

Sustainable Food Procurement in London's Public Sector

Report on sustainable food procurement
in 'GLA family' catering



from Sustain: The alliance for better food & farming
in association the Food Commission

to

The Food Strategy Unit of the London Development Agency

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Summary and recommendations

Action for LDA to take the sustainable food procurement agenda forward

The following recommendations have been drawn up in the light of experiences of working on this LDA project and our related work on sustainable procurement with London hospitals. We have discussed the suggestions in some detail below. In summary, we recommend that the LDA:

1. Raise awareness and set the agenda;
2. Employ a sustainable food procurement team to take the work forward;
3. Develop a sustainable food procurement toolkit;
4. Improve the sustainable food supply capacity and infrastructure;
5. Influence relevant standards development procedures;
6. Continue support for the Metropolitan Police Service;
7. Develop further work with Transport for London.

1. Raise awareness and set the agenda

The case for sustainable food needs to be presented loud and clear to all stakeholders, and championed at many levels, presenting the case in ways that different audiences will accept and respond to. Amongst GLA family members it was felt that the profile of sustainable food needs to be raised at management level in order for procurement and catering teams to make the necessary changes to their procurement procedures.

It is our observation that there are many deeply ingrained prejudices and assumptions to be overcome. For instance, we note that many people we have talked with take 'sustainable food' to mean simply 'organic', and have previously ruled out further consideration because they assume this to be too costly. Similarly, many rule out 'local' food because they assume that there is no farmland in or near London. We think, therefore, that a particularly useful role for the LDA would be to demonstrate, through policy statements and its own good practice, that nutrition and sustainability are interlinked, not separate concepts. It would also be helpful for the LDA and/or sustainable food procurement team (see recommendation 2) to encourage/facilitate meetings between procurement officers of catering companies and with GLA procurement and catering teams to address such issues.

2. Employ a sustainable food procurement team to take the work forward

Throughout our work with members of the GLA family, participants have voiced support for a dedicated person or team to be available to deal with queries on sustainable food procurement; to raise awareness and prompt internal questioning about procurement practice; to develop tailored programmes of work for each organisation; to keep in touch with both practitioners and policy level developments; to share best practice; to run conferences and workshops; to facilitate links between caterers and suppliers/farmers; to liaise with other London agencies; and to help facilitate many of the further recommendations set out below. This team could also deal with other public sector institutions such as Local Education Authorities (LEAs); although they are affected by slightly different issues, the team could perform a vital linking role.

3. Develop a sustainable food procurement toolkit

We recommend that the guidance presented in this report, and in our report on sustainable food procurement for LEAs, be further developed and turned into a toolkit, probably electronic (e.g. a website), and probably with a 'facilitated' element (i.e. by the team whose role is outlined above) to help guide procurement and catering practitioners through the complex process of increasing their use of sustainable food. An electronic format is recommended to allow for frequent updates, ease of use, ease of dissemination, and the ability to expand the tool to incorporate case studies, news and policy updates in this rapidly developing area.

The recommendation to develop a toolkit comes with the following suggestions. The recommended toolkit *should*:

- Enhance, but not replace practical training, one-to-one meetings, and long-term support for LEAs and caterers;
- Provide guidance on developing a sustainable food procurement policy;
- Provide guidance for holding stakeholders events (including handouts), for both internal procurement, catering and finance officers and for external suppliers;
- Comment on how to start negotiations with current suppliers, with details of what sustainability means for different food products. It is suggested that the baseline supply data form used in this project be adapted; some suggestions on how this could be done are included in Appendix V;
- Give examples of good practice in specific product areas, especially those identified as having a significant environmental impact (e.g. meat, dairy, fruit and vegetables), and those that should be available relatively easily (e.g. seasonal fruit and vegetables, organic milk, free-range eggs);
- Include case studies from organisations that have put sustainable procurement into practice;
- Provide links to other websites, rather than duplicating what already exists;
- Give sample specifications for catering contracts and an explanation of what terms can be used when going out to tender;
- Give contact details for suppliers and catering companies in and around London that can provide sustainable food;
- Provide explanations and links to all assurance scheme standards and lists of core products;
- Comment on government policy and targets that are relevant to sustainable food.

However, the toolkit *should not*:

- Duplicate material already available, including the DEFRA toolkit and the Sustain/East Anglia Food Links manual *Good Food on the Public Plate*.

4. Improve the sustainable food supply capacity and infrastructure

Many of the people we have spoken to in the course of this project have conveyed their concern (based on evidence, or preconceptions) that there is currently insufficient supply of seasonal, fresh, local and organic food for the scale of contract required by a London borough.

To facilitate the process of overcoming supply problems, the LDA might consider:

- *Communication with local producers, processors and distributors* to identify growers; bring them together with processors and distributors, clarify and communicate benefits, create positive PR, and facilitate connections with other

possible contracts beyond the GLA family. Such work could be led by the LDA and/or sustainable food procurement team in partnership with London business link organisations. This work could take the form of trading events or ‘meet the buyer’ events, as are organised in other counties, where producers and suppliers of sustainable produce could present to, and do business with, public-sector catering and contract teams.

- *Nurturing small, local catering companies.* Our research shows that some sustainable food requirements can best be met by small catering providers, especially where contracts can be broken up into smaller components. Food co-operatives may also be able to undertake such contracts (e.g. East London Food Access Partnership is exploring this possibility).
- *Developing a sustainable food distribution hub to support school meals services (and other public sector caterers).* The LDA is already supporting this work through Sustain’s Sustainable Food Chains project. We mentioned these ideas to those London LEA survey participants who seemed most interested in wider food policy, and received a very positive response. Some procurement staff saw the need for some kind of group or coordinated purchasing to provide a stable year-round market for UK farmers.
- *Influencing large national and regional catering companies to overcome their inertia to change suppliers to more sustainable sources.* Currently, certain suppliers have what amounts to a monopoly of the market and offer catering companies huge discounts for regular orders. Brakes, for instance, offers an additional 3% discount on top of a 10% discount if purchases of food and equipment go above £0.5m. If large caterers can be persuaded to favour at least some sustainable food, the impact would be significant, but is likely to require substantial input, and a change in business practices shifting away from the current drive towards centralised purchasing.

5. Influence relevant standards de velopment procedures

GLA procurement staff are likely to have neither the time nor expertise to judge the sustainability of each product that they buy. This judgement is deferred in large part to certification procedures, such as those implemented by assurance schemes, including the Little Red Tractor (for the certification of farm assured produce); the Soil Association and other certification bodies (for certification of organically grown and organically processed foods); and the Fairtrade Foundation (denoting products for which producers from poor countries have received a fair price). Many of these standards are in constant development. One of the LDA Project Team (Kath Dalmeny) sits on the Soil Association’s Processing Standards Committee, and Sustain staff (Dan Keech and Kate Bowie), with Sustain’s Sustainable Food Chains working party, are contributing to the development of a suggested ‘Little Green Tractor’¹ logo scheme to embody enhanced environmental farming practices that do not meet the stricter requirements of organic, but exceed the baseline standards of the Little Red Tractor. We believe that the continuing development of such standards is essential background support to the process of developing sustainable food procurement. It would be extremely useful to have high-level support for and interest in such work, for instance from the LDA.

The LDA could also seek to influence the development of nutrition standards to incorporate sustainability, and of sustainable procurement standards to incorporate

¹ See: Response of the Sustainable Food Chains Working Party to the Levett-Therivel Review of the Little Red Tractor scheme: www.sustainweb.org/news_detail.asp?iEve=116&iType=1078

nutrition. Whilst most of this work relates to school food, the Food Standards Agency is also seeking to influence mainstream food manufacturers and caterers to control, for example, the level of salt added to pre-prepared food. Currently, sustainable procurement and nutrition standards are being developed separately by government, and by private and voluntary organisations. It would be helpful for there to be more coherence in this process.

6. Continue support for the Metropolitan Police Service

The Metropolitan Police Service has indicated that they are keen to take a lead in sustainable food procurement in the public sector. We hope that the LDA will be able to continue and develop work with the Police Service, as this could provide an excellent (and unique) case study, and could have significant benefits for supporting a more sustainable food system in London.

7. Develop further work with Transport for London

Transport for London's current catering contract allows for a marketing budget that could be used to trial new products and meals that are healthier and/or seasonal and/or organic and/or local, etc. Work could be developed with Transport for London to try out products that are likely to be relatively easy to procure, and that would have a relatively significant environmental impact. Products could include locally and organically produced milk, yogurt, beef burgers, bread and certain vegetables (when in season).

Sustainable food procurement: ‘GLA family’ catering

Overview

The special value of working with ‘GLA family’ catering operations to increase their sustainable food procurement is that they can demonstrate good practice for London, and highlight the opportunities and barriers to the use of sustainable food supplies in catering paid for by the public purse. The catering operations of the GLA (along with catering operations that serve London’s schools) are highlighted in the draft London Food Strategy as an opportunity to ‘lever the power of procurement’, *‘offering enormous potential for transforming markets and driving innovation and behaviour for sustainability.’* As the draft strategy points out, *‘Providing appropriate services to increase opportunities for domestic producers to compete for business has the potential to support London’s food economy, to reduce the environmental impact of London and, both directly and indirectly, contribute to the improved health of Londoners’.*

Sustain was commissioned by the LDA to develop seminars and guidance for one Greater London Authority (GLA) catering team, to help them integrate sustainable food procurement into their policies and catering operations. Further, Sustain was asked to collect data on current purchasing patterns and to produce a report on the sustainable development benefits of more sustainable food procurement across the ‘GLA family’.

As we observed in relation to our work on sustainable food procurement in schools, embedding sustainable food procurement into an organisation’s policy and practice is a long-term process, requiring engaged management and staff, and ongoing practical support. It also requires policy commitment allowing for funds and staff time to be allocated to the work. These factors proved to be particularly challenging for organisations such as those of the ‘GLA family’, for whom – unlike for schools – food provision has not been the focus of media attention and food quality is not necessarily seen as an integral component of an ongoing health, sustainability or education programme.

Discussions with staff and catering contractors often returned to the theme of ‘marketing’, ‘creating consumer demand’ and ‘educating customers in the benefits of sustainable food’ – signalling the need for a longer ongoing process, in partnership with suppliers, to encourage the move towards more sustainable food. However, we also note that in the public sector, it could be argued that the perceived need to wait for consumers to demand sustainable food need not carry as much weight as it might in the commercial sector. Public sector operations have to balance both commercial and public objectives in relation to economic, social, health and environmental policy. Throughout the project, we therefore endeavoured to cultivate the understanding that food procurement can help to deliver on a wide set of public objectives. It is notable in this context that the GLA catering team did not see consumer education as a prerequisite before taking action to improve the sustainability of their offer.

As a general comment, although there have been very encouraging developments in sustainable food and farming policy over recent years, little of this was familiar to the four GLA organisations we spoke to and worked with. It seemed that the strongest food procurement message remains that the financial cost of procurement must be kept under tight control, with best value and efficient procurement in the food sector usually interpreted simply as the lowest priced option. However, our discussions and training

events with staff in the 'GLA family', and with catering contractors, also resulted in encouraging expressions of interest in sustainable food procurement once these considerations were seen in the context of wider environmental, social and health concerns. We sought to inform and cultivate such thinking throughout the course of the project.

Within the scope of this project, we have sought to lay the foundations for continuing work, to provide information and training wherever possible, and to feed back information to the LDA about our learning from this process. Through this and our related work on the Defra-funded Sustain Hospital Food Project, and also through our contacts with schools and caterers in the Sustain *Grab 5!* project, we are firmly of the opinion that progress could be maintained by long-term support from a dedicated sustainable public sector procurement advocate. For details, see our recommendations in the first section of this report.

It is worth noting that we are aware of no other initiative, in the UK or elsewhere, that focuses on a police force or transport authority. The unique nature of this project should, therefore, provide some excellent opportunities for publicity and generating further interest in work on sustainable food procurement.

What we did: In summary, for the LDA sustainable food procurement project:

- Sustain has worked closely with the Metropolitan Police Authority by:
 - Having discussions with, and supporting, key staff;
 - Providing support materials and case studies;
 - Running two training seminars with Police Service staff, and with their food suppliers.This has resulted in:
 - Sustainable food procurement being incorporated explicitly into the *Metropolitan Police Service Environmental Strategy, 2005-2010*;
 - Development of useful training materials that can inform future work on sustainable food procurement.Police Service staff have also stated that they will:
 - Review policy and contract requirements against sustainability criteria supplied by Sustain (and other best practice) to ensure support for sustainable food procurement;
 - Incorporate environmental performance requirements into supplier site audits to ensure suppliers are meeting best practice;
 - Invest in training and building connections, such as a visit to Brompton Hospital, for Police Service staff to learn from best practice there;
 - "Continue to pursue more sustainable alternatives as they become available."²
- Sustain has provided support and encouragement for sustainable food procurement within Transport for London by:
 - Having discussions with, and supporting, key staff at Transport for London and Sodexo;
 - Involving Transport for London staff in a seminar on food procurement;
 - Exploring options for introducing some sustainable food, to make progress before the next catering contract review, in three years' time.

² Email from Police Service Environmental Manager, June 2005

As a result of this work, we have:

- Started the process of Transport for London working with Sodexo on the provision of better data on current food supplies;
- Enabled Transport for London to identify anomalies in received supplier information on food policy and the sustainability of food supplies;
- Offered further information sessions to Transport for London and Sodexo. Although these offers were not taken up, staff were open to discussions covering similar themes;
- Contributed to the design of a customer attitudes survey with Sodexo – a meeting has been arranged to review the progress of these surveys;
- Encouraged work within Sodexo on their ‘seasonal produce’ commitment, promotions and raising customer awareness.
- Sustain has maintained contact with, and provided support and advice to, the London Fire & Emergency Planning Authority (Fire Brigade) and their caterer, Autograph. We have:
 - Laid the groundwork for sustainable food procurement to be considered in the Fire Brigade’s new environmental policy;
 - Raised some interest in the incorporation of sustainability criteria into the catering contract for the Fire Brigade’s training centre in Southwark when it is up for re-tender;
 - Gained some baseline data on current food procurement.
- Sustain has maintained contact with, and provided some support and advice to, GLA catering at City Hall and their caterer – Yes Dining. As a result, we have:
 - Pursued data on current food procurement and sustainability practices, although this has not been forthcoming due to time pressures and staff changes;
 - Involved the GLA catering manager in a training seminar for the Police Service, where she presented the experience of incorporating sustainable food procurement into catering provision.

This work is described in more detail in the following pages.

Section 1: Seminars and guidance for one Greater London Authority catering team

Choosing a partner

We held preliminary meetings with all four of the organisations in the GLA group to ascertain which would be the most appropriate partner for this project:

- i) Greater London Authority (GLA)
- ii) London Fire and Emergency Planning Authority (Fire Brigade)
- iii) Metropolitan Police Authority (Police Authority)
- iv) Transport for London

These meetings took place during September and October 2004. Table 1 (below) summarises the process of choosing a partner, which was undertaken according to agreed criteria and in discussion with the Food Strategy Unit of the LDA.

