

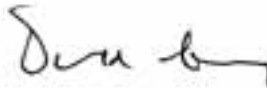
A fresh look
**at school food
procurement**
efficiency and sustainability



In practice, efficiency
and sustainability can
and should be pursued
in tandem

A fresh look at school food procurement (efficiency and sustainability)

As Chair of the Sustainable Farming and Food Delivery Group I welcome the production of this guidance. There has never been greater concern both about the quality of the food our children eat and the sustainability of the UK's food supply chain. Ensuring the health of the next generation and dealing with the impact of climate change are two of the Government's main challenges. At the same time we also need to be improving the efficiency of the school food system. This document demonstrates that, to an extent at least, the sustainability and efficiency agendas can be pursued without conflict, whilst at the same time providing our children with enjoyable high quality food.



Sir Donald Curry

Chair of the Sustainable Farming
and Food Delivery Group



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Introduction

This *Fresh Look* booklet provides practical guidance to assist schools and local authorities to respond to the Government's efficiency and sustainability agendas as they relate to school food. The recommendations it contains will help you to respond to a range of local and national government policy and strategy initiatives, including:

- Defra's Public Sector Food Procurement Initiative
- The National Improvement and Efficiency Strategy (this includes the response to CSR07 and the Local Government White Paper)
- DCSF's Sustainable Schools Strategy
- The Local Government Association's Sustainable Procurement Strategy

The guide is aimed primarily at catering and procurement staff, but it should also be of use to head teachers, school governors and others who have an interest in school food and who wish to know what they might reasonably expect of their suppliers.

There are three sections:

Section 1 provides an overview of the Government's efficiency and sustainability agenda as they relate to school food. It is aimed at those who wish to improve their understanding of these core concepts and related issues such as 'food miles' and 'carbon footprints'. The compatibility of efficiency and sustainability as service objectives is discussed and some service priorities proposed.

Section 2 is the main part of the guide. It contains a set of practical recommendations, examples and directions to useful resources.

Section 3 contains supplementary information, such as seasonal food charts and environmental efficiency top tips, in support of section 2.

The recommendations are based on current best practice drawn from across the school meals sector. The School Food Trust (referred to afterwards as the Trust) is aware that not all of the recommendations will be relevant to every user's situation, and also that many readers will already have implemented some of them. To help you find what is most relevant to you and skip over what you may be more familiar with, we have provided an index and navigation aid on page 4.

You should note that this booklet is not a guide to the procurement process, rather it is meant to be used in conjunction with more general material. The Department for Children, Schools and Families (DSCF) has produced a food procurement guide and advice on contract variation. For details visit www.teachernet.gov.uk/wholeschool/healthyliving/schoolfoodanddrink/procuringmeals

For the purposes of this guide we use the following definition of food procurement.

"Food procurement" encompasses not just:

- how public bodies buy food

But also how they:

- work out what food they want and from whom
- receive and store food
- prepare and serve food
- dispose of food waste
- monitor their costs and service performance.

It includes both those public bodies which buy and prepare food in-house (using their own staff), and also those which outsource their catering to contract catering firms.

Source: Smarter Food Procurement in the public sector, 2004, National Audit Office

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How to use this booklet

We have tried to make this booklet as user-friendly as possible. To help you identify the recommendations that are most relevant to you we have used a colour coding system.

 **Schools**

 **Local authority catering operations**

 **Procurement staff**

The recommendations marked with a green circle apply mainly to schools, blue denotes local authority catering operations and the sections highlighted by an orange circle relate mainly to the procurement process. When you see the three colour codes together it means the information applies to all users.

 **Sustainability**

 **Efficiency**

Where you see a globe icon this indicates that the emphasis is on sustainability. The ticked icon shows that the recommendation is linked to efficiency. In some cases both icons appear because a number of the recommendations relate to efficiency and sustainability.



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Overview

The efficiency agenda

Sustainable Development:
Development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

www.sustainable-development.gov.uk



1.0 Efficiency and sustainability in the context of school food

Over the last few years, school food has attracted unprecedented levels of scrutiny. Publicly, the issue which has attracted most attention has been the concern over the nutritional value of school meals and its relationship to children's health.

Less publicly, an increasing awareness of the scale of expenditure on school food – estimated at £1.2 billion annually – has drawn attention both from organisations concerned with public sector **efficiency** and those with an interest in the environmental, social and economic impacts, i.e. the **sustainability** of the school food supply chain.

Until recently the efficiency and sustainability agendas in relation to school food have developed separately and there has been a tendency to regard them as incompatible. In practice, efficiency and sustainability can and should be pursued in tandem. There are areas of tension, however, and organisations will need to strike a balance in keeping with their service or corporate priorities. This booklet is designed to help inform that decision-making process.

1.1 The efficiency agenda

The Government's efficiency agenda stems from the report 'Releasing Resources to the Frontline' (2004), which is sometimes referred to as the Gershon Review after its principal author. This report identified opportunities for schools and local authorities to make significant efficiency gains, whilst preserving or improving the quality of frontline service delivery.

'An efficiency gain is an improvement in the productivity of resources used to deliver services. It includes obtaining:

- "More for the same"
- "Much more for a little more"
- "More for less"
- "The same for less"

A service cut is NOT an efficiency gain – the efficiency agenda is not about cuts in budget, quality or services.'

Source: Regional Centres of Excellence
www.ice.gov.uk/rce/core/page.do?pageId=10106

The 2007 Comprehensive Spending Review CSR07 requires local government and schools to deliver 3% annual cashable efficiencies (cost savings) over the period 2008–11.

Regional Improvement and Efficiency Partnerships (formed by the merger of the Regional Centres of Excellence and Regional Improvement Partnerships) have been established to assist schools and local authorities to achieve these savings.

Overview

The sustainability agenda

'Smarter food procurement in the public sector'

CSR07 makes no specific reference to school meals. However, an earlier study by the National Audit Office (2006), 'Smarter food procurement in the public sector', estimated that the school meals sector as a whole could make efficiency savings of £66 million by 2011.

A cross-government National Food Procurement Group has been established to help deliver these savings; this guidance forms part of the Trust's contribution to the group's work.

1.2 The sustainability agenda

The words 'sustainable' and 'sustainability' are now widely used but often out of context. For the purpose of this document both terms are used as shorthand for **sustainable development**.

"A widely-used and accepted international definition of sustainable development is: **'development which meets the needs of the present without compromising the ability of future generations to meet their own needs.'**"

Source: www.sustainable-development.gov.uk

The concept of sustainable development emerged in the late 1980s. It was developed in response to a growing recognition of the strong interdependencies that link the economy, society and the environment.

Sustainable development theory acknowledges that economic growth is desirable and broadly beneficial. However, it recognises that economic activity can result in negative as well as positive outcomes and that social and environmental issues should be taken into account when making economic decisions.

Limits to growth

A core principle of sustainable development is that there are environmental limits to economic growth; levels of activity that exceed such limits are described as unsustainable.

For example, current national and international debates about global warming are driven by a concern that the emissions of greenhouse gases arising from human activity have now reached an unsustainable level, which is likely to result in huge negative economic, social and environmental impacts as a result of climate change.

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Overview

So what has any of this to do with school food?



Many schools and local authorities have recognised that improving the sustainability of their service can also improve their image in the eyes of their key customers – children, parents and in the case of local authorities, their schools.



1.2.1 So what has any of this got to do with school food?

The primary objective of a school food service is to ensure that children have access to healthy nutritious food, yet the operation of the service has, by default, a range of positive and negative social, environmental and economic impacts.

Conventionally, most local authorities and schools have tended to focus on service delivery without taking into account the incidental impacts of their activity. Increasingly, though, schools and local authorities are being asked to consider how they might contribute to the delivery of national objectives through the improved design and operation of their school meals service.

For example, sustainable procurement is now widely recognised and endorsed as a means by which local authorities and other public sector organisations might deliver against the economic, social and environmental objectives contained within their Sustainable Community Strategies and Local Area Agreements. Many schools and local authorities have recognised that improving the sustainability of their service can also improve their image in the eyes of their key customers – children, parents and in the case of local authorities, their schools.

1.2.2 Which sustainability issues are important in relation to school food?

The sustainability of a school meals service depends upon the nature and extent of the economic, social and environmental impacts of that service. In plain terms, what you buy is important, but it also matters when you buy it, who you buy it from, how it is packaged, distributed and prepared, and how any waste is dealt with.

The following section briefly outlines some of the key sustainability issues you should consider.

Economic

At a regional and local authority level food and drink businesses can be significant in local economies. Work undertaken by Northumberland County Council demonstrated that money spent with regionally based businesses is much more likely to be retained and re-spent within the local/regional economy than if spent on providers external to the region. This in turn helps to sustain other regional businesses.

Therefore, from a local authority/school perspective there is good reason for wishing to see local/regional businesses involved in the school food supply chain.

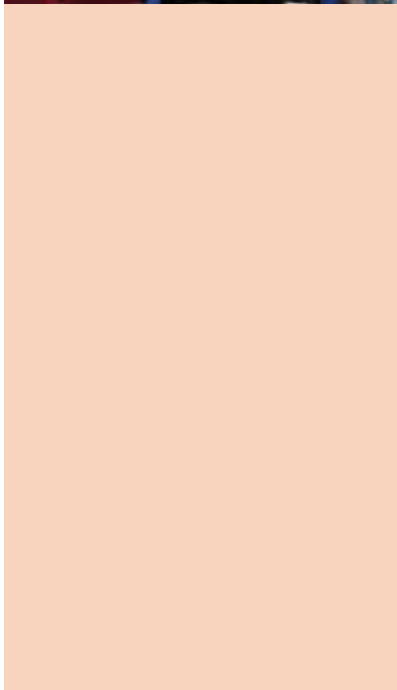
Whilst public sector buyers are not allowed by law to discriminate against or favour local/regional suppliers, it is legitimate for them to seek to identify and tackle barriers that may be preventing regional businesses from becoming part of their supply chain and to ensure that local and regional suppliers are aware of forthcoming business opportunities.

Environmental

The UK's food and drink industry, whilst important economically, has a significant environmental impact. For example, the sector is estimated to be responsible for generating 18% of the UK's greenhouse gas emissions.

Within the food chain food production is the biggest source of environmental impact. Food processing, transport, cooking, storage, packaging and food waste can all be significant contributors to the industry's overall impact.

The extent of the food and drink sector's impact on the environment has attracted substantial public and political attention. Whilst school food represents a relatively small part of the sector, there is growing demand for schools and local authorities to reduce the environmental impacts of their food services. This seems likely to continue; in particular public sector bodies are likely to come under increasing pressure to reduce emissions of greenhouse gases.



Overview

Which sustainability issues are important in relation to school food?



Environmental 'footprints' and 'food miles'

A product's **environmental footprint** is the sum total of the (measured) environmental impacts associated with each stage of its life cycle. For food this would include production, processing, packaging, transportation, cooking, consumption and disposal.

The technique used to calculate an environmental footprint is called **Life Cycle Assessment (LCA)**. A variety (though not all) of environmental impacts can be measured as part of an LCA and it is important to understand what has been included in any given calculation. For example, Life Cycle Assessment is perhaps most commonly used to calculate the **carbon footprint** of a product; the larger the footprint, the greater the contribution of that product to global warming. However, some approaches to carbon footprinting can be misleading as they only calculate CO₂ (carbon dioxide) emissions and ignore the other, often more significant, forms of greenhouse gas which are emitted during the production and consumption of food.

As yet only a small number of food products have undergone lifecycle assessment and it is not yet possible to calculate the overall carbon footprint of school food in any meaningful way.

However, LCA studies are proving increasingly useful in helping organisations to identify where the main environmental impacts associated with the production and consumption of food are and therefore where efforts to improve the sustainability of food supply chains are best directed. In the case of school food providers there is some evidence to suggest that the most important step they could take to reduce their environmental footprint would be to reduce food waste (see recommendation 2.5).

Perhaps surprisingly, the LCA studies undertaken to date indicate that 'food miles' (the distance a food has travelled from the farm to the plate) make a less significant contribution to a product's environmental/carbon footprint than has been commonly assumed (see Environmental Impacts of Food Production and Consumption report).

However, the transportation of food has significant economic and social costs (estimated at over £1 billion) in the form of congestion and accidents. School food buyers should consider ways to reduce the negative effects of food distribution to their premises (see section 2.3).

For more information see:

- Carbon footprinting – An introduction for organisations, Carbon Trust. www.carbontrust.co.uk/publications/publicationdetail?productid=CTV03
- Environmental Impacts of Food Production and Consumption, 2006, Defra. www.mbs.ac.uk/research/engineeringpolicy/researchprojects/sustainability-technological.aspx
- The Validity of Food Miles as an Indicator of Sustainable Development, 2005, AEA Technology. <http://statistics.defra.gov.uk/esg/reports/foodmiles/default.asp>

Social

The social element of food sustainability is generally associated with issues such as fair trade and animal welfare. Where these are a priority they can be addressed through the use of appropriately certified produce.

Social issues in food are also strongly linked with the economic and environmental aspects of sustainability. For example, we know that public well-being is higher in societies with high employment and healthy economies. On the negative side, the transportation of food carries a high social cost through congestion and traffic accidents associated with food distribution.

Schools and local authorities are encouraged to consider how their purchasing policies can be made more

ethical, but they should also consider how best to secure other social benefits, for example, by looking to reduce the number of vehicles involved in the food supply chain (see recommendation 2.3).

1.3 Efficiency and/or sustainability?

It is often assumed that efficiency is incompatible with sustainability in relation to the provision of school food. This is based on the premise that services that are run on a more sustainable basis cost more. This need not be the case. In fact in most instances it will be possible to improve the sustainability of a service without increasing costs, and in many cases it will also be possible to deliver financial savings (for example, through improved energy efficiency).

More sustainable forms of food can be more expensive, but there are low cost options for improving the sustainability of the food you use. The use of food 'in season' is arguably one of the most effective steps you can take towards improving the sustainability of your service (see recommendation 2.0.1).

Even where a higher product cost is incurred – for example, as a result of using organic or Leaf Marque certified produce – the additional expense may be justifiable (for example, if it helps to deliver an improvement in school meal take-up). Even so you should still aim to ensure that you procure as efficiently as possible.



The new procurement agenda requires school meal providers to consider how they might develop a more efficient service whilst also contributing to the broader economic, social and environmental objectives of their organisation.



1.4 Choosing service priorities

This booklet contains a range of recommendations relating both to efficiency and/or sustainability. They are not provided in any order of preference on the basis that users will pick and choose from these in accordance with their service and corporate priorities. When setting these you should take into account the aims and objectives stated within your local Sustainable Communities Strategy, and from 2009, your Local Area Agreement.

The Trust suggests the following should be considered as priorities:

Efficiency

- Seek economies of scale through aggregated/collaborative purchasing (2.1.1)
- Use price benchmarking to ensure that you are paying a competitive rate (2.2.2)
- Adopt the use of consolidated invoices or electronic-payment cards (2.2.1)
- Control 'off list' spend (2.2.4)

Efficiency/sustainability

- Promote more energy and water efficient practices in the workplace (2.4.1/2.4.2)
- Align your menus with seasonal production cycles (2.0.1)
- Engage with your suppliers to identify opportunities to reduce the number of vehicles and 'food miles' involved in the distribution of your food (2.3.1/2.3.2)

Sustainability

- Increase the proportion of certified/assured produce in your supply chain (2.0.3)
- Use sustainably sourced fish (2.0.2)
- Use environmentally benign cleaning products (2.4.6)

1.5 Delivering change – You are not alone!

Traditionally, food procurement in local government has been solely the preserve of catering and/or procurement managers. The new procurement agenda, however, requires school meal providers to consider how they might develop a more efficient service whilst also contributing to the broader economic, social and environmental objectives of their organisation. This increases the complexity of the procurement process, places demands on time and requires new skills and knowledge, which procurement and catering departments may not possess.

Where this is the case, buyers should seek support from relevant staff, for example, a local authority's environment/sustainability and economic development staff. Additionally, there is a range of external organisations operating at both local/regional and national levels that are well placed to provide assistance on specific issues. Advice on the types of assistance available is provided in section 2.1.

Most of the examples and case studies referred to in this document demonstrate both the need for and the effectiveness of partnership working.





Section 2 Recommendations

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As a rule of thumb you should try to use food when it is in season.



2.0 Food use and menu planning

The types of food that you use and when you feature them on the menu will greatly influence the overall sustainability of your service. As a rule of thumb you should try to use food when it is 'in season', and look to substitute less sustainable foods for more sustainable alternatives.

Using assured/certified food can improve the sustainability of your supply chain and help you to market your service. You should, however, be clear what it is you are trying to achieve through the use of such schemes.

The Food for Life Partnership Mark and Catering Mark are award schemes for schools and caterers run by the Soil Association. School caterers can work towards three levels: bronze, silver and gold. The scheme is a means by which caterers can achieve recognition for their use of seasonal, local and organic ingredients, high welfare meat and sustainable fish.



2.0.1 Where possible align menus with seasonal production/harvesting cycles

■ Fruit/vegetable and salad crops

There is some evidence to suggest that food grown and consumed 'in season' will generally have a smaller environmental footprint than 'out of season' equivalents. Although many types of fruit and vegetable can now

be provided all year round this can only be accomplished by growing food in heated glasshouses, using low temperature storage and/or importing food. All three options involve the use of energy, which adds to the environmental footprint of the product.

Whilst there are good reasons for using 'out of season' food – to ensure variety in diet and meet nutritional standards – it is recommended that caterers consider how they might more closely align their menus with seasonal production cycles. It is worth noting that seasonal food tends to be cheaper as it is normally available in higher volumes and has lower production costs.

■ Meat and poultry

The availability of meat and poultry is much less seasonal than fresh produce. There are, however, predictable and reliable seasonal cost trends as the popularity and, therefore, the price of different meat and poultry products varies throughout the year. Caterers should check with their supplier to ensure that their menus are aligned with seasonal price fluctuations to take advantage of low season prices.

■ Seafood

It is important when using wild-caught fresh fish to ensure that it does not feature on the menu during the spawning season.

Sources of further information:

- Advice on the availability of regionally produced food can be obtained from your regional food group and/or regional Public Sector Food Procurement Initiative contact. For details visit www.defra.gov.uk/farm/policy/sustain/procurement/pdf/psfpi-contacts.pdf
- Your supplier will be able to advise you on seasonality.
- For a helpful summary of seasonality and sustainability see the short report 'Food Miles or Food Minutes' at www.foodethicscouncil.org/files/businessforum270607.pdf

Resources:

The School Food Trust has produced a poster for school kitchens showing the seasonality of the most popular fresh foods used in schools. You can request copies from information.requests@sft.gsi.gov.uk or download them from www.schoolfoodtrust.org.uk/resources/seasonalitychart

Summarised information to help menu planning can be found on pages 54–58.





The 'World Review of Fisheries and Aquaculture'* estimated that of the fish stocks monitored, 50% were fully exploited, whilst 25% were estimated as being either over-exploited, depleted or recovering from depletion.

*published by the United Nations Food and Agriculture Organisation (2006)



2.0.2 Avoid the use of over-exploited fish stocks

The 'World Review of Fisheries and Aquaculture', published by the United Nations Food and Agriculture Organisation (2006), estimated that of the fish stocks monitored, 50% were fully exploited (producing catches at or close to the maximum sustainable limit), whilst 25% were estimated as being either over-exploited, depleted or recovering from depletion.

There is a growing recognition of the need to ensure that wild-caught fisheries remain sustainable. Several hundred million people in developing countries are heavily reliant on fish as a source of protein, whilst many animal species are also dependent upon healthy fish stocks for their survival.

We recommend that you review your current use of fish and fish-based products using the information sources listed. Where you find you are using fish from vulnerable or threatened species or populations you should consider the following options:

- Ask your supplier to source the species you require from non-threatened populations (see Seafish Responsible Sourcing Guides).
- Substitute over-fished species with more sustainable options.
- Use Marine Stewardship Council (MSC) certified fish.

Note: Many of the fisheries recognised as being sustainably managed are international and therefore need their fish to be transported, often frozen, further than fish from national waters. However, as with agriculture, transport represents a relatively small part of a fish product's environmental footprint.

'In this regard, fish sourcing is looked at in a global context, with the benefits of sustainable sourcing far out-weighting the downside of transport.'

Source: Managing Environmental Sustainability in the European Food and Drink Industries. CIAA.

Sources of Further Information:

- www.fishonline.org is an information service provided by the Marine Conservation Society. It is a handy quick reference tool providing advice on the types of fish to avoid/use.
- Seafish, the body responsible for promoting the UK fishing industry, produces a range of helpful information; particularly useful in this context are their Responsible Sourcing Guides at www.seafish.org/b2b/area.asp?p=84
- For more detailed information relating to fish stocks in British waters go to www.ices.dk
- www.msc.org/html/content_484.htm provides up to date information about fisheries certified by the Marine Stewardship Council.

Resources:

- For advice on writing specification clauses see Defra, Catering Services and Food Procurement Toolkit www.defra.gov.uk/farm/policy/sustain/procurement/toolkit
- www.fishandkids.org
Fish and Kids is a Marine Stewardship Council project designed to bring sustainable seafood sourcing to schools. Children can learn about marine environmental issues and sustainable fishing through class and web based activities.
- Seafish also has a website which promotes the consumption of fish by children. It provides suggestions for menus and general advice on how to buy and cook fish at www.thesuperhumans.co.uk/the_superhumans.html



Image courtesy A Alchison

Case Study:

Currently nine Local Education Authorities use MSC certified fish. They are Surrey Commercial Services, London Borough of Tower Hamlets, Hertfordshire Catering, Norfolk Commercial Services, Cardiff County Council, Vale of Glamorgan County Council, Cheshire County Council, Coventry City Council, London Borough of Havering.

Overall, the Marine Stewardship Council estimates that over 570,000 pupils in 2,000 schools are enjoying certified fish.

See Tower Hamlets' case study on the School Food Trust website www.schoolfoodtrust.org.uk/casestudies/towerhamletsla



As well as being a useful marketing tool the use of certified/assured produce can also improve the sustainability of a school meal service.



2.0.3 Consider the use of certified/assured food

With the growth of consumer interest in the origin and sustainability of food there are clear opportunities for school food providers to improve the perception of their service by using certified/assured produce. By this we mean food which has been produced:

- “in accordance with standards laid down in an assurance scheme accredited to EN45001 or equivalent criteria, independently inspected by bodies that are similarly accredited; or
- Organically produced as defined in EC Council Regulation 2091/91; or
- A combination of both.”

Source: Defra, Catering Services and Food Procurement Toolkit, 2005. (This clause can be used in contract documentation).

Schemes accredited by EN45001 include Red Tractor, Lion Quality Mark (eggs), EBLEX and BPEX Quality Standard Marks, Freedom Food and the Leaf Marque.

Buyers can specify that food supplied to them be produced in accordance with the standards set by these schemes, provided that they are prepared to accept products certified/assured by other schemes operating to equivalent standards.

As well as being a useful marketing tool the use of certified/assured produce can also improve the sustainability of a school meal service, though the benefits will vary depending upon the scheme involved. A distinction is generally made between ‘baseline’ schemes, for example schemes covered by the Red Tractor or the Lion Quality Mark, and ‘higher tier’ schemes such as organic, the Leaf Marque and Freedom Foods.

Baseline schemes require that, as a minimum, food should be produced in accordance with UK legal standards (such as environmental, animal welfare, health and safety). Depending on the system some higher standards may also be incorporated. The logic behind such schemes is that UK legal farm production standards are higher than those of many other countries. Therefore, buying food produced to the standards of these schemes ensures that you are receiving food that has been produced to UK standards.

‘Higher’ level schemes set standards above the legal minimum. Some cover several issues but in the main they tend to focus on specific issues, particularly the environment (organic or Leaf) or animal welfare (Freedom Foods).

You should be clear what your aim is when using any of these schemes. In particular you should note that the use of certified/assured produce is no guarantee that it will have a smaller carbon footprint than non-certified/assured produce.

Variants

Buyers can, in their food contracts, request that one or more options (variants) be provided for any given product. For example, a buyer might ask suppliers to provide pricing information for standard, Red Tractor assured and organically certified milk. This allows buyers to test the market for assured/certified products and to have greater flexibility in terms of the service they can provide.

The use of variants can be particularly useful in helping local authority caterers to respond to requests from schools who

wish to buy assured/certified produce in response to the Public Sector Food Procurement Initiative or to initiatives such as the Food for Life scheme.

Fair trade

Under EU law buyers cannot specify that a product should be 'fair trade'. You can, however, request that suppliers offer fair trade options. For further information on this see the Office of Government Commerce (OGC) Guidance on Fair and Ethical Trading.

Menu Cycle
Autumn/Spring Menu Cycle 2007/8

Meatless Monday

Monday	Tuesday	Wednesday	Thursday	Friday
<p>Vegetarian</p> <p>Vegetarian Stew with Rice and Green Peas and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Beef</p> <p>Beef Stew with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>

Meatless Tuesday

Monday	Tuesday	Wednesday	Thursday	Friday
<p>Vegetarian</p> <p>Vegetarian Stew with Rice and Green Peas and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Beef</p> <p>Beef Stew with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>

Meatless Wednesday

Monday	Tuesday	Wednesday	Thursday	Friday
<p>Vegetarian</p> <p>Vegetarian Stew with Rice and Green Peas and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Beef</p> <p>Beef Stew with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>	<p>Chicken</p> <p>Chicken Curry with Rice and Seasonal vegetables of a choice from a selection of four options and Fruit Salad with Yogurt or Tiramisu</p>

Menu Cycle Legend

- Meatless Monday
- Meatless Tuesday
- Meatless Wednesday
- Meatless Thursday
- Meatless Friday

Logos: Try something new today, Red Tractor Assured, Good Food, Healthy Schools, Great tasting & Good Looking



Take-up of school meals at Millfield Community School has increased by 40% following investment in new kitchen facilities and the introduction of in-house catering.



Sources of further information:

- The Defra document 'Integrating sustainable development into public procurement of food and catering' contains useful additional information about assurance/certification schemes as does the section 'PSFPI frequently asked questions'. Both are available from: www.defra.gov.uk/farm/policy/sustain/procurement/pdf/psfpi-faqs.pdf
- For guidance on Fair and Ethical Trading see www.ogc.gov.uk/documents/guidance_on_Fair_and_Ethical_Trading.pdf
- For further information about Fair Trade in schools visit www.fairtrade.org.uk/schools

Resources:

- For advice on writing specification clauses see Defra, Catering Services and Food Procurement Toolkit at www.defra.gov.uk/farm/policy/sustain/procurement/toolkit
- School meal providers implementing the recommendations below may be eligible for a Food for Life Catering Mark from the Soil Association. The Bronze Catering Mark rewards caterers for seasonal menus, 75% freshly prepared, using Red Tractor meat. The Silver Catering rewards the use of sustainable fish, free range chicken and pork and with 50% locally sourced or 30% organic ingredients. (visit www.foodforlife.org.uk or contact catering@foodforlife.org for more details).



Millfield Community School – London Borough of Hackney

Take-up of school meals among pupils at Millfield Community School has increased by 40% following a move to invest in new kitchen facilities and to take responsibility for schools meals provision 'in-house'. A key part of the school's strategy to develop an improved food culture was to increase its use of local (50%) and organic (40%) produce. Millfield Community School has now enrolled with the new Food for Life Partnership, to work towards bronze, silver and gold marks for good food culture.

For more information go to www.foodforlife.org.uk



Best value for money is defined as:

‘the optimum combination of whole life costs and benefits to meet the customer’s requirement.’

I&DeA, Managers Guide to Procurement.



2.1 Procurement

Public sector procurement is governed by European and national legislation. This has been developed to ensure that the process is transparent and does not discriminate between suppliers. In England contracts are awarded on the basis of best value – the economically most advantageous option.

“Best value for money is defined as:

‘the optimum combination of whole life costs and benefits to meet the customer’s requirement.’

Contracts should not be awarded on the basis of lowest initial price alone. There must always be an assessment of quality and the costs that will be incurred by the authority throughout the life of the asset or contract period.”

Source: I&DeA, Managers Guide to Procurement.

The rules are designed to be open and fair to all prospective suppliers. Procurers should, therefore, look to ensure that, wherever possible, suppliers have equal access to their business. For example, when considering aggregate forms of procurement you should take reasonable steps to ensure that this does not exclude small and medium sized enterprises (SMEs) as this can reduce competition (and thereby potentially erode the advantages of aggregation) leading to the development of a less flexible supplier base.



2.1.1 Identify and consider collaborative/aggregate procurement opportunities

“We estimate that with greater aggregation across the public sector, an average reduction in prices of four per cent is possible, equating to an average saving of £80 million by 2010–11.”

Source: Smarter Food Procurement in the Public Sector, 2006, National Audit Office.

Aggregating demand through collaborative approaches to procurement can help food buyers to secure lower prices. It can also lead to a reduction in the overall effort (and, therefore, the collective costs) associated with the procurement process and the subsequent contract management. This is because the responsibility for the main functions associated with letting and managing the contract is generally held by a single lead organisation.

Aggregation can be undertaken at local, regional and national levels.

Opted-out schools may have opportunities to pursue collective purchasing at all three levels.

They can:

- establish joint-purchasing arrangements involving other schools
- buy into local authority food contracts
- access the new OPEN marketplace established by the Department for Children, Schools and Families (DCSF), which enables individual schools to access nationally negotiated food contracts.

Local authorities wishing to engage in collaborative purchasing may establish new joint contracts or seek to access existing contracts held by other authorities or regional purchasing consortia.

Note: New joint procurement arrangements can be complex to develop. If considering this approach you should ensure all parties involved share the same aims and objectives and are able to harmonise their requirements on issues such as product ranges and delivery arrangements.

Joining existing arrangements is simpler, although again you must ensure that your needs are met. Be sure that the arrangement delivers best value (it is advisable to test the market before buying into an existing contract) and that it is consistent with your service and corporate priorities.

Sources of further information:

- Defra's 'How to increase opportunities for small and local producers when aggregating food procurement – Guidance for buyers and specifiers.'
www.defra.gov.uk/farm/policy/sustain/procurement/pdf/aggregation-guidance.pdf
- 'Aggregation – is big always better?'
www.ogc.gov.uk/efficiency_documents_commodities_procurement.asp

Resources:

The OPEN system will be available to all schools from April 2008. Further details are available at www.dcsf.gov.uk/epc
www.dcsf.gov.uk/open

Case Study:

A collaborative procurement exercise initiated by the North East Centre of Excellence and NEPO, the North East Purchasing Organisation, has established a joint food procurement contract (covering all food products), which now involves five local authorities.

The development of the contract was complex but has generated a range of benefits including cashable efficiency savings of up to 12% (on the grocery contract).

View the case study in full at www.schoolfoodtrust.org.uk/casestudies/NECE/NEPO



Don't put all your eggs in one basket
- allowing suppliers to bid for part or all of a contract can be positive

Peter Mc Grath
Derbyshire
County Council



2.1.2 Consider using 'lots' when letting large contracts

Large contracts may exclude small and medium sized enterprises (SMEs) from competing for your business. This may be because they cannot supply the volume required or the range of products described within a contract. To overcome this you should consider allowing businesses to bid either for all of a contract or for 'lots' only, that is to say for discrete 'chunks' of the overall contract.

Lots are most commonly used to enable SMEs to bid to supply to one or more smaller geographic areas than that covered by the contract as a whole. For example, a county council might allow businesses to bid for lots based on district council boundaries. Alternatively you can allow businesses to bid for product 'lots', e.g. for eggs only in a general groceries contract.

Sources of further information:

- See parts 2 and 3 of the PSFPI guide 'Putting it into practice' www.defra.gov.uk/farm/policy/sustain/procurement/resources.htm



Case Study:

To encourage greater competition for its milk contract from small and medium sized businesses, Derbyshire County Council provided potential suppliers with the opportunity to bid for geographic 'lots' within the main contract.

Local, regional and national suppliers were encouraged to bid for all or part of the contract. This approach generated greater competition for the council's business and led to the overall contract being split between seven regional and two national suppliers.

See also Shropshire County Council's meat contract case study at www.schoolfoodtrust.org.uk/casestudies/shropshirecc1 and Derbyshire County Council's case study at www.schoolfoodtrust.org.uk/casestudies/derbyshirecc



2.1.3 Let separate contracts for supply and distribution

A factor preventing many SMEs from bidding for public sector contracts is a lack of distribution capacity. Buyers can overcome this hurdle by letting separate contracts for supply and delivery. This may also help you to reduce the volume of traffic generated by the delivery of your food. This issue is explored in more detail in section 2.3.



2.1.4 Move towards the use of standardised systems procedures and standards

Suppliers frequently report frustration with the level of bureaucracy involved in dealing with the public sector; a particular complaint is that each purchasing organisation tends to use different sets of documentation and quality standards. Consideration should be given to the standardisation of documentation and specifications, particularly within regions where local authorities are using the same set of suppliers.

Sources of further information:

- The Regional Improvement and Efficiency Partnerships (successors to the Regional Centres of Excellence) have developed a range of standard clauses and 'harmonised' documentation. For contact details for your RIEP go to www.rcoe.gov.uk/rce/core/page.do?pageId=1

Resources:

- Defra, Catering Services and Food Procurement Toolkit provides a range of standardised documentation for use when procuring catering services. Go to www.defra.gov.uk/farm/policy/sustain/procurement/toolkit

Case Study:

Durham County Council and the North East Centre of Excellence have developed a set of standardised food procurement documentation using the RIEP's 'harmonised' documents and clauses developed by Defra.

Copies of this document can be found at www.schoolfoodtrust.org.uk/casestudies/NECE/Durham



Intelligent public procurement can also capture innovation from small businesses (SMEs) and third sector organisations (TSOs) while realising wider benefits for local communities.

Local Government Sustainable Procurement Strategy



2.1.5 Be pro-active in promoting forthcoming business opportunities

A range of publicly funded, third and private sector bodies exists to encourage, assist and enable small and medium sized food suppliers to bid for public sector business. You should contact these bodies before going out to tender to seek their help in stimulating interest in your business. In some cases they will have access to resources, which can be used to fund events or supply chain initiatives. Engagement with these bodies may also assist you to identify any barriers that may be preventing smaller businesses from bidding for your business.

Sources of further information:

- See case study at www.schoolfoodtrust.org.uk/casestudies/northyorkshirecc
- Go to www.defra.gov.uk/farm/policy/sustain/procurement/regions.htm for details of regional Public Sector Food Procurement Initiative contacts.
- Go to www.regionalfoodanddrink.co.uk for details of regional food groups.
- The English Farming and Food Partnerships run a 'Share to Supply' project; this aims to link food producers into public sector food supply chains. See www.sharetofarm.com/x40.xml



2.1.6 Supplier engagement – post award of contract

Once a contract is awarded buyers should look to work with their suppliers and other relevant organisations to improve the efficiency and sustainability of their supply chain, (for example, on issues such as the incorporation of SMEs into the supply chain, reducing distribution costs and reducing waste). Assistance for suppliers is available from several publicly funded organisations.

You can encourage post-award supplier engagement by identifying it within the tender documents as something that is desired/required.

Sources of further information:

- Go to www.defra.gov.uk/farm/policy/sustain/procurement/regions.htm for details of regional Public Sector Food Procurement Initiative (PSFPI) contacts. The contacts listed there can provide a range of assistance.

Resources:

- The English Farming and Food Partnerships. See www.sharetofarm.com/x40.xml
- Envirowise provides a range of advice and assistance to small and medium sized enterprises with a view to identifying opportunities for them to reduce their expenditure on waste, water and energy. See www.envirowise.gov.uk
- See also 2.4.5.

**Case Study:**

Yorkshire Framework for Change commissioned a project to establish whether more regional red meat could be integrated (at a competitive price) into the regional public sector supply chain. The study showed that this was possible for some products and several local authorities are now receiving an increased proportion of regionally produced meat. For example, Doncaster Borough Council now source 100% local pork.

For further information see the case study at www.schoolfoodtrust.org.uk/casestudies/doncasterbc

**Case Study:**

ESPO, a local authority purchasing and distribution consortium, utilises aggregate buying volumes to maximise potential savings for its members.

For this project they represented Norfolk, Cambridge and Peterborough to source a fresher, better flavoured and more sustainable British tomato for school meal production. Working in partnership with British Sugar and Cornerways Nurseries at Anglia's Wissington Plant, they managed to source an Anglia grown tomato that can be supplied to school meal services for six to eight months of the year.

For further information see the case study at www.schoolfoodtrust.org.uk/casestudies/espo

Recommendations

Business efficiency and contract management

Across the public sector as a whole those organisations operating LA 'in-house' services paid less for food than those using external caterers.

Source: The National Audit Office report 'Smarter Food Procurement in the Public Sector'

2.2 Business efficiency and contract management

We would suggest that there are four key efficiency priorities for food buyers:

- Reducing transaction costs
- The use of benchmarking to ensure that competitive prices are achieved
- Increasing the transparency of charges
- Reducing 'off list' spending
- Monitor price trends within the marketplace



2.2.1 Identify opportunities to reduce transaction costs

Whilst food costs represent a relatively small part of a school or local authority's expenditure, the transaction costs associated with food procurement can be disproportionately large. It has been estimated that in some cases up to 25% of the invoices dealt with by local authorities relate to food. Since each invoice costs an estimated £30–40 to process, this can represent a significant outgoing.

Where it has not already occurred procurers should move towards the use of consolidated invoices; that is a single invoice from the supplier which incorporates all transactions for a given period (usually monthly).

Arguably the most efficient approach to reducing transaction costs is to use some form of electronic payment mechanism such as 'P cards'

(effectively a controlled credit/debit card for organisational use). There are several options available and procurers are advised to seek specialist advice on the pros and cons of such systems.

Note: You should be aware that the adoption of an electronic procurement system could disadvantage smaller businesses. Where this is an issue you should engage with local economic development staff and external organisations such as Business Link and the Regional Improvement and Efficiency Partnerships to establish whether any business support is available to help suppliers become e-enabled.

Sources of further information:

- DCSF Educational Procurement Centre at www.teachernet.gov.uk/management/epc
- For Regional Improvement and Efficiency Partnerships contact details go to www.rcoe.gov.uk/rce/core/page.do?pageId=1

Resources:

- The National e-Procurement Project produced a series of guides for schools and local authorities, which introduce e-procurement and describes the process of adoption. See www.nepp.org.uk

Case Study:

Hertfordshire County Council identified high transaction costs associated with the supply of 1/3 pints of milk to primary schools and introduced an e-Procurement solution to address this. The new system reduced the annual number of invoices being dealt with by 20,000. In the first year savings totalling an estimated £150,000 were made through reduced contract and administrative costs. See the full case study at www.schoolfoodtrust.org.uk/casestudies/hertfordshirecc



2.2.2 Use benchmarking to help monitor prices and performance

The National Audit Office report 'Smarter Food Procurement in the Public Sector' noted that there were wide variations in the prices paid by school food providers for the same product.

	Milk* Pence	Bread* Pence
Local authority range	25–44	55–97
Local authority average	31.3	69.8
NHS Trust average	20.9	55.4

*(1 pint whole milk)

** (800g wholemeal)

It also discovered that across the public sector as a whole, organisations operating 'in-house' services paid less for food than those using external caterers.

In-house average	25.3	64.8
Contracted out average	33.6	84.1

Whilst there may be good reason for such price variations buyers should ensure that they are paying a competitive price. Price benchmarking (comparing the costs you pay with those paid by other similar bodies) is an effective way of establishing this.

Buyers should challenge their suppliers where they find that their prices appear uncompetitive

Note: Benchmarking can also be used to monitor and measure a range of efficiency and sustainability issues and its use should be considered when assessing other variables in addition to price. You should consider requiring suppliers to provide you with information on those factors you wish to measure, as a condition of contract.

Recommendations

Business efficiency and contract management



Food buyers and caterers should ensure that they are aware of shifts and trends in price and availability so that menus can be adjusted to avoid higher priced products and to take advantage of products in over-supply.



Sources of further information:

- A range of commercial catering benchmark providers can be found on the internet; one of the more commonly used is the Catering Price Index www.cateringpriceindex.com
- The Office of Government Commerce is developing a price-benchmarking tool covering the top 250 product lines used by the public sector. This should be available by the Summer 2008.
- The North East Centre of Excellence and Association of Public Sector Excellence (APSE) have developed a new set of performance indicators to assist users to benchmark both efficiency and sustainability performance; this is available from www.nece.gov.uk

Example:

The APSE runs a well-established set of performance networks. Food product benchmarking is a part of their Education Catering PN Programme, which currently involves 104 organisations. To access this an Authority would have to join APSE. To check what performance indicators are available within this programme (including the 'Key Product Lines' data), interested parties should go to the following link: www.apse.org.uk/performance-networks/service-areas.html



2.2.3 Ensure that charges are transparent and specific

A common problem facing food buyers is the frequent lack of transparency in the pricing information provided by their suppliers. You should request full cost breakdowns from suppliers; for example, ask for the cost of the product and a separate charge for delivery rather than a single 'delivered price'.

Organisations using contract caterers should request itemised bills and full details of any volume-based discounts and rebates that they receive.

Improving the transparency of what and how much is being paid for any given product or aspect of service will better enable you to benchmark and will also improve your ability to negotiate with suppliers, for example when price increases are requested. You should also consider, as a condition of contract, requiring suppliers to operate an open book system to allow you access to information about a supplier's costs and charges.



2.2.4 Control 'off list' spend

Many local authorities report that a major source of financial inefficiency arises from kitchen unit staff asking suppliers for products that are not on the 'core list'. By this we mean products for which prices have been agreed with suppliers. In general buyers will pay a much higher

premium for 'off list' products. Those with financial responsibility for school food should ensure that controls are put in place to control 'off list' spending. Clauses can be inserted into contract documentation; however, this matter needs to be continually addressed through the contract management process.

Example:

The North East Purchasing Organisation developed the following clause for use in their new food contract documents.

8.1 "Payment will only be made for invoices covering contracted items. Any non contracted items requested should be brought to the attention of NEPO's Nominated Officer(s) for authorisation prior to supply."



2.2.5 Monitor price trends within the marketplace

Food prices are inherently volatile because the availability of food – and therefore its price – is dictated by unpredictable variables such as the weather and disease outbreaks.

Food buyers and caterers should ensure that they are aware of shifts and trends in price and availability so that menus can be adjusted to avoid higher priced products and to take advantage of products in over-supply. Suppliers are well attuned to price trends and can advise on such matters. However,

buyers should also seek independent sources of advice and information; these can also be invaluable when assessing requests by suppliers to increase prices.

Industry sources, such as the Fresh Produce and Meat Trades Journal, record weekly price trends; they can also be useful in helping you to benchmark your service.

Sources of further information:

- For up-to-date market information regarding fruit and vegetables visit www.freshinfo.com/index.php?s=p&ss=jn
- For general issues/information relevant to the food industry visit www.thegrocer.co.uk/tgtw_default.aspx
- For information on meat see www.meatinfo.co.uk
- For information regarding the dairy industry see www.mdcdatum.org.uk/MilkPrices/milkprices.html
- For general market information see Farmers Weekly Interactive www.fwi.co.uk/Prices/Prices.aspx?sPage=List&pList=front

Resources:

All of the above organisations produce regular journals. You can register for free online bulletins but the paid subscription services are generally more useful.

Recommendations

Securing efficiencies in food distribution

2.3 Securing efficiencies in food distribution

Defra's Food Industry Sustainability Strategy (FISS) Champions Group on Food Transport published a report in 2006 which estimated that the UK food industry could deliver a 20% reduction in the environmental and social costs associated with the domestic transportation of food, without undermining the efficiency of the distribution network.

Whilst it is now recognised that food transport is generally responsible for a relatively small proportion of a food's environmental footprint, the distribution of food still has significant environmental and social costs, mainly as a result of vehicle emissions and traffic congestion. For a school food buyer it also carries a financial cost, one that looks set to rise further because of increasing fuel costs.

Many schools will receive regular deliveries from several different companies, often on the same day. This can be problematic for the school because someone must be available to receive deliveries and because of child safety concerns. You should investigate opportunities for reducing both the frequency of deliveries by individual suppliers and the overall number of delivery agents involved.



2.3.1 Encourage collaboration within your supply chain

Where there is an existing supply chain involving multiple direct suppliers you should encourage them to explore opportunities for jointly distributing their produce.

When letting a new contract you should encourage potential suppliers to consider establishing joint distribution arrangements. The organisations listed in the resource section of 2.1.6 may be able to assist in facilitating the development of such arrangements.

Case Study:

PSPS (Public Sector Produce Suppliers) is a producer-led food marketing and distribution initiative created to supply Leeds City Council schools with fruit and vegetables. To ensure that the full range of products required by public sector bodies can be provided the producers formed a consortium, which included a fruit and vegetable wholesaler and a specialist distribution company. The new venture has secured a three-year contract with Leeds City Council, which is worth £750K per annum to the group.

For further information about this and similar projects visit www.sharetofarm.com/x42.xml



2.3.2 Let separate contracts for supply and distribution

When letting a new contract, consider offering suppliers the opportunity to bid to supply only products. This can help to reduce the numbers of vehicles involved in your supply chain and (as stated in 2.1.2), make your business more accessible to smaller businesses. To cover delivery you can invite other suppliers to bid for this work or stipulate that a winning supplier must agree to distribute products supplied to them by nominated suppliers.

An alternative would be to completely separate contracts for supply and distribution; in this scenario you might let a contract to a commercial logistics firm to undertake all of your food distribution.

Case Study:

East Anglia Food Link has worked with several local authorities on overcoming barriers to regional suppliers. The nominated supplier route has proven successful in assisting new regional meat suppliers to bid successfully to supply regional meat into Suffolk, Cambridgeshire and Hertfordshire councils, taking over contracts previously held by national companies. The distribution is undertaken by the company which holds the frozen food contract.

To read the full case study visit www.schoolfoodtrust.org.uk/casestudies/eafl



2.3.3 Consider an 'in-house' distribution operation

Where distribution costs are high, as with a large rural authority, it may be worth considering taking the distribution function 'in-house'.

Case Study:

Dumfriesshire and Galloway Council established a distribution hub in 1994, which operates a combined food delivery service to 125 schools. Suppliers deliver to a central 'hub' and from here a council run service delivers it to the schools. Non-food items such as stationery and cleaning materials are distributed via the same operation. This approach has generated estimated annual savings of £96,000 and a reduction in CO₂ emissions of 49 tonnes.

For further information see the DIY guide to implementing the PSFPI-advice to practitioners. www.defra.gov.uk/farm/policy/sustain/procurement/resources.htm

See also Cumbria County Council's case study www.schoolfoodtrust.org.uk/casestudies/cumbriacc

Recommendations

Securing efficiencies in food distribution



Consolidating food deliveries is one way of reducing the number of vehicles involved in distribution.

Source: SAFED



2.3.4 Encourage your distributors to adopt industry best practice

Whatever your distribution arrangements, encourage your suppliers to adopt industry best practice and to take advantage of the many sources of information and assistance that industry and public sector bodies are developing.

Sources of further information:

- The Institute of Grocery and Distribution has initiated a programme of work looking at best practice in sustainable distribution. For details visit www.igd.com/secondlevel.asp?menuID=150

Resources:

- The Energy Saving Trust www.energysavingtrust.org.uk/fleet/organisations runs a transport advice programme for organisations in England and Scotland that offers practical solutions to help reduce costs and improve the environmental performance of car and van fleets.
- SAFED (Safe and Fuel Efficient Driving) is a scheme developed by the Department of Transport through which businesses can access subsidised one-day training courses for their staff. See www.safed.org.uk



2.3.5 Monitor and control the number of deliveries received

Consolidating food deliveries is one way of reducing the number of vehicles involved in distribution. However, food buyers should still monitor the overall number of deliveries they receive since each delivery represents a cost to the service. Good menu planning and demand forecasting can help to reduce the frequency of deliveries. The volume of deliveries any single catering unit receives is a good indicator of how efficient menu planning is on that site.



2.3.6 Work with suppliers to identify opportunities to improve the efficiency of your supply chain

Suppliers sometimes complain that they are forced to operate inefficient distribution patterns because of restrictions placed upon them by buyers or the individual units they supply. For example, one or more units may require suppliers to deliver at times which are not synchronised with adjacent delivery sites, resulting in an additional delivery round. Buyers should liaise with their distributors to identify mutually beneficial opportunities to improve the efficiency of distribution.



'A split door seal on an oven can lose 20% of the oven's heat.'

The incorrect gas/air mixture on a burner can waste 20% of the gas through non-combustion.'

Increasing Efficiency within the Commercial Kitchen, 2007, Aga Foodservice Equipment



2.4 Environmental efficiency

Studies undertaken in both the commercial and the schools sector indicate that catering practices and equipment are often highly inefficient in their use of energy and water. Given that energy and water costs are rising and are likely to continue to rise in the foreseeable future, it makes sound business sense to identify opportunities for reducing levels of use. This will also help to achieve reductions in CO₂ (carbon dioxide) emissions.

Energy and water efficiency in the kitchen should be pursued by:

- promotion of energy/water efficient behaviour (through training and promotional activity)
- a good maintenance regime
- retrofitting energy/water efficiency devices to existing equipment
- the procurement of more efficient equipment when replacing old equipment or fitting-out new kitchens.

To supplement the following recommendations, a list of no/low cost 'top tips' is provided on page 59.



2.4.1 Promote energy efficiency in the kitchen

'A split door on a fridge uses up to 11% more energy through inefficiencies.'

A split door seal on an oven can lose 20% of the oven's heat.

A heating element thick with scale uses up to 50% more energy to reach temperature.

The incorrect gas/air mixture on a burner can waste 20% of the gas through non-combustion.

A blocked freezer condenser or iced up evaporator will use 25% more energy for the same cold air output.'

Source: Increasing Efficiency within the Commercial Kitchen, 2007, Aga Foodservice Equipment.

Kitchen staff should be encouraged to adopt more energy efficient behaviour. This applies to simple measures such as turning equipment on and off, the correct positioning of fridges and freezers but also ensuring that maintenance needs (for example, split seals) are reported and dealt with promptly.

Additional savings can be made by retrofitting existing equipment with energy saving devices.

Sources of further information:

- The Institute of Refrigeration provides guidance on reducing refrigeration running costs; go to www.ior.org.uk/ior_technical.php?r=K6EMQWJRAE
- The Carbon Trust also provides guidance on efficient management of refrigeration at www.carbontrust.co.uk/energy/startsaving/tech_refrigeration_maintenance.htm
- Hospitable Climates produces fact files on energy efficiency in the kitchen. See www.hospitableclimates.co.uk
- See also 2.4.3 for advice on where to look for energy efficient devices.

Resources:

- For general educational material relating to energy conservation go to www.sustainablelearning.info
- A guide to 'Appointing and managing refrigeration contractors' has been produced by the Food and Drink Industry Refrigeration Efficiency Initiative. It is available from www.cclevy.com/refrigeration.html

Case Study:

Moorfield Primary School in Newport reduced their energy consumption by 30% by changing kitchen staff practices and by replacing a hot water steriliser with a dishwasher. This also reduced water use.

Source: Schools – Learning to improve energy efficiency. Carbon Trust. See www.carbontrust.co.uk/publications/publicationdetail?productid=CTV019

**2.4.2 Promote water efficient practices in the kitchen**

Contrary to popular belief, the UK has less available water per person than most other European countries. London is drier than Istanbul and the South East of England has less water available per person than the Sudan and Syria. Drought is already a regular feature of UK life and may become worse as a result of climate change. There is a clear and widely agreed need to use water more efficiently and sustainably.

“The key to water efficiency is reducing waste, not restricting use. Consumers can help reduce waste by making small behavioural changes and by choosing more water efficient products.”

Waterwise



Whilst more energy efficient equipment can be expensive to purchase initially, when the cost of operating equipment over its working life is taken into account the purchase of more efficient goods may be the most 'economically advantageous' option.



Sources of further information:

- 'Sustainable water management in schools' is available from www.ciria.org/downloads.htm
See page 19 for information on retrofitting taps.
- Waterwise www.waterwise.org.uk
See 'Saving water in your kitchen' for advice on water efficient products.
www.waterwise.org.uk/images/site/Devices/kitchen_final.pdf
- Information is also provided on the Environment Agency website at www.environment-agency.gov.uk/subjects/waterres/287169/287864/?lang=_e
- For general educational material relating to water conservation in schools go to www.sustainablelearning.info

Resources:

- AquaFund is a national water efficiency initiative run by Advanced Demand Side Management (ADSM). It provides schools and local authorities with free advice and assistance on water efficiency in return for 50% of any savings achieved. This service is provided via a framework contract established by the Office of Government Commerce.
Contact ADSM on 01753 833880
aquafund@adsm.com
www.adsm.com

Case Study: Ferney Lee School

Ferney Lee Primary School in Todmorden, Yorkshire, approached ADSM to reduce their water costs. Using investment from the AquaFund budget, ADSM surveyed the site, installed state of the art washroom equipment and provided monthly reports on their water usage and improvements. Since the start of the scheme the school's water consumption has dropped by 30%.

For further information see www.adsm.com/case_studies.php



Defra estimates that the UK's food and drink industry accounts for about 14% of UK business energy consumption – 7 million tonnes of carbon emissions, 10% of all industrial water usage and generates 10% of the industrial and commercial waste stream.



2.4.3 When replacing equipment or designing new kitchens consider the use of more energy/water efficient equipment

When purchasing new equipment you should take a 'whole life costing' approach to assessing 'best value'. Whilst more energy efficient equipment can be expensive to purchase, when the cost of operating equipment over its working life is taken into account the purchase of more efficient goods may be the most 'economically advantageous' option. The use of whole life costing is strongly endorsed within the Local Government Sustainable Procurement Strategy. See www.lga.gov.uk/lga/publications/publication-display.do?id=22157

Sources of further information:

- Go to www.eca.gov.uk for a list of energy/water efficient equipment suppliers.
- The Catering Equipment Suppliers Association in conjunction with Hospitable Climates also publishes information on energy efficient products at www.cesa.org.uk
- Waterwise provides advice on water efficient products at www.waterwise.org.uk
- For advice on whole life/life cycle costing see www.ogc.gov.uk/implementing_plans_introduction_life_cycle_costing_.asp



2.4.4 Develop an environmental management system

Adopting an environmental management tool can assist you to develop, implement and monitor an environmental efficiency programme in a systematic manner. It also provides your customers and other interested parties with evidence of your commitment to securing positive change.

Resources:

The North East Centre of Excellence working with CESHI (Centre for Environmental Sustainability in the Catering Industry) and APSE (Association of Public Sector Excellence) has developed a toolkit designed to enable public sector caterers to develop an in-house Environmental and Social Responsibility Policy. This is available at www.nece.gov.uk

Individual schools may be able to get assistance in developing an environmental management system through Groundwork's One World Schools programme. For more information go to www.groundwork.org.uk/index.asp?page=64





2.4.5 Encourage the development of environmentally efficient practices by your suppliers

Defra estimates that the UK's food and drink industry accounts for about 14% of UK business energy consumption – it generates 7 million tonnes of carbon emissions.

A number of publicly funded organisations can provide free advice and assistance with sustainability to companies within the food and drink sector. This is often targeted at small and medium sized enterprises (SMEs) where environmental awareness and levels of adoption of more sustainable practices are generally low. You should ensure that your suppliers are aware of such initiatives and encourage them to participate.

Sources of further information:

- Envirowise can provide advice and assistance, including in some instances site visits, to support businesses to reduce waste, water and energy use.
www.envirowise.gov.uk/tips
- Carbon Trust can provide on site surveys for organisations whose energy bill exceeds 50k per annum
www.carbontrust.co.uk/energy/assessyourorganisation/energy_survey.htm
- Also see 2.3.4.

Resources:

Energy management tools and a web based learning system developed as part of an EU funded project BESS (Benchmarking and Energy Management Schemes in SMEs). Visit www.bess-project.info

Case Study:

Westbury Dairies is the largest single-site dairy in the UK. In 2004 their annual energy bill was in excess of £2m, so they contacted the Carbon Trust for advice on energy efficiency.

The Trust provided an Energy Management Assessment which enabled Westbury to develop an energy management system. It has been estimated that if Westbury Dairies implemented these recommendations the business could save more than £400,000 each year on its energy bill and reduce carbon emissions by almost a sixth.

www.carbontrust.co.uk/resource/case_studies/westbury_dairies.htm



Both environmental and health impacts can be substantially reduced by excluding certain chemicals from the products you buy.

Source: ICLEI



2.4.6 Responsible use of cleaning products and other chemicals

Cleaning products and other chemicals in the kitchen can contain ingredients that are potentially harmful to human health and the environment. It is recommended that you review the use of chemicals in your kitchen and look to:

- avoid the use of unnecessary products
- decrease the overall use of products
- avoid the use of products which contain harmful chemicals
- identify opportunities for reducing the quantity of packaging used (e.g. use refillable containers)
- increase the use of recycled packaging.

Sources of further information:

- ICLEI – Local Governments for Sustainability has published a very informative guide to sustainable procurement, the Procura+ Manual. This provides a good introduction to sustainable procurement generally and a specific section on cleaning products, including generic contract clauses. See www.procuraplus.org
- The British Association for Chemical Specialities has also produced specific guidance for public sector buyers at www.bacsnet.org/news/cleaning-products-procurement

Resources

- From May 2008 new procurement advice (developed by ICLEI) covering cleaning products and services will be available from http://ec.europa.eu/environment/gpp/index_en.htm
- This will incorporate guidance relating to baseline standards (incurring minimal if any additional cost) and a set of higher standards. See also Defra, Catering Services and Food Procurement Toolkit www.defra.gov.uk/farm/policy/sustain/procurement/toolkit



Recommendations

Waste management (reduce, re-use, recycle)

Reducing food waste may be one of the most productive ways to improve the overall sustainability of the school food system.



2.5 Waste management (reduce, re-use, recycle)

The Department for Children, Schools and Families estimates that the education sector disposes of 615,117 tonnes of waste per year, of which 110,818 tonnes is food and green waste.

Recent studies have demonstrated that food waste represents not just a waste of money but it also has a significant environmental cost as a result of producing, transporting, processing and cooking the food and the waste of resources used in these processes. Additionally, poorly managed food waste can result in further negative impacts during decomposition it emits methane, a powerful greenhouse gas. Reducing food waste may be one of the most productive ways to improve the overall sustainability of the school food system.



2.5.1 Review your service to identify opportunities to reduce food waste

Food waste is mainly composed of unused stock and 'plate waste'. Managers should consider monitoring both as they are key efficiency and sustainability indicators. Assuming that food is received in an appropriate condition, waste stock is most likely to arise from over ordering. This may be tackled through better menu planning and/or the use of computerised ingredient calculators (see following case study).

To help reduce plate waste you should regularly monitor your customers' meal preferences, both in relation to the type of meal and reactions to particular ingredients. Where a particular dish or foodstuff is identified as unpopular you should either seek to promote the dish or food in question or, where this does not conflict with nutritional objectives, substitute it with another.

Case Study:

Local Food Links is a recently established social enterprise which supplies a cluster of eight schools. They have developed a 'smart' ordering system to increase the efficiency of the ordering and sales administration functions. The number and type of meal is fed into the system, which then automatically calculates the nature and volume of ingredients required and places an order with the suppliers. The Trust has developed the software for this system on an 'open source' web based database and are happy for others to adopt and adapt the system for their purposes.

For further information see the full case study at www.schoolfoodtrust.org.uk/casestudies/dorsetfoodlinks



2.5.2 Review your service to identify opportunities to minimise packaging waste

Dealing with packaging waste (such as plastic wrap, pallets, trays, etc) can be expensive and inconvenient. Buyers should engage with their suppliers to identify opportunities to reduce or recycle waste. Local authority waste and environmental officers may be able to assist.

When letting new contracts buyers should specify that suppliers retain responsibility for packaging waste. In doing so, however, you should ensure that the suppliers are dealing with the waste in a responsible manner. As a first step you should establish whether your supplier is subject to the UK Producer Responsibility (Packaging Waste) Regulations 2005 (see below). If they are, ask them to provide *either* their registration form to a Packaging Waste Compliance Scheme (such as VALPAK) or their Packaging Waste Return to the Environment Agency.

Sources of further information:

- 'A Bursar's guide to sustainable schools operation' at www.teachernet.gov.uk/sustainableschools

Resources:

- Defra, Catering Services and Food Procurement Toolkit provides a section on waste containing several clauses suitable for inclusion in tender documents for food or catering services. See Defra, Catering Services and Food Procurement Toolkit, www.defra.gov.uk/farm/policy/sustain/procurement/toolkit
- For information on business responsibilities relating to packaging waste visit www.netregs.gov.uk/netregs/275207/275453/1427998/1689883/?lang=_e

Case Study:

Dairy Farmers of Britain worked with local authorities in the West of England and Wales to improve the sustainability of their product. One outcome was to replace Tetra packs, which were difficult to recycle, with poly bottles. Following use the poly bottles are recycled into garden furniture by a company based in South Wales.

For further information see: www.schoolfoodtrust.org.uk/casestudies/dfo

Recommendations

Waste management (reduce, re-use, recycle)



Waste production can be reduced by as much as 20% in many schools, often with little or no capital investment.

Source: DCSF
Sustainable Schools



2.5.3 Explore opportunities for diverting waste products for re-use, recycling or resource reclamation

The Government is seeking to reduce waste through legislation and financial drivers – like the Landfill Tax – supported by programmes such as the Waste Resources Action Plan.

This approach is generating many local and regional initiatives focusing on waste re-use, recycling or resource reclamation. As a first step, contact your local authority waste and environment officers to see what opportunities there may be for you to divert your waste to productive end uses. Priorities should be used cooking oil (for processing into bio-diesel), aluminium and cardboard.

Depending upon local circumstances, it may be possible to divert food waste to anaerobic digestion plants; these are designed to create methane for use as an energy source (see Shropshire County Council case study) www.schoolfoodtrust.org.uk/casestudies/shropshirecc2

As well as reducing your environmental footprint it may in some cases be possible to reduce expenditure on waste disposal services and even, possibly, to generate a small return. For example, some commercial caterers generate income from the sale of used cooking oil.

Sources of further information:

- The Community Recycling Network may be able to put you in contact with local waste recycling initiatives. Go to www.crn.org.uk
- Find out more about recycling aluminium from www.cashforcans.co.uk www.alupro.org.uk
- WRAP – the Waste Resources Action Programme – has introduced a new programme of work to help schools improve recycling. For further information go to www.wrap.org.uk

Case Study: Aramark and CD Oils.

Between October 2004 and September 2005 Aramark diverted 300,000 litres of used cooking oil to C&D Oils for use in the production of bio-diesel.

See www.defra.gov.uk/farm/policy/sustain/procurement/casestudies/recyclingoil.htm











Section 3 Supplementary information

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Seasonal availability of UK salad crops	p57
Seasonality and red meat.....	p58
Environmental efficiency top tips	p59




Supplementary information

Seasonal availability of UK vegetable crops

January 	Beetroot, Cabbage (Red and Winter white), Celeriac, Onion, Potato (maincrop), Squash, Swede
	Broccoli (Purple spouting), Brussel Sprouts, Cabbage (Savoy and Spring green), Carrots, Cauliflower, Kale, Leeks, Parsnips, Turnip
	Chicory
February 	Beetroot, Cabbage (Red and Winter white), Celeriac, Onion, Potato (maincrop), Squash, Swede
	Broccoli (Purple spouting), Brussel Sprouts, Cabbage (Savoy and Spring green), Carrots, Cauliflower, Kale, Leeks, Parsnips
	Chicory, Turnip
March 	Beetroot, Cabbage (Red and Winter white), Celeriac, Onion, Potato (maincrop) Squash, Swede
	Broccoli (Purple spouting), Cabbage (Savoy and Spring green), Carrots, Cauliflower, Kale, Leeks
	Brussel Sprouts, Chicory, Parsnips, Turnip
April 	Cabbage (Red and Winter white), Celeriac, Onion, Swede
	Broccoli (Purple spouting), Cabbage (Spring green), Carrots, Cauliflower, Kale
	Cabbage (Savoy), Chicory, Leeks, Parsnips, Spinach
May 	Cabbage (Red and Winter white), Celeriac, Onion, Potato (maincrop), Swede
	Cauliflower, Spinach
	Beans (Broad), Beetroot, Broccoli (Calabrese), Cabbage (Savoy), Carrots, Chicory, Courgette, Endive, Peas, Potato (new), Turnip
June 	Cabbage (Winter white)
	Beans (Broad), Beetroot, Broccoli (Calabrese), Carrots, Cauliflower, Courgette, Endive, Fennel, Peas, Potato (new), Spinach, Turnip
	Beans (French and Runner/flat), Broccoli (Purple spouting), Cabbage (Savoy, Spring green and Summer), Chicory, Kohlrabi, Onion
July 	Beans (Broad, French and Runner/flat), Beetroot, Broccoli (Purple spouting and Calabrese), Cabbage (Savoy and Summer), Carrots, Cauliflower, Courgette, Endive, Fennel, Kohlrabi, Onion, Peas, Potato (new), Spinach, Turnip
	Cabbage (Red and Spring green), Chicory, Marrow, Parsnips, Swede, Sweetcorn

August 	Beans (Broad, French and Runner/flat), Beetroot, Broccoli (Purple spouting and Calabrese), Cabbage (Red, Savoy, Spring green and Summer), Carrots, Cauliflower, Courgette, Endive, Fennel, Kohlrabi, Marrow, Onion, Parsnips, Peas, Potato (new), Spinach, Sweetcorn, Turnip
	Brussel Sprouts, Cabbage (Winter white), Chicory, Kale, Leeks, Squash, Swede
September 	Beans (French and Runner/flat), Beetroot, Broccoli (Purple spouting and Calabrese), Brussel Sprouts, Cabbage (Autumn, Red, Savoy, Spring green, Summer and Winter white), Carrots, Cauliflower, Courgette, Endive, Fennel, Kale, Kohlrabi, Leeks, Marrow, Onion, Parsnips, Peas, Potato (new), Spinach, Squash, Swede, Sweetcorn, Turnip
	Beans (Broad), Celeriac, Chicory, Potato (maincrop), Pumpkin
October 	Onion
	Beans (Runner/flat), Beetroot, Broccoli (Purple spouting and Calabrese), Brussel Sprouts, Cabbage (Autumn, Red, Savoy, Spring green and Winter white), Carrots, Cauliflower, Celeriac, Endive, Fennel, Kale, Kohlrabi, Leeks, Marrow, Parsnips, Potato (maincrop), Pumpkin, Spinach, Squash, Swede, Sweetcorn, Turnip
	Beans (French), Chicory, Courgette, Peas
November	Beetroot, Onion, Squash
	Broccoli (Purple spouting and Calabrese), Brussel Sprouts, Cabbage (Autumn, Red, Savoy, Spring green and Winter white), Carrots, Cauliflower, Celeriac, Kale, Leeks, Parsnips, Potato (maincrop), Pumpkin, Swede, Turnip
	Chicory, Endive, Marrow, Spinach, Sweetcorn
December 	Beetroot, Cabbage (Red), Onion, Pumpkin, Squash, Swede
	Broccoli (Purple spouting), Brussel Sprouts, Cabbage (Savoy, Spring green and Winter white), Carrots, Cauliflower, Celeriac, Kale, Leeks, Parsnips, Potato (maincrop), Turnip
	Chicory, Sweetcorn

Key

-  **Available from store** UK produce available from cold stores – price rises towards end of indicated storage period.
-  **Available and 'in season'** Optimal purchasing period – prices generally lower; environmental costs of production also lower.
-  **Available** UK produce available BUT higher production inputs, so higher prices + higher environmental costs.

Compiled by Bill Kirkup, North East Centre of Excellence.

Supplementary information

Seasonal availability of UK fruit crops


January	Apples (Bramleys Seedling, Cox, Egremont Russet, Gala and various clones), Pears
	Rhubarb (Forced)
February	Apples (Bramleys Seedling, Cox, Gala and various clones)
	Rhubarb (Forced)
March	Apples (Bramleys Seedling, Cox and various clones)
	Rhubarb (Forced)
April	Apples (Bramleys Seedling)
	Rhubarb (Outdoor)
May	Apples (Bramleys Seedling)
	Rhubarb (Outdoor)
	Strawberries
June	Apples (Bramleys Seedling)
	Redcurrants, Rhubarb (Outdoor), Strawberries
	Blackcurrants, Cherries, Gooseberries, Loganberries, Raspberries
July	Apples (Bramleys Seedling), Blackcurrants, Cherries, Gooseberries, Loganberries, Raspberries, Redcurrants, Rhubarb (Outdoor), Strawberries
August	Apples (Bramleys Seedling), Apples (Discovery), Cherries, Loganberries, Plums, Raspberries, Strawberries
	Gooseberries
September	Apples (Bramleys Seedling, Discovery and Worcester Pearmain), Pears Plums
	Apples (Cox, Egremont Russet, Gala and various clones), Raspberries, Strawberries
October	Apples (Bramleys Seedling and Worcester Pearmain), Pears
	Apples (Cox, Egremont Russet, Gala and various clones)
	Raspberries, Strawberries
November	Apples (Bramleys Seedling, Cox, Egremont Russet, Gala, Spartan and various clones), Pears
December	Apples (Bramleys Seedling, Cox, Egremont Russet, Gala, Spartan and various clones), Pears

Supplementary information


Seasonal availability of UK salad crops

January	Lettuce (Curly and Round), Radish
February	Cucumber, Lettuce (Curly and Round), Radish
March	Cucumber, Lettuce (Curly and Round), Radish, Tomatoes
April	Cucumber, Radish
	Lettuce (Curly and Round), Spring onions, Tomatoes
May	Cucumber, Lettuce (Curly and Round), Radish, Rocket
	Lettuce (Iceberg and Little Gem), Spring onions, Tomatoes, Watercress
June	Cucumber, Lettuce (Curly, Little Gem and Round), Radish, Rocket, Spring onions
	Celery, Lettuce (Cos and Iceberg), Tomatoes, Watercress
July	Celery, Cucumber, Lettuce (Curly, Iceberg, Little Gem and Round), Radish, Rocket, Spring onions, Tomatoes, Watercress
	Lettuce (Cos)
August	Celery, Cucumber, Lettuce (Cos, Curly, Iceberg, Little Gem and Round), Radish, Rocket, Spring onions, Tomatoes, Watercress
September	Celery, Cucumber, Lettuce (Cos, Iceberg and Little Gem), Radish, Rocket, Spring onions, Watercress
	Lettuce (Curly and Round), Tomatoes
October	Celery, Lettuce (Little Gem), Spring onions
	Cucumber, Lettuce (Cos, Curly, Iceberg and Round), Radish, Tomatoes, Watercress
November	Cucumber, Lettuce (Cos, Curly, Little Gem and Round), Radish, Spring onions, Tomatoes, Watercress
December	Cucumber, Lettuce (Curly and Round), Radish

Key

 **Available from store** UK produce available from cold stores – price rises towards end of indicated storage period.




 **Available and 'in season'** Optimal purchasing period – prices generally lower; environmental costs of production also lower.

 **Available** UK produce available BUT higher production inputs, so higher prices + higher environmental costs.

Compiled by Bill Kirkup, North East Centre of Excellence.

Supplementary information

Seasonality and red meat

Meat	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Beef 												
Lamb 												
Pork 												

Seasonality and Red Meat

The seasonality of meat is based on price rather than availability.

Beef

Beef is available throughout the year. However, in terms of public sector catering, the best time to buy beef is between April and October as more animals are being slaughtered in the UK at that time for joints and steaks, and this means there is a surplus of meat for mince and dice, the main cuts in public sector catering.

Lamb

Best supplies in the UK are when lambs reach maturity. Therefore, the price is most competitive between October and April.

Pork

This is available at a fairly consistent price throughout the year.

Summary

Public sector caterers should serve pork throughout the year and set their menus so that there are more lamb than beef dishes available between October and April and there are more beef than lamb dishes between April and October.

Energy efficiency



- 1 Discourage staff from turning cooking appliances on too soon. Display information about heat-up times and educate staff to switch on only when required. Hobs and ovens should not be used as space heating.
- 2 Switch off equipment when not in use.
- 3 Avoid overfilling saucepans and kettles and keep lids on pans.
- 4 Use simmer controls where possible.
- 5 Ensure extractor grease filters are cleaned regularly.
- 6 Locate fridges and freezers in the coolest part of the kitchen facility – this will mean that they will not have to work as hard and will therefore use less energy.
- 7 Make sure the fridge is in a well-ventilated position.
- 8 Always close the fridge, freezer or coldroom door.
- 9 Do not overload the fridge/freezer.
- 10 Defrost fridges/freezers as the manufacturer recommends to save energy and prolong life.
- 11 Check for worn fridge/freezer seals and replace as necessary.
- 12 Ensure all equipment is regularly maintained.

Water efficiency



- 1 Dripping taps can lose up to fifteen litres of water a week; if they leak replace the washers.
- 2 Turn taps off when not in use.
- 3 Retrofit taps with self closing heads and or aerator/ flow regulators.
- 4 Ensure dishwashers are fully loaded when used.
- 5 Ensure all equipment is regularly maintained.

Sources

- 'A Bursar's guide to sustainable school operation.'
- 'Increasing Efficiency within the Commercial Kitchen'
- 'Local Authorities – saving energy in local authority buildings'
- 'Saving water in your kitchen'
- 'Sustainable water management in schools'

Acknowledgements

- ADSM (Advanced Demand Side Management)
- APSE (Association of Public Sector Excellence)
- Ben Jonson Primary School, London
- Carbon Trust
- CESH (Centre for Environmental Sustainability in the Hospitality Industry)
- Cumbria County Council
- Dairy Farmers of Great Britain
- Department for Children, Schools and Families
- Defra (Department for Food and Rural Affairs)
- Doncaster MBC
- Derbyshire County Council
- Dorset Food and Land Trust
- Durham County Council
- East Anglia Food Link
- East Shires Purchasing Organisation
- Envirowise
- Food for Life Partnership
- Hertfordshire County Council
- ICLEI – Local Governments for Sustainability
- Local Food Links
- Manchester City Council
- Marine Conservation Society
- Marine Stewardship Council
- Meat and Livestock Commission
- North East Centre of Excellence
- North Lincolnshire Council
- North Tyneside Council
- North Yorkshire County Council
- Office of Government Commerce
- Seafish
- Shropshire CC
- Soil Association
- South Tyneside Council
- Sustainable Development Commission
- Tower Hamlets LA
- Yorkshire Forward
- Waste Watch

Got a suggestion?

Have you got a suggestion or would you like your school or local authority to be a case study? Contact the School Food Trust directly or visit our website for more information.

School Food Trust (Freepost)
N904 Moorfoot
Sheffield
S1 4PQ

Website www.schoolfoodtrust.org.uk

Email info@sft.gsi.gov.uk

Phone 0844 800 9048

Facsimile 0114 259 1291

Any questions?

For questions about the new standards and their implementation, our helpline is available from:

7.30am to 9pm Monday to Friday

10am to 4pm Saturday.

Phone 0800 089 5001

Email helpline@schoolfoodtrust.org.uk

In practice, efficiency
and sustainability can
and should be pursued
in tandem

Read all this before?

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