

Department for Environment, Food and Rural Affairs

A Plan for Public Procurement: Food & Catering

Balanced scorecard for public food procurement

July 2014¹

¹ Clarification notes added March 2015, but criteria requirements unchanged.

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A Plan for Public Procurement: Food & Catering

Public sector food and catering accounted for around £2.4bn (5.5%) of the food service sector in 2012. This includes the procurement of central government departments, including prisons and the armed forces as well as other bodies like schools and hospitals.

Defra, with Dr Peter Bonfield, is working on a plan to enable public procurement to support a healthier future for people, farms and food producers, in particular a sustainable and competitive UK food and farming sector. This work has involved reaching out to the wider public sector, including schools, hospitals, colleges, care homes and local authorities, as well as developing a toolkit for procurers that supports a more transparent and consistent approach to procurement as a result.

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Balanced Scorecard approach

What is a balanced scorecard?

In general, a balanced scorecard describes an evaluation approach where more straightforward criteria, such as cost, are 'balanced' against more complex criteria, such as health and wellbeing, resource efficiency and quality of service (see figure 1). By using a balanced scorecard, priority themes such as farm assurance, food waste management, and engagement with SMEs can be built into procurement decisions, alongside well-established criteria, such as animal welfare, nutrition, and energy management.

Though it has been designed with procuring a catering service in mind, it also has wider uses. Components of it will be useful in managing in-house catering operations, as it sets out requirements that are equally applicable to suppliers of food or to sourcing food direct, as well as to managing a Facilities Management Contract that covers catering operations. Key performance indicators can be derived from it to help manage contracts as well as in-house operations for example as to waste management and quality food.

Why have we created a balanced scorecard?

We reviewed the Government Buying Standards (GBS) for Food and Catering and considered the costs and benefits of potential new criteria. We have combined mandatory requirements (which are the current GBS) with other criteria (award criteria) which will be used to assess letting contracts for public procurement. This will allow broader aspects of service to be weighed against cost, and give suppliers an incentive to be better than the minimum. So the balanced scorecard is essentially a tool to support good procurement, and build these standards into a catering contract or an in-house catering operation.

Figure 1: The balanced scorecard

Quality and Value				
Cost	Service			
Production	Health & Wellbeing	Resource Efficiency	Socio-economic	Quality of Service
Requirements/Award Criteria Categories				
Supply chain management	Nutrition*	Energy*	Fair & ethical trade	Food quality
Animal Welfare*	Food safety & hygiene	Water*	Equality & diversity	Customer satisfaction
Environment	Authenticity & traceability	Waste*	Inclusion of SMEs	
Variety & seasonality			Local & cultural engagement	
			Employment & skills	

* = in current GBS

Technical specifications and award criteria

Each of the five headings under the balanced scorecard can have mandatory requirements (the GBS criteria), which are either technical specifications or contract performance conditions, and award criteria aspects to them. The technical specifications are the factors that must be met to qualify for consideration for the contract. Contract performance conditions must be met to be properly performing the contract once awarded.

Award criteria are to enable procurers to evaluate bids against each other. They give opportunities for suppliers to be rewarded for operating to higher standards.

The table below sets out the definitions we have used in Annex A.

Table 1:

Mandatory Criteria (technical specifications or contract performance)	These criteria are those that are proposed for use as Technical Specifications or contract performance conditions. All organisations bidding for contracts will be expected to meet these requirements. They are, in most cases, drawn from the mandatory elements of the existing Government Buying Standard for Food & Catering Services.
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conditions)	
Award Questions, award/evaluation criteria	<p>The award criteria are for use in the bid evaluation process. Relevant considerations to their assessment are included. They are largely drawn from areas covered by the Government Buying Standard Best Practice standards.</p> <p>The award questions relate to these criteria. In most cases they have been framed to specify a desired outcome, rather than requiring a particular solution. This is to allow for flexibility and innovation by bidders. Procurers use the evaluation guidance to help them rate each response.</p>
Contract Management KPIs	These are suggested KPIs and approaches for contract management.

Weighting

At the time of writing the recommended weight of each of the issues has not been determined. It is intended to do so in due course, and procurers will be given some flexibility to define weights that reflect their priorities. Procurers are, however, strongly encouraged to give sufficient weight to quality. The final balanced scorecard will be supplied with accepted ranges for each of the main issue areas.

Benefits of the balanced scorecard

- It sets out clearly the mandatory criteria that tenders must meet to be considered for contracts using the scorecard. These include all the criteria of the Government Buying Standard for Food and Catering.
- It means bidders can be rewarded for operating to higher standards where it is economic to do so, yet procurers are not forced to adopt such measures.
- It can also be readily adapted in future updates, as requirements could be moved into or out of the mandatory section. The scorecard will assist procurers in applying the GBS criteria and help them meet obligations under the Responsibility Deal on Public Health and Public Services (Social Value) Act, as well as meeting the reporting requirements of the Greening Government Commitments.
- The balanced scorecard aims to make the process transparent and open for the full range of businesses to gain access to government contracts, including SMEs.

Bid evaluation process

The two principles we propose to embed in this respect are: transparency for the suppliers and some discretion for procuring authorities as to weightings to reflect their priorities.

The process to evaluate bids will require procurers to confirm that bidders are able to supply food and catering services that meet the defined technical specifications. Bidders will also be asked to provide evidence against the Award Criteria for each issue by responding to the award question.

In order to evaluate bids against the Award Criteria procurers are provided with a rating scale, or 'evaluation matrix'. Our aim has been to make the rating as objective as it can be, but without being so prescriptive that it constrains innovation, or results in the exclusion of valid means of producing the desired outcomes.

Compliance reporting and verification

A critical aspect of making public procurement simple, transparent and fair is ensuring that suppliers have confidence when bidding against the balanced scorecard. In order for them to have confidence they must be sure that contracting authorities will deliver against their commitment to procure goods and services that offer the best value per pound spent, and not just the lowest cost. They also need to have confidence that their competitors will actually provide the quality of food promised e.g. to UK or integrated production standards. This is why the Balanced Scorecard sets out what will be expected of procurers in respect of verification.

The Cabinet Office operates a 'mystery shopper' scheme in order to improve accountability in public procurement by providing a mechanism for feedback from SME suppliers and the intention is to use a similar mechanism for the use of the balanced scorecard. This will provide an efficient way for suppliers to provide feedback. See:

<https://www.gov.uk/doing-business-with-government-a-guide-for-smes#mystery-shopper-scheme>

Users of the balanced scorecard (both the contracting authority and suppliers) will need to consider how to monitor and manage compliance with the technical specifications and contract performance requirements agreed through the procurement.

Note on Assurance Schemes

There are a number of assurance or certification schemes which cover elements of the balanced scorecard. These schemes provide a simple and robust way for procurers to verify that suppliers are able to meet, on an ongoing basis, the requirements of the Balanced Scorecard. Some of these schemes can also assist with the traceability of products through the food supply chain.

Schemes such as the **BRC Global Standard** for food and **SALSA** will provide information about the hygiene and food safety systems of your suppliers.

Assurance schemes including **Lion Quality** mark or **Laid in Britain** for eggs provide assurance that UK production standards are met. **Red Tractor, Farm Assured Welsh Livestock (FAWL), Quality Meat Scotland, Northern Ireland Farm Quality Assurance Scheme (NIFQAS)** provide similar assurance of farm standards for supplies of other foods. They include controls for food safety, care for animal health and welfare and avoidance of pollution.

Fairtrade, SA8000, ETI Base Code Audits and **Soil Association Ethical Trade** certification cover relevant aspects of ethical trading, while **LEAF Marque** and **Organic** standards cover the environmental aspects of production. Independent certification of supplier environmental management systems (**EMS**) and quality management systems certification (**ISO9000**) may provide additional evidence of good practice on the part of suppliers.

If your organisation or end consumer regards animal welfare in the supply chain as a priority, you may wish to look at farm schemes such as **Freedom Food** and **Organic**.

Food labelled with **Red Tractor logo** at the point of delivery denotes not only that it comes from properly certified farms, but it has been handled and processed at every critical step in the supply chain by businesses that have been inspected and certified to appropriate standards. The system behind the logo also provides a check on the chain of custody of the food right back to the farms.

Food for Life Catering Mark is a well-established scheme for caterers that covers similar issues to the balanced scorecard. Membership of the scheme provides caterers with independently verified evidence of their achievements. It **incorporates a wide range of product assurance schemes including Red Tractor and other farm assurance schemes, Fairtrade, LEAF Marque, Marine Stewardship Council, Freedom Food and Organic, and** will generally guarantee good or excellent performance **by caterers** against the award criteria in the balanced scorecard.

A **guidance booklet**, "[A Plan for Public Procurement: Food & Catering - Guidance on Assurance Schemes](#)", has been produced to help procurers understand how assurance schemes can help them to meet the criteria of the Balanced Scorecard. The booklet is based on self-assessment and does not rank the different assurance schemes against each other. Procurers will need to consider the merits of individual schemes to determine which scheme best meets their requirements and customer base. The assurance schemes listed in the booklet cover the vast majority of UK production, but the booklet is not fully comprehensive and other assurance schemes are available, which may also meet the criteria of the Balanced Scorecard. The ITC Standards Map <http://www.intracen.org/itc/market-info-tools/voluntary-standards/standardsmap/> may be helpful in providing information about other assurance schemes.

Legal context

Public bodies must award all contracts in line with EU Treaty, procurement rules and and WTO principles, including non-discrimination, equal treatment, and transparency. The rules are applied more lightly to under EU threshold contracts.