CRITERIA	<i>Metropolitan Police Authority</i>	<i>London Fire & Emergency Planning Authority</i>	<i>Transport for London</i>	<i>Greater London Authority</i>
High level of support for sustainability	YES	YES	NOT APPARENT	YES
Good fit of project into existing priorities e.g. whether the project is timely	YES No definite plans other than to persevere with Fairtrade tea/coffee, but they are at a stage where they could ensure sustainability criteria are written into tenders and contracts.	YES Procuring more sustainable options e.g. furniture, as opportunities arise. Fairtrade tea and coffee being procured and some sustainability criteria are in Autograph catering contract at training centre, but may not be rigorously enforced.	- No current plans for sustainable food procurement, but could move in this direction.	YES Have threaded sustainability criteria through most of the operation, including tenders and contracts. Project is timely, although GLA is probably least in need of guidance on sustainable procurement.
Suitability of procurement and catering operations for project	YES Central procurement and catering is in-house. Procurement is for food supply only, not entire catering operation. There are 100 catering units, and associated managers.	- Very little public food procurement. Fire stations have private arrangements for food. No food procurement at head office either (shared building with café on site, not under LFEP). Some scope for improving sustainability of Autograph catering contract at training centre.	YES Central procurement catering contracted out to Sodexo, covering 29 restaurants.	- Catering operations too straightforward for project to focus on, as only involves one restaurant, plus some hospitality catering.
Staff available for working on the project	LIMITED Keen, although there is only limited time available to work on the project.	LIMITED Happy to give time to the project. Autograph would also need to commit time.	LIMITED Keen, although no extra time available. Sodexo will need to commit staff time.	- Did not go into detail, as GLA less likely than others to be partner (<i>see elsewhere in matrix</i>).
Level of enthusiasm	GOOD	GOOD	GOOD	GOOD
Practicalities of working together	GOOD	GOOD	COULD BE COMPLEX There are several contacts, with responsibility split between Transport for London personnel, Sodexo on site, and Sodexo national office.	GOOD One main contact.

On the basis of this analysis, we chose to focus on work with the Metropolitan Police Authority and Transport for London for the following reasons:

The Metropolitan Police Authority, whilst committed to sustainability and already purchasing some Fairtrade tea and coffee, had not yet developed plans to take this further. Limited staff time was available, so there was an opportunity for the LDA project to assist in the development of sustainable food procurement plans. The Police Authority buys its food centrally, and provides for 100 catering units, so any moves towards more sustainable procurement could have a reasonably significant impact.

Similarly, Transport for London procures its catering centrally (in this case for 29 restaurants) and expressed enthusiasm about incorporating sustainability considerations into this operation. Staff time was also limited there but, unlike the Police Authority, the catering is sub-contracted to the large catering company Sodexo, which is also keen to develop sustainability aspects of its business practices.

Although the contract with the LDA required only one 'GLA Family' partner, we judged there would be value from pursuing work with both the Police Authority and Transport for London – partly to learn from the differences and similarities in these two operations, and partly because we are aware that progress on sustainable food procurement is often governed by lucky timing, such as by opportunities to integrate sustainability criteria into new contracts, or into policy development.

We chose not to work in detail with the GLA catering organisation at City Hall and the Fire Brigade, since they procure only small amounts of food and are already working on sustainable procurement. We did, however, maintain contact with the GLA and Fire Brigade, invited them to events, held several meetings with them, and sought opportunities to learn from their activities and to encourage them to consider ways in which they could improve their sustainability policy and practices in relation to food.

Work with the Metropolitan Police Authority

- *MPS Catering Services*

The Metropolitan Police Service (MPS) Catering Services department provides meals for police, civil staff and visitors at over 100 catering units across London. Some units are permanent, and some provide temporary support at specific events and emergencies. Catering Services is a non-profit service, as it works on a repayment basis, providing about 10 million meals every year within an agreed budget. All of the meals are provided in-house, rather than from a contractor, which has made progress much easier.

- *MPS Procurement Services*

The Metropolitan Police Authority is a signatory to the London Mayor's Green Procurement Code. MPS Procurement Services department is responsible for all MPS contracting and procurement arrangements. This includes procurement policy, standards and procedures. It also includes sponsorship and income generation throughout the organisation. Procurement Services tenders, negotiates and manages all contracts, including sub-contractors, and ensures suppliers comply with contract requirements. It also sets up framework procurement contracts against which other MPS units and departments order items such as stationery within their own devolved budgets. Procurement Services buys goods and services needed for police operations at 'best price', as and when the MPS needs them, and ensures that they comply with UK and European legislative requirements. They issue contracts for competitive tender.

- *Starting the process*

With both chosen partners (Police Authority and Transport for London), we experienced very slow progress at first. This was partly due to lengthy delays in staff responding to our communications, explained by other priority activities taking their staff attention, and by several staff changes in each organisation during the course of the project. We discussed these challenges with the Food Strategy Unit of the LDA, who provided letters of introduction to help give authority to our requests for information. We persevered with contacts, laying foundations and opening discussions wherever possible, with step-by-step progress. This eventually bore fruit in spring 2005, with a burst of interest and activity from the Police Authority, with very encouraging results.

- *MPS Environmental Strategy*

One of our key observations in the course of our work on sustainable food procurement, in this project and elsewhere, is that unless there is senior management level commitment and policy commitment to sustainability, then staff are not empowered to undertake significant work on this issue, nor to spend money and staff time on changing their purchases and practices.

We were fortunate to meet with the MPS Procurement Services staff at a time when the Environmental Strategy for 2005 to 2010 was in its final stages of preparation, and therefore to influence the content of its implementation programme. Therefore, explicit reference to sustainable food procurement is now included in the Appendix to the MPS Environmental Strategy as a new factor in its strategic sustainable procurement programme. The overall strategic objective for procurement is to “*Work with suppliers and contractors to minimise environmental risk in the supply chain through a purchasing policy founded on stewardship, especially in respect of the use of sustainable materials.*” Specifically, section C, point C1.5, gives as a target “*Implement the London Development Agency sustainable public sector food project*”, with a performance indicator relating to the LDA’s review and implementation of this work.

We would therefore strongly encourage the LDA and London Food to maintain contact with the MPS Procurement Service to support this process, as outlined in our recommendations (Appendix II gives full contact details for the departments and individuals who have been involved in this project).

- See the [MPS Environmental Strategy](http://www.met.police.uk/foi/pdfs/aims_objectives_plans/corporate/mpa_environmental_strategy_2005-10.pdf), covering seven strategic objectives, at: [http://www.met.police.uk/foi/pdfs/aims_objectives_plans/corporate/mpa_environmental_strategy_2005-10.pdf]
- See the [Appendix to the MPS Environmental Strategy](http://www.met.police.uk/foi/pdfs/aims_objectives_plans/corporate/mps_environmental_strategy_appendix_1.pdf), which gives details of implementation and performance indicators, including sustainable food procurement, at: [http://www.met.police.uk/foi/pdfs/aims_objectives_plans/corporate/mps_environmental_strategy_appendix_1.pdf].

- *Developing a sustainable food procurement policy*

Our first meetings with MPS Procurement Services showed that they wanted practical help to develop a sustainable food procurement policy, and to draw up catering specifications and tender documents to ensure they would attract and retain appropriate suppliers at an affordable rate. Through discussion, we agreed to develop two seminars to help them address such issues, of which details are below (following the notes on Transport for London, who also participated in one of the seminars).

- *Measuring progress*

Gaining information from suppliers to the Metropolitan Police proved to be especially difficult, and we do not have any numerical data at the time of submitting this report. Therefore we are unable to make any baseline statement about the Metropolitan Police food supply, nor to perform any calculations to show what benefits might be gained from increasing the amount of sustainable food in their operations. Some of the reasons why gathering data has been especially difficult are:

- We got off on the ‘wrong foot’ with some suppliers, at the supplier seminar described above – for the reasons listed above, some felt suspicious of the process and unwilling to reveal data or to reveal information about their profit margins;
- Whilst our project was taken on board by the Metropolitan Police themselves, our project was a very low priority for the suppliers; staff did not respond to calls;
- Many of the companies are national or multinational operations who have generic descriptive environmental statements, and said that this was the only information they could give us
- The Metropolitan Police, quite legitimately, wished to act as an intermediary for communications between our project and suppliers, since they have long-term relationships to maintain. This inevitably led to delays.
- We are hopeful that the Metropolitan Police may continue this process and gather data to help them track progress over time; but also realise that, realistically, staff may not have time or impetus to continue this process without the support and encouragement of a project team dedicated to this issue.

Work with Transport for London

We also maintained our contact with, and support for, Transport for London, and involved their procurement manager in our work with the Police Authority. Although there is less tangible progress to report here, we feel that we have laid at least some foundations for step-by-step progress towards the time when Transport for London’s catering contract is put up for tender in three years’ time.

However, we note that the catering arrangements are very different from those of the Metropolitan Police Authority, and there may be less scope for integrating sustainable procurement considerations, due to a number of significant factors. These could be addressed by longer-term work by the LDA and a sustainable procurement advocate (see recommendations). We summarise these factors as follows:

- Transport for London has contracted out its catering operation to Sodexo, in a new contract due to last for three years. The contract, when negotiated, saved Transport for London an amount in the region of £100,000 on a previous contract for the same catering provision. Budgetary restraints are therefore of high importance both to Transport for London and Sodexo.
- Unlike the Metropolitan Police Environment Strategy, Transport for London’s Environment Report (2004) does not deal with procurement in any significant detail, and there are no specific strategic commitments or targets relating to procurement. Therefore, Transport for London had done nothing on sustainable food procurement prior to this LDA project. The current environmental strategy mainly relates to energy use, air pollution, noise, waste, and water use/pollution.

The full report is at: <http://www.tfl.gov.uk/tfl/downloads/pdf/about-tfl/report-library/Environment-Report-2004.pdf>

- The procurement manager at Transport for London said that he was happy with the current catering contract, and would not be prepared to move it just for the sake of more sustainable food supplies.
- A lack of senior support giving momentum and priority to this project was a limiting factor, especially as Sodexo are involved in sustainability projects with Defra and Oxford Brookes University, which took their priority attention.
- There is currently weak organisational support for developing sustainable procurement. For instance, we sought to brief other key stakeholders inside Transport for London on the project, but this approach was not welcomed.
- There is little opportunity for investment in staff training within Transport for London, since catering staff and food skills are sub-contracted as part of the catering contract, and therefore not provided by Transport for London. This contrasts sharply with the situation in the Metropolitan Police Service, where 10 million meals are provided by in-house catering services.

- *Training*

The current contract with Sodexo covers 29 restaurants, positioned around the Underground train network. The catering contract covers food provision and all personnel and food skills. There is only one member of staff employed directly by Transport for London (Peter Forrest – see Appendix II for contact details) with responsibility for food and procurement. Therefore, there was little scope within the remit of this project for offering training within Transport for London itself, beyond involving Peter Forrest in our events. We consulted with him on what sort of information he would like to see addressed in a training event. He attended the first seminar held with the Metropolitan Police Service (see details below). The possibility of providing training for Sodexo was also explored. However, Sodexo felt that they did not need such input at this time due to other work in this area (see further commentary below).

- *Measuring progress*

Our meetings with Peter Forrest showed that he was enthusiastic about assessing his current food operations using sustainable food criteria, and we pursued data collection with his contract caterer, Sodexo. The data set provided is shown in Appendix IV(a).

Whilst this has been a valuable exercise at some level, to start the process of a catering contractor and a procurement officer exploring information about the sustainability of their food supplies, we do not feel confident to perform calculations or projections based on the data we have received. Just from our own experience of product categories, we wonder if figures have been attributed correctly, due to issues of interpretation. For instance, Sodexo has cited a very high figure (80%) for local jams and preserves. It may be that these are produced in the UK, but we do not know whether they have taken into account the origin of the ingredients. Similar questions could be asked of most of the product categories. However, we have supplied the data, as given, in Appendix IV(a) in the hope that it will provide some useful data and opportunity for discussion.

In addition to catering, Transport for London supplies hot beverages to its staff by means of Mars Vending 'Flavia' hot beverage machines, which serves drink ingredients in individual aluminium packs that are not recyclable. None of the beverages are

Fairtrade. We spoke to Mars Vending, who said that at this point they are not anticipating changing anything to make the 'Flavia' beverage system more sustainable. We strongly recommend that any further work to improve the sustainability of 'GLA family' catering take into account vending outlets, and involve vending suppliers in seeking to improve the sustainability of their products.

- *Working with Sodexo*

We met and spoke with Sodexo representatives on a number of occasions. They reported that they are already working on the sustainable food procurement agenda, highlighting especially:

- Their involvement in the Sustainable Food Procurement Initiative, run by Defra in association with the Institute of Grocery Distribution and Oxford Brookes University;
- Their established preference for buying UK-grown fruits and vegetables.

Sodexo consider that, as an organisation, they are familiar with the principles and requirements of sustainable food procurement. They have, for example, experimented with providing a wholly organic option for customers. However, at that time the prices were too high to stimulate much demand for the service and it has not been continued.

Currently, there appears to be a difference of opinion between Transport for London and Sodexo on how supply and demand for sustainable food can be stimulated. Sodexo said that whilst they had a strong level of personal and corporate commitment to sustainability, they consider it the *client's responsibility to demand and pay for this service* through revised contracts and specifications, with additional funding for what may be a costlier catering operation. However, Transport for London said that it considers that it is the *supplier's responsibility to provide a more sustainable operation within the current agreement*, with a view to renegotiating contracts and specifications in the future. Transport for London are not convinced that they can find any additional money in the future to pay for what would probably be a costlier catering operation, bearing in mind other financial pressures on the organisation. Such issues were explored at the procurement seminar.

We believe that there is a lot to be learned from both the schools project and the Metropolitan Police Authority, to inform an analysis of the barriers to sustainable food procurement that are evident in the Transport for London operation. For instance:

- In the case of schools, there is a statutory obligation to provide school meals for certain children; a well developed customer expectation (from parents) of quality standards; national and local media and regulatory scrutiny on such issues; a relatively well-developed understanding of the effect of food on health, equalities and the environment; plus regular feedback for customers, caterers, suppliers and the local authority to assess food provision against criteria.
- In the case of the Metropolitan Police Authority, there is high-level corporate support for environmental objectives; published strategic commitment to sustainable procurement; a published performance target on sustainable food procurement; in-house catering, with opportunities for investment in catering staff and training.

The procurement manager at Transport for London told us that, as a result of this LDA project, there is greater awareness of sustainable food procurement, and enthusiasm to

pursue the subject further. In addition, Sodexo has said that it would like to work with Sustain to see how they can promote what they are doing to their clients and customers. A meeting to discuss this has been set for July.

- *Stimulating consumer demand*

One opportunity that we identified is that Transport for London's current catering contract does allow for a marketing budget, which could be used to trial new products and meals that are healthier and/or seasonal and/or organic and/or local, etc. Through discussion, we therefore explored such options with Sodexo and Transport for London.

As part of this discussion, Sodexo approached Sustain with the idea of 'creating a brand for sustainable foods' for its national operations. We felt that this was not within the remit of the current project, since the aim is to work towards an increasing proportion of sustainably produced food in everyday catering provision paid for by public funds. However, we have contributed to a customer/diner survey that Sodexo is in the process of developing, aimed at gauging attitudes to, and demand for, sustainably produced canteen food. Sodexo is also in the process of promoting a local food initiative, which will include *Menu by Design* "seasonal produce" promotions and a customer awareness campaign. Sodexo staff (particularly John White, Sodexo's Executive Chef) are especially keen on seasonal food, and praised the LDA project for focusing on this issue. Anton Edelman (Sodexo's consultant chef) has drafted some possible seasonal menus in support of this work.

- *Supporting Transport for London*

Our work with Transport for London can be summarised as follows; we have:

- Collected some data on current catering operations in relation to sustainability, and started the process of encouraging Transport for London to ask questions about the sustainability of the food it receives.
- Discussed with Sodexo how to provide better data on food sustainability.
- Discussed with Transport for London ways to identify anomalies in received supplier information on food policy and sustainability of food supplies.
- Involved Transport for London's procurement manager in a training seminar.
- Discussed how Sustain might support Transport for London in its forthcoming 'Health Fairs', in partnership with Sodexo, to promote healthy eating and possibly sustainable food.

Seminars on sustainable food procurement for 'GLA family' organisations

Meetings with the Police Authority, Transport for London and Sodexo (and additional consultation with e.g. hospital caterers and school caterers) helped us to identify several areas in which GLA catering operations could benefit from specialist support in order to make progress towards more sustainable food procurement. In particular, staff highlighted the need for:

- Case studies;
- Opportunities to meet and learn from people who had already implemented sustainable food procurement in their own catering operations (and continuing opportunities to network and share information);
- Opportunities to ask technical questions about issues such as certification and definitions;
- Support with contract development;

- Discussion of how to engage and sustain support for sustainable food procurement within their organisations.

As suggested by Jody Chatterjee of the LDA, we also had fruitful discussions with David Crowfoot from the London Manufacturing Advisory Service about particular approaches to training. His advice, which we incorporated into the training sessions for both the GLA group and the school training sessions, is that (in summary):

- Training should focus on practicalities more than theory;
- The event should provide opportunities to undertake real tasks on the training day;
- Participants should be contacted after the training session and offered advice, encouragement and, whenever possible, practical support in implementing what they have learned at the training session.

Using these findings and suggestions as a framework for the agenda and training materials, we developed two half-day seminars that took place in April 2005.

- *Seminar 1: Police Service staff*

The first seminar was praised as both timely and useful by attendees. We developed a very good working relationship with the Environmental Manager, and two of the procurement staff reported that they had become convinced of the case for sustainable food procurement by attending the seminar. Attendees included catering and procurement staff from the Police Authority head office, and the commercial / procurement manager from Transport for London.

Table 2: Attendees at first 'GLA Family' sustainable food procurement seminar		
<i>Name</i>	<i>Organisation</i>	<i>Role in organisation</i>
David Clissold	Metropolitan Police Service	Procurement
Emma Devenish	Metropolitan Police Service	Environmental Manager
Robin Ellingham	Metropolitan Police Service	Catering
Peter Forrest	Transport for London	Commercial / Procurement Manager
Shirley Martin	Metropolitan Police Service	Catering
Mark Turner	Metropolitan Police Service	Procurement
<i>Contact details for these people and organisations are included in Appendix II.</i>		

This event was treated as an internal Metropolitan Police Service training session, without the presence of commercial catering contractors, focusing on practical advice on how to develop and implement a sustainable food procurement policy. A copy of key training materials appears in Appendix III (a, b and c) of this report, including copies of presentations, technical advice and case studies.

Attendees reported that they found the practical advice very helpful, especially since the seminar featured presentations from people who had improved the sustainability of their catering operations. This offered valuable opportunities for exploring technical questions and sharing of best practice ideas and experiences. The presentations were given by Mike Duckett of the Royal Brompton Hospital and Diane Middleton of the GLA catering operation. A visit by Police Authority staff to view the Brompton Hospital catering operation is now planned for later in 2005.

A third presentation was given by Justin Sacks of the New Economics Foundation (NEF), also well received, putting forward the case for spending public money in a way

that supports and strengthens the local economy. This presentation helped participants to relate sustainable food procurement to the delivery of other Metropolitan Police Service objectives. For instance, Justin Sacks:

- Made connections between sustainable food procurement, local economic development, employment and crime, with an explanation of the main principles in money flows and Local Multiplier 3 (LM3 – an analysis of the multiplied value of money spent on local products and services).
- Gave convincing evidence from case studies, for instance work with Lincolnshire County Council youth services, backed up by information from Sustain on multiple benefits from the Hospital Food Project.

Since the seminar, Justin Sacks is maintaining his connection with the Environmental Manager at the Metropolitan Police Service, to help her make a business and economic case for sustainable procurement. This is in the context of NEF's new report, *Public spending for public benefit: How the public sector can promote local economic development through purchasing power now*, published July 2005.

Sustain facilitators worked with seminar participants to discuss the following issues:

1. Securing a senior-level champion.
2. Incorporating key people into sustainable food procurement policy
3. Working with the suppliers and producer organisations
4. Writing a sustainable food procurement policy mission statement, with advice on:
 - i. What to include, and how to phrase it;
 - ii. How to identify specific aims, e.g. "Increase purchase of seasonal foods"; "Reduce packaging"; "Use less processed food";
 - iii. What sorts of action can help organisations to meet these aims, e.g. 'Bringing suppliers on board'; 'Educating customers through marketing campaigns'; 'Setting contracts that reflect the importance of sustainable produce'.
5. Exploring how to specify more sustainable foods (note that this section was supplemented by technical extracts from Sustain's manual *Good Food on a Public Plate*). This included detailed exploration of criteria such as organic food; quality considerations; assurance schemes and Fairtrade.
6. Identifying next steps, e.g. supplier engagement; drafting a food policy and seeking feedback from suppliers; expanding and developing recycling policies; working with other organisations; provision of supplier contacts by Sustain.

- *Next steps*

As a result of the seminar and associated meetings and discussions, the Metropolitan Police Service (procurement) has stated that, in relation to food, it will:

- Review its policy and contract requirements against sustainability criteria supplied by Sustain (and other best practice) to ensure appropriate support for sustainable food procurement – i.e. expand the current food target set in the *Metropolitan Police Service Environmental Strategy 2005-2010*, which is to implement the LDA sustainable public sector food procurement project;
- Incorporate environmental performance requirements into supplier site audits to ensure suppliers are meeting best practice;
- Develop their staff and networks, for instance by a visit to Brompton Hospital, for Police Authority staff to learn from best practice there, and a visit to the supplier 3663 to understand how they manage sustainability issues;

- “Continue to pursue more sustainable alternatives as they become available”³, with support from Sustain to identify products, manufacturing companies and distributors that have sustainable purchasing policies.

In support of this work, the Metropolitan Police Service said that the most useful way in which such work could be supported is:

- Training, support and materials that “focus on the business case” for sustainable food procurement;
- “Provision of case studies based on examples of other companies with a proven track record and concrete evidence of benefits”;³
- Training, support and materials that help them to “build the case for sustainable food procurement inside the Met and other suppliers”;³
- Encouragement of senior management, within the police service and GLA, to lead and take ownership of the issue;
- Information and guidance specific for different suppliers and food categories;
- Continuing information and support from e.g. Sustain and LDA on what constitutes best practice, since they would “look to implement best practice”.³

Police Service staff suggest that a person or team of people could usefully be employed to support organisations wanting to make change; to help share information and best practice; to help networking; and to organise events and facilitate meetings. We have reflected such needs in our recommendations in the first part of this report.

• *Seminar 2: Police Service food suppliers*

Before organising this seminar to bring together Police Service food suppliers, we shared information with Police Service procurement staff on companies that supply both the Police Service and hospitals involved in Sustain’s Hospital Food Project (a current Defra-funded project also supporting sustainable food procurement in the public sector) – see Table 4. This helped Police Service staff to become familiar with ground already covered, to identify suppliers who would be most open to discussions about improving the sustainability of menus, and build confidence that there is some capacity and knowledge within the supplier sector to support sustainable food procurement. We then approached suppliers, inviting them to attend the seminar.

Suppliers were invited by letter and asked to prepare and bring along preliminary information about the sustainability of their supplies to the Metropolitan Police Service. We told the suppliers that part of the purpose of the seminar was to discuss assessing of the current status of food supply sustainability. This second seminar (run in the form of a workshop) proved to be more challenging, and was attended by major commercial food suppliers that work with the Metropolitan Police Service (those not already working with Sustain on the Hospital Food Project, see note below). A copy of key handouts for the second seminar appears in Appendix III (a, b and c) of this report.

Table 3: Organisations represented at the second sustainable food procurement seminar, for suppliers to ‘GLA Family’ catering operations	
<i>Supplier</i>	<i>Food sector</i>
3663	Assorted dry goods and grocery items
Angel Bakeries	Baked goods
CCSB	Coca-Cola and other soft drinks
Courage	Beer and other alcoholic beverages

³ Email from Police Service Environmental Manager, June 2005

Dairy Crest	Dairy products
Food Partners	Sandwiches
Fredericks	Meat
H & B Hawkes	Fresh Produce (fruit and vegetables)

The workshop was not as productive as we had hoped, for a number of reasons, summarised by the seminar facilitators as follows:

- Some suppliers seemed defensive about the process.
- Suppliers and facilitators got caught up in debate over responsibility in the food chain, brought up by a discussion of food transportation, food waste and foot-and-mouth disease, which proved to be a thorny issue.
- Some suppliers were not keen to provide specific information. Discussions revealed they felt that the data might be used against them; lead to unreasonable or costly expectations; or reveal too much information about profit margins.
- Whilst happy to provide information on very general and widely publicised or single-issue policies (for example, GM-free supplies; organics); discussion of issues such as local food supplies were difficult to get to grips with, due to strong negative feelings expressed about organic food and its cost.
- Some suppliers did not feel that they would or should take a lead on sustainability issues and felt that the customer (the organisation offering the contract) should stipulate requirements and offer more money for the contract.
- Further, discussion showed that the possibility of a disparity between policy and practice had not always been fully explored and could prove contentious.
- The most positive discussions were in relation to packaging and waste management, as some participants could explain good practice, especially Courage (beer makers); this may prove a better starting point in future seminars.

Suppliers who attended the workshop did provide some data (a relatively small amount). However, in light of the discussions at the seminar, and a brief analysis of the data, we do not feel that this constitutes a reliable data set on which to perform calculations or projections.

Table 4: Information supplied to Metropolitan Police Service (procurement) on suppliers already working with Sustain on sustainable food procurement as part of the Hospital Food Project		
<i>Supplier</i>	<i>Food sector</i>	<i>Known status/progress on sustainable food procurement</i>
3663	General	Attended supplier day with the Hospital Food Project. Company does not have work in progress on sustainable food procurement – ‘not an issue’ – but happy to work on this if that is what is needed. Volumes would need to be there. Just a few hospitals is not enough, would have to build bigger demand. Did begin to discuss organic beef-burger option and they were going to work on this, but 3663 appear to have cooled off, i.e. not getting in touch any more. Having more customer demand would probably help.
Allied Bakeries	Bakery	Bread is baked in either Walthamstow or Orpington, but wheat is not ‘local’ – all imported. Does no organic. As a supplier, they feel they can’t do much.
Allison Risebro	Fresh produce	In this 25-year-old business, local means ‘UK’ and buyers compete with supermarkets for what local produce is available. There are supply problems in the South East – limited availability. Seasonal menus would automatically increase local supplies. The contact has a thorough knowledge of greengrocery price variations, and seasonality. Mentioned they will look out for local/organic when picking produce orders on the market, but are not working on sustainable food procurement.
Anchor Catering Ltd	Meal ingredients	Interested in the concept of sustainable food procurement, and are well placed geographically to utilise fresh produce (Kent). Happy to work in partnership on increasing organic supply, but currently consider demand is insufficient.

Anglia Crown	Ready meals	Most of their products are fresh-chill, with some frozen. Anglia Crown supplies three of the hospitals in the pilot Hospital Food Project. A primary criteria for suppliers is that they can supply reliably, with consistent products: Ingredients must also be cheap and menus are not currently seasonal. They buy some products locally to the plant, but local products are not separated. Local supply for London cannot fit into this production scheme. If they are sure of demand at a reasonable price, Anglia Crown could consider offering an additional organic line from their factory.
Daily Bread	Sandwiches	Daily Bread are committed to trialling organic sandwiches and support the values behind organic farming. The sandwich industry is less well suited than others for organic conversion because shelf life is short for organic lines, and appearance can be poor. Daily Bread expect demand to increase but it would not be viable to convert the whole business. They are seeking organic suppliers. Cost of ingredients is a significant problem.
Dairy Crest	Dairy	Dairy Crest cannot provide milk from a locality/region. This cannot be guaranteed as all milk is pooled and generally trucked long distances to large processing sites. Can supply organic at a reasonable price.
DBC	General	Have discussed sustainable procurement several times, including specifics on free-range eggs. There is potential to lose business if they do not want to supply hospitals with local/organic. However, no interest has been expressed.
Ferraris	Sandwiches	Ferraris has been in the sandwich business for 15 years and have tendered for public sector contracts. They can supply Halal and Kosher and biodegradable packaging. They have been offering organic lines for six months, with poor take-up. They can buy a few products locally, including chicken, eggs and organic chicken. They report that the economics of organic supply are difficult – there are high premiums on organic ingredients. The shelf life is reduced to one day. Margins are low, so there is little room for risk or loss (10p per item). Organic sandwiches comprise 0.5% of the market and with this limited demand and limited supply of organic ingredients, business is poor.
Fresh Gourmet Organics	Sandwiches	They supply high quality pre-packed organic sandwiches to major retailers in London, e.g. Boots, using seasonal organic produce as much as possible.
Hawkes	Fresh produce	Hawkes has worked with the Hospital Food Project to buy local tomatoes and Laxton apples for the hospitals. They are fairly keen, but still need more of a ‘critical mass’ of clients to embed this work.
Langridge Organic	Fresh organic produce	Langridge is a fully organic wholesaler, which has developed from an organic farm in Devon. Prices are often close to conventional, although are generally a bit higher. They usually deal direct with growers, and they do have South East producers. However, the volume organic market is not well suited to local supply, with regional strengths/weaknesses.
Middlesex Meats	Meat	The company is working with Brompton hospital on local/organic and progress is encouraging.
Mrs. Gills	Ready meals	The company is working with Brompton hospital on local/organic ingredients for ready meals and progress is encouraging.
NH Case	Fish	Attended supplier day with the Hospital Food Project, but said that they couldn’t do local/line-caught fish as it is all bought from markets at Grimsby. On sustainable food procurement, they refuse to buy from fish stocks that are under serious threat, e.g. North Sea Cod, choosing Icelandic instead. But apart from that they buy whatever is available at the market.
Prescott Thomas	Fresh produce	Has been involved in the Hospital Food Project, e.g. supplying local mushrooms from Newham and organic strawberries from Cambridgeshire. They are still working with us, but additional customers would be helpful.
Raynors	Bakery	They are hoping to start local/organic lines in small quantities depending on demand.
Wilson	Meat	There was a positive first meeting, but no developments since then.

- *Next steps*

Based on discussions with the Sustainable Procurement Officer at the Metropolitan Police Service, the following points may be a useful foundation for next steps:

- Metropolitan Police procurement staff feel they know the theory and now want to turn this into practice;
- They need to know the definite terms to use when specifying for the new tender
- The need to know alternative companies that can provide food in a suitable quantity and to a suitable standard;
- It would be useful if the Mayor would take a lead in pushing this agenda forward;
- More technical support is needed;
- The Metropolitan Police would be keen to be seen taking a lead on this issue.
- An organisation such as London ReMade could take on the role of facilitator/advocate because the Mayor has asked for an expansion of London ReMade to be looked into.

Following the seminar, further discussions and feedback from Police Service staff have shown that suppliers and the Police Service would find the following materials and activities helpful to develop this work further:

- Guidance going into a bit more detail than was covered in the seminar on good practice in specific product areas, especially those identified as having a large environmental impact, e.g. meat, dairy, fruit & vegetables;
- Seminars or supplier meetings for staff dealing with specific food sectors (e.g. bakery, meat, dairy, etc.);
- Practical advice, guidance and links to suppliers. Discussions showed support for various ways in which this could be delivered, including a helpline, facilitator or dedicated member of staff available to offer guidance; a website with explanations and links to all standards and lists of core products; training and seminars; support for survey work; possibly a list of ‘approved’ suppliers, or at least a list of suppliers active in sustainability;
- More information on what has been done elsewhere to improve the sustainability of food supplies, including case studies and examples of good practice, and opportunities to hear directly from people who have put sustainable procurement into practice.

Work with GLA catering

Staff running the GLA catering service are aware of sustainable procurement themes and well versed in the details of their implementation. They run one main café and some hospitality catering, which both procure organic and Fairtrade products. There is also a strong emphasis on minimising packaging and waste, and recycling as much as possible. Sustainability criteria are considered throughout the process, from the call for tender, drawing up of specifications, through to the contract award and performance review stages. There is little work as yet on buying local food and reducing food miles.

The canteen routinely offers sustainable produce. However, events catering is dictated to a large extent by requests from customers – Yes Dining reported that it can lay on a ‘green feast’ for the Green Party, but also fulfil requests for cheaper ‘less sustainable’ menus for other departments.

The contract with Yes Dining was put out to re-tender during the period of the project, and the invitation to tender closed at the end of June 2005. To date, the contract has not been undertaken to a specified budget; rather it has been tendered to include profit and

loss elements – there is provision for some money to be made by the GLA, and some to be made by Yes Dining, with the understanding that foods offered should have a strong component of organic / Fairtrade / seasonal produce and minimal waste. Yes Dining reported that the current operation is not very profitable, but it is seen as a good demonstration project, and one which gains them kudos. The main income generation is from function catering and corporate entertainment.

We had several meetings with the contract manager for catering procurement at City Hall (Diane Middleton, contact details in Appendix II) and Yes Dining, which proved to be both useful and informative. Staff commented that putting sustainable principles into practice is “*Lots of time and effort and not easy, but it is rewarding.*” They also said that it is especially rewarding if sustainable produce is integrated at a high percentage – they are currently aiming for 50 per cent. Having a target, regularly monitored, has been a strong motivational factor, helping to keep momentum and interest in the project.

Because Diane is well versed in thinking about sustainability in the context of a high-profile catering operation, and the practicalities of implementing aspirational policy, we invited her to give a presentation at our seminar for the Metropolitan Police Service (see above). This was well received.

- *GLA environment policy*

The GLA has a comprehensive environmental policy, which incorporates sustainable procurement and specifically sustainable food procurement. The strategic objectives are threaded throughout the work of the organisation, and are reflected in the organisation's policy and implementation documents. Useful documents include:

- *Core GLA Environment Policy*: includes material on Best Value, and sustainable procurement. [http://www.london.gov.uk/gla/publications/environment/GLA_Environmental_policy_procedure.pdf]
- The guidance document for suppliers *Selling to the GLA* gives concise information on GLA procurement policy, see: [www.london.gov.uk/gla/tenders/docs/selling_to_gla.pdf]; e.g. “*The GLA is committed to achieving value for money whilst taking account of whole-life costs, quality and other benefits, and not just the initial price.*”

The GLA's recent call for tender for canteen services illustrates how policy is translated into specification in the tendering process. For *Schedule 3 Scope of Services*, see: [www.london.gov.uk/gla/tenders/docs/catering_spec_090605.pdf], e.g. “*The Contractor shall prepare and obtain approval for menus for both hospitality and café services. Menus shall take account of seasonal specialties, Fairtrade, food miles, organic, healthy eating regimes, cultural and consumption preferences and marketing themes.*”

- *Sustainable products currently stocked in the café at City Hall*

Organic: Milk; chocolate; yogurt; confectionery; flapjacks; cereal and fruit bars; James White drinks; fruit juices; Belvoir fizzy drinks; preserves (jams, honey); peanut butter; dried bananas and apricots; porridge; muesli; couscous; lentils; noodles; rice; pulses.

Fair trade: Coffee, tea, chocolate, orange juice.

- *Waste management*

One of the main areas in which GLA catering have implemented sustainability principles is in their waste management. They seek products that have low/recyclable/recycled packaging, and recycle a large proportion of their waste. They report that over the past few months they are:

- Sorting more recycling by different materials;
- Using more items that have a recycled content;
- Using more items that are made from recyclable materials.

Currently, they recycle: white and coloured paper; newspaper; plastics; glass; cans; confidential waste. They commented that they have a particular problem with sorting and recycling plastics. Non-food waste left by diners is sorted by canteen staff for recycling. Food waste is separated from the main waste stream, and is quantified.

- *Measuring progress*

Despite a good deal of discussion with GLA catering and Yes Dining, and frequent requests for data, we had not received data by the time of the submission of this report to the LDA. We have been unable to get data on the volumes and values associated with the lists of organic and/or Fairtrade food and drink. This data is not routinely recorded by GLA staff; they are already at full stretch; and there were staff changes during the course of this project, so they have not been able to provide the information requested.

- *Educating the consumer*

As with Transport for London and Sodexo, consumer education is seen as key factor in supporting the work of the caterers and ensuring a market for the produce among

consumers prepared to pay the extra because they understand the benefits. However, GLA catering are notable in that they do not see consumer education as a prerequisite before they take action to improve the sustainability of the food and service they offer. They see it as a two-way building process. In the GLA context, GLA catering and Yes Dining are especially keen to cultivate interest in sustainable food among their corporate entertainment clients, encouraging them to consider a menu that supports sustainability principles (informed by the sustainability criteria supplied by Sustain as part of this project and discussed in Appendix III(a)). The contract manager gave as an example their provision of water for events. Under their sustainability criteria, they can sell only filtered water and not bottled water, to reduce energy use, packaging and waste. Most clients request bottled water, but GLA catering is working to educate their customers to understand that sustainable choices can be both practical and economical.

Work with London Fire and Emergency Planning Authority (Fire Brigade)

The Fire Brigade has an organisational commitment to sustainable procurement, details of which are included in its document *Green Procurement*. It contains commitments to sustainability considerations in a range of areas, including batteries, water, paper, energy and recycling. It does not include food or the catering operations currently, as these have not been identified as priorities with regard to environmental impact. See: http://www.london-fire.gov.uk/about_us/green_procurement.asp

- *Fire Brigade food procurement*

The Fire Brigade is not responsible for much food procurement. Although there is a small café at Head Office, procurement there is not under Fire Brigade control. Fire Brigade procurement staff told us they could have some influence on the food procurement there, but not significantly.

Outside Head Office, all fire stations have a private arrangement for food – fire personnel generally contribute to a shopping kitty for a ‘Watch’, which is not paid for by the Fire Brigade (i.e. not public funds). They then buy whatever they like at a local store or café. As a result of an efficiency review, many fire stations do not have cooks but do have kitchens. Instead of eating in-house, many personnel choose to eat out in a local café or fast food restaurant. Discussions with Head Office staff showed that there is some scope here to have an indirect influence on the type of food purchased, where from and how it is cooked, by means of a communication from Head Office. Fire Brigade procurement staff said that they were interested in work on this in the future, but this was not considered to be suitable for the current project, which concerns spending public funds on sustainable food procurement.

The Fire Brigade’s training centre at Southwark can cater for up to 200 diners, and is publicly funded. The catering is contracted out to Autograph. There is some scope for including sustainability criteria in the contract when this comes up for re-tender in a year’s time, and the Fire Brigade would be interested in working on sustainability issues in the future. The current contract specifies some Fairtrade products (e.g. tea/coffee and ‘Geobars’ – Fairtrade cereal bars) but this is not always achieved.

In addition, the Fire Brigade has introduced Fairtrade refreshment vending machines where possible (at Head Office) and hope to expand current Fairtrade products available at Southwark Training Centre.

- *Working with Autograph*

Autograph have standard food policies in place, mostly covering food safety, GM, basic agricultural good practice, and quality standards, but little that could be classed explicitly as 'sustainable'. Both the area manager and the company's purchasing manager reported that they found the LDA project and completing the data-sets form useful as it made them more aware of the balance of sustainability within the food they offer, while giving them a greater knowledge of the environmental effects of their choices. They say that they now feel it is wrong not to use food that is locally grown, and consider it unfortunate that in their contract with the Fire Brigade the focus is mainly on cost.

- *Measuring progress*

We had several meetings with the Fire Brigade and Autograph and were able to gain general and strategic information. However, as with the Police Service, Transport for London and GLA catering, specific food data was initially very difficult to obtain. After consultation with key staff, we summarise the main reasons for this as follows:

- Procurement staff are so busy that food sustainability is low in their list of priorities and it is difficult to devote staff time to collecting, collating and checking data that they do not already track;
- The Fire Brigade procurement department wants quality sustainably produce food at the same price as conventional food. They appear not to be interested in anything that involves problems (real or perceived) or an increase in subsidy;
- Procurement staff did not think that the customers were interested, as a trial offering of Fairtrade 'Geobars' (cereal bars) had not been successful;
- At present the canteen is subsidised. Procurement staff felt that their committee would not give authority to pay a larger subsidy. Neither would the customers pay more. They pay only 20p for a cup of tea and £2 for a three-course meal. Some personnel already complain that this is too much. Any increased in price and, procurement staff felt, personnel would go elsewhere for their food.
- During the course of the project Autograph was undergoing major changes in senior management, and received a profit warning.

However, Autograph staff were supportive of the overall aims of the project, and therefore submitted a data set that is reproduced in Appendix IV(b).

- *Next steps*

This having been said, however, it should be noted that the catering contract is up for renewal in a year's time and the procurement staff at the Fire Brigade will have to start the review shortly. They say that they anticipate that sustainability will be among the issues that will have to be considered and felt that the LDA and/or Sustain may be able to help them in the process. We therefore strongly recommend that the LDA remain in contact with key staff at the Fire Brigade and seek to influence this process. See our recommendations for further details. The Procurement team may, for instance, need help to educate their customers and their procurement committee on issues relating to sustainability and to drive sustainable food procurement up the Fire Brigade's agenda.

Additional consultative work, meetings and connections

Whenever useful opportunities arose, we also sought meetings and connections with organisations that might inform our work and ground it in good practice and current policy development. We are fortunate, for instance, that this work coincided with another Sustain project – the Defra-funded Hospital Food Project – which helped us gain additional valuable insights into the opportunities and barriers faced by caterers and their suppliers working in the public sector. Emma Hockridge, the Hospital Food Project coordinating officer has provided contacts and support. In addition, we have met with (and include notes here for the interest of LDA staff):

- Dr Peter Fisher of the Royal London Homeopathic Hospital

This is currently undergoing an £18.5m makeover, due for completion in 2005, to transform it into a leading centre for integrated medicine. Our meeting discussed opportunities for healthy/fresh and sustainable catering provision at the hospital, which has just opted out of the catering contract as part of the University College London Hospitals Foundation Trust. Sustain presented and discussed examples of work in the public sector in London, including the LDA project and the Hospital Food Project. They expressed a strong interest in networking with GLA Family caterers and others, and sharing best practice, as they feel “out on a limb”.

- Sara McKinnon-Snell and Sue Harrison of the House of Commons
‘Refreshments Department’

Like the catering department at the GLA, the House of Commons ‘Refreshments Department’ is interested in increasing their use of sustainable food supplies and demonstrating good practice. They already incorporate some Fairtrade and organic products and ingredients in their menu but want to do more. They are looking for help in developing their policy statement and associated documents and contracts. They also expressed a desire to network more widely on sustainable food procurement to share good practice. We discussed the LDA project and the Hospital Food Project. Sara McKinnon-Snell said she was interested in joining the procurement group of London Food. We have put her in touch with Niall Machin at the LDA.

Section 2:

Costs & benefits of sustainable food procurement for ‘GLA family’

Sustain was commissioned by the LDA to produce a report on the costs and sustainable development benefits of increasing sustainable food procurement across the ‘GLA family’ – i.e. GLA catering; London Fire and Emergency Planning Authority (Fire Brigade); Metropolitan Police Authority (Police Service) and Transport for London. We were also asked to supply an analysis of the wider economic, environmental and social benefits likely to occur if 15% of food procurement in the GLA becomes sustainable by 2006, and if the rest of GLA group followed suit by 2007.

Some baseline data on current sustainable food procurement activity in the Fire Brigade and Transport for London are shown in Appendix IV a + b, and some commentaries and statements from Metropolitan Police suppliers are shown in Appendix IVc. For reasons detailed above, we do not feel it would be useful to perform calculations or make projections on the basis of this data.

Appendices

APPENDIX I: Data collection questionnaire for 'GLA family'

IDA Sustainable Food Procurement Project

January 2005

Data sets for costs and benefits report to LDA: Questions for members of GLA group

- 1) Food Procurement - Spending:
 A. What is the total budget for catering operations? 2005, 2004, 2003, 2002
 B. What is the total budget for food (ingredients)? 2005, 2004, 2003, 2002

	Total spend / £	Organic / £	Fair-trade / £	Free range / £	Non-GM / £	Sustainable fisheries / £	RSPB freedom foods / £	Agri-environment schemes / £	Healthier food options / £	from social enterprises or other social labels / £	Grown/ reared in the UK/ £	Manufactured/ packed in London and the South East / £
Please indicate in the rows below, total amount in each food category supplied, and then how much food in each food category is supplied as organic, fair-trade, free range, etc.		Products which have been certified as organic by a UK Approved Certification Body	Products which have been authorised by the Fairtrade Foundation	Livestock products produced as free range eg free range eggs, poultry	Product that is not genetically modified or derived from GM materials. For animal products eg meat, milk, eggs from animals not fed on GM material	Fish that is not from threatened fish stocks and that is fished using sustainable fishing methods	Animal products produced to RSPB Freedom Foods standard and recognised by RSPB	Products produced to standards which aim to reduce agricultural impact on the environment e.g. Red Tractor, Countryside Stewardship Scheme.	Products which are alternatives to existing foodstuffs and provide lower fat, sugar, salt and higher fibre	Products from social enterprise groups in the UK or from supply chains working to improve social welfare e.g. Ethical Trading Initiative	For crops/animals	Within approx 100 miles of London
Please record all amounts in either value or volume, per year or per month, stating which.												
Milk and cream												
Cheese												
Meat												
Fish												
Eggs												
Fats and oils												
Sugar and preservatives												
Vegetables, of which Fresh veg (incl potatoes)												
Processed vegetables												
Fruit												
Cereals, of which Bread												
Other cereals (incl wheat)												
Soft drinks & beverages												
Alcoholic drinks												
Confectionery												

Prepared meals													
Other													

In any category, if figures aren't available but there is some food purchased in the category, please make a note of this e.g. if you know that some of your fresh vegetables have the 'Red Tractor' mark but this cannot be quantified, then state this.

2) Food Procurement – Policy:

Note: questions on policy are aimed at members of the GLA group, but if catering is subcontracted please also include relevant policies for the caterer.

1. Are there policies relating to sustainable development in the organisation? Please outline.
2. Are there policies relating to food in the organisation? Please outline.
3. Is sustainable development* considered in the food procurement process? If so please give details.
 - a) Is there currently a Sustainable Food Procurement policy in place?
 - b) For food, do selection criteria, operating standards (conditions of contract) and specifications reflect the Sustainable Food Procurement policy?
 - c) Are Sustainable Food Procurement criteria considered when evaluating tenders?

Objectives of current food and catering procurement?

What indicators do they use to indicate successful food and catering procurement?

Do menus reflect UK seasonality? e.g. for some UK fruits and vegetables:

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
APPLES, PEARS												
PLUMS												
STRAWBERRIES, RASPBERRIES												
CUCUMBER												
LETTUCES												
TOMATOES												
NUTS												
SPINACH												
BEANS, PEAS, COURGETTES												
CARROTS, POTATOES, ONIONS												
CABBAGES												
MUSHROOMS												

Food and packaging waste, do you:

- o Know the quantity of food packaging waste generated?
- o Try to minimise the amount of packaging used, to reuse packaging (returnable) and recycle packaging?
- o Work with suppliers to reduce waste e.g. rather than letting waste management contracts for packaging waste; consider working with suppliers to introduce returnable packaging for delivery of the products supplied?
- o Know the quantity of food waste; Know how to try to decrease food waste?

* Supporting, for example: Economic benefits: efficient self-supporting producers, local infrastructure, local money flows, Environmental benefits: conservation of natural resources, environmental improvement, biodiversity, and landscape features, Social benefits: animal welfare, rural communities, training, personal development, and improved personal health, nutrition/dietary health

APPENDIX II: Contacts in the ‘GLA family’ of catering organisations

Organisation	Contact
GLA Greater London Authority	<p><u>Main contact, GLA: Diane Middleton</u> Role: Contract Manager for catering operations Tel: 020 7983 4211 Email: diane.middleton@london.gov.uk Address: City Hall, The Queen’s Walk, London SE1 2AA</p> <p><u>Main contact, Yes Dining: Juliette Gordon</u> Role: Manager, Yes Dining at City Hall Tel: 020 7983 4882 Email: juliette.gordon@london.gov.uk</p> <p>John Wood Role: Managing Director, Yes Dining Address: 178 - 181 Temple Chambers, Temple Avenue, London EC4Y 0DB</p>
TfL Transport for London	<p><u>Main contact, TfL: Peter Forrest</u> Role: Commercial/Procurement Manager, covering food/catering Tel: 020 7941 4516 Email: peterforrest@tfl.gov.uk</p> <p>Phil Savill Role: Services Support Manager for the group of 29 restaurants Tel: 020 7918 4480 Email: phil.savill@tube.tfl.gov.uk Address: Windsor House, 42-50 Victoria St, SW1 Also Fayza Rashid (procurement); Catherine Jones (sustainable development/environment) Address: St James Park tube, 55 Broadway, SW 1</p> <p><u>Main contact, Sodexo: Dennis Purcell</u> Role: Account Manager for Transport for London Broadway Email: dennis.purcell@sodexo-uk.com Tel: 07976 757706</p> <p>Also: Steve Jobson (email: steve.jobson@sodexo-uk.com) – national Sodexo contact, purchasing controller for chilled foods. Peter Roberts (proberts@sodexo-uk.com) – Public Affairs Director – main Sodexo contact. Tel: 01883 621946 / 07831 0171817</p>
MPA / MPS Metropolitan Police Authority / Metropolitan Police Service	<p><u>Main contact, MPS: Emma Devenish</u> Role: Environmental Manager, Metropolitan Police Service Email: emma.devenish@met.police.uk Tel: 020 7230 8284</p> <p>Shirley Martin Role: Catering Procurement Email: shirley.martin@met.police.uk Tel: 020 7230 8732</p> <p>Derek Bousfield (Catering), email: DerekPeter.Bousfield@met.police.uk Maurice Campbell (Procurement), email: maurice.campbell@met.pnn.police.uk Dave Clissold (Procurement), email: Dave.Clissold@met.police.uk Robin Ellingham (Catering), email: Robin.Ellingham@met.police.uk Derek Rothwell (Procurement), email: Derek.Rothwell@met.police.uk Phil Smith, email: Phil.C.Smith@met.police.uk Mark Turner (Procurement), email: Mark.Turner@met.police.uk</p> <p>Address: Empress State Building, Empress Approach, Lillie Road, London SW6 1TR</p>

<p>LFEPA</p> <p>London Fire & Emergency Planning Authority</p>	<p><u>Main contact, LFEPA: Matthew Galvin</u> Role: Operations / Major Procurements Email: matthew.galvin@london-fire.gov.uk Tel: 020 7587 6900</p> <p>Also Nick Tong Role: Operations / Major Procurements Email: nick.tong@london-fire.gov.uk Tel: 020 7587 6256</p> <p>Address: Hampton House, 20 Albert Embankment, London SE1 7SD</p> <p><u>Main contact, data collection: John Grey</u> Role: Property Manager and catering contract manager Tel: 020 7587 4965 Email: john.grey@london-fire.gov.uk</p> <p><u>Main contacts, Autograph (catering company for Southwark Training centre):</u></p> <p>Michael Meek Role: Canteen Manager for Southwark site Email: michael.meek@autograph-foodservice.co.uk</p> <p>Neil Black Role: Operations Manager, Head Office (Colnbrook) Email: neil.black@autograph-foodservice.co.uk Tel: 01753 561730</p>
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APPENDIX III (a): Supporting materials for the first Police Service seminar

Copy of text from presentation by London Food Links to seminar participants

Sustainable food	How it can be identified	Benefits
'Locally' produced food	Product bought and consumed as close to place of production as possible	Support local economy Improves access to healthy food Reduces food miles
Sustainable farming systems	Assurance schemes, eg Assured Food Standards (Little Red Tractor), free range, organic	Encourages the protection of natural resources. Reduces use of non-renewable resources. Greater biodiversity Healthier food Higher animal welfare standards
Healthy food	Good quality and nutritional value Not highly processed Free from harmful additives or processes, eg irradiation Free from biocide residues	Good health and well-being Reduced risk of diet related diseases
Traditional, regional foods	Protected food names – PDOs, PGIs, TSGs	Taste, diversity and cultural richness
Fairtrade	Fairtrade mark	Improved working and living conditions and prospects of marginalised producers in poorer countries
Reduced packaging and waste	Supply in bulk Use of reusable containers Use of recycled or biodegradable materials Improve quality and taste Offer portion size options	Environmental / lower costs

<p>Potential barriers</p> <ul style="list-style-type: none"> • Legislation • Cost • Lack of supply • Lack of skills • Lack of kitchen equipment • Attitudes of consumers 	<p>Public procurement requirements:</p> <ul style="list-style-type: none"> • Procedural transparency • Eliminating discriminations on grounds of nationality (free trade) • Best value for money
<p>You can ask for:</p> <ul style="list-style-type: none"> • Food with a legal basis, eg organic • Food produced according to standards of production of recognised assurance schemes • Produce with clear cultural identity (PDOs, PGIs and TSGs) • Food for menus based on seasonality and local availability • Non GM • Additional services, eg educational or recycling activities • Supplier to use reusable containers, provide a take back service and deliver in bulk and/or recyclable packaging 	<p>You can not ask directly for:</p> <ul style="list-style-type: none"> • 'Local' – but you can ask for food that is fresh, seasonal, delivered from place of harvest within a limited time period, and food that has had minimal storage • Fairtrade product or labels but can ask for a 'wide range' of the products to be offered and then choose the Fairtrade option
<p>Purchasers cannot take into account:</p> <ul style="list-style-type: none"> • Environmental impact of transporting, for example low emission vehicles • Externalities not borne by the purchasing authority 	<p>Minimise cost increases by:</p> <ul style="list-style-type: none"> • Products with smallest premiums • Savings elsewhere in the system • Seasonal produce • Better quality foods may reduce

	quantities required <ul style="list-style-type: none"> • More fruit and veg, less meat • Fewer leftovers • Higher uptake • Class 2 produce • Fewer options
Also: <ul style="list-style-type: none"> • Adopting a whole life cost approach – assess cost of goods or services from production to disposal • Use a points system to award contracts which takes account of whole life costs and quality considerations, including social and environmental aspects 	

Quick wins

There **aren't that many**; the best strategy is to **make any changes gradually**. Begin by specifying those **products with the smallest premiums**, and staple or bulk foods as these generally have relatively lower prices (so a percentage increase leads to a relatively small actual rise). Concentrate efforts on **high volume goods** or product areas where there is an **easily available alternative**.

Opportunities for 'first steps' or 'quick wins' include:

1. **Staples** - rice, flour, potatoes...organic or products grown to assurance schemes, preferably UK or fair-trade
2. **UK meat**, rather than imported e.g. spring lamb, chicken. Good quality UK meat is less likely to contain high levels of fat and added water...it may seem more expensive but cooked value is higher.
3. **UK free-range eggs**...these can be available at the same price as battery eggs, particularly if other specification criteria can be flexible such as accepting mixed size grade eggs.
4. **UK organic milk** from larger dairy companies or **local milk** from medium sized dairies in South East e.g. Medina ...this can be available at very close to national non-organic prices.
5. **Seasonal UK fruit and vegetables**, utilising seasonal surpluses, menus reflecting seasonality
6. **Grilled rather than fried** foodse.g. if serving a "fry up":
 - Poached free-range eggs, Wholemeal toast, Grilled tomatoes, Grilled lower fat free-range sausage/bacon, Lower salt baked beans
7. **No threatened fish species** e.g. no sea bass, no North Sea cod
8. **Consider reducing or excluding food with 'negative' nutritional value** e.g. cola drinks.

NOTE: This presentation was backed up by detailed notes, given to seminar delegates. These are reproduced in the following appendix.

APPENDIX III (b): Supporting materials for the first Police Service seminar

Copy of supporting materials from London Food Links to seminar participants

An extract from Good Food on the Public Plate: A manual for sustainability in public sector food and catering, published by Sustain: The alliance for better food & farming, and East Anglia Food Link (2003)

The Case for Sustainable Food

What do we mean by 'sustainable food'?

There is no legal definition of 'sustainable food' although it is generally accepted that the three key aspects of sustainable development – maintenance of high and stable levels of economic growth and employment; social progress that recognises the needs of everyone; and effective protection of the environment and prudent use of natural resources – need to be integrated into the production, processing, distribution, sale and provision of sustainable food. With the procurement of sustainable food, society, the economy and the environment can benefit.

More specifically sustainable food incorporates all or most of the following aspects:

- Education
- Quality and trust
- Local or proximate supply
- Animal welfare
- Social inclusion
- Fair trade
- Sustainable production and harvesting
- Environment protection
- Health
- Economic viability and prosperity
- Seasonality
- Cultural appropriateness and distinctiveness

'Locally' produced

There are widely varying interpretations of what "local" means. Essentially local food is food that is purchased and consumed as close to the place of production as possible. If product is available more closely, then it should not be taken from further away. For crops/livestock a UK grown/reared policy is a good start and for manufactured/processed/packed products, for London, trying to purchase within 100 miles of the M25 is desirable.

A local food system favours and encourages food supply and processing as close to the consumer as possible instead of simply where it is cheaper. It creates markets and access to distribution networks that minimise the distance between producer and consumer with fair prices for both. The potential benefits of a sustainable, localised food system to the local economy and community include:

- Regeneration of deprived areas
- Improved incomes for local producers
- Greater trust and understanding between stakeholders
- Encouraging entrepreneurship
- Raising profiles of local businesses
- Greater access to healthy, safe food.
- Supporting small business and enterprise and job creation.
- Reducing external costs to both the purchasing authority and its constituents.
- Halting the decline in rural services and food and farming infrastructure.
- Promoting food culture and local products distinct to a particular town/region.
- Education. A survey of 8-11 year olds found that nearly a third believed oranges are grown in Britain.

Studies have shown that every £10 spent with a local food business, for example an organic box scheme, generates £25 for the local area compared to £14 for every £10 spent in a non-local food business, for example a supermarket. Money earned by the community stays in the community.

Local food also realises environmental benefits in terms of reduced food miles. In 1998, the transport involved in food-related commodities in the UK (agriculture products, live animals, foodstuffs, animal fodder, and fertilizer) amounted to 48.8 billion tonne/kilometres, around a third of all commodity movement by road in the country. This is equivalent to 4 million tonnes of carbon dioxide. Through the development of locally focused food systems, food miles and the associated pollution could be significantly reduced.

Food should represent the cultural backgrounds of the customer. Unknown to many though, we can produce many of the foods favoured by ethnic communities here in Britain, including coriander, pak choi cabbage, watermelons, and okra, without the need to import them from far.

UK seasonal produce

Procuring more UK seasonal food supports a local food system. “Seasonal” mainly refers to the availability of UK vegetables and herbs, fruit and nuts. However, some meats (particularly game) and dairy products (particularly cheeses) will have seasonal variations, for example, spring lamb. While more commercially produced meats and cheeses are consistent products, those from smaller and artisan producers change with the seasons, according to the pasture the animals are grazing and the weather. Some vegetables can be available all year round due to their tolerance to the British climate and the staggering of plantings, and hence cropping. Some vegetables can also be successfully stored 'in the ground' or in cold storage to be supplied for all or a large part of the year. Vegetables which do not preserve well are best eaten fresh, whilst others are fine to be frozen, canned, pickled or bottled. Development of seasonal menus will need to be developed to utilise seasonal produce.

Sustainable farming systems

Industrial farming systems can have severe and irreversible consequences for both global and local environments.

- Biocides can be used intensively which kill many soil organisms, insects, other larger species and plants and consequently other insects, birds and animals further down the food chain. Wildlife habitats can also be destroyed.
- Nitrate and pesticide run off create untold damage to rivers, watercourses and coastal areas.
- Globally, emissions of greenhouse gases from agriculture are affecting the climate of the earth and human beings ability to sustain themselves both now and in the future.

While all commercial farming and food systems can cause environmental damage, sustainable farming systems, in contrast to conventional systems, have been shown to:

- Have much greater biodiversity and provide a wider range of habitats.
- Encourage the protection of natural resources such as soil, nutrients, water and air.
- Reduce the use of non-renewable resources such as fossil fuels used to produce artificial fertilisers and other agrichemicals.

Some production systems that support some aspects of sustainability include conservation grade, free range, animal welfare ‘friendly’, Agri-environment, Countryside Stewardship, organic, permaculture, biodynamic. The problem with identifying produce from a more sustainable production system is that there are few legally certified standards with most certification systems voluntary and largely industry led.

Assurance schemes

Assurance Schemes have been developed in the last ten years to support claims about technical criteria, environmental aspects, animal welfare standards, social considerations. The Assured Food Standards (AFS) is the umbrella body for the British Farm Standard and its Red Tractor logo, as well as several member schemes. There are also several schemes outside the AFS including free range, RSPCA Freedom Food, organic and the Marine Stewardship Council. Although most do involve farm inspections and reviews, a lot do no more than obey the law and DEFRA codes, therefore misleading, implying delivery of higher sustainability standards when in fact they don't. To avoid misleading or meaningless schemes and logos purchasers need to distinguish between schemes owned by producers and retailers with no independent scrutiny and inspection procedures and schemes with labels awarded by independent bodies with inspection and auditing procedures. Organic production and free range are the only standards with a

legal basis in the UK. Below are listed a couple of noteworthy assurance schemes/sustainable farming systems.

Organic

Organic production is a sustainable farming system, a term defined by law governed by strict standards, centrally controlled by DEFRA and conforming to EC Council Regulation 2092/01. Producers, manufacturers and processors have to be registered with an approved certification body. Certification bodies include Demeter, Organic Farmers and Growers and the Soil Association. Organic production avoids the use of artificial fertilisers and pesticides on the land, relying instead on developing a healthy, fertile soil and growing a mixture of crops. The aim of the organic system is to be self-sustaining, with as few outside inputs as possible. In this way, the farm remains biologically balanced, encouraging a wide variety of beneficial insects and other wildlife to act as natural predators for crop pests, and a soil rich in micro-organisms and earthworms. No cases of BSE have occurred and many studies have shown that organic crops have higher levels of vitamin C, magnesium, iron and phosphorous.

Sustainable fisheries

Fish, while good nutritionally and popular with consumers, often raise concerns as fishing practices often have detrimental effects on stocks and ecosystems. About 30% of the world's fish stocks, classified to date, are categorised as being overexploited, depleted, or similar e.g. Atlantic cod. The Marine Stewardship Council (MSC) runs an assurance scheme where fish come from fisheries with a sustainability policy (i.e. fish are not from threatened fish stocks and not fished using unsustainable fishing methods). Unsustainable fishing methods include those that catch non-target species including other fish, seabirds and turtles and those that damage water environments such as lochs, coral reefs and seafloor ecosystems, such as fish farming, explosives, bottom trawling. Only a small number of fisheries are currently certified but the number is expected to grow over the next few years. To procure sustainable fish it is best to work with suppliers to explore their individual policies and work to tighten these, as there are many things which can be done without having to buy MSC certified or organically farmed fish. The Marine Conservation Society has produced a guide for people interested in buying and eating fish from sustainable sources - The Good Fish Guide.

Non GM

Non GM product is not genetically modified or derived from GM materials. Non GM animal products, such as meat, milk, eggs, are from animals not fed on GM material. In the EU, if a food contains GM or ingredients produced from GM, this must be indicated on the label or displayed immediately next to the food, if un packaged. Products such as meat, milk and eggs from animals fed on GM animal feed, however, are excluded from this labelling requirement, as are products with levels of GM below 0.9% and products produced with GM technology (e.g. cheese produced with GM enzymes). In order to ensure these exceptions are not supplied, clarification from suppliers regarding their GM policies are needed.

Healthier food

Healthy food is food that:

- Is of good quality and nutritional value (low in fat, sugar and salt and high in fibre)
- Takes account of consumers' dietary requirements or allergies
- Avoids potentially hazardous ingredients or processes. e.g. is free from potentially harmful additives and hasn't been irradiated
- Avoids methods or substances in its production that could increase the risk of ill-health, e.g. is free from biocide residues, growth hormones, antibiotics, and has not been genetically modified

Healthy menus include plenty fruit and vegetables and starchy foods, moderate amounts of milk, dairy, meat, fish, small amounts of food containing a lot of fat, salt and sugar. Healthy food is food cooked from "scratch" as much as possible, from fresh, seasonal ingredients, and with cooking methods that conserve the nutritional value of the food. To complement the other elements of sustainability and to ensure the communication of the good food message, food presentation and dining environments should be a key element in the delivery of the service. The use of disposable plates and cutlery, poor lighting and colours, indifferent kitchen staff and no or few fresh, quality ingredients can all contribute to a poor eating atmosphere. Eating good food should be enjoyable, relaxing and convivial, and contribute both to individual education and culture and to the culture of the institution concerned.

Healthy food is sustainable food because it supports health and well-being in a society. A healthy diet contributes to good health now and in the future with significantly reduced risks of suffering from diseases such as heart disease and cancer (the biggest killers in the UK). Food from localized, sustainable food systems is likely to be healthier than conventionally produced food as the following evidence shows:

Trace Elements

- Over the last sixty years there has been a decline in trace elements in fruit and vegetable; calcium content is down by 46% and copper by 75%. For vegetables, carrots have lost 75% of their magnesium and broccoli has lost 75% of its calcium.
- Two possible reasons for this decline are the use of synthetic fertilisers, which has encouraged growth at the expense of other factors, and plant breeding, which has concentrated on appearance, shelf life, and disease resistance.
- Evidence suggests that organic food contains greater amounts of vitamins and minerals than conventionally produced food. In a review of 41 studies, organic crops were shown to have higher levels of Vitamin C, magnesium, iron and phosphorous, whilst organic vegetables had higher levels of secondary nutrients including antioxidants.

Biocides

- Monitoring by the Government has revealed that biocide residues regularly exceed acceptable safety levels.
- Some biocides have been linked to endocrine disruption, cancer, birth defects and miscarriages. This puts consumers at risk, but particularly the farmers, farm workers and by-standers to crop spraying at risk from exposure to agricultural chemicals.
- Although some types of conventional farming are working to reduce the use of agrichemicals, organic food only permits seven different types, making it the most certain way to eliminate this hazard.

Shorter and more efficient supply chains could:

- Potentially help to reduce or stabilise the increasing incidence of food poisoning by reducing the opportunities in the supply chain for contamination.
- Result in the reduction of food transport and its associated pollution which is linked to causing asthma and other respiratory diseases.
- Sustain nutritional value of produce. In general, the shorter the period between harvesting and consumption, the higher the nutritional content of fruit and vegetables. Green Beans for instance can lose 24% of their vitamin C after only 24 hours stored at room temperature.
- Seasonal Food is more likely to come from a closer source and is less likely to have been 'forced', stored, grown under artificial lights or with heat, and processed or ripened using chemicals.

Higher animal welfare standards

Sustainable food means good animal welfare standards. Conventional farming systems are often intensive with the health and welfare of the animals compromised. For example, factory farmed animals may never see natural light and selective breeding has resulted in broiler chicken that grow so fast their legs can not support them and consequently become crippled.

Traditional, regional food – protected food names

Commercial varieties are continually replacing local, traditional crops and animals suited to regional climates and soils. There are, however, many traditional, regional UK foods, for example Lincoln Red Cattle, Dorset Horn sheep, Denby Dale pie, jellied eel, Grasmere gingerbread which can be registered, under a European Directive, to make them uniquely British. The aim is to protect products which are special because of their link to a geographical place and/or culture. There are only 31 UK products registered with protected food name status, either PDO (Protected Designations of Origin), PGI (Protected Geographical Indications of supply) or TSG (Traditional Speciality Guarantee), including Jersey potatoes, Scotch Beef and Blue Stilton.

Fairtrade

Fairtrade aims to improve the working and living conditions and prospects of marginalised producers in poorer countries. Fairtrade enables farmers to stay on the land, improve their living conditions,

strengthen their organisations and adopt sustainable farming practices. The Fairtrade mark is the only independently monitored guarantee of international Fairtrade standards in the UK. Fair trade terms include a price that covers the cost of production including a 'premium' to improve producers living and working conditions, or to strengthen producer organisations; advance payments and relationships that allow long term planning and sustainable production practises.

On the whole these products are “commodity” products such as tea, coffee, cocoa, sugar and other imported products subject to producer price pressure such as fruits (bananas, other tropical fruits). The range of certified Fairtrade products could complement goods from temperate climate zones and be part of a sustainable food package.

Food from social enterprises and other social labels

Products from social enterprise groups in the UK or from supply chains working to improve social welfare e.g. Ethical Trading Initiative can meet sustainable food criteria.

Social enterprise is an alternative business model where organisations are equally committed to generating economic, social and environmental profit - otherwise known as multiple bottom lines – in order to create meaningful and lasting change in the community. These may be SMEs (small and medium size enterprises), not familiar with public sector food supply. It is important to ensure that the opportunity to supply is available to SMEs and they may need additional help/advice e.g. on food safety audit requirements and consideration will need to be given to them when drawing up contracts to ensure that they are not discriminated against, for example by dividing the contract into lots. There are no logos, marks or schemes to easily pinpoint SMEs, although in London, Social Enterprise London is a good point of contact to learn more about social enterprise.

Ethical sourcing is an important and effective means of bringing benefits to workers in the South. It is having a real effect on large companies in the United Kingdom, encouraging them to look at all their trading activities. Ethical Trading Initiative (ETI) consists of companies, NGOs and Trade Unions working to improve conditions of employment in supply chains.

Reduced packaging and waste

Suppliers and caterers should try and minimise the amount of packaging used for their goods, provided that food is still adequately protected from spoiling. They should:

- Maximise supply of food in bulk;
- Maximise use of reusable containers;
- Maximise recuperation and re-use of packaging material;
- Maximise use of recycled or biodegradable packaging.

Food and drink packaging waste accounts for about 8-9 million tonnes of rubbish in UK per year. Public bodies have a responsibility under Section 34 of Part II of the Environmental Protection Act 1990, which places a 'Duty of Care' on anyone who produces or holds waste.

Food waste should also be minimised. In 2001, the Audit Commission found that the potential savings from changing food purchasing and disposal policies in the NHS could be as much as £8 million a year. Untold amounts of food is wasted each year in schools, prisons, and staff canteens. Institutions should try and minimise the amount of food waste in its catering services by:

- Improving the quality and taste of food;
- Offering portion size options (small, medium, and large);
- Using appropriate portion control equipment;
- Ensuring portion control training and adherence by staff;
- Closely monitoring the demand for, and the return of, meals and the likes and dislikes of consumers;
- Collection, take-back, recycling or re-use of waste produced during or after use or consumption of a product by the supplier e.g. cooking oil.

Inevitably, even with the best strategies for minimising food waste, some food will be leftover or wasted during the supply and catering processes. Here, composting is the answer. Composting of catering and

kitchen waste is allowed, provided strict regulations are followed. Advice on dealing with waste and composting can be obtained from DEFRA or groups such as the Composting Association.

Overcoming the barriers to procuring more sustainable food

Legislation

Public procurement is a strictly regulated area. One of the most commonly identified barriers to sustainable food procurement in the public sector is the range of procurement legislation which appears at a number of levels. The legislation is largely procedural and, as long as the procedures are adhered to and a number of key principles are borne in mind, should not present as many barriers as many people believe. The legislation falls into three categories:

- Global (WTO Agreements);
- European (EC Treaties and Directives); and
- National.

The European legislation poses the greatest restrictions on sustainable food procurement and takes precedence over national legislation, although national legislation also lays down important guidelines that must be adhered to.

Three basic themes run through the three sources of legislation:

- Procedural transparency
- Eliminating discrimination on grounds of nationality
- Best value for money

In terms of transparency, it is fair to summarise that as long as a purchasing body is entirely open and bases its decision only on acceptable criteria specified in the original invitation to tender, it is often possible to procure sustainable food over alternatives.

See <http://europa.eu.int/comm/environment/gpp/gpphandbook.pdf> for a EU handbook on how to integrate environmental considerations into public procurement procedures.

Legislative opportunities

Technical Specifications

A procuring authority may demand technical product specifications as long as the specifications are made explicit at the start of the tendering process in a way that does not result in unfair discrimination or prejudice. In this way, organic or seasonal produce could be purchased over alternatives as long as such technical specifications were made explicit in the initial call for tender. Such technical specifications may also include total environmental impact of procurement, including Process and Production Methods (PPMs). For many products their environmental effect comes from the process and production methods rather than the end product.

The European Commission's interpretative document indicates that PPMs can be used to describe a performance characteristic of a product whether the characteristic is invisible or visible. Such technical specifications should be restricted to the product; peripheral performance such as how the firm is run cannot be made mandatory. So, for example, a specification of food which minimises CO₂ emissions or pesticides in its production (such as organic) could be specified (at the specification stage), but not that the supplier employs local people or is of a certain size.

Award of contract

The Directives offer two options for deciding the award of the contract: either the lowest price or the 'most economically advantageous tender' based on pre-determined criteria. UK government policy is to always use the most economically advantageous tender rather than lowest cost. This is equivalent to 'value for money' and can be based on criteria other than price as long as they are detailed in the original call for tender. The directives provide a non-exhaustive list of such criteria:

- Delivery date and time
- Delivery period
- Period for completion
- Running costs
- Cost-effectiveness

- Quality
- Aesthetic and functional characteristics
- After-sales services
- Educational and recycling services
- Technical assistance
- Profitability
- Technical merit

Although not explicitly stated, the environment and social conditions may form one of the award criteria but subject to two conditions:

- Non-discrimination; i.e. that the criteria are not imposed with the result or aim of creating unfair barriers to trade,
- The criteria shall create economic advantage for the contracting authority.

In exceptional circumstances, this opens the door to considering externalities as a result of the execution of the contract at the award stage, although only those borne by the purchasing authority rather than authority's constituents.

Contract clauses

The purchasing body has the opportunity to define detailed clauses defining the way in which the contract is executed. These should be made clear in the initial contract notice and invitation to tender. They should not be disguised technical specifications or selection criteria, but the applicants should be in a position to meet the conditions. A number of conditions outlined within the EC interpretative document would certainly help to procure sustainable food and deal with catering waste. These include:

- Delivery / packaging of goods in bulk rather than by single unit
- Recuperation or re-use of packaging material and the used products by the supplier
- Delivery of goods in re-usable containers
- Collection, take-back, recycling or re-use of waste produced during or after use or consumption of a product by the supplier.

Integrating social considerations into procurement decisions

The European Commission's interpretive communication addressing the scope for incorporating social considerations into purchasing decisions works in a similar way to its environmental communication. Essentially it states that social issues can be considered as long as they do not discriminate against specific sources or suppliers. This could potentially be a problem when attempting to specify fair trade products, although in practice it does not seem to be a significant obstacle.

The interpretative document states that the most suitable stage of the procurement process to take social considerations into account is during the execution of the contract. However, procurement officers may want to take account of social considerations much earlier and communicate these to invitees. At the execution stage, the purchasing body may demand the contractor completes the contract in a way that, for example, favours certain categories of people. In addition, the contracting body may use social considerations as a decision making criterion at the award stage between equally priced options (a 'tiebreak'), for example each option's scope to reduce unemployment levels. However, the economic criteria is still the most important and social criteria used to choose the most economically advantageous tender must exhibit economic benefit to the purchasing authority. Similarly, the usual rules regarding non-discrimination apply, so only criteria not acting as a barrier to free trade may be used.

UK Government policy

The UK Government's procurement policy objective is that "all public procurement of goods and services, including works, is to be based on value for money ... (the optimum combination of whole-life cost and quality or fitness for purpose to meet users' requirements.)"

This provides an opportunity to look beyond short-term cost and to make more decisions based on whole-life costs, including social and environmental implications. Sustainable food procurement should therefore take account of:

- Best value for money: price, quality, availability, functionality, running costs, and other positive benefits such as development of markets and innovative products with environmental benefit.
- Environmental aspects: improve effects on environment over whole life cycle of product/service (raw material, manufacture, distribution, packaging, disposal)
- Social aspects: support for local communities, regeneration, poverty eradication, international equity, fairly traded.

Lord Whitty's letter of December 2004 to Local Authorities and inviting delegates to regional training workshops (<http://www.defra.gov.uk/farm/sustain/procurement/pdf/lwhitty-laletter.pdf>) makes the following points at the end:

"I should also be grateful if you would arrange for the message on the Gershon Efficiency Review from Martin Sykes – OGC's Executive Director of the Supplier and Government Marketplace – to be disseminated among your authority's procurement officers. He states that efficiency does not signal a return to mindless aggregation and lowest price as the basis for decision-making and that buyers need to harness public sector spending power to support delivery of sustainability objectives."

He continues... *"Of particular concern is evidence that some public sector bodies are implementing the Review by cutting the cost of their procurement without properly weighing up the affect on other operations within their organisations from the public sector as a whole. For example, cutting budgets for the procurement of food and catering where this results in the provision of less healthy and nutritious food can result in more spending by the NHS on obesity and heart disease etc. That's not realising long-term benefits."*

Specifying for more sustainable food

EU law currently allows purchasers to:

- Specify sustainable food with a legal basis, for example free range and organic.
- Ask for food produced according to standards of recognised assurance schemes. These can greatly simplify the task of ensuring environmental, quality and social considerations are met. Labels and assurance schemes can not be specified themselves, but they can be used as proof of meeting the criteria.
- Specify produce with a clear cultural identity. This is legal as long as not part of an explicit local supply policy and that the proviso 'or equivalent' is included. The register of food with PDO, PGI or TSG can be used as evidence (protected food names).
- Specify food for menus based on seasonality, local availability and regional identity.
- Specify non-GM.
- Specify for additional services such as educational or recycling activities, staff training, menu development, farm visits.
- Require the supplier to use reusable containers, provide a take back service and deliver in bulk units, and/or recyclable packaging.

- Cannot specify Fairtrade product or labels but can ask for a 'wide range' of the products to be offered and then choose the Fairtrade option.
- Cannot specify local (implies origin) but can ask for fresh, seasonal food, food that is delivered from place of harvest within a limited time period, or food that has had minimal storage.

Purchasers can not take into account:

- Environmental impact of transportation, e.g. low emission vehicles
- Externalities not borne by the purchasing authority.

The cost issue

Predicting costs

In some circumstances, the cost of food may rise with a switch to using organic, fair trade or traditional food, as this produce is sometimes more expensive than conventional. To minimise cost increases, purchasers may want to begin specifying those products with the smallest premiums, or staple or bulk foods (rice, flour, potatoes, etc) as these generally have relatively lower prices (so a percent increase leads to a relatively small actual rise). An assessment of the likely cost increases resulting from a change in the specifications of the contract is useful before the contract is tendered. Purchasers can then decide what percentage of produce or which products should be 'organic', 'Fairtrade', traditional, etc, what the allocation of any additional funds required from budgets should be, and as a means to alert officers of any potential abuses of the new specifications, such as overcharging.

Cost savings

Price increases can sometimes be partly compensated for by other changes in the catering system and the use of more sustainable food. Changes can sometimes lead to greater efficiencies and financial savings, especially when measured over the whole life of a product or contract.

- The cost of ingredients may fall with a change to using more seasonal produce as it is generally cheaper than out of season produce.

- Better quality and tasting food may reduce the quantities of raw ingredients required. For example, many industrially produced chicken products contain large amounts of added water which is wasted, whilst organic meats sometimes 'shrink' less with cooking.
- Menu changes that contain more fruit and vegetables and more moderate amounts of meat are likely to produce a fall in the cost of meals.
- Better quality and tastier food is likely to mean fewer leftovers resulting in a reduction in food waste and subsequently cost.
- Higher uptake of meals may be the result of using fresher, higher quality ingredients, which may generate further efficiency/economies of scale
- Accepting 'second' and class 2 produce, particularly with respect to cosmetic standards may decrease cost (e.g. class 2 apples, which may be smaller and have slightly more blemishes)
- Fewer options of meals – cutting out highly processed meal options and buying fewer ingredients in larger quantities.
- Unprocessed produce is often cheaper – the extra money is spent on catering staff, which helps with job satisfaction and thus staff retention.

Adopt a whole life cost approach

Procurement officers should adopt a whole life cost approach in the evaluation of tenders by assessing the goods or services costs from production to disposal. Whole life costs may then form part of a points system to evaluate tenders with an agreed points weighting. Whole life costs should include the costs of

- Acquisition
- Operation
- Support services
- Staff costs
- Training and training aids
- Health and safety
- End of life management and disposal
- Changes in legislation

This approach should become part of purchasing decisions, and thus the institution's culture. Applying whole life costs to purchases ensures good value for money as well as account of sustainability issues. By utilising whole life costs, the officer can demonstrate benefits versus cost in terms of: total operating costs; quality; delivery performance; design improvements; environmental and social performance.

In exceptional circumstances, purchasers should also consider whether the external costs borne by the purchasing authority occurring as a result of the execution of the contract could be included in the analysis. The specification of a particular environmental or social requirement may occasionally result in a purchase which costs more – even after taking account of whole-life costs – than a less environmentally or socially preferable product or service. This extra cost may be justified if the purchase is necessary to conform to a policy to buy or not to buy a particular good on environmental or social grounds.

Award of contract using a points system

A method that has been successful in a number of the examples of good practice is a points system approach to awarding contracts, taking account of whole-life costs and quality considerations. The points system example below illustrates a method to encourage the eventual winner to be the best value for money option. It is imperative to state in the 'contract award criteria' that the contract will be awarded according to this criteria using a points system. What points are awarded for each section will depend upon your priorities. Detailed planning and communication is key to ensuring that your priorities are reflected in the weightings' allocation.

Award criteria

Whole life contract costs, including, for example: direct running costs; indirect costs; administration costs; disposal costs	100 points
Quality factors, including:	
Social factors	100 points
Environmental factors	100 points
<hr/>	
Total	300 points

APPENDIX III (c): Supporting materials for the first Police Service seminar

Copy of supporting materials from London Food Links to seminar participants
An extract from Good Food on the Public Plate: A manual for sustainability in public sector food and catering, published by Sustain: The alliance for better food & farming, and East Anglia Food Link (2003)

1. Assurance Schemes

Assured Food Standards



The Red Tractor is the British Farm Standard (BFS) logo. Assured Food Standards (AFS) is an umbrella body which licences and supports the 'Red Tractor' logo. Though it is a voluntary scheme and member schemes (see below) set their own standards and arrange their certification and inspection, they are required by AFS to meet certain criteria to be recognised as Red Tractor level. The main objective of AFS is for the Red Tractor logo to be seen as a benchmark for UK fresh food, gradually increasing standards to match consumer expectations at a pace which 80% of producers can achieve.

Standards include all legal requirements as minimum, and must include food safety, environmental implications, and animal welfare (where relevant). They must also include codes of 'good industry practice' as set out by DEFRA and other relevant agencies. All schemes are also required to operate to the international standard for product certification, EN 45011, accredited by UK Assured Standards (UKAS). Initially, the AFS logo licensing system was free, but a fee is now required, and licensees must sign a legal agreement so that the logo can only be used where products meet AFS criteria for assurance on farm and at critical stages between production and retail.

For further information see www.littleredtractor.org.uk

1. ABP (Assured British Pigs) and BMQSM (British Meat Quality Standard Marks)



ABP and BMQSM set standards for the whole chain (production to processing) and cover about 90% of UK meat production. BMQSM is a mark, which may be used alongside the Red Tractor logo, and extends assurance into processed products such as pork, bacon, ham and sausages. Its rules are concerned with animal welfare and food safety requiring pigs to be on assured farms from birth and antibiotic residue monitoring to be undertaken by BMSQM. See www.meatmatters.com

2. ABM (Assured British Meat) and FABBL (Farm Assured British Beef and Lamb)



ABM is the standard regulatory body for beef and lamb. FABBL covers 18,000 producers in England, and is licensed by ABM to implement their standards from feed to farm to slaughter to preparation, covering food safety, animal welfare and environmental protection. The scheme will soon require animals to be on assured farms from birth.

See www.fabbl.co.uk/home.htm

3. ACP (Assured Chicken Production)



This scheme covers 90-95% of the UK broiler chicken production on over 1700 farms. Rules mainly relate to food safety, especially with regards to salmonella. Feed must be AFS assured. Hours of daylight and size of the 'free range' are detailed. At the launch of the Assured Chicken scheme, its main claim was that it prohibited the use of antibiotic growth promoters, but recently it has reversed this rule and now these can be used.

See www.assuredchicken.org.uk

4. ACCS (Assured Combinable Crops Scheme)



This covers all 'combinable crops', and therefore includes cereals grown for human consumption or for animal feed, but applies only in England and Wales. Environmental standards are above the legal minimum, and producers are required to restrict chemical application. In practice this scheme covers about 75-80% of combinable crops.

See www.assuredcrops.co.uk/ACCS

5. APS (Assured Produce Scheme) (horticulture)



This scheme covers all types of fresh produce and potato crops grown in the UK. It is one of the earlier schemes and aims to cover most UK producers. Standards are based on Integrated Crop Management (ICM). This scheme covers about 77% by area of UK production.

See www.assuredproduce.co.uk/aproduce

6. FAWL (Farm Assured Welsh Livestock)



This scheme covers about 60% of Welsh lamb output and 70% Welsh beef output, but only applies on-farm, and generally aims to implement legal requirements. Its standards are above legal requirements in a few areas, and animals must be resident on assured farms for 60-90 days to qualify as assured.

See www.welshlambandbeef.co.uk/Faw/FawHome.htm

7. Genesis Quality Assurance Scheme (beef and lamb and combinable crops)



Genesis QA allows farms across several sectors to be assured in a single inspection. It has 6,500 beef, lamb and crop members, and modules generally follow basic legal standards, though there are requirements above this level regarding herd health plans, welfare standards and environmental waste.

See www.genesisqa.com

8. NDFAS (National Dairy Farmers Assurance Scheme) (Milk)

national dairy farm assured

The members of this scheme consist of 28 'first purchasers': milk groups and dairy companies rather than primary producers. Its rules mainly concern food safety and animal welfare.

See www.ndfas.org.uk

9. NIBL FQAS (Northern Irish Beef and Lamb Farm Quality Assurance Scheme)



This scheme only applies on farm, and represents about 75% of beef output and 40% of lamb output in Northern Ireland. Standards are above legal requirements in a few specific areas. There are controls on feed sources, medicines and animal health, including compulsory removal of horns. Residency periods are 90 days for cattle and 45 days for sheep to qualify.

See www.lmcni.com

10. Scottish Specially Selected Assurance Schemes (SSS); Quality Meat Scotland (QMS) and Scottish Quality Cereals (SQC)



Various SSS Schemes cover over 80% of beef and lamb, and 95% of pig production in Scotland. The on-farm schemes are generally around the same level as the Red Tractor schemes, though expressed differently.

See www.qmscotland.co.uk and www.sqcereals.co.uk

Other baseline schemes

These are outside AFS (and therefore cannot use the Red Tractor logo).

1. Free Range Eggs

Eggs in small packs bearing the words 'Free range' must be produced whereby the hens have continuous daytime access to open air runs which must be covered with vegetation, such as pasture. The hens must have 10m² each, which is a maximum of 1000 per hectare (approx. 400 per acre).

See www.bfrepa.co.uk

2. Lion Quality Scheme (Eggs)



This covers eggs for human consumption and was developed to reduce salmonella in eggs. All major retailers specify Lion Eggs. The Lion Quality Scheme is UK-wide and currently includes 95% of free-range, organic and barn eggs, and 75% of cage eggs.

See www.britegg.co.uk.

3. Perchery (Barn) Eggs

These must come from poultry enterprises in which the hens are stocked at a density of no more than 25 birds per square metre on the floor; and the building has sufficient perching to allow a minimum of 15cm of perching for every bird.

See www.britegg.co.uk.

Organic schemes

UKROFS



Excluding UKROFS (the UK Register of Organic Food Standards), there are 10 UK approved organic certifying authorities. To be approved by UKROFS, a certifying body needs to show that it has standards complying with the EC Regulation and can demonstrate its competence to run an inspection system. UKROFS, which is being wound up with effect from July 2003, will be replaced by the Advisory Committee on Organic Standards (ACOS). Unlike UKROFS, however, ACOS will be an advisory committee. The executive functions formerly undertaken by UKROFS (formal approval of organic certifiers, issue of import authorisations, etc.) will in future be undertaken by DEFRA. See www.defra.gov.uk

To avoid any confusion with non-organic produce, most organic food is sold pre-packaged and should always carry the symbol and/or number of recognised certification bodies. Where produce is sold loose, proof of certification must be available to consumers. If the retailer cannot prove the certification of the produce being sold, then consumers should be able to ask who their supplier is and be able to contact them to find out about their certification. All manufacturers must be registered with a certification body. Any shop that repackages goods out of sight of customers, or restaurant or pub that sells and labels meals as being 'organic', must have a licence to do so and be inspected and certified.

1. Bio-Dynamic Agricultural Association



Bio-dynamic farming is a specific agricultural method, originated by Rudolf Steiner in 1924. It involves an understanding of the farm as an entire being and uses specific on-farm preparations along with an astronomical calendar for planting times as an integral part of the process. Homeopathic medicines are advocated. The Biodynamic Agricultural Association owns and administers the Demeter Certified Trademark in the UK and is linked with a world-wide network of independent certifying organisations under the umbrella of Demeter International.

See www.demeter.net

2. Cmi Certification



CMI is one of the largest independent consulting, certification and inspection companies in the food, drink and associated industries, and it has recently begun organic certification. Where appropriate, CMI combine organic assessment with inspections to assess compliance with other internationally recognised standards to ensure that organic supplies consistently meet high standards of food safety, legality and quality.

See www.cmi-plc.com

3. Food Certification (Scotland) Ltd



This company deals solely with organic certification of farmed salmon in the UK. Their 'Organically Produced Farmed Salmon' scheme defines the standards which must be met and maintained for all aspects of the production of salmon under an organic regime including standards for preparation and packaging of the salmon, including smoking.

See www.foodcertificationscotland.com

4. International Certification Service (GB) Ltd trading as Farm Verified Organic (FVO)



FVO provides a full range of certification services for organic producers. It is accredited by the International Federation of the Organic Agriculture Movement (IFOAM) Accreditation Program, which is operated by the IOAS (International Organic Accreditation Services). FVO is also accredited to ISO 65 by the United States Department of Agriculture to satisfy requirements for import into the European Union.

See www.ics-intl.com

5. Irish Organic Farmers and Growers Association (IOFGA)



IOFGA is the largest organic association in Ireland, and it has its own standards additional to those laid down by UKROFS. For example it aims to provide a means of contact between members, to encourage education and research to allow the adoption of improved methods of organic production and to aid the marketing and the promotion of organic food in Ireland.

See www.irishorganic.ie

6. Organic Farmers and Growers



Organic Farmers and Growers is the second largest organic certification body in the UK. It has standards conforming to those of UKROFS.
See www.organicfarmers.uk.com

7. Organic Food Federation



The Organic Food Federation is a trade federation set up mainly to help its members, including producers, manufacturers and importers, to market organic foods. Its standards conform to UKROFS.
See www.orgfoodfed.com

8. Organic Trust Ltd



The Organic Trust Ltd is a non profit-making organisation which was set up in 1991 to provide an inspection and certification service for organic food products in Ireland. It is a registered body, approved by the Department of Agriculture and Food for the inspection and certification of organic producers and processors in Ireland under EU Regulation 2092/91.
See www.iol.ie/~organic/trust.html

9. Scottish Organic Producers Association (SOPA)



SOPA is a charity that was founded in 1988 by Scottish producers to provide a central focus for organic producers in Scotland. Its standards comply with those set out in UKROFS.
See www.sopa.org.uk

10. Soil Association Certification Limited (SA)



This is the largest and longest established organic body. It aims to set the 'gold standard' for the organic industry and has high organic standards which are higher than legal minimum requirements, particularly in farm animal welfare. Compared to UKROFS and EU regulation, the Soil Association has tighter controls on GM planted land, conversion to organic, and processing regulation. It advocates the use of homeopathic medicines on animals where possible.
See www.soilassociation.org

Other schemes

1. Fairtrade



The Fairtrade Mark is the only independently monitored guarantee of international Fairtrade standards in the UK. Fair trade terms include a price that covers the cost of production including a 'premium' to improve producers (including employees) living and working conditions, or to strengthen producer organisations; advance payments and relationships that allow long term planning and sustainable production practises. Internationally agreed criteria currently exist for coffee, tea, cocoa, sugar, honey, and some fresh fruit and juices.
See www.fairtrade.org.uk

2. Halal



Halal food is food or produce that contains no pork, lard, bacon, ham, alcohol or any of their by-products. Certification is an assurance that a particular product has been thoroughly investigated and found to conform to Islamic Dietary Laws and therefore is suitable for consumption by Muslims. Beef, chicken and turkey are only Halal if slaughtered by a Muslim and certain prayers are said at the time of slaughter. The Halal Food Authority run an assurance scheme for Halal food.
See www.halalfoodauthority.co.uk

3. Kosher



'Kosher' means 'fit' or 'proper' in Hebrew, and refers to Jewish dietary laws that govern the selection and preparation of food. There are many and complicated rules, but basic kosher laws state that certain non-kosher foods, principally pork and shellfish, may not be eaten, and that milk products and meat dishes may never be eaten together. Kosher goods must carry the certification of a rabbinical organization that has overseen its production and can vouch for its purity. There are about 400 different certifying agencies, and possibly almost as many logos.

See www.kosher.org.uk and www.okkosher.com

4. Marine Stewardship Council



The Marine Stewardship Council (MSC) is a global, non-profit organisation based in London. The MSC has developed an environmental standard for sustainable and well-managed fisheries and uses a logo to allow consumers to choose products which have not contributed to the problem of overfishing. The number of products certified by the MSC is small but growing. The MSC promotes equal access to its certification programme irrespective of the size, scale, type, location or intensity of the fishery and assesses fisheries independently against the MSC standard before allowing use of its product label.

See www.msc.org

5. RSPCA's Freedom Foods



This was set up by the RSPCA to promote higher animal welfare standards in food production, and the RSPCA's Farm Animal Department sets the welfare standards for each species covered. It is independent of the food and livestock production industry and is a non-profit making charity. Its schemes cover on-farm production, transport and slaughter, with particular emphasis on welfare, making no claims for environmental standards.

See www.rspca.org

6. Vegan Society



The Vegan Society provides information to assist in making lifestyle choices. Their registered trademark symbolizes the standards designed to indicate the animal free nature of a product. This symbol can be seen on products existing in a variety of categories including food and drink, healthcare, household, toiletries and cosmetics, and entertainment.

See www.vegansociety.com

7. Vegetarian Society



The Vegetarian Society's food labelling scheme is a recognised stamp of vegetarian approval. Products, caterers, restaurants, shops and bakeries can be approved through their Food and Drink Guild scheme. Approved products must be free of animal flesh, meat or bone stock, animal carcass fats, gelatine, aspic or any other products resulting from slaughter. Products and ingredients may not have been tested on animals, eggs used must be free range, products must be GM Free and products must also be free from cross contamination with non-vegetarian products or ingredients in the production process.

See www.vegso.org

APPENDIX IV (a): Data sets – Transport for London (Sodexo catering)

Data set for catering provided by Transport for London, as at June 23, 2005.

	Total spend / £	Organic / £	Fair-trade / £	Free range / £	Non-GM / £	Sustainable fisheries / £	RSPB freedom foods / £	Agri-environment schemes / £	Healthy food (reduced fat, sugar, salt, high fibre) / £	From social enterprises or other social labels / £	Grown/reared in the UK/ SE/within 200 miles of London / £	Manufactured in the UK/ SE/within 200 miles of London / £
	£	Products certified as organic	Products authorised as Fairtrade					Products produced to agricultural standards relating to the environment, for example Red Tractor, Countryside Stewardship Scheme.		Products from UK social enterprise groups or supply chain working to improve social welfare e.g. Ethical Trading Initiative		
Milk and cream	12,220	0.5%							50%			96%
Cheese	5,240								2%		95%	
Meat	60,900							65%			65%	
Fish	20,750					100					40%	
Eggs	6,240										100%	
Fats and oils	4,160								20%		60%	
Sugar and preserves	800								2%		98%	
Veg. of which Fresh vegetables (incl. potatoes)	28,585										80%	
Processed vegetables	832											
Fruit	9,100										70%	
Cereals of which Bread Other cereals (incl. wheat)	6,760								40%		80%	
Soft drinks & beverages	19,145								25%		95%	
Alcoholic drinks	2,000										75%	
Confectionery	6,325										97%	
Prepared meals	0											
Other	19,408										65%	

Notes to accompany Transport for London data-set:

- McLaren's (meat supplier) said that they did not use the Red Tractor standard as this is normally used by supermarket chains. The industry is now covered by Eblex: www.eblex.org.uk (British quality standards) which covers British Lamb & Beef.
- Mckenzie's (fish supplier) claim all fish bought is sustainable. Their order mainly consists of cod and salmon – the cod is Icelandic and the salmon is farmed in Scotland.
- All suppliers claimed their products are GM free, although question marks remain over what this means in practice, i.e. animals may be fed on GM feed.
- In addition to catering, Transport for London supplies hot beverages to its staff, free of charge, mostly supplied by Mars Vending 'Flavia' hot beverage machines, serving drink ingredients in individual aluminium packs that are not recyclable. None of the beverages are Fairtrade.

APPENDIX IV (b): Data sets – Fire Brigade (Autograph catering)

Data set for catering provided to London Fire and Emergency Planning Authority from Autograph contract caterers, as at June 18, 2005.

	Total spend / £	Organic / £	Fair-trade / £	Free range / £	Non-GM / £	Sustainable fisheries / £	RSPB freedom foods / £	Agri-environment schemes / £	Healthy food (reduced fat, sugar, salt, high fibre) / £	From social enterprises or other social labels / £	Grow/r/reared in the UK/ SE/within 200 miles of London / £	Manufactured in the UK/ SE/within 200 miles of London / £
	£	Products certified as organic	Products authorised as Fairtrade					Products produced to agricultural standards relating to the environment, for example Red Tractor, Countryside Stewardship Scheme.		Products from UK social enterprise groups or supply chain working to improve social welfare e.g. Ethical Trading Initiative		
Milk and cream	823	0	0	0	823	0	0	0	400	0	823	823
Cheese	1,980	0	0	0	1,980	0	0	0	0	0	1,400	1,400
Meat	1,404	0	0	0	1,404	0	0	0	0	0	850	850
Fish	822	0	0	0	822	822	0	0	421	0	0	0
Eggs	990	0	0	990	990	0	0	0	0	0	990	990
Fats and oils	651	0	0	0	651	0	0	0	0	0	0	651
Sugar and preserves	728	0	0	0	728	0	0	0	0	0	0	728
Veg, of which Fresh vegetables (incl. potatoes)	3,700	0	0	0	3,700	0	0	0	0	0	1,600	0
Processed vegetables	1,650	0	0	0	1,650	0	0	0	0	0	700	700
Fruit	3,400	0	0	0	3,400	0	0	0	0	0	1,300	0
Cereals, of which Bread Other cereals (incl. wheat)	3,200	0	0	0	3,200	0	0	0	0	0	1,600	1,600
Soft drinks & beverages	3,600	0	0	0	3,600	0	0	0	1,250	0	0	1,400
Alcoholic drinks	0	0	0	0	0	0	0	0	0	0	0	0
Confectionery	1,986	0	0	0	1,986	0	0	0	0	0	0	1,150
Prepared meals	823	0	0	0	823	0	0	0	0	0	0	823
Other	0	0	0	0	0	0	0	0	0	0	0	0

APPENDIX IV (b): Data sets – Metropolitan Police (suppliers)

The following pages summarise the information we have received from Metropolitan Police suppliers by the time of our deadline for submission of a report to the LDA (15/07/05).

Ramon Johns, <u>Angel Continental Bakeries</u> , 4 Dorma Training Park, Staffa Road, London E10 7QX; Contact: Mr Ronnie Cross; tel: 020 8988 8000; fax: 020 8988 8001
Bread and Morning Goods <i>Left messages – have had no reply</i>
John Finn, <u>H & B Hawkes</u> , Units A 20/22/23, Fruit & Vegetable Market, New Covent Garden Market, London SW8 5EE; tel: 020 7720 4044
Fresh Fruit and Vegetables <i>Left messages – have had no reply</i>
Nigel Tottman, <u>Nigel Fredericks</u> , Nigel Fredericks House, Carlisle Road, Collindale, London NW9 0HD; tel: 020 8905 9005; fax: 020 8205 6151
Fresh and Frozen Meat <i>Verbal comments:</i> <ul style="list-style-type: none">• All meat supplied is British apart from bacon and small percentage of lamb.• Can supply organic if requested at a price.• Claims that it is all GM free, including animal feed, and all grains used are British.• So far no customers have insisted on Eblex, Red Tractor standards or similar. The company has its own high internal standards to which suppliers must adhere. <i>Says: “Unfortunately it comes down to price. We can supply anything if the customer is willing to pay. As far encouraging local produce, the EU doesn’t help, as we cannot stop imports and EU standards are a great deal lower than ours.”</i>
Abigail Walker, <u>‘3663’</u> , 63 High Street, Shepton Mallet, Somerset BA4 5AQ; tel: 0870 3663 100; fax 0870 3663 199; mobile 07740 492335
Groceries and Frozen Foods <i>Verbal comments:</i> <ul style="list-style-type: none">• Abigail is on extended leave – we were put in touch with the customer information line. They provided the company policy. They deal with 100s of different products.• They have achieved many relevant standards and their due diligence policy is publicly available, but sustainability doesn’t feature highly. For instance, if you carry out a search on their web site, nothing comes up. Yet I’m sure they would like to be seen to be doing more if properly directed.• Environmental issues and standards feature a great deal in their publicity. <i>Statement from 3663 website:</i> <p>“There’s genuine concern for the environment at 3663. In 2003 our Environmental Management System was certified to ISO 14001 in the Transport, Storage and Communication areas across the whole company - a remarkable achievement and a first for a UK company. Serious consideration for the environment started with the formation of an Environmental Committee and Environmental Policy in 1995. Now we have a dedicated, central support department that sets and monitors company wide standards, and a network of individual environment champions (Environmental Co-ordinators) voluntarily promote awareness and initiatives at their site. Many Co-ordinators organise, and are involved in, community projects. The ISO 14001 corporate accreditation to the Environmental Management System has now been extended across 3663 sites for another year following an external vigorous auditing programme by SGS Yarsley. The corporate Certificate for 3663 is now valid until the 25th August 2007 and 4 additional sites have been included in the scope of the certificate, clearly reflecting the continual growth within the company.</p> ”

Recycling

In 2000, a company wide recycling strategy was put in place that diverts packing waste from landfill sites. The strategy now has national coverage and around 300 tonnes of waste are recycled each year.

Labelling

Recently the Quality Assurance Department has been working with suppliers of our own brand products 'Smart Choice' to place eco-labelling symbols on packaging. Approximately 60% of own brand outer packaging and approximately 40% of primary packaging now bear an environmental symbol.

Environmental Management System

An Environmental Supply Chain Manager has recently been appointed to improve the performance of product, packaging and associated services. This will involve the development of a Green Procurement Policy, the implementation of waste minimisation techniques and further enhancement to the supply chain. During 2000, a formal decision was taken by the Board of Directors and the Chief Executive to introduce an Environmental Management System to be certified by an independent external organisation (ISO 14001). This was in response to the tightening of environmental legislation for business, and also in recognition that 3663 could benefit from the excellent work achieved by a vast and committed team of people if it could be standardised and replicated around the business. In 2003 we were awarded the Corporate Certification to ISO 14001 within the Transport, Storage and Communication section of the standard, which means all 3663 sites have attained the requirements of the company Environmental Management System. This is a remarkable achievement for the company and employees and means 3663 continues to lead the way in the field of environmental excellence within the UK.

Freddie Spence, Food Partners Heathrow Ltd, Galleymead Road, Colnbrook, Slough SL3 0EN; tel: 01753 680725; fax: 01753 699666

Sandwiches and Snack Packs

Left messages – have had no reply

Mark Corless, Dairy Crest Ltd, 14/40 Victoria Road, Aldershot, Hampshire GU11 1TH; tel: 01252 366966; fax: 01252 366990; web: www.milkdeliveries.co.uk

Milk and Cream

Left messages – have had no reply

Joanne Radford, Quench Dispensers Ltd, Vale House, 100 Vale Road, Windsor, Berkshire SM4 5JL

Squash and Dispensing Equipment

This person was not contacted as they did not come to the workshop

Marion Faghemi, Coca Cola Enterprises Ltd, Charter Place, Uxbridge, Middlesex UB8 1E; Consumer Information Careline: 0800 227711

Canned Drinks and Vending Machines

Verbal comments:

Marion is now in another department and no one knew who was now doing her job. Coca Cola's customer help line said that they abide by the standards as advised by the Food Standards Agency. All products sold in a country are manufactured in the that country. They use cane and beet sugar but cannot say where the products are sourced from because it is commercially confidential. They claim to have environmental commitments. These are detailed on the website (copied below), but essentially they focus on recycling and litter. They have no work around other sustainability issues, e.g. organic or Fairtrade.

Coca-Cola website

“We strongly believe we have a responsibility to promote the environment, with a commitment to continually move our business towards sustainability; striving to consume fewer natural resources and to recover and reuse resources more extensively. The Coca-Cola Company has made a commitment to ‘conduct our business in ways which protect, preserve and enhance our environment’. We are accountable for our actions, conducting assessments of our environmental performance and taking action towards continuous improvements in all that we do. Our global Environment Report focuses on water, energy and waste.”
The website has sections on: litter; recycling; packaging; tree planting.

Brendan Doyle (Regional Sales Director); Martin Kelly (Brewery Manager); Mamey Crate
Courage East, Ashby House, 1 Bridge Street, Staines, Middlesex TW18 4TP; 01784 466199

Beer

Verbal comments:

- “Whole business is ecological. Heading to improve”;
- Do not use GM products;
- Most ingredients are of British origin. But some hops are from France, US and Australia for their overseas beer range;
- Meet many standards, CBC accreditation;
- Regulated and audited by government;
- Promotes sensible drinking;
- All beer consumed in London will be brewed in Reading; ingredients all local.

Said: “The market is ever changing. Pub consumption is reducing and people take beer home now. Which is less sustainable than barrel beer as far as packaging goes. The market is streamlining and in decline with fewer varieties. The company is aware of its social commitments. The impact of brewing on climate change is very important.”

Of all the companies spoken to the awareness of this company and its integrated approach was way above all others. This is also reflected in their website.

APPENDIX V: Ideas for developing the data collection form

We based our data collection form on a model used by Defra. To have a useful set of data on which to base targets and monitor achievement (important motivators for achieving more sustainable food) it is essential to have a form that is easy, clear to use, and which collects all the information necessary for measurements and comparison.

We have had some criticisms of the form that was circulated to caterers and suppliers. The form caused some confusion. Here, we give suggestions for how the form could be changed to enable better monitoring. The form could:

- Be produced in electronic format, designed to perform automatic calculations, e.g. comparing an entered amount to the target figure.
- Provide back-up information, explaining the meaning of the criteria (e.g. farm assurance; sustainable; certified organic). If provided in an electronic format, this information could be given in hot-links. Detailed lists of sustainable supplies could also be given, for instance a list of the fish species approved as 'sustainable' by the Marine Stewardship Council.
- Provide clearer explanations of, for example:
 - Freedom Foods,
 - Social enterprise
 - Distance from London for a product to qualify as 'local'.

In addition:

- There should be appropriate training for anyone who will be involved in the project and using the form, including suppliers.
- Guidance should be given as to which is the most important factor to achieve, to help participants balance priorities (e.g. striking a balance between Fairtrade; organic; local).
- There needs to be a better definition of 'local', to help suppliers and caterers differentiate between 'grown / reared 200 miles from London' and 'manufactured 200 miles from London'. This caused some confusion.