figure 8. Deprivation within Merton (Younger Merton Together, 2015)

Pollards Hill Lunch Club, as depicted below in Figure 10, is one of the most prominent, longstanding programs offered by the Commonsense Trust. According to the Charity Commission (2022) they “currently have 5 stars for Food Hygiene Standards” and offer a “hot, two-course meal for 30-40 people a day from Monday to Friday [except Thursdays], 52 weeks of the year” from 11:00 a.m. to 2:00 p.m. (Charity Commission, 2022). Commonsense staff members will also keep in touch with their patrons and families, if requested, to ensure their wellbeing if they do not attend on one of their regular days (Charity Commission, 2022).

Commonsense, much like other services deemed nonessential during the COVID 19 pandemic, had to close its doors in March 2020, which meant that the lunch club could no longer operate in person. They temporarily resorted to delivering meals to people’s doorsteps using employee vehicles, but this was not a sustainable model. Starting in May 2021, Commonsense resumed the in-person lunch club service, but the number of clients had decreased from 30 on average to around 15 to 20 (Personal communication with Naomi Martin, Director of Commonsense Community Trust, January 2022). This introduced the possibility of increasing the attendance at the lunch club by creating a welcoming community and expanding the advertising methods.

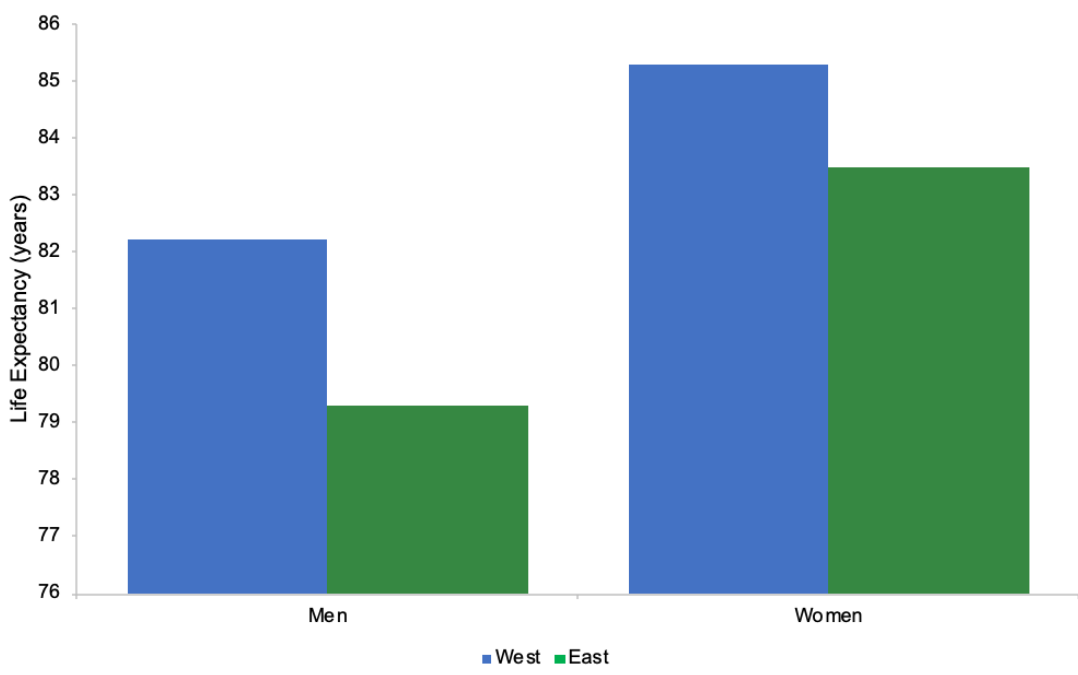


Figure 9. Life Expectancy of Men and Women in Merton (Merton Government, 2019)



Figure 10. Pollards Hill Lunch Club (Martin, 2022)

Results

At the start of this project, we intended to investigate the feasibility of a home meal delivery service for the elderly operated by Commonsense Community Development Trust. Preliminary interviews with staff, volunteers, and members of local lunch clubs in the Merton area and lunch club staff at Commonsense, and investigation into transportation options (electric delivery bikes in particular) indicated that an ongoing delivery service was not feasible or desirable, however. In what follows, we present research to support that conclusion. The remainder of the chapter introduces our revised project goal and objectives as well as our subsequent research findings.

Feasibility of an Ongoing Meal Delivery Service at Commonsense

We began our on-site research by visiting lunch clubs in the Borough of Merton and by interviewing staff, volunteers, and members at each organization. In the case of the Friends in St. Helier Lunch Club, we interviewed only one staff member virtually (see Figure 11).

Interviews with the staff, volunteers, and lunch club members took approximately 20 minutes to complete and were loosely structured around questions on the following topics: (for staff and volunteers) the logistics of running an in person lunch service, their

experience with an emergency meal delivery service implemented during COVID lockdowns, their interest in the implementation of an ongoing delivery service (see SM-A & SM-B); (for lunch club members) their favorite aspects of the lunch club, their interest in getting home delivered meals, and their needs following the end of COVID-19 lockdowns (see SM-C & SM-D). In what follows, we focus on lunch club and staff member responses to our questions about creating an ongoing delivery service alongside the in-person lunch option.

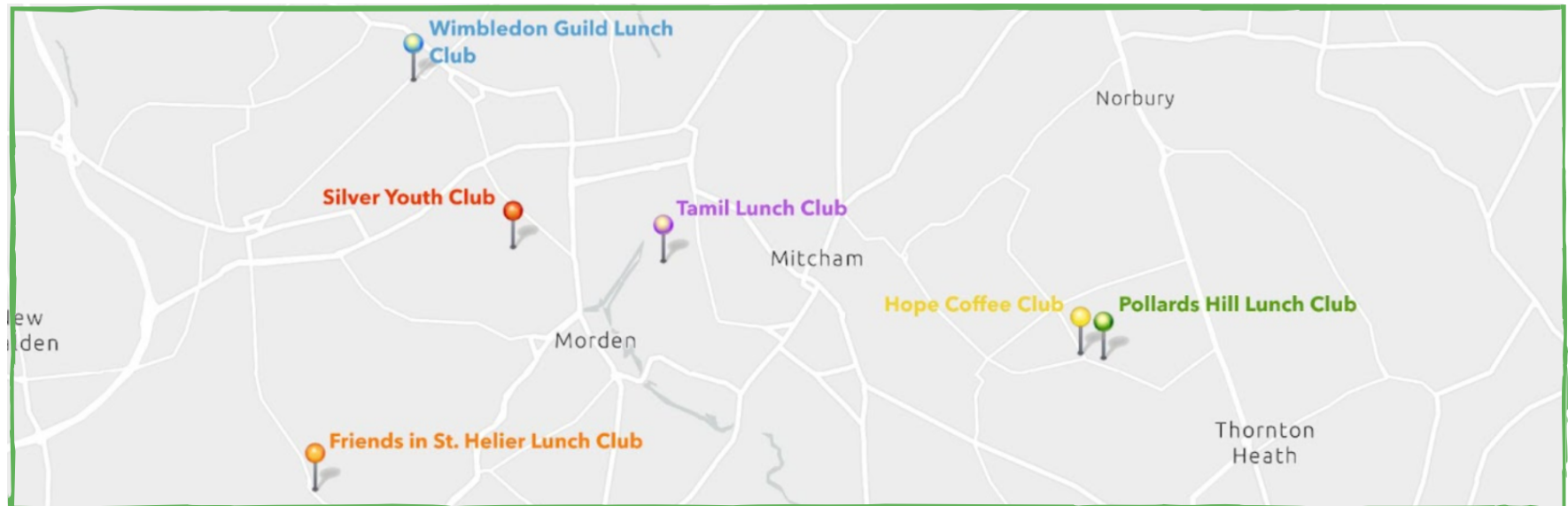


Figure 11. Lunch Clubs We Visited

Lunch Clubbers' Thoughts on Meal Delivery Services

We asked lunch club members at four of the local lunch clubs “would you be interested in using a meal delivery service for the days you do not come in person?” We did not ask this question at the Hope Coffee Club as they do not operate a meal service similar to the other organizations we visited; they focus instead on gathering people together during the morning hours for light refreshments and snacks.

All five members of the Tamil Lunch Club we spoke to strongly opposed the idea of a meal delivery service in conjunction with the in-person lunches they attended (see SM-E); they explained that they thoroughly enjoy coming in and socializing, noting that the service would only be beneficial for someone who was disabled and could not come in; however, at the time of our interview, none of the lunch club regulars were in that position.

For the same reasons, all three of the lunch club regulars at the Wimbledon Guild Lunch Club as well as the seven members of the Silver Youth Club we interviewed all expressed a lack of interest in receiving meals at home as an alternative for the in-person services, saying that they appreciated the company of other people their age and

enjoyed the activities in which they participated together in person.

Three of the ten members of the Pollards Hill Lunch Club we interviewed indicated that they would not be opposed to a meal delivery service in addition to the in-person services, however. One member expressed general interest as she would prefer a delivered meal if she was not attending in person. The two other members simply stated that if they did not get driven to the lunch club by their daughter, they would need a meal delivered because they would have no other way of getting to Commonsides.

It is important to note that many of the members from the Pollards Hill and Wimbledon Guild lunch clubs received meal deliveries during the COVID-19 lockdowns. While every individual interviewed appreciated the delivered meals during the height of lockdown, the majority said they would now prefer to eat their meals with others, especially given the opportunities to socialize in person. Thus, it appears there is limited support among current lunch club members for a regular meal delivery service under current conditions, although some members indicated they would appreciate the option of a home delivered meal on those occasions they cannot attend the club.

Staff Members' Thoughts on Meal Delivery Services

Staff at several lunch clubs showed little enthusiasm at the prospect of operating a meal delivery service in conjunction with current lunch club offerings. Staff of both the FISH and the Pollards Hill Lunch Clubs pointed out the difficulty of operating in-person services in conjunction with a delivery service as it places a strain on the existing staff and volunteers of these organizations.

The FISH Lunch Club is a charity that receives grant money from the Merton Council with an aim to “provide dignity, support, and respect to the elderly.” The organization has 80 total members between its five separate lunch club locations. They currently have three full time staff members and up to 18 volunteers operating in-person services simultaneously with a limited meal delivery service.

We asked a FISH staff member to describe the current state of the meal delivery service they operate, and they responded that only three to four individuals are still receiving delivered meals at home as of March 2022. Essentially, they deliver meals only to the small number of members who cannot make it to the club in person. The staff member we interviewed said that operating both services is difficult to

manage and not something that they feel is needed more broadly (see SM-E). Given the apparent lack of demand and strain on resources, FISH does not promote the idea of home meal delivery.

Commonside's Pollards Hill Lunch Club also operated a temporary meal delivery service during lockdowns. We found that Development Assistant Ann Brassington used her personal vehicle to drive meals to members' homes in the area with the delivery route taking roughly one hour to complete; occasionally, other staff members would use their personal vehicles to make meal deliveries if Ann was unable to do so. Christine Matlock (Manager, Pollards Hill Lunch Club) and Ann both indicated that operating in-person services in conjunction with an ongoing meal delivery service would stretch the current staff and volunteers too thin (see SM-F). Upon asking about using volunteer support, they responded that relying on volunteers to help supplement the labor needed to operate both services is not entirely feasible as many tend to not show up without calling and have been unreliable in the past. Sometimes, Christine has to run out to the grocery store with little warning to grab a few items required for the meal being cooked. Operating the in-person services is much more difficult on these days, and she wondered how she would manage deliveries on top of this without

hiring another staff member.

We asked Christine and Ann about their thoughts on using an electric bicycle to deliver meals if a permanent meal delivery service were to be implemented. They unanimously agreed that they both did not have any desire to ride a bike, and they were not sure if any other staff would want to ride a bike either. From our observations, it appears Christine would not have the time to deliver meals herself if in-person and home delivery operations occur simultaneously. Ann had also mentioned that she had recently hurt her hip, making her less mobile than she once was and unable to use a bike to deliver meals if needed.

Logistics of Meal Delivery Operations

Commonside's delivery service during the COVID-19 lockdowns depended on staff using their personal vehicles for meal transport. This model would not be sustainable for a permanent service as the vehicle used must be available regardless of who is working on a given day. Furthermore, any personal vehicle used for the service would require additional insurance coverage that costs £35 to £40 per year, per car on the staff member's personal insurance. Commonside would also have to pay staff members 44 pence per mile that the car

travels to account for fuel and wear and tear on the vehicle.

Due to the start and stop nature of these deliveries, wear and tear on an internal combustion-engined vehicle is immense. Pollutants emitted by these engines in the starting process are also harmful to the environment. Many cargo delivery services, particularly in London, make use of electric bicycles, which are a cost effective and environmentally friendly option when compared to purchasing a new car. However, the scale of the service required for an electric bicycle to be a cost effective alternative compared to a staff vehicle for Commonside is much greater than the potential demand.

An in-depth cost analysis was performed to determine exactly how much an electric bike would cost Commonside to operate in comparison to a staff-owned automobile. This involved researching the current options that exist to gather specifications from which operating and initial costs could be determined. The cost of an average electric bike is calculated to be 14 pence per mile and they require no additional insurance coverage (see SM-G). These savings are negated by the initial purchase price. Based on the eight electric cargo bicycles examined, the average cost was approximately £4,600 (see SM-G), a significantly higher initial

cost than the average £40 of additional insurance. Using a basic system of two linear equations (Figure 12), we were able to determine the delivery vehicle would have to cover over 10,000 miles before any cost offset is seen. This large distance would likely take Commonsense an unreasonable amount of time to cover and would necessitate either the acquisition of new clients or externally-sourced funding to justify the cost of the bike.

Preliminary Conclusions and Our Shift in Focus

Our initial research indicated that there is limited demand for and substantial staff concerns about the creation of a permanent or expanded meal delivery service at Commonsense. Furthermore, while there are many benefits of using electric bicycles for meal delivery, current or likely future demand does not warrant the expected cost of such service.

Accordingly, we shifted the focus of our project to a broader goal to explore ways to increase attendance at the Pollards Hill Lunch Club following its reopening for in-person services after the COVID-19 lockdowns as attendance had experienced a decline once in-person services resumed. We focused on two primary objectives: (1) identified strategies to make the lunch club more welcoming and engaging; and (2) identified improved methods of outreach and advertising.

To achieve each objective, we utilized information obtained from interviews we had already conducted with staff, volunteers, and members of the six lunch clubs in the local Merton area. With this knowledge, we outlined new interview questions to re-interview staff, volunteers, and members of the Pollards Hill Lunch Club where we specifically focused on the following topics: (for staff and volunteers) current advertisement methods, future advertisement ideas, experience with running activities during service (see SM-H); (for lunch club members) rating interest in different activity ideas, primary communication methods, and past experiences with activities offered at Commonsense (see SM-I). We were able to interview nine staff and volunteers (Figure 13) as well as 15 lunch club members.

Equation One: Total Cost of Operating a Vehicle

$$\text{Total Cost} = \text{Initial Cost} + \text{Additional Expenses} + \frac{\text{Cost}}{\text{Mile}} * \text{Miles}$$

Graphing Yields:

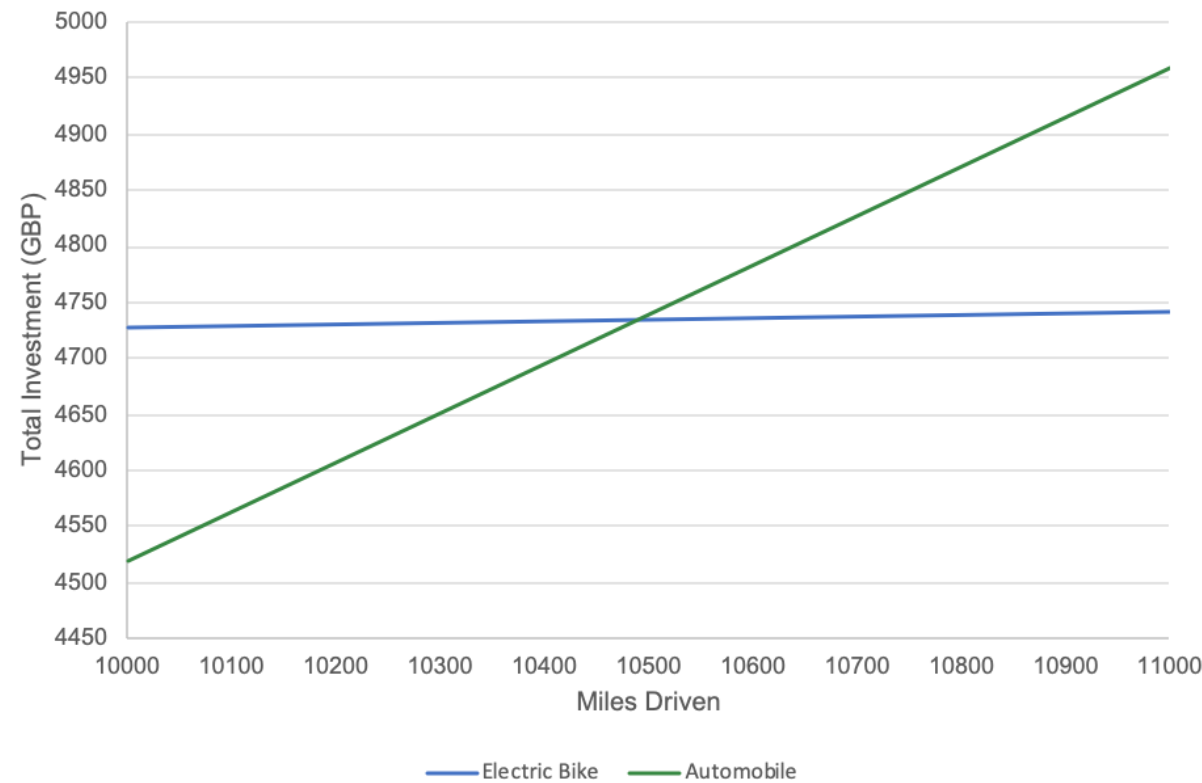


Figure 12. Cost vs Distance

Ann Brassington <i>Development Assistant</i>	Jenny Allison <i>Manager, Step Forward Program</i>
Christine Matlock <i>Manager, Pollards Hill Lunch Club</i>	Lindsey Harding <i>Community Support Worker</i>
Joy Mushemeza <i>Care Assistant & Support Worker</i>	Lorraine Thron <i>Bookings Manager</i>
Vivian Antwi <i>Cook, Pollards Hill Lunch Club</i>	Mercy Adjei <i>Kitchen Assistant, Pollards Hill Lunch Club</i>
Deniz Ali <i>Support Worker</i>	

Figure 13. Staff We Talked to From Commonsides

Objective #1: Make the Lunch Club More Welcoming, Flexible, and Engaging

The most prominent way to increase attendance at a lunch club is to create an environment that is welcoming and enticing to existing and potential members. We learned from our interviews with staff, volunteers, and members of the lunch clubs in the Merton area that there are a variety of different ways to operate a lunch club. Specifically, we observed and found out through our conversations the types of environments that are found at each of these lunch clubs, the desires of lunch club members, and various activities that are currently offered.

Creating a Welcoming Environment

Our interviews revealed that some clubs are perceived to be more welcoming and closely connected than

others. At three of the lunch and breakfast clubs we visited (the Tamil Lunch Club, the Hope Coffee Club, and the Silver Youth Club), we observed close-knit environments where participants behaved more like families than groups of friends. All five members of the Tamil Lunch Club that we interviewed noted that they looked forward to attending the in-person service each week and even called each other during the week to check in. All five of these members live alone and appreciate the social aspects of the club. Similar sentiments were felt at the Hope Coffee Club (which some of the members described as “the best club in the area”), the Silver Youth Club, and the Pollards Hill Lunch Club.

The members of the Pollards Hill Lunch Club had positive reviews of the friendly, welcoming environment. One member specifically noted that she liked making friends while getting a meal whereas another stated they enjoy talking to people and love the company of others. All the members reported that they typically have specific people they sit with during each meal service; however, five members noted that they do not mind who they eat with and would welcome other people sitting at their table, with one member stating “you have to make an effort to talk and make friends.” One member also reported that the company she finds at the lunch club is

what motivates her to come in.

We also asked six of the lunch club members at Commonsides “do you try to include new members of the lunch club?” (see SM-I) Four responded saying that they would do their best to talk to them and get to know them. One member responded indicating that they are “sometimes okay with new people, sometimes not.” Another member responded that they would not talk to new members, citing personal mental health reasons.

When asked about the environment of the lunch club (see SM-H), Lorraine and Lindsay noted that there was one member that had most of the say when it came to the lunch club. Whenever this individual had an opinion, people dutifully followed. They said that this individual might be the reason for the lunch club feeling unwelcoming to some, because the individual is occasionally hostile to staff and other lunch club members (especially new members).

Three members of the Hope Coffee Club expressed that whenever they go to Commonsides for the lunch service, they do not feel welcome by the other lunch club members. They stated that the staff is very kind, but they think the atmosphere is much less relaxed than the coffee club. At Hope Coffee Club, we observed members moving around and intermingling with each other; at the

Pollards Hill Lunch Club, we observed members sitting at their tables and talking among themselves. There were little to no interactions between the tables, which can create an unwelcoming feeling, especially to new members. Lorraine and Lindsay noted that the lunch club felt strict because “people claim tables” and only sat with people they knew (see SM-F). They reported that they had previously attempted to use rectangular tables prior to the circular tables, but the same cliquy tendencies occurred.

Flexibility of Service

As mentioned earlier, the three members of the Hope Coffee Club expressed their desire to attend the lunch club with much less commitment where they are able to drop in approximately two to three times per month. The members also stated they would call ahead to let Commonsides staff know they plan to attend for a specific meal.

When asked “how do you account for members that don’t come in on their regular days?”, Vivian, Joy, and Mercy reported that current members usually call Commonsides if they do not plan to attend the lunch service on a day they typically would. When asked about how they account for people who show up unexpectedly, they noted that it is not an

issue for a few people — such as family members or potential new lunch club members — to unexpectedly show up and receive a meal as they typically cook additional for volunteers. Vivian reported that she starts preparing meals at 9:00 a.m. each day, so she would prefer notice for additional meals by that time if more members plan to show up on an inconsistent basis.

In the past, new lunch club members had to register with Commonsides in order to join, but these rules have been more relaxed recently, especially for people who do not come often or only come once. If a new client were to show up unannounced and unregistered, Joy said that she would ask the visitor for a few pieces of important information as opposed to registering them to account for any potential liability issues if a situation were to arise. If they were to become a frequent visitor, they would have to register. If they do not show up again after two weeks, Joy will delete the information. This allows for more flexibility, where people are allowed to walk-in and try the service without committing completely.

From our conversations with the members of the Hope Coffee Club, it appears like this flexibility is not something they currently know about. Reflecting on our interviews, it seems that Commonsides staff are unaware that

flexibility of membership is something desired by the broader community.

Activities at Local Lunch Clubs

From preliminary research, social activities are a typical suggestion to help combat elderly loneliness and this issue of loneliness was heightened as a result of the COVID-19 pandemic. A strong sentiment felt by all the elderly individuals we talked with at each lunch and breakfast club was their enjoyment of activities during the in-person meal services. This finding was understandable as activities serve as a way for elderly members of the lunch clubs to receive mental and physical exercise as well as receive needed socialization. Many of these activities are a great way for existing members to interact with others outside of their typical group, creating a friendly, welcoming community.

During our conversations with lunch club members, we asked “what do you like about the lunch club?” We received a variety of responses, but most members we talked to discussed the many activities their lunch club offered before and after the COVID-19 lockdowns.

The five members of the Tamil Lunch Club boasted about their pre-pandemic, once-monthly exercise activity they thoroughly enjoyed prior to eating their lunches. We also discovered they used to

venture out for group excursions, another activity lauded by all members. However, due to a significantly reduced attendance (10 members post-pandemic compared to 20 members pre-pandemic), as well as a lack of funding from external sources, these activities have yet to resume.

The Hope Coffee Club did not meet during the pandemic but have since started to run their service and activities after reopening in January 2022. All five members of the Hope Coffee Club spoke fondly of the regular activities they enjoyed on a rotating basis each month, which included sitting exercise classes, storytelling, quizzes, and group reflections. Some members mentioned that they participated in group excursions once or twice a year pre-pandemic, but they have not started them back up again. The members stated that they really enjoyed excursions and would like to see them happen again.

The Silver Youth Club members also spoke highly of the regular activities they enjoyed each week. They noted that the pre-lunch 'scattergories' activity they use as an ice breaker was a great way to bond with new members or individuals they do not speak to regularly. Each week, they also participated in a group quiz and individual bingo games. They all expressed their excitement to play as they can win donated prizes.

All seven of the members we interacted with stated that they enjoy the activities and social aspects of the club and are the prominent reasons why they come, with many hinting these aspects were more important than the meal itself.

At the Wimbledon Guild, many activities for elderly people are offered as a service separate from the cafe style lunch club they operate where members have the opportunity to choose the meal they order. The Wimbledon Guild has an established activity schedule and online booking system which is partially due to their extensive funding. The members stated that they have the opportunity to sign up in order to participate in seated

exercise classes and various other activities such as dancing and arts and crafts. From the three members we spoke to, we learned that they typically participate since they really enjoy the classes and activities offered.

Activities of Interest at the Pollards Hill Lunch Club

When we spoke to the members of Pollards Hill Lunch Club, they expressed their enjoyment of activities hosted before COVID-19 lockdowns (Figure 14), including bingo, quizzes, exercise, and excursions that were held two to three times a year. Subsequently, there is great interest in returning these activities to



Figure 14. Pre-pandemic Activities at Commonsides

Commonside, something that has not been done yet due to staff being stretched thin which was compounded by at least one staff member being absent at a time for the past six months.

We verbally surveyed seven members of the Pollards Hill Lunch Club regarding their interest in a list of activities we compiled. We chose the activities based on what Commonside has done in the past (represented by the blue arrows in Figure 15) and on brief research we conducted regarding activities that might be engaging and encourage lunch club members to interact with each other. These activities (represented by the green arrows) are ones that Commonside has not done in the past. We gave these individuals the option of responding in one of four ways: very interested, interested, uninterested, or very uninterested. The results of this survey can be found in Figure 15.

We found that Pollards Hill Lunch Club members were interested in a variety of familiar and new activities. All seven members indicated that they were interested or very interested in personal safety sessions. Additionally, six members indicated that they would be interested or very interested in playing “Name That Tune.” A mix of traditional activities — such as quizzes, bingo, movies, and bean bag toss — were favored among a majority of surveyed.

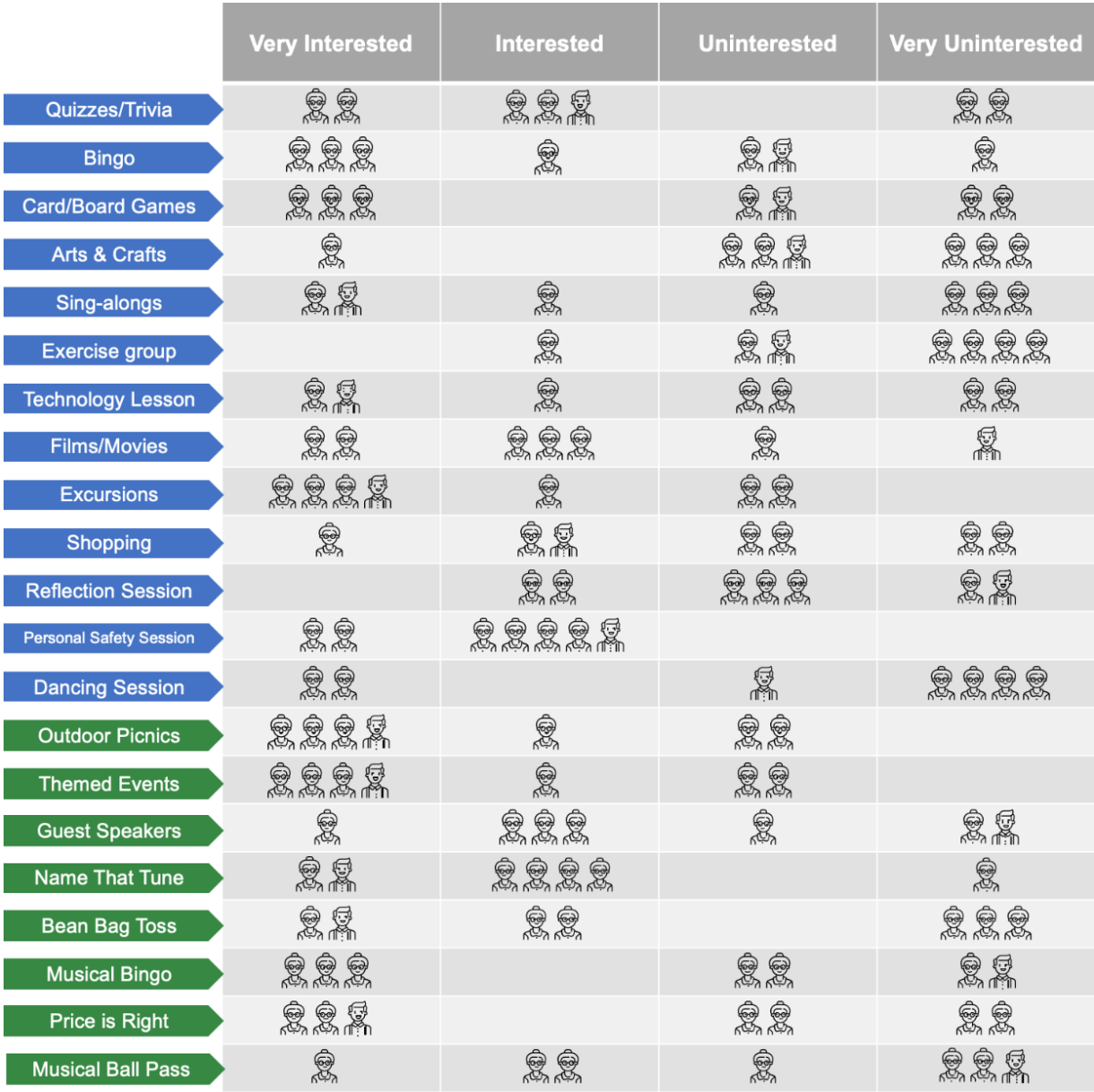


Figure 15. Responses to Activity Survey

Among those surveyed, we found that arts and crafts, reflection groups, and dancing sessions were not favored, with at least five respondents indicating uninterested or very uninterested. Card and board games, sing-along sessions, shopping trips, musical bingo, Price is Right, musical ball pass, and (interestingly) exercise sessions were disfavored by a majority of participants, with four members indicating uninterested or very uninterested.

Objective #2: Improve Advertising and Outreach

In order to actually gain new members at the Pollards Hill Lunch Club, they must outreach to the broader community to let potential members of their offerings. Through our research, we learned about technology, social media, and internet usage of Pollards Hill Lunch Club members, current and former advertising methods, and ideas for advertising from Commonsides staff.

Use of Technology, Social Media, and the Internet

An easy way to reach a large audience is through the use of social media and the internet. Unfortunately, many elderly people do not use social media or the internet. According to a study by AgeUK, a number as high as 4.2 million elderly people aged 65 and over in the UK have reported never using it before (AgeUK).

Pollards Hill Lunch Club members have different comfort levels when it comes to using the internet and technology. Of the seven members we surveyed, three indicated they were comfortable using the internet; one responded they were uncomfortable and three responded saying they were very uncomfortable using it. We also found that three individuals used Facebook, four

individuals had a smartphone, and four regularly texted, indicating that some current members would want to access information about Commonsides online. When we suggested an online menu or weekly activity offerings, a separate, larger group of Pollards Hill Lunch Club members (that, from our observation, were part of the older group of elderly individuals at Commonsides) strongly declined, stating that they would prefer printed schedules or an automated telephone message letting them know of weekly menu and activity offerings. We found that of the seven Pollards Hill Lunch Club members we surveyed, six indicated they were very comfortable making a phone call while one individual indicated they were comfortable. During initial COVID-19 lockdowns, some form of communication between staff and lunch club members was maintained at every lunch club we visited, primarily through a telephone call. Staff of the Hope Coffee Club employed the use of texts and emails in addition to phone calls. Telephone calls are a familiar part of everyone's routines at Commonsides, as lunch club members use this form of communication to let them know whether or not they are coming in for a meal and staff use it to regularly check in on members.

Jenny mentioned that Commonsides is interested in attracting a "younger elderly

generation" that is likely more technologically savvy. Deniz Ali noted that determining the needs of the new generation of elderly individuals is important as their understanding of technology will be much better and they will likely want to access information in ways that are different from the current clientele found at Commonsides. She is currently looking to add more information to the Commonsides website and make it more interactive.

We spoke with two individuals that are part of the "younger elderly generation." They recognized that, while they are comfortable using technology, it would not be ideal for menu and activity offerings to primarily be posted online as it would not be accessible to the majority of current lunch club members. Posting the menu and activities offered each week is important for attracting new members because some people, like three individuals we interviewed at the Hope Coffee Club, may choose to come on specific days depending on the meal or activity on that given day.

Use of Technology, Social Media, and the Internet

We asked Commonsides staff members about current and former advertising methods they employed to learn more about what they have previously done, what was successful, and what did not

work. When asked about current advertisement methods that Commonside utilized, all nine staff and volunteers discussed the leaflet that was used to promote the Pollards Hill Lunch Club. The leaflet (Figure 17) is a trifold design that includes information about the Pollards Hill Lunch Club, activities that were offered, and any other upcoming special events.

These leaflets were previously displayed in libraries, general practitioner's offices, buses, and grocery stores. Lorraine Thron and Lindsey Harding mentioned that they have access to a message board that is run by the local council, located in front of the Pollards Hill Youth center (to the right of the New Horizons Centre) (Figure 16) where they can hang advertisements for the Pollards Hill Lunch Club.



Figure 16. Message Board Near Pollards Hill Youth Centre



Figure 17. Current Leaflet Design

Jenny Allison noted that the leaflets were not widely distributed and have been even less widely distributed since the onset of the COVID-19 pandemic, since they were typically only available at the two entrances to the New Horizons Centre (Figures 18 and 19). Lorraine and Lindsey noted that oftentimes the family members of elderly individuals will come to the front office to inquire about resources for their loved ones and pick up a leaflet, but this is not the most effective strategy to attract new members from the wider community. They also mentioned that other organizations in the local area used to ask about Commonsides's services and would verbally advertise them to their members. They also reported that social workers and employees of care facilities formerly came around to explore Commonsides's offerings before the onset of the pandemic.



Figure 18. Location of Leaflets Left Entrance

Currently, weekly lunch menus are posted on the board in the dining room, making it easily accessible to existing Pollards Hill Lunch Club members but not the broader community; menus were previously posted to the New Horizons Centre Facebook page, which reached a broader audience.

When asked about bringing a friend to the service, all seven lunch club members we surveyed indicated they would recommend Commonsides's services to their friends. Most individuals referenced the welcoming atmosphere and the friendliness of other lunch club members when they responded to this question. Two members also referenced that it was convenient to get a meal that is "pretty good and cheap." In conversations with other Pollards Hill Lunch Club members, we found out that many others have brought a friend before or have generally recommended the service to their friends.

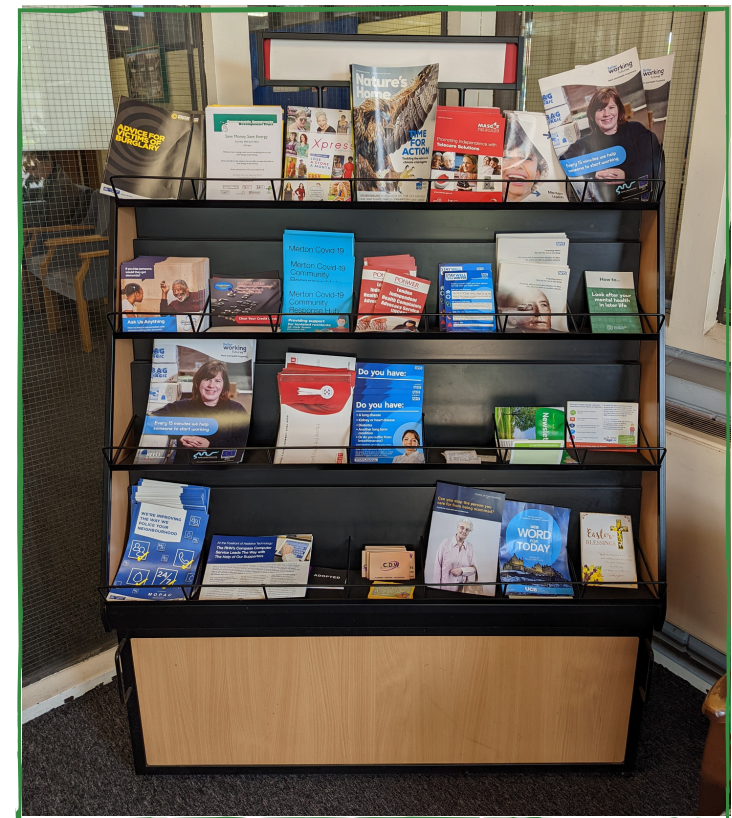


Figure 19. Location of Leaflets Right Entrance

Advertising Ideas From Commonside Staff and Volunteers

Deniz, Jenny, Lorraine, and Lindsey all agreed that lunch menus should be posted at least a week at a time as lunch club members like to know the meals in advance in case they do not like a certain meal that is served on a specific day and can request an alternative meal. Members currently tend to check the physical posting on the board in the dining room (or even ask staff members directly, according to Vivian, Joy, and Mercy). Jenny suggested that posting the menus to the internet as well as in a pre-recorded message on a telephone line that lunch club members could call would be beneficial to reach a wider audience. These suggestions would allow for less frequent or new members to access the information easier, rather than traveling all the way to Commonside to see the meals that are offered each week.

Jenny, along with a few lunch club members, mentioned that advertising the Pollards Hill Lunch Club in the local newspaper, church bulletins, general practitioner's offices, grocery stores, churches, and libraries would be a good way to promote the service. She also stated that the leaflet is still an effective way of promoting Commonside's services, but it needs to be better circulated

around the community. Jenny agreed that establishing a "Bring a Friend" day would be a good way to introduce more people to the lunch club.

Another suggestion by Jenny was to advertise the biweekly morning cafe, consisting of hot tea and coffee for a small cost. She believes this might be a good way to reinvigorate current members and build a stronger community within Commonside. She also suggested adding a small meal during that time to provide an additional revenue stream.

Conclusion

Our team has worked over the course of 14 weeks researching lunch clubs in the Merton area and interviewing staff, volunteers, and members of these lunch clubs to ultimately identify strategies to increase the membership at the Pollards Hill Lunch Club. Although our initial intent was to determine the feasibility of a home meal delivery service for the elderly, preliminary findings indicated that the existing clientele at the Pollards Hill Lunch Club did not desire the service in a post-pandemic setting, staff and volunteers of Commonsides did not have the manpower to staff both in-person and delivery services, and electric delivery bikes would be an infeasible investment.

We were able to conduct follow-up interviews with staff, volunteers, and lunch club members at the Pollards Hill Lunch Club primarily focusing on identifying strategies to increase lunch club member attendance at the lunch club after the pandemic. After analyzing the findings from these interviews, we developed recommendations for activities to incorporate into the lunch club service and created templates for advertising in the forms of a leaflet, poster board, and online posts.

Occasional Meal Delivery

Although the idea of a full-blown meal delivery service is not viable, Commonsides is still able to occasionally provide delivered meals to patrons who are unable to attend the in-person service if they have enough staff present. We recommend that Commonsides investigate if introducing a smaller meal delivery service specifically for members that are sick would be feasible as the largest cost incurred would be an annual £35 to £40 for a staff member's vehicle insurance. It may also be worthwhile for Commonsides to research outside funding that would help cover the cost of a new vehicle (likely an electric bike) if an interested audience is found.

Encourage Mixing Within the Lunch Club

We discovered that many of the current members are resistant to change, as they sit in the same seat, at the same table, and with the same people. This can make the environment feel unwelcoming to new members or members that only attend occasionally. In order to counteract this, we recommend that the lunch club encourages more mixing between the

members of the service. Integrating events like "Bring-A-Friend Day" or "Speed Dating" might help new members feel more comfortable at the lunch club and be more open to interacting with other members. It is vital to the future of the lunch club to make the environment more welcoming to new members.

Promote Flexibility of Membership

The use of the term "member" often deters people from joining the lunch club due to the level of commitment this word implies. There is an audience of people that do not want to fully commit to attending the lunch club on a regular basis; instead, they would prefer to attend occasionally for special events or specific meals. Commonsides has the ability to accommodate these individuals, but they do not actively promote this flexibility. We recommend that Commonsides promote membership flexibility to solve the issue of commitment that drives people away from joining the club within the new advertisement methods we suggest later on in our recommendations.

Making the Lunch Club More Engaging

Although Commonsense had offered activities before the pandemic, they have yet to be reimplemented since their reopening. The interviews and surveys we conducted indicated that the members enjoy having activities in conjunction with the lunch service. Therefore, we have compiled a preliminary list of activities and events (Figure 20) that Commonsense might try to incorporate or reincorporate into the service. This list is based on activities they and other clubs have used in the past, but Commonsense should explore other ideas suggested by staff and members and should evaluate the popularity of each.

It is expected that some of the current clientele at the lunch club may be resistant to these activities, but they may surprise themselves and find they actually enjoy them. Staff should evaluate how the activities are received and try to be creative in testing new ideas.

Activities		Special Events
Bingo	Quizzes & Trivia	Guest Speakers
Dance Classes	Name That Tune	Outdoor Picnics
IT Classes	Bean Bag Toss	Excursions to Greater London
Films & Movies	Sing-along Games	“Bring a Friend” Day
Card & Board Games	Exercise Classes	Speed Dating

Figure 20. Recommendations for Activities and Special Events

Online Presence and Traditional Advertising

One major focus for our project was to suggest improvements for advertisement and outreach to help Commonsense gain clientele after its reopening from the pandemic. We focused on improving traditional advertising materials and creating a larger online presence. We suggest employing a mixed advertisement approach that utilizes traditional forms — such as leaflets and posters — along with Commonsense’s website and Facebook posts to reach a wider audience, including the “younger retirees” as well as older members who are not as technologically inclined. A potential leaflet design can be found in Figures 21 and 22.

The leaflet design incorporated the essential information such as Commonsense’s location and the hours of operation along with an empty page for special event inserts. The inner page focuses on the lunch club itself and fully defines its offerings (Figure 22).

We included welcoming phrases throughout the leaflet to ensure readers felt like Commonsense would be an approachable place to visit. We also incorporated a sample menu of meals and activities to give readers an idea of what to expect during the

lunch club service. This was paired with a QR code that could direct technologically savvy readers to an updated menu of offerings either on Commonsides website or Facebook page. This hybrid form of advertising would appeal to both generations of elderly individuals that Commonsides is attempting to attract.

We also included a column that outlines Commonsides other services, including the biweekly cafe and market. This helps give the reader a holistic view of what Commonsides does outside of the lunch club. This may encourage some individuals to join the lunch club on specific days when other offerings occur. This leaflet should be on display at areas in the community where elderly people are likely to go, such as the general practitioner’s office, churches, libraries, and other local organizations that allow it.

We also developed a poster that summarizes the key points of the leaflet regarding the Pollards Hill Lunch Club but is displayed in an 8.5-inch by 11-inch format, as seen in Figure 23. This poster can be hung around the community, such as in the community board that the Merton Council offers, as an additional way to spread word about Commonsides offerings.

Another improved method of advertisement is utilizing Commonsides Facebook page and website for promoting the lunch club. The daily lunch menu and activity offerings should be posted weekly on the website and Facebook page. Commonsides should continue posting the menu of meals and activities on the physical board in the lunch club; however, also posting on the website and Facebook page will allow anyone to learn more about what is being offered at the lunch club without having to physically visit the dining room. Taking both physical and online approaches to advertising will provide accessibility to all elderly individuals, technologically savvy or not.

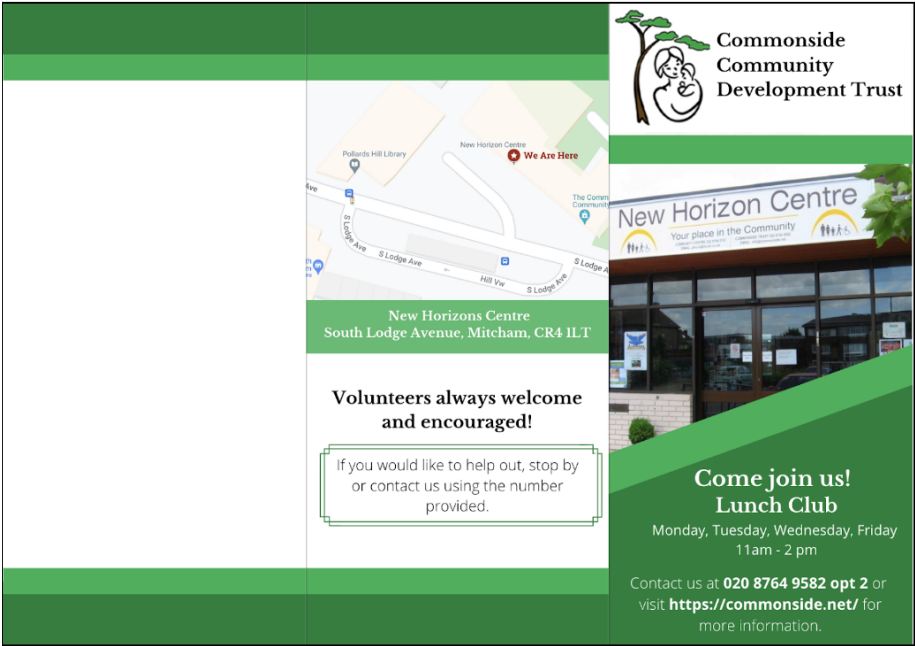


Figure 21. Outer Page of Leaflet Design





Additional Offerings	Pollards Hill Lunch Club	Weekly Offerings
<div>Commonside Café</div> <div>Come join for tea and coffee Mondays and Fridays! 8 am - 10 am</div>	 <div>→ Join us for a £5 two-course lunch plus activities.</div> <div>→ Primarily aimed at those age 55 and over.</div> <div>→ Socialize, meet new people and have fun!</div> <div>→ Come whenever you would like! Just give us a ring for meal before 9 am the day of.</div>	<div>Menu and activities are posted weekly online and in the dining room. Here is a sample:</div> <div><div>Monday</div><div>Meal: Jacket Potato Activity: Bingo</div></div> <div><div>Tuesday</div><div>Meal: Pie and Mash Activity: Exercise</div></div> <div><div>Wednesday</div><div>Meal: Shepard's Pie Activity: Scrabble</div></div> <div><div>Friday</div><div>Meal: Fish and Chips Activity: Crafting</div></div> <div>Visit the Commonsidge website or scan here. </div> <div></div>

Figure 22. Inner Page of Leaflet Design

Commonside's Pollards Hill Lunch Club



Come join us for Lunch Club!

Two Course Meal and Activities for £5

We are flexible! Join whenever you would like just give us a call at the provided number by 9 am the morning of or earlier

- Join us for a £5 two-course lunch plus activities.
- Primarily aimed at those age 55 and over.
- Socialize, meet new people and have fun!
- Come whenever you would like! Just give us a ring for meal before 9 am the day of.

Offerings

Activities: Bingo, Arts & Crafts, Quizzes & Trivia, Outdoor Picnics, and much more!

To see a full schedule of meals and activities scan here



Lunch Club Hours

Monday, Tuesday, Wednesday, Friday
11am - 2 pm

Find out More

Contact us at **020 8764 9582 opt 2** or visit <https://commonside.net/> for more information.



Commonside Community Development Trust

Figure 23. Advertisement Design

Attracting Younger Individuals Over 55

Commonside is exploring how to attract retirees who are substantially younger than the current members, more physically active, and have different interests. To appeal to this audience, some clubs have been experimenting with 'supper clubs' and new activities, such as group outings to pubs and restaurants. Commonside might consider launching a 'supper club' as an addition to the lunch club. As some individuals in this age group may still be working and not have as much time to join for lunch time, incorporating some off hour activities may open up a window for younger clientele

to drop in. Commonside will need to carefully consider how to 'brand' this club and the associated activities to appeal to younger retirees who do not consider themselves old and would likely not consider attending the lunch club as is. Given that younger retirees are typically more technologically adept, advertising and outreach could utilize social media more extensively than efforts to reach the existing lunch club members.

Another obstacle in gaining clientele from the younger elderly generation may be the name "lunch club" itself as many people associate this term with the very elderly people, which may be less attractive to a younger audience. A rebrand that contributes a more

attractive name denoting a social and active environment may prove to be more appealing. Changing the name to something like "Community Engagement Club" may create less of a barrier for the people over age 55 who do not want to be included in the category of being an elderly member of society.

In Summary

We have proposed several recommendations to Commonside to help attract new potential clients for the Pollards Hill Lunch Club. As it stands today, Commonside mostly attracts an older generation of elderly individuals who are generally not technologically inclined; however, the organization is looking to appeal to their existing clientele as well as a younger, more technologically savvy generation of elderly people. With the previously summarized recommendations, Commonside will be able to adjust their offerings and advertisement methods to keep existing clientele satisfied and informed while also attracting this new generation.

Authorship



Binh Diec - Biomedical Engineer

Binh worked on writing parts of the background, results, and conclusion. She worked on revisions for all sections of the writing. She designed, formatted, and input the writing into the booklet. Binh conducted a few interviews with the Pollards Hill Lunch Club members, took minutes for interviews with other local lunch clubs, and organized all the main takeaways from the interviews.



Patrick Leach - Mechanical Engineer

Patrick worked on writing sections of the background, results, and conclusions. He worked on revisions for all sections of the writing. He conducted the cost analysis on the use of electric bikes and managed the supplemental materials used within the booklet. Patrick conducted numerous interviews with the Pollards Hill Lunch Club and other local lunch clubs and analyzed the key information taken out of each interview.



John Parenteau - Civil Engineer

John worked on writing parts of the abstract, introduction, and results. He was the main editor for all sections of the writing. John created all the figures and tables that were used within the booklet. John conducted numerous interviews with the Pollards Hill Lunch Club and other local lunch clubs and analyzed the key information taken from each interview.



Tiffany Saunders - Biomedical Engineer

Tiffany worked on writing sections of the abstract, introduction, background, results, and conclusion. She worked on revisions for all sections of the writing. Simultaneously, she created the template design for the leaflet and poster. Throughout the project, Tiffany conducted several interviews with the Pollards Hill Lunch Club and other local lunch clubs and organized all the main takeaways from the interviews.

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