Public procurers can specify standards and criteria relating to products and their production processes where they are objectively justifiable. This is the approach taken in the Scorecard. Public authorities can accept the holding of a relevant certificate or label as evidence of compliance with these criteria. However, they must also accept equivalent labels or certification schemes, or other evidence of similar weight that products offered meet the underlying specification required.

Annex A: Criteria for a balanced scorecard for the procurement of food & catering services

Purpose and scope of this Annex

This Annex presents a tool for use in tendering for food and catering services by the public sector in the UK. The requirements are arranged in five sections, covering the key headline requirements:

1. Production (at farm level)
2. Health & Wellbeing
3. Resource Efficiency
4. Social & Economic Value
5. Quality of Service Provision

The detailed criteria that relate to these requirements are intended to enable procuring authorities to incorporate environmental and social considerations into their decision-making in such a way that the Most Economically Advantageous Tender (MEAT) can be selected. This may not necessarily be the lowest cost tender.

This tool incorporates the Government Buying Standard on Food and Catering. The mandatory technical specifications and contract performance conditions from the Buying Standard are included as the “mandatory conditions” sections, and the GBS Best Practice is represented in the award conditions. The latter are more developed in this tool to ensure clarity and transparency and full recognition of bids that go beyond the minimum. In this document, we haven’t set out exactly which of the mandatory conditions should be regarded as technical specifications and which are contract performance conditions (a distinction made in EU law). This will be clarified at a later date.

In respect of the Award Criteria, we set out questions to show you how the criteria will be used in the tendering process and how responses will be evaluated.

The award criteria are to be used to evaluate bids and choose products to serve. They are not mandatory requirements. They show the direction in which public procurers would like the market to go, giving a message to encourage innovation and investment.

Though procuring authorities are encouraged to use all the award criteria to ensure a level of consistency, it is up to procurers to procure a catering service that best meets the organisation’s aims on health and sustainability. It is recognised that not all award criteria or factors within the award criteria will be relevant to every public authority.

The award criteria can also be used for ongoing contract management as well as for comparing bidders, and is designed to be flexible and useable in a wide variety of contexts, bearing in mind that multi-million catering contracts will have different requirements to food purchasing for a 50-pupil school.

Production

1.1 Supply Chain Management

Aim	To encourage the development and implementation of systems for the selection, approval and management of food and drink suppliers by catering and food service contractors, in order to support the overall aims and objectives of the criteria in this balanced scorecard.	
Scope	Management of tier 1 suppliers by contractors supplying food and drink to the UK public sector.	
Mandatory Criteria (technical specifications or contract performance conditions)	N/A	
Award Questions	Please describe the systems you will have in place for approving your food and drink suppliers, for managing compliance with technical specifications for food and drink, and managing the continuing fulfilment of contract performance clauses.	
Award Criteria / Evaluation	Excellent: The applicant has provided detailed and comprehensive evidence that it has systems in place for the approval of its food and drink suppliers, and for monitoring of metrics required to satisfy technical specifications, and for the continuing fulfilment of contract performance	Verification: i) Examination by procuring authority of evidence submitted

	clauses. This will include full details of documented management systems.	by the contractor; or ii) Quality management system to ISO9001, or equivalent, certified by an accredited certification body
	Very Good: The applicant has provided reasonable evidence that it has systems in place for the approval of its food and drink suppliers, and for monitoring of metrics required to satisfy technical specifications, and for the continuing fulfilment of contract performance clauses.	
	Good: The applicant has provided partial, limited or incomplete evidence that it has systems in place for the approval of its food and drink suppliers, or for monitoring of metrics required to satisfy technical specifications, or for the continuing fulfilment of contract performance clauses.	
	Satisfactory: The applicant has submitted no relevant information, or the evidence submitted would give rise to a major performance risk.	
Contract Management	N/A	

1.2 Animal Welfare

Aim(s)	To ensure that all food supplied to the public sector has been produced to acceptable standards of animal welfare, and to encourage the use of farm assurance schemes as an additional assurance that legal requirements are met.	
Scope	The supply of food to the UK public sector.	

<p>Mandatory Criteria (technical specifications or contract performance conditions)</p>	<p>All food served must be produced in a way that meets UK legislative standards for animal welfare, or equivalent standards. Please refer to Annex B and: https://www.gov.uk/animal-welfare</p> <p>Compliance note for pork and chicken (meat)</p> <p>UK standards are generally similar to EU standards for food production. There are, however, differences in animal welfare standards for some aspects of pigmeat and broiler chicken production. Broiler chicken, pork and pork products must be compliant with UK standards, as set out in the Welfare of Farmed Animals Regulations 2007, or equivalent.</p> <p>If in any particular circumstances, this leads to a significant increase in costs which cannot reasonably be compensated for by savings elsewhere, the procuring authority can agree with the catering contractor or supplier to depart from this requirement and the reasons for doing so shall be noted and recorded in advance. This decision shall be signed off by the Head of Procurement or equivalent senior official of the government department or other public body. In such an eventuality, EU standards shall be met at minimum.</p> <p>Note: If your organisation or end consumer regards animal welfare in the supply chain as a priority, you may wish to look at the schemes that cover various aspects of animal welfare described in the Assurance Booklet for information as to standards you could refer to.</p>	<p>Verification:</p> <p>Sourced from a farm subject to state farm inspection against relevant UK legislative requirements, or equivalent legislative requirements.</p> <p>Note: It is strongly recommended that farm assurance schemes are used to verify compliance. This will also satisfy the award criteria. Please refer to the Assurance Scheme Booklet for guidance. For schemes not referenced in the Booklet or where products are not certified by an assurance scheme, it would be for the supplier to satisfy themselves that, at least for the main ingredients of a product, standards have been complied with throughout the supply chain.</p> <p>In the absence of this, it would be for the supplier to satisfy themselves that, at least for the main ingredients of a product, that standards have been complied with throughout the supply chain.</p>
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Award Question(s)	Please state the % of total monetary value of animal derived foods that will be supplied from farm assured sources, where the associated schemes provide assurance that UK legislative, or equivalent standards for animal welfare, have been met or exceeded.	
Award Criteria / Evaluation	Excellent: more than 90% of total monetary value of animal derived foods that will be supplied from farm assured sources, where the associated schemes provide assurance that UK legislative, or equivalent standards for animal welfare, have been met or exceeded.	Verification: Farm Assurance against standards covering, as a minimum, relevant UK legislative requirements, or equivalent. Note: Please refer to the Assurance Scheme Booklet for guidance.
	Very Good: at least 60% of total monetary value of animal derived foods that will be supplied from farm assured sources, where the associated schemes provide assurance that UK legislative, or equivalent standards for animal welfare, have been met or exceeded.	
	Good: at least 30% of total monetary value of animal derived foods that will be supplied from farm assured sources, where the associated schemes provide assurance that UK legislative, or equivalent standards for animal welfare, have been met or exceeded.	
	Satisfactory: less than 30% of total monetary value of animal derived foods that will be supplied from farm assured sources, where the associated schemes provide assurance that UK legislative, or equivalent standards for animal welfare, have been met or exceeded.	
Contract Management	Periodical reporting to contracting authority.	

1.3 Environment

Aim(s)	<p>To ensure that all food supplied to the public sector has been produced to acceptable standards of environmental management, and to encourage contractors to seek opportunities to improve environmental aspects of production in their supply chains above the levels of performance required by UK legislation.</p>	
Scope	<p>The supply of food products to the UK public sector.</p>	
Mandatory Criteria (technical specifications or contract performance conditions)	<p>All Food</p> <p>All food served must be produced in a way that meets UK legislative standards for food production, or equivalent standards that achieve similar environmental outcomes. Please refer to Annex B for a list of relevant legislation.</p> <p>If in any particular circumstances, this leads to a significant increase in costs which cannot reasonably be compensated for by savings elsewhere, the procuring authority can agree with the catering contractor or supplier to depart from this requirement and the reasons for doing so shall be noted and recorded in advance. This decision shall be signed off by the Head of Procurement or equivalent senior official of the government department or other public body.</p> <p>Primary commodities</p> <p>At least 10% of the total monetary value of primary commodity (i.e. raw ingredient) food and drink procured shall be inspected and certified to:</p> <p>i) Publicly available Integrated Production (IP) or Integrated Farm Management (IFM) standards that require the systematic and integrated</p>	<p>Verification (All Food):</p> <p>i) From a farm subject to state farm inspection against relevant UK legislative requirements, or equivalent legislative requirements, and the UK inspection regime or its equivalent; or</p> <p>ii) Farm Assurance against standards covering, as a minimum, relevant UK legislative requirements, or equivalent.</p> <p>Verification (Primary Commodities):</p> <p>i) Certification against Integrated Production standards.</p> <p>ii) Certification against organic</p>

	<p>management, at farm level, of:</p> <ul style="list-style-type: none"> - natural habitats & biodiversity; - prevention and control of pollution; - energy, water and waste; - management of soils, landscape and watercourses; <p>and contain within their scope requirements that are consistent with the definition of Integrated Pest Management (IPM) contained in European Council Directive 2009/128/EC; or</p> <p>ii) Publicly available organic standards compliant with European Council Regulation 834/2007 on organic production and labelling of organic products.</p> <p>Note: for brevity, such standards are simply referred to as “Integrated Production” in the award criteria.</p> <p>Note: The 10% is of the total monetary value and can be made up of any combination of commodities allowing the procurer flexibility to find the best solutions for their circumstances.</p> <p>Fish</p> <p>All fish procured shall be demonstrably sustainable; with all wild-caught fish meeting the FAO Code of Conduct for Responsible Fisheries.</p> <p>No ‘red list’ or endangered species of farmed or wild fish shall be served (see Marine Conservation Society ‘fish to avoid’ list).</p> <p>Palm Oil</p> <p>From 2015 all palm oil (including palm kernel oil and products derived from palm oil) used for cooking and as an ingredient in food shall be sustainably produced.</p>	<p>standards.</p> <p>Verification (Fish): Independent certification; or listed as Marine Conservation Society ‘fish to eat’; or equivalent.</p> <p>Note: It is strongly recommended that farm assurance schemes are used to verify compliance. Please refer to the Assurance Scheme Booklet for guidance. For schemes not referenced in the Booklet or where products are not certified by an assurance scheme, it would be for the supplier to satisfy themselves that, at least for the main ingredients of a product, standards have been complied with throughout the supply chain.</p> <p>Verification (Palm Oil): Support and advice on procuring sustainable palm oil is available from http://www.cpet.org.uk/ (e-mail cpet@efeca.com, telephone 01305 236 100). Palm oil</p>
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		supported by RSPO certification or equivalent will be deemed to comply.
Award Questions	Please describe how your organisation will seek to manage and reduce the environmental impacts associated with the primary production of the food that it supplies. Please state what percentage of the total monetary value of primary commodity (i.e. raw ingredient) food and drink procured will be inspected and certified to publicly available Integrated Production standards, and what percentage will be inspected and certified to publicly available standards compliant with European Council Regulation (EC) No 834/2007 on organic production and labelling of organic products.	
Award Criteria / Evaluation	<p>Excellent: At least 40% of the total monetary value of primary commodity (i.e. raw ingredient) food and drink procured shall be inspected and certified to:</p> <p>Publicly available Integrated Production standards; or</p> <p>Publicly available organic standards compliant with European Council Regulation (EC) No 834/2007 on organic production and labelling of organic products.</p> <hr/> <p>Very Good: At least 30% of the total monetary value of primary commodity (i.e. raw ingredient) food and drink procured shall be inspected and certified to:</p> <p>Publicly available Integrated Production standards; or</p> <p>Publicly available organic standards compliant with European Council Regulation (EC) No 834/2007 on organic production and labelling of organic</p>	<p>Verification: Please refer to the Assurance Scheme Booklet for guidance.</p> <p>Note: The specified proportion can be made up of a mixture of the two types.</p>

	products.	
	<p>Good: At least 20% of the total monetary value of primary commodity (i.e. raw ingredient) food and drink procured shall be inspected and certified to: Publicly available Integrated Production standards; or Publicly available organic standards compliant with European Council Regulation (EC) No 834/2007 on organic production and labelling of organic products.</p>	
	<p>Satisfactory: Less than 20% of the total monetary value of primary commodity (i.e. raw ingredient) food and drink procured shall be inspected and certified to: Publicly available Integrated Production standards; or Publicly available organic standards compliant with European Council Regulation (EC) No 834/2007 on organic production and labelling of organic products.</p>	
Contract Management	Periodical reporting % by value for defined products	

1.4 Variety & seasonality

Aim(s)	<p>This is to ensure that the UK public sector supports greater engagement of the public with food and its production.</p> <p>Varying menus to reflect seasonal production also reduces on-farm food waste and keeps costs down by benefiting from the efficiency of production during natural growing cycles.</p>	
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Scope	The supply of catering and food services to the UK public sector.	
Mandatory Criteria (technical specifications or contract performance conditions)	<p>In respect of fresh produce, menus shall be designed to reflect the growing or production period for the UK, and in-season produce shall be highlighted on menus.</p> <p>Note: Flexibility in menu planning can enable suppliers to take advantage of seasonal gluts, which may result in cost savings and help to reduce waste associated with over production.</p>	<p>Note: Guidance on seasonal produce is available from the NFU at: http://bit.ly/1IEhT0w</p>
Award Question	N/A	
Award Criteria / Evaluation	N/A	
Contract Management	N/A	

Health & Wellbeing

2.1 Nutrition

Aim(s)	To ensure that the specific nutritional requirements of different public sector bodies are met, and to ensure that food and drink service in the public sector encourages and enables healthy eating habits.	
Scope	The supply of food and drink, and the provision of catering services to the UK public sector.	

<p>Mandatory Criteria (technical specifications or contract performance conditions)</p>	<p>Schools</p> <p>It is expected that these requirements are used alongside the School Food Healthy Eating standards https://www.gov.uk/school-meals-healthy-eating to help reduce salt, saturated fat and sugar in children’s diets.</p> <p>Hospitals, care homes and community meals</p> <p>The aim is to provide a healthier food experience: patients, staff and visitors are offered a selection of food and drink that meets their daily nutritional needs and reduces the risk of later ill-health. For most people this would equate to the ‘eatwell plate’ and be promoted by this GBS. However some people, in particular patients, may need more energy rich food and drink and others less. The best services can meet both those needs. For those with increased requirements a personal nutritional care plan should be implemented and tailored dietetic advice sought.</p> <p>The specific nutritional needs of individual patients should always supersede the application of blanket principles.</p> <p>The Hospital Food Standards Panel Report identified a number of ‘required standards’ that should become routine practice in all hospitals. Besides the GBS, the following apply to patient catering:</p> <ul style="list-style-type: none"> • 10 key characteristics of good nutritional care, Nutrition Alliance • Nutrition and Hydration Digest, The British Dietetic Association • Malnutrition Universal Screening Tool or equivalent¹ (BAPEN) <p>and</p> <ul style="list-style-type: none"> • Healthier and More Sustainable Catering – Nutrition Principles (Public Health England) to staff and visitor catering (and patient catering where appropriate). 	<p>Note: Armed services special conditions</p> <p>MoD food provision, in terms of the operational arena and in circumstances of extreme training conditions, is exempt from those Government Buying Standards (GBS) which may adversely affect the nutritional status and well-being of personnel. (This may include ships deploying and UK 'greenfield' site exercises) The criteria most likely to be exempt are those relating to salt and fat targets, so for example exemptions would apply in circumstances where personnel are undertaking extended periods of physical exertion either in training or in operations, and especially (though not exclusively) in hot and/or sub-zero climates. The nutritional requirements of this select group, in these conditions, are very different to the general population and as such priority needs to be given to meet the short-medium term nutritional requirements of personnel. There is also a requirement to use bottled water where potable options are not available. Hence it is deemed appropriate that latitude is given with respect to meeting the criteria.</p> <p>Food provision should, however, not adversely affect the longer term nutritional requirements and wellbeing of personnel. As such, MoD Contract</p>
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	<p>Care homes and community meals</p> <p>Public Health England's Healthier and More Sustainable Catering: A toolkit for serving food to older people in residential care should be applied. This toolkit supports those who have a role in commissioning, procuring and serving food to older people. It provides tips on choosing, preparing and serving food for older people as well as providing advice for those who must, or choose, to meet Government Buying Standards for Food and Catering Services (GBS criteria). This guidance is not intended for those who may have different nutritional requirements due to illness or disease. For those with increased requirements a personal nutritional care plan should be implemented and tailored dietetic advice sought.</p> <p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/347890/Older_people_toolkit.pdf</p> <p>Armed Forces</p> <p>If food and catering services are supplied to the MoD, then the requirements of the Defence Fuel & Food Services - Food Quality Standards shall take precedence. See also Note (right) on Armed Services Special Conditions.</p> <p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/239931/food_quality_standard.pdf</p> <hr/> <p>Oily Fish</p> <p>If lunch and an evening meal is served then caterers must provide two portions of fish per week (2X 140g) one of which must be oily fish. Caterers only serving one meal per day - either lunch or an evening meal -</p>	<p>catering on the mainland and in 'non-operational' overseas sites should aim to fully meet the GBS nutritional criteria.</p> <p>Note: See Annex C for rationales for nutritional criteria.</p>
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	<p>must provide one portion of oily fish (140g) once every three weeks. The total amount of oily fish served over that week must be at least one portion (140g). Fish within composite foods such as fish pie, fish cakes and sandwich fillings for example, can all contribute towards providing a total of 140g across the week.</p> <p>Reducing Saturated Fat</p> <p>At least 50% of hard yellow cheese shall have a maximum total fat content of 25g/100g;</p> <p>at least 75% of ready meals shall contain less than 6g saturated fat per portion;</p> <p>at least 75% of milk shall be reduced fat;</p> <p>At least 75% of oils and spreads shall be based on unsaturated fats.</p> <p>Meat and meat products, biscuits, cakes and pastries (procured by volume) shall be lower in saturated fat, where available.</p> <p>Increasing Fruit and Vegetable Consumption</p> <p>Half of desserts available should contain at least 50% of their weight as fruit – which may be fresh, canned in fruit juice, dried or frozen. Fresh fruit alone would also count as a dessert.</p> <p>A portion of fruit shall be sold at a lower price than a portion of hot or cold dessert.</p> <p>Meal deals shall include a starchy carbohydrate, vegetables and 1 portion of fruit.</p> <p>Reducing Salt</p> <p>Vegetables and boiled starchy foods such as rice, pasta and potatoes, shall be cooked without salt.</p>	<p>catering on the mainland and in 'non-operational' overseas sites should aim to fully meet the GBS nutritional criteria.</p>
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	<p>Salt shall not be available on tables.</p> <p>At least 50% of meat and meat products, breads, breakfast cereals, soups and cooking sauces, ready meals and pre-packed sandwiches (procured by volume) meet Responsibility Deal salt targets and all stock preparations shall be lower salt varieties (i.e. below 0.6g/100mls reconstituted).</p> <p>Note: The 50% shall apply individually to each food category described in the above specification, and not only the combined volume.</p> <p>Cereals</p> <p>At least 50% of breakfast cereals (procured by volume) shall be higher in fibre (i.e. more than 6g/100g) and shall not exceed 22.5g/100g total sugars.</p> <p>Nutritional Labelling</p> <p>Labelling of pre-packaged and loose foods shall meet requirements of EU Regulation No. 1169/2011 on provision of food information to consumers (EU FIC).</p>	
<p>Award Question(s)</p>	<p>Please describe how your organisation will measure and manage the nutritional aspects of its service provision, including which of the following measures will be taken to enable and encourage healthier diets:</p> <ul style="list-style-type: none"> i) Menu cycles are analysed to meet stated nutrient based standards relevant to the major population subgroup of the catering provision. ii) Savoury snacks are only available in packet sizes of 30g or less. iii) All sugar sweetened beverages to be no more than 330ml pack size and no more than 20% of beverages (procured by volume) may be sugar sweetened. No less than 80% of beverages (procured by volume) may be low calorie/no added sugar beverages (including fruit juice and water). 	<p>Note: Please see Annex C for definitions of low calorie, no added sugar, sugar sweetened beverages, and portion size.</p> <p>Vending:</p> <p>If stipulating requirements to provide products of 330ml pack size within vending machines provided by the catering contract,</p>

	<p>iv) Confectionery and packet sweet snacks are in the smallest standard single serve portion size available within the market and not to exceed 250kcal.</p> <p>v) Menus (for food and beverages) include calorie and allergen labelling.</p> <p>vi) Independent audit and certification of nutritional aspects of the product/service provision.</p> <p>vii) Provision of nutritional information over and above requirements of EU Regulation No. 1169/2011 on provision of food information to consumers (EU FIC), for example labelling of prepared food</p>	<p>consideration should be given to phased implementation of the requirement to allow for reconfiguration of /replacement of vending machines capable of delivering the requirement.</p>
<p>Award Criteria / Evaluation</p>	<p>Excellent:</p> <p>Evidence of a systematic approach to the measurement and management of the nutritional aspects of the service provision, including regular menu analysis.</p> <p>AND</p> <p>A commitment to implement all of the listed measures.</p>	
	<p>Very Good:</p> <p>Evidence of a systematic approach to the measurement and management of the nutritional aspects of the service provision, including regular menu analysis.</p> <p>AND</p> <p>A commitment to implement 5 or 6 of the listed measures.</p>	
	<p>Good:</p> <p>A commitment to implement 3 or 4 of the listed measures, but with</p>	

	<p>insufficient or incomplete evidence of a systematic approach to the measurement and management of the nutritional aspects of the service provision.</p> <p>OR</p> <p>Evidence of a systematic approach to the measurement and management of the nutritional aspects of the service provision, including regular menu analysis but with no commitment to undertake the listed measures.</p>	
	<p>Satisfactory:</p> <p>Insufficient or incomplete evidence of a systematic approach to the measurement and management of the nutritional aspects of the service provision.</p> <p>AND</p> <p>No commitment to undertake the listed measures.</p>	
Contract Management	TBC	

2.2 Food safety & hygiene

Aims	<p>To improve food safety, and ensure that consumers and public health is protected, by ensuring that all food supplied to the UK public sector meets food hygiene requirements.</p> <p>To encourage a risk-based, proportionate approach to food hygiene and safety throughout the food chain, including transport and storage.</p> <p>To incentivise the appropriate adoption of independently audited food safety assurance schemes in the supply chain.</p>	
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Scope	The supply of food and catering services to the UK public sector.	
Mandatory Criteria (technical specifications or contract performance conditions)	<p>Suppliers of food and catering services shall have systems in place to ensure that they meet their legal obligations, as defined in Food Hygiene (England) Regulations 2006 (as amended) & General Food Law EC/178/2002 (safety, traceability, product withdrawal and recall).</p> <p>The main requirements are:</p> <ul style="list-style-type: none"> • Food must be safe, i.e. it must not be injurious to health or unfit for human consumption, this will require standards of Good Hygiene Practice in the catering operation and selection of safe and reliable suppliers of ingredients and food products; • Food businesses must be able to identify the businesses from whom they have obtained food, ingredients or food producing animals and the businesses they have supplied with products, and produce this information on demand; and • Unsafe food must be withdrawn from sale or recalled from consumers if it has already been sold. <p>See: http://food.gov.uk/business-industry/guidancenotes/hygguid/ and: http://multimedia.food.gov.uk/multimedia/pdfs/fsa1782002guidance.pdf</p>	<p>Note: Independent certification schemes can help you identify suitable suppliers. Please refer to the Assurance Scheme Booklet for guidance on independently audited food safety schemes. For schemes not referenced in the Booklet it would be for the supplier to satisfy themselves that standards have been complied with throughout the supply chain.</p>

<p>Award Question</p>	<p>Catering Operations / Outlets (food preparation & service) Please provide evidence of compliance with food safety requirements. This could be confirmed through copies of local authority Environmental Health Officer (EHO) inspection reports and feedback, and food hygiene ratings.</p> <p>Please provide details of any audit programmes you will use to manage food safety & hygiene.</p> <p>In the case of multi-site contractors, please indicate whether you have a Primary Authority arrangement with a local authority for any food safety & hygiene matters.</p> <p>Supply Chain (applicable to caterers and to the direct supply of products) Please describe the systems that your organisation will use to assess risks and manage food safety and food hygiene throughout the supply chain, including how mitigating actions are linked to the outcomes of a systematic risk assessment, and details of any independently audited food safety schemes you will use.</p>	
<p>Award Criteria / Evaluation</p>	<p>Excellent:</p> <p>Catering Operations / Outlets (food preparation & service)</p> <ul style="list-style-type: none"> • The applicant has provided evidence of sustained high levels of compliance; • The applicant has been audited by Local Authority EHOs with outcomes that are consistently excellent; • The applicant will have in place internal audit systems to validate food safety management systems; • If a multi-site contractor the applicant will operate within a Primary Authority partnership; <p>Supply Chain (applicable to caterers and to the direct supply of</p>	<p>Verification:</p> <p>i) Examination of evidence submitted by applicant;</p> <p>ii) Evidence of audits of food safety & hygiene, including EHO reports; or</p> <p>iii) Evidence of independent food safety schemes used in supply chain (products).</p>

	<p>products)</p> <ul style="list-style-type: none"> • The applicant has a systematic approach to managing food safety throughout the food supply chain, with mitigating actions linked to the outcomes of a comprehensive, documented risk assessment. • A significant proportion of the supply chain will be covered by independently audited food safety schemes, including all of the high risk areas identified through risk assessments. 	<p>Note: Please refer to the Assurance Scheme Booklet for guidance on independently audited food safety schemes.</p>
	<p>Very Good:</p> <p>Catering Operations / Outlets (food preparation & service)</p> <ul style="list-style-type: none"> • The applicant has provided evidence of sustained good levels of compliance; • The applicant has been audited by Local Authority EHOs with outcomes that are consistently very good; • The applicant will have in place internal audit systems to validate food safety management systems; <p>Supply Chain (applicable to caterers and to the direct supply of products)</p> <ul style="list-style-type: none"> • The applicant has a systematic approach to managing food safety throughout the food supply chain, with mitigating actions linked to the outcomes of a risk assessment; • Some areas of the supply chain will be covered by independently audited food safety schemes. 	
	<p>Good:</p> <p>Catering Operations / Outlets (food preparation & service)</p> <ul style="list-style-type: none"> • The applicant has provided evidence of compliance with food safety and general food law requirements. • The applicant has been audited by Local Authority EHOs with outcomes that are consistently good; 	

	<p>Supply Chain (applicable to caterers and to the direct supply of products)</p> <ul style="list-style-type: none"> Evidence of a basic level of risk assessment has been supplied. Some areas of the supply chain will be covered by independently audited food safety schemes. 	
	<p>Satisfactory:</p> <ul style="list-style-type: none"> The applicant has supplied no evidence over and above the mandatory requirements 	
Contract Management	<p>Periodic review of audit performance and continual improvement measures with contracting authority</p> <p>% by value of produce assured through food safety schemes</p> <p>Food hygiene rating (for catering operations)</p>	

2.3 Authenticity & traceability

Aims	To encourage a risk-based, proportionate approach to ensuring the authenticity and traceability of food supplied to the UK public sector.	
Scope	The supply of food products to the UK public sector.	
Mandatory Criteria (technical specifications or contract performance conditions)	<p>Traceability</p> <p>Suppliers of fresh, chilled and frozen produce shall have systems in place to comply with current UK legislation, or equivalent, for country of origin labelling. See General Food Law EC/178/2002, and guidance available from: http://multimedia.food.gov.uk/multimedia/pdfs/originlabellingguid0909.pdf</p>	<p>Note: Traceability and labelling of beef, veal, eggs, fish, shellfish, most fruit and vegetables, honey, olive oil, wine and imported poultry is regulated in the EU. Regulation covering sheepmeat, goatmeat, swinemeat and poultry</p>

	<p>Origin of prepared food</p> <p>In line with the industry principles on country of origin information, food and catering service suppliers shall indicate the origin of the meat, meat products and dairy products, either on the menu or accompanying literature. If this is not practicable, then at minimum the information must be available and be provided on request to the procuring authority or end consumer.</p> <p>http://www.fdf.org.uk/publicgeneral/principles_on_country_of_origin_information.pdf</p> <p>Authenticity</p> <p>Labelling, advertising and presentation of food must not mislead consumers.</p> <p>Contractors must have a system in place to ensure the authenticity of food that is served (to avoid the food fraud issues that came to light in 2013).</p>	<p>will come into force in 2015. In the context of catering services the regulations apply to labelling of products supplied to caterers, rather than to the end consumer.</p>
<p>Award Question</p>	<p>Please describe the systems that your organisation will use to assess risks and manage food authenticity throughout its supply chain, including details of how mitigating actions are linked to the outcomes of a systematic risk assessment. Please also provide details of any chain-of-custody assurance schemes you will use.</p>	
<p>Award Criteria / Evaluation</p>	<p>Excellent: The applicant has provided evidence of a systematic approach to managing food authenticity throughout its supply chain, with mitigating actions linked to the outcomes of a comprehensive, documented risk assessment. High risk areas of the supply chain are covered by independently audited chain-of-custody schemes, which have been independently accredited by a national or supranational accreditation body (e.g. UKAS, or equivalent).</p>	

	<p>Very Good: The applicant has provided evidence of a systematic approach to managing food safety and authenticity throughout the food supply chain, with mitigating actions linked to the outcomes of a risk assessment. Some areas of the supply chain are covered by independently audited chain-of-custody schemes, which have been independently accredited by a national or supranational accreditation body (e.g. UKAS, or equivalent)..</p>	
	<p>Good: The applicant has provided evidence of a basic risk assessment process. Some areas of the supply chain are covered by independently audited chain-of-custody schemes.</p>	
	<p>Satisfactory: The applicant has provided insufficient or incomplete evidence of risk assessment. Little or no evidence of mitigating actions is provided.</p>	
Contract Management	<p>Periodical review of performance and continual improvement measures with contracting authority</p> <p>% by value of produce procured from chain-of-custody systems</p>	

Resource Efficiency

3.1 Energy Management

Aims	To ensure that formal energy management policies are in place for catering operations, and to encourage best practice in energy management.	
Scope	The provision of catering services to UK public sector, from off-site and/or on-site catering operations. Off-site catering operations include operations run by suppliers or sub-contractors.	

<p>Mandatory Criteria (technical specifications or contract performance conditions)</p>	<p>Energy management policy (off-site catering operations)</p> <p>Catering service contractors with off-site preparation kitchen operations shall have in place an energy management policy appropriate to the nature and scale of their energy use and consumption. Their policy shall commit the organisation to the continual improvement of its energy performance</p> <p>Energy management policy (on-site catering operations)</p> <p>On-site catering operations shall be run in accordance with the host building's overall energy management policy.</p>	
<p>Award Questions</p>	<p>Please describe the management systems that your organisation will use in order to continually improve its energy performance.</p> <p>For off-site meal preparation operations please provide details of any environmental management system (EMS) certifications or registrations, for SMEs this should include details of any phased EMS implementation.</p> <p>For on-site kitchen operations please describe how you will manage energy use, including details of roles and responsibilities, staff training on the correct use of energy using equipment, and the routine maintenance of energy using equipment.</p>	
<p>Award Criteria</p>	<p>Excellent:</p> <p>Where meals are prepared in an off-site operation, the applicant has provided detailed and comprehensive evidence of a management system focussed on continual improvement and including energy within its scope. The management system is certified or registered within an appropriate management systems certification scheme. SME applicants are able to demonstrate that they are progressing towards certification or registration:</p> <ul style="list-style-type: none"> • EMS specified according to the principles of ISO14001, or equivalent, which has been certified by an accredited certification 	<p>Note: see Carbon Trust guide CTV035 for detailed guidance on energy efficiency in catering operations http://bit.ly/1nGxUV8</p>

	<p>body; or</p> <ul style="list-style-type: none"> • EMS specified according to the principles of ISO50001, or equivalent, which has been certified by an accredited certification body; or • EMS is registered to EMAS, or equivalent; or for SMEs • Evidence of EMS development in line with BS8555, or equivalent is provided; or • Membership of IEMA ACORN Scheme for EMS implementation, or equivalent. <p>Where food is prepared on-site, the applicant has provided detailed and comprehensive evidence of a systematic approach to managing energy use, including:</p> <ul style="list-style-type: none"> • clearly defined responsibilities for monitoring and managing energy use • training staff on the efficient use of cooking, refrigeration , heating, ventilation and lighting equipment • routine maintenance of energy using equipment 	
	<p>Very Good:</p> <p>Where meals are prepared in an off-site operation, the applicant has provided evidence of documented management systems focussed on continual improvement. Measureable objectives are set and reviewed regularly. Progress against objectives is monitored, and improvement actions are documented and implemented. Evidence that the management systems have been externally audited is provided.</p> <p>Where food is prepared on-site, the applicant has provided evidence of a systematic approach to managing energy use, including clearly defined</p>	

	responsibilities for monitoring and managing energy use.	
	<p>Good: Where meals are prepared in an off-site operation, the applicant has provided limited but reasonable evidence that its energy management policy is being implemented within its operations.</p> <p>Where food is prepared on-site, the applicant has provided limited but reasonable evidence of a systematic approach to managing energy use.</p>	
	Satisfactory: The applicant has submitted no evidence.	
Contract Management	Periodical review of performance and continual improvement measures with contracting authority	

3.2 Water

Aims	To promote the efficient use of water in catering services. To reduce the environmental impacts associated with consumption of bottled water in the UK public sector and to encourage and enable people to drink a healthy amount of water.	
Scope	The provision of catering services to UK public sector, from off-site and/or on-site catering operations. Off-site catering operations include operations run by suppliers or sub-contractors.	
Mandatory Criteria (technical specifications or contract performance conditions)	<p>Tap water shall be visible and freely available, and such provision shall be promoted.</p> <p>Pre-bottled water (mineral or spring) shall not be included in the hospitality menu.</p>	Note: armed services personnel may have a requirement to use bottled water where potable options are not available.

<p>Award Question(s)</p>	<p>Please describe how your organisation will ensure the efficient use of water in the provision of catering services.</p> <p>For off-site meal preparation operations please describe the environmental management system approach you will use to continually improve water use.</p> <p>For on-site meal preparation operations please describe how you will manage water use, including details of roles and responsibilities, staff training on the correct use of water using equipment, and the routine maintenance and repair of water using equipment.</p>	
<p>Award Criteria / Evaluation</p>	<p>Excellent:</p> <p>Where meals are prepared in off-site operations, the applicant has provided detailed and comprehensive evidence of a systematic approach to managing its use of water, which will include the management of water related aspects of its operations within a documented environmental management system that supports continual improvement.</p> <p>Where food is prepared on-site, the applicant has provided detailed and comprehensive evidence of a systematic approach to managing water use, including:</p> <ul style="list-style-type: none"> • clearly defined responsibilities for monitoring and managing water use • training staff on the efficient use of water using equipment • routine maintenance and repair of water using equipment <p>Very Good:</p> <p>Where meals are prepared in off-site operations, the applicant has</p>	

	<p>provided evidence of a systematic approach to managing its use of water resources.</p> <p>Where food is prepared on-site, the applicant has provided detailed and comprehensive evidence of a systematic approach to managing water use, including clearly defined responsibilities for monitoring and managing water use.</p>	
	<p>Good: Where meals are prepared in off-site operations, the applicant has provided limited but reasonable evidence that water use is being managed within those operations.</p> <p>Where food is prepared on-site, the applicant has provided limited but reasonable evidence of a systematic approach to managing water use.</p>	
	<p>Satisfactory: The applicant has submitted no evidence.</p>	
Contract Management	Periodical review of performance and continual improvement measures with contracting authority	

3.3 Waste

Aim	To ensure that the negative environmental and economic impacts of waste from food and catering services procured by the UK public sector are minimised, and to encourage best practice.	
Scope	The provision of catering services to UK public sector, from off-site and/or on-site catering operations. Off-site catering operations include operations run by suppliers or sub-contractors.	

<p>Mandatory Criteria (technical specifications or contract performance conditions)</p>	<p>Food waste</p> <p>Food and catering supplier with off-site meal preparation operations shall provide evidence of a systematic approach to managing and minimising the impacts of waste throughout their direct operations i.e. those operations over which they have direct financial and/or operational control. This shall include evidence of a continual improvement cycle of objective setting, measurement, analysis, review and the implementation of improvements actions.</p> <p>Catering service suppliers which will supply on-site catering services shall:</p> <ul style="list-style-type: none"> • Take steps to minimise food waste in their on-site operations by creating a food waste minimisation plan, describing what actions they will undertake (see Annex D for potential actions); • Review and revise the actions they are taking with suitable regularity so as to continue to reduce food waste wherever possible; and • Feed back to clients on progress and results with suitable regularity. <p>Note: The contracting authority shall check whether a separate food waste collection service can be provided. If the service can be provided, then it shall meet the best practice standard (see Government Buying Standard for Food and Catering Services).</p> <p>Reducing Landfill</p> <p>Where waste management is included in the contract, facilities shall be available to staff and customers for recycling cans, bottles, cardboard and plastics.</p> <p>Paper products</p> <p>The minimum Government Buying Standards for paper products shall apply where relevant e.g. disposables, such as kitchen paper, napkins, and</p>	<p>Note: A list of potential actions towards food waste minimisation is provided in Annex D.</p>
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	cardboard cups	
Award Question	<p>Please describe the measures that your organisation will take to minimise waste in food preparation and food service, including any measures to minimise packaging waste.</p> <p>Please highlight any factors that you consider not applicable to the contract and provide a brief justification.</p> <p>Avoiding Waste:</p> <p><u>Relevant Factors</u></p> <ul style="list-style-type: none"> i) The food waste minimisation plan includes measurement of waste, actions and estimated quantifiable reductions including any targets set for waste minimisation – either individually or in a collective agreement such as the Hospitality and Food Service Agreement (HaFSA). ii) The supplier ensures that appropriate training is given to staff to ensure best practice in terms of food waste minimisation. iii) Food and drink to be consumed in restaurants and canteens served using cutlery, glassware, and crockery which are reusable and washable. iv) Disposable paper products meet the requirements of the EU Ecolabel, or equivalent. v) Surplus food that is fit for consumption is distributed for consumption rather than sent for disposal as waste e.g. gifted to charities / food banks. <p>Packaging waste (secondary & tertiary): Packaging waste in delivering food for the catering service is minimised</p> <p><u>Relevant Factors</u></p>	

	<p>vi) tertiary and secondary packaging consists of high ($\geq 70\%$) recycled content cardboard; and</p> <p>vii) where other materials are used, the tertiary packaging is either reusable, or all materials contain some recycled content.</p> <p>Waste disposal: a reliable food waste collection service</p> <p><u>Relevant factors</u></p> <p>viii) An appropriately-licensed separate food waste collection service is provided.</p> <p>ix) The food waste collected goes for treatment to either an in-vessel composting facility, or anaerobic digestion facility, or other suitable facility, as opposed to landfill.</p> <p>Note: Waste collection may be part of the catering service contract or may be part of an overall site waste management contract.</p>	
<p>Award Criteria</p>	<p>Excellent:</p> <p>The applicant's approach to the measurement and management of waste includes all of the suggested best practice measures that are applicable to its operations. The applicant has set targets for food waste minimisation and food waste management reported through a collective agreement (such as HaFSA).</p> <hr/> <p>Very Good:</p> <p>The applicant's approach to the measurement and management of waste includes at least 2/3 of the suggested best practice measures that are applicable to its operations. and must include food waste minimisation targets and food waste management i.e. food waste collection to AD etc.</p>	

	<p>Good: The applicant's approach to the measurement and management of waste includes at least 1/3 of the suggested best practice measures that are applicable to its operations.</p>	
	<p>Satisfactory: The applicant's approach to the measurement and management of waste addresses less than 1/3 of the best practice measures applicable to its operations.</p>	
Contract Management	Periodical review of performance and continual improvement measures with contracting authority	

Social & Economic Value

4.1 Fair & ethical trade (supply chain)

Aim	To improve labour rights in the supply chain for certain commodities supplied to the UK public sector.	
Scope	The supply of commodity food and drink products to the UK public sector.	

<p>Mandatory Criteria (technical specifications or contract performance conditions)</p>	<p>At least 50% of tea and coffee must be produced in accordance with fair trade standards.</p>	
<p>Award Question</p>	<p>Please describe how your organisation is working to improve labour conditions and other ethical aspects of its direct and indirect (supply chain) operations.</p> <p><u>Relevant factors</u></p> <ul style="list-style-type: none"> i) Where food is sourced from states that have not ratified the International Labour Organization Declaration on Fundamental Principles and Rights at Work (1998), or are not covered by the OECD Guidelines for Multinational Enterprise, the supplier of catering and food services shall carry out due diligence against ILO Declaration on Fundamental Principles and Rights at Work (1998). ii) Risk based audits have been conducted against social / ethical supply chain standards e.g. SA8000 compliance, audit evidence for Ethical Trade Initiative (ETI) Base Code compliance, or equivalent. iii) Working with suppliers to improve conditions through pro-active, direct engagement programmes. iv) Membership and use of ethical and responsible trading information exchange services e.g. SEDEX, or equivalent. v) Dairy products meet the Voluntary Code of Practice on Best Practice on Contractual Relationships. http://www.dairyuk.org/2014-04-23-11-00-42/vcop-home vi) Measures are taken to ensure fair dealing with farmers through, for 	<p>The ILO Declaration covers four Fundamental Principles:</p> <ol style="list-style-type: none"> 1. Freedom of association and the effective recognition of the right to collective bargaining 2. Elimination of all forms of forced or compulsory labour 3. Effective abolition of child labour 4. Elimination of discrimination in respect of employment and occupation <p>http://www.ilo.org/declaration/lang--en/index.htm</p>

	<p>example, the guidance contained in the Groceries Supply Code of Practice https://www.gov.uk/government/publications/groceries-supply-code-of-practice/groceries-supply-code-of-practice</p> <p>vii) 100% of tea and coffee procured is produced in accordance with fair trade standards.</p> <p>viii) Procurement of produce other than tea and coffee e.g. bananas, cocoa is in accordance with fair trade standards.</p>	
<p>Award Criteria</p>	<p>Excellent:</p> <p>The applicant's approach to improving labour conditions and other ethical aspects of its direct and indirect (supply chain) operations includes all of the suggested best practice measures that are applicable to its operations.</p>	
	<p>Very Good:</p> <p>The applicant's approach to improving labour conditions and other ethical aspects of its direct and indirect (supply chain) operations includes at least 2/3 of the suggested best practice measures that are applicable to its operations.</p>	
	<p>Good:</p> <p>The applicant's approach to improving labour conditions and other ethical aspects of its direct and indirect (supply chain) operations includes at least a 1/3 of the suggested best practice measures that are applicable to its operations.</p>	

	<p>Satisfactory:</p> <p>The applicant's approach to improving labour conditions and other ethical aspects of its direct and indirect (supply chain) operations includes less than 1/3 of the suggested best practice measures that are applicable to its operations.</p>	
Contract Management	Periodical review with contracting authority	

4.2 Equality & diversity

Aim	To ensure that applicants and public procurers are able to satisfy UK legislative requirements and duties in relation to equality.	
Scope	The supply of food and catering services to the UK public sector	
Mandatory Criteria (technical specifications or contract performance conditions)	The catering contractor or food supplier shall have a written equality and diversity policy to help ensure it and its sub-contractors are compliant with employment law provisions in the UK Equality Act (2010). In addition, to ensure the procuring authority meets its public sector equality duty, the contractor or food supplier shall have a policy in place as to carrying out its business, such as in terms of awarding sub-contracts or procuring goods, in a way that is fair, open and transparent.	
Award Question(s)	N/A	
Award Criteria	N/A	

Contract Management	Workforce composition metrics (e.g. gender representation, ethnicity, disability, age, religion & belief, sexual orientation, carer/non-carer, working pattern)	
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4.3 Inclusion of SMEs

Aim	Making sure that small and medium-sized enterprises (SMEs) have access to government contract opportunities, making it easier for them to do business with government, and making sure that 25% of government's spend, either directly or in supply chains, goes to SMEs by 2015.	https://www.gov.uk/government/policies/buying-and-managing-government-goods-and-services-more-efficiently-and-effectively/supporting-pages/making-sure-government-gets-full-value-from-small-and-medium-sized-enterprises
Scope	The supply of food and catering services to the UK public sector.	
Mandatory Criteria (technical specifications or contract performance conditions)	N/A	
Award Question	Describe your organisation's processes for ensuring there is open and fair competition for its supply chain; how your organisation facilitates bids from SME suppliers; and your organisation's approach to ensuring fair treatment	

	<p>of its suppliers.</p> <p><u>Relevant Factors</u></p> <ul style="list-style-type: none"> i) Contracts are broken into “lots” to facilitate bids from small producers; ii) Contract documents are simplified, with a degree of standardisation. Requirements are clearly stated, up front; iii) Contract lengths are geared to achieve the best combination of price and product; iv) Longer-term contracts are offered to provide stability; v) Tenders are widely advertised; vi) Potential bidders are advised on how to tender for contracts; vii) Projects to help small producers do business are undertaken; viii) Social enterprises are encouraged to compete for contracts; ix) Small producers and suppliers are made aware of sub-contractors/suppliers, so that they know who to do business with; x) Competition on quality rather than brand <p>Fair treatment of suppliers</p> <ul style="list-style-type: none"> xi) Suppliers of food and catering services provide fair and prompt payment terms for their supply chain e.g. 30 days maximum. xii) Length of contracts and notice period are agreed fairly with suppliers 	
Award Criteria	Excellent: covers 9 to 12 of the points above	
	Very Good: covers 5 to 8 of the points above	
	Good: covers 2 to 5 of the points above	

	Satisfactory: covers less than 2 of the points above	
Contract Management	Periodical review with contracting authority % SME suppliers (by value, or other metric where commercially sensitive)	

4.4 Local & cultural engagement

Aim	To encourage engagement with food related issues in order to encourage people to understand and value the food that they eat, including aspects of its production and preparation, and its local and cultural context.	
Scope	The supply of food and catering services to the UK public sector.	
Mandatory Criteria (technical specifications or contract performance conditions)	N/A	
Award Question	Please describe how your organisation will encourage people to understand and value the food that is supplied or served, including aspects of its production and its local and cultural context. Please also describe any ways in which your organisation will, through delivery of this contract, provide skills and training. <u>Relevant factors</u> i) Provenance of food is communicated and celebrated.	

	<ul style="list-style-type: none"> ii) Food served supports local food traditions, as well as the cultural diversity of the area. iii) Foods with local or regional significance e.g. those with protected designation of origin (PDO), protected geographical indication (PGI), or traditional specialties guaranteed (TSG) status, are incorporated within menus to give them cultural value. iv) Consumers of food procured by the UK public sector are connected with farmers through, for example, communication materials, engagement programmes, educational programmes, open days etc. 	
Award Criteria	<p>Excellent: the applicant has provided a detailed description of how they will achieve the stated aims of encouraging people to understand and value the food that they eat, including aspects of its production, and its local and cultural context. This will include details of actions covering all of the relevant factors listed above.</p>	
	<p>Very Good: the applicant has provided a detailed description of how they will achieve the stated aims of encouraging people to understand and value the food that they eat, including aspects of its production, and its local and cultural context. This will include details of actions covering 3 of the relevant factors listed above.</p>	
	<p>Good: the applicant has provided a reasonable description of how they will achieve the stated aims of encouraging people to understand and value the food that they eat, including aspects of its production, and its local and cultural context. This will include details of actions covering 2 of the relevant factors listed above.</p>	

	Satisfactory: the applicant has provided an incomplete or inadequate response.	
Contract Management	Periodical review with contracting authority	

4.5 Employment & skills

Aim	To promote opportunities for employment and skills development in relation to food and catering services.	
Scope	The supply of food and catering services to the UK public sector.	
Mandatory Criteria (technical specifications or contract performance conditions)	N/A	
Award Question	<p>Please describe how your organisation will, through this contract, create opportunities for the development of food and catering related skills and opportunities for employment.</p> <p><u>Relevant factors</u></p> <ul style="list-style-type: none"> i) The development of skills & knowledge related to food and food preparation is encouraged through structured training programmes for staff. ii) New apprenticeship opportunities are created. 	

	iii) End consumers of food and catering services are encouraged to develop food related skills and knowledge, including but not limited to nutrition, food safety & hygiene and cookery.	
Award Criteria	Excellent: the applicant has provided a detailed description of how they will achieve the stated aims. This will include details of actions covering all of the relevant factors listed above.	
	Very Good: the applicant has provided a detailed description of how they will achieve the stated aims. This will include details of 2 of relevant factors listed above	
	Good: the applicant has provided a detailed description of how they will achieve the stated aims. This will include details of at least 1 of relevant factors listed above	
	Satisfactory: the applicant has provided an incomplete or inadequate response.	
Contract Management	Periodical review with contracting authority	

Quality

5.1 Food quality, taste and visual appeal

Aim	To include in the tendering process an assessment of the appeal and organoleptic qualities (taste, smell, visual appearance etc.) of food served.	
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Scope	The supply of food and catering services to the UK public sector	
Mandatory Criteria (technical specifications or contract performance conditions)	Applicants shall support the assessment of food quality by providing representative samples, as required by the contracting authority.	
Award Evaluation	The appeal and quality of food shall be assessed by the procuring authority as part of the competitive tendering process. Applicants shall support the assessment by providing representative samples as required by the contracting authority.	Note: typically this is achieved using blind tasting panels, comprising representatives of the procuring authority and end consumers of the product or service.
Award Criteria	Excellent: as judged by procuring authority	
	Very Good: as judged by procuring authority	
	Good: as judged by procuring authority	
	Satisfactory: as judged by procuring authority	
Contract Management	N/A	

5.2 Customer satisfaction

Aim	To ensure that food and catering services supplied to the UK public sector provide high levels of customer satisfaction, thereby improving the relationship between the supplier and the contracting authority, and reducing waste associated with rejection of food that fails to meet the	
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	needs of the end consumer.	
Scope	The supply of food and catering services to the UK public sector	
Mandatory Criteria (technical specifications or contract performance conditions)	N/A	
Award Question(s)	<p>Please describe how your organisation will ensure that the food it serves is tasty, well-presented and professionally served.</p> <p><u>Relevant Factors</u></p> <ul style="list-style-type: none"> i) Suppliers undertake regular customer satisfaction surveys. ii) Quality of food, presentation and service is monitored by contractor. iii) Evidence that management systems support the linking of customer feedback and other observations to improvements in customer satisfaction. iv) Menu cycles offer a balance of variety and value by adapting the period of menu cycles to the needs of the end consumers. v) Menus are designed to meet the needs of those with special dietary requirements. 	
Award Criteria	Excellent: the applicant has provided a detailed description of the systems and processes it will use to monitor customer satisfaction. All of the relevant factors will be addressed.	Note: In a hospital setting the average stay is a few days, and weekly menu cycles can achieve

	<p>Very Good: the applicant has provided a detailed description of the systems and processes it will use to monitor customer satisfaction. Three of the relevant factors listed above will be addressed.</p>	<p>cost savings. In other settings, e.g. prisons, this may not offer sufficient variety.</p>
	<p>Good: the applicant has provided a reasonable description of the systems and processes it will use to monitor customer satisfaction. Two of the relevant factors listed above will be addressed.</p>	
	<p>Satisfactory: the applicant has provided an incomplete or inadequate response.</p>	
<p>Contract Management</p>	<p>Periodical review of performance with contracting authority</p>	

Annex B: What is meant by UK standards of production?

If you are purchasing food from the UK or abroad you must ensure it is sourced from producers who adhere to the relevant UK or equivalent standards of production. The standards of production are contained in the legislative standards for Cross Compliance as set out in Common Agriculture Policy legislation (Commission Regulation (EC) No 1122/2009 & 73/2009). The full set of cross compliance rules for England can be found at <http://rpa.defra.gov.uk/CrossCompliance2014>.

Cross compliance is the set of rules that serves as a baseline for all farmers in England applying for direct payments (such as the Basic Payment Scheme) and certain Rural Development payments. These rules cover the environment, animal, plant and public health, animal welfare and landscape features. They are split into two types; Statutory Management Requirements (SMRs) which reflect specific elements of EU legislation, and standards of Good Agricultural and Environmental Condition (GAEC). SMR standards are the same in all EU member states; however, GAEC standards will have some variation.

You must therefore ensure that:

1. If sourcing from the UK or an EU Member State, your producer must adhere to the relevant cross compliance rules of the country of production. [Please note: Cross compliance rules differ between UK Devolved Administrations]
2. If sourcing from a third country, your producer must adhere to all Statutory Management Requirements (SMRs) in cross compliance, and all England Good Agricultural and Environmental Condition (GAEC) which are of relevance to the farming land and system in that country of production.

You should note that:

- Cross compliance rules differ between UK Devolved Administrations and can be found on each administrations website.
- Cross compliance rules will change from 1 January 2015 as the new CAP scheme comes into force (Commission Regulation (EC) No 1306/2013). Details of these changes will be published on Gov.uk in late 2014.

Summary of cross compliance GAECs and SMRs:

Good Agricultural and Environmental Conditions

- GAEC 1 - Soil Protection Review (SPR)
- GAEC 5 - Environmental Impact Assessment (EIA)
- GAEC 6 - Sites of Special Scientific Interest (SSSIs)
- GAEC 7 - Scheduled monuments
- GAEC 8 - Public rights of way

- GAEC 9 - Overgrazing and unsuitable supplementary feeding
- GAEC 10 - Heather and grass burning
- GAEC 11 - Control of weeds
- GAEC 12 - Agricultural land which is not in agricultural production
- GAEC 13 - Stone walls
- GAEC 14 - Protection of hedgerows and watercourses
- GAEC 15 - Hedgerows
- GAEC 16 - Felling of trees
- GAEC 17 - Tree Preservation Orders (TPOs)
- GAEC 18 - Water abstraction
- GAEC 19 - No spread zones
- GAEC 20 - Groundwater

Statutory Management Requirements

- SMR 1 - Wild birds
- SMR 3 - Sewage sludge
- SMR 4 - Nitrate Vulnerable Zones (NVZs)
- SMR 5 - Habitats and species
- SMR 6 - Pig identification and registration
- SMR 7 - Cattle identification and registration
- SMR 8 - Sheep and goats identification
- SMR 9 - Restrictions on the use of plant protection products (PPPs)
- SMR 10 - Restrictions on the use of substances having hormonal or thyrostatic action and beta-agonists in farm animals
- SMR 11 - Food and feed law
- SMR 12 - Prevention and control of transmissible spongiform encephalopathies (TSEs)
- SMRs 13, 14, 15 - Control of foot and mouth disease, certain animal diseases and bluetongue
- SMR 16 - Welfare of calves
- SMR 17 - Welfare of pigs
- SMR 18 - Animal welfare

Animal Welfare

In most cases UK standards of production are the same as those required by the EU See <https://www.gov.uk/animal-welfare>. There are certain differences in production of meat chickens and of pigmeat, where the UK has more stringent standards:

- EU meat chickens can be stocked to a maximum of 42 kg per m² if conditions in Annex 5 of [Directive 2007/43/EC](#) are met, whereas England, Scotland and Wales have an absolute maximum of 39 kg per m².
- Close confinement stalls for breeding sows have been unilaterally banned in the UK since 1999, whereas the rest of the EU still permits sows to be kept confined individually for four weeks after service; [Council Directive 2008/120/EC](#) , which partially bans the use of sow stalls, came into force on 1st January 2013.

Annex C: Rationale and definitions for nutritional criteria in section 2.1

Oily fish

1. Government recommends eating 2 portions of fish per week, one of which should be oily. Eating oily fish can reduce the risk of heart disease. The advice relates to 2 portions of approximately 140g each (see specification in section 2.1)

Oily fish includes salmon, trout, mackerel, sardines and fresh tuna. Although tuna is an oily fish, canned tuna is not classed as such since much of the oils are lost in the canning process. This is not true for other canned oily fish.

Reducing Saturated Fat

2. High intakes of saturated fat can raise blood cholesterol levels and, in turn, increase the risk of coronary heart disease and stroke. The UK population generally eats more saturated fat than Government recommends as a proportion of food energy.
3. The foods selected for this criterion are those foods that make the most significant contribution to saturated fat intakes. Suppliers will be able to provide information on the level of fat and saturated fat in their products. This criteria encourages comparing nutrition information within the range of like for like products and procuring products with lower fat and saturated fat contents. Some suppliers give a wider choice of portion sizes e.g. offering smaller pastries, muffins etc. Choosing smaller portions of those foods, served and priced appropriately, will also reduce the fat content of the overall menu.
4. For cheese, the figure of 25g fat per 100g for cheese has been derived on the basis of catering use of hard, yellow cheeses and the market availability of lower fat cheese. This figure is only applicable to these cheeses and is to encourage buyers to consider the fat content of cheese in particular. Cheese is a big contributor to saturated fat intakes for the population.
5. For ready meals i.e. pre-prepared complete meals and meal centres (e.g. chicken Kiev, beef stew with dumplings), the value of 6g saturated fat per portion is based on the figure used for 'high' saturated fat of 30% of the of the Reference Intake (Reference Intake found in EU FIC annex XIII part B²).
6. Milk can be a significant contributor of saturated fat to the diet due the amount consumed and milk is used as ingredient for many of the dishes served within catering settings. There is a range of reduced fat milks available on the market: semi-skimmed (2%), 1%, and skimmed (0.1%). Substituting reduced fat milks for full fat for at least 75% of the milk procured can help to reduce the saturated fat content of menus overall whilst not affecting the quality of the product and maintaining choice for customers.

² <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2011:304:0018:0063:EN:PDF>

7. Careful choice of the main fats, oils and spread used within a catering setting can make a large difference to the saturated fat content of the menu.

Increasing Fruit and Vegetable Consumption

8. Fruit and vegetables are good sources of fibre, vitamins and minerals. There is evidence to suggest that people who eat plenty of fruit and vegetables are less likely to develop chronic diseases such as coronary heart disease and some cancers. It is recommended that people aim to eat at least 5 portions of a variety of fruit and vegetables every day.
9. Incorporating fruit into the desserts and puddings on offer is an attractive way to add fruit to menus, enabling consumers that purchase desserts to consume more fruit.

Reducing Salt

10. It is widely accepted that reducing the average salt intake to less than 6g/day is beneficial to cardiovascular health. High intakes of salt are linked to increased blood pressure and this in turn is related to cardiovascular disease and stroke. Other flavourings such as herbs and spices can be used to add flavour without using salt.
11. The use of potassium-based salt replacers is not recommended as this continues to maintain a high salt flavour in food and evidence suggests that tastes can adapt to a lower salt diet in 8 weeks. These products are not suitable for those with renal insufficiency, including older people and young children.
12. Meat and meat products, bread and breakfast cereals have been selected as these are amongst the top contributors to overall salt intakes in the UK. Soups and cooking sauces, ready meals and pre-packed sandwiches are food categories, widely available in the catering sector, that make a significant contribution to salt intake.
13. Nationally agreed salt reduction targets for 76 categories of food have been set to encourage manufacturers and retailers to reduce the salt in the products they make or sell. The salt reduction targets for the foods within this criteria are provided under the product categories within the salt reduction targets:
Category 1 - Meat and meat products
Category 2 - Bread
Category 3 - Breakfast cereals
Category 8 - Ready meals
Category 9 – Soups
Category 13 - Bought sandwiches
Category 15 - Cook-in and pasta sauces, thick sauces and pastes.
The targets have been set to maintain progress towards the 6g/day intake target. Where possible products should be sourced to meet the 2017 salt targets. If products are not available that meet these criteria then the previous 2012 targets should be used. Both are available at the following link:
<https://responsibilitydeal.dh.gov.uk/wp-content/uploads/2014/10/Table-of-2017-targets-for-publication-FINAL-October-2014.xlsx>
14. Stock is widely used in catering practice and can contribute considerably to salt intake. Lower salt varieties (i.e. below 0.6g/100mls reconstituted) are readily available and therefore it seemed reasonable and achievable to help reduce intakes

of salt from this source. The aim of the GBS and the salt targets is to reduce consumers intake of salt. We recognise the challenge that this criterion sets but believe that over time lower salt stocks will become the norm as we have seen in other foodstuffs.

Cereals (fibre and sugars)

15. Government recommends that we eat an average of 18g of fibre per day, however people are not eating enough. Increasing the amount of fibre we eat could help to reduce the risk of colorectal cancer, which is one of the most common cancers in the UK. Eating wholegrain breakfast cereals is an easy way to get more fibre in the diet.
16. Reducing the consumption of added sugars is important for dental health. Sugars can contribute to energy intake. Energy imbalance contributes to weight gain and obesity. Intakes of added sugars in the UK are significantly higher than recommended levels.
17. The figure used for “higher fibre” is consistent with the conditions of use for a high fibre health claim as set out in the annex of Regulation (EC) 1924/2006³. A “high fibre” claim can be made where the product contains at least 6 g of fibre per 100 g or at least 3 g of fibre per 100 kcal.
18. The figure of 22.5g/100g used for total sugars is based on the values for ‘high’ added total sugars content of 30% of the Reference Intake (RI) for a 120g portion of food (RI found in EU FIC annex XIII part B).

Definitions used in nutritional award criteria (section 2.1)

Low calorie (low energy) beverages are products not containing more than 20kcal (80kJ)/100ml) energy for liquids.

No added sugar means beverages that have not had sugar added to them as an ingredient. This would include pure fruit juices.

Sugar sweetened beverages incorporate beverages which are not low calorie and which have added sugar. If they are low calorie or if they have no added sugar then they do not fall within this definition. Products sweetened with a combination of artificial/natural sweeteners and sugars would, if not meeting the low calorie criteria, fall within this definition.

Portion size “No more than 330ml pack size” applies to sugar sweetened beverages, as defined above, for which no more than 20% of beverages should be procured.

Government recommendations for fruit juice are that consumption is limited to 150mls per day. This volume equates to a single portion of an individual’s 5 a day. Fruit juice should be provided in single serve pack sizes as close to this volume as possible.

³ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CONSLEG:2006R1924:20080304:EN:PDF%20>

Annex D: Rationale and checklist for food waste minimisation (see section 3.3)

In businesses whose primary function is to supply prepared food to customers on a for-profit basis (hotels, pubs, fast food and other restaurants) kitchen food waste comprises c.20-50% of all waste, and at least 60% of this food waste is actually avoidable, i.e. could have been eaten at some point. The wholesale value of a tonne of food in the catering sector is estimated at c. £1700, and about 3.8t of CO₂ equivalent emissions are created in producing, distributing and ultimately disposing of every tonne of food and drink that is unnecessarily wasted. Whilst costs and levels of avoidable waste may differ in businesses who provide a catering service within a facility managed by another organisation (such as a government building), this still suggests that there is significant opportunity for catering services suppliers to reduce their costs and environmental impact by reducing the amount of food they waste.

Many food waste minimisation activities are reasonably simple and cheap to implement, including many of those listed in the checklist below, and can lead to cost savings within a short period. WRAP's [Hospitality and Food Service Agreement](#) is a voluntary agreement to support the sector in reducing waste and recycling more.

Defra will continue to build the evidence base on the actions suppliers should take, and their respective costs and benefits, with a view to making the current best practice standard mandatory in the future. **Indicative checklist:**

Areas where a supplier can potentially improve practice to reduce avoidable food waste, in working towards meeting either the minimum mandatory or voluntary best practice standards include, but are not limited to, the following:

1. Monitoring where waste arises to establish where action is needed, for example:

- waste arising in food supply (over-ordering, damage, storage, surplus stock etc.);
- waste arising in food preparation and service (off-cuts, leftovers etc.);
- waste arising at the consumption stage (food left on plates etc.);

2. Ordering the appropriate amount of food through effective forecasting:

- check food supplied against demand from customers;
- set up a review and learning process to respond to measured data;
- match supply with customer demand;
- manage pack sizes to avoid surpluses;
- arrange delivery schedules and rotate stock according to shelf life;
- arrange take-back (sale or return) of unused stock where appropriate (e.g. beverages, dry food);

3. Ensuring appropriate storage for food to minimise waste;

- provide appropriate storage facilities for food supplies;
- provide guidance and training for staff on food storage and equipment usage;
- ensure clear food labelling (date, storage requirements etc);

4. Managing what is ordered and what is prepared:

- consider buying pre-prepared or frozen food where appropriate;
- include the use of leftovers within meal planning (e.g. use of surplus vegetables in soup) where this does not compromise food safety;
- donate good quality surplus/unused food to a food donation scheme;

5. Ensuring appropriate portions are offered to customers:

- review customer waste and adjust portion sizes and menu items accordingly;
- offer different portion sizes where appropriate;
- allow “doggy bag” removal of leftovers where this does not compromise food safety;
- use customer communications to promote waste minimisation;

6. Communicating the impacts of food waste to consumers on site and highlighting opportunities for them to help minimise food waste on site:

- provide succinct information (e.g. at point of sale) highlighting the supplier’s aims of reducing waste and encouraging customers to help, for example by only taking as much as food as they can eat;
- where a range of portion sizes are made available, ensuring customers know this;
- where “doggy bags” are made available, ensuring customers know this;

7. Provide appropriate training to staff in all of the above areas.

Where a supplier has already taken any of these actions, they should be able to provide evidence on what they have done and what impact this has had.

For more information suppliers should contact WRAP:

<http://www.wrap.org.uk/help/contact>

Efforts to minimise food waste should never compromise hygiene or food safety. In fact, taking appropriate safety measures can contribute to minimising avoidable food waste. For example, ensuring foods are being stored correctly keeps them at their freshest for longest (wastage through spoilage thus minimised) and for some foods (e.g. raw meat/fish – in fact anything with a ‘use by’ date) is an essential aspect of basic food safety. The Food Standards Agency provide guidance on the main UK and EU legislation on food safety and hygiene which suppliers need to be aware of and must comply with.