



COMMISSION FOR A  
SUSTAINABLE LONDON 2012

Thematic Review

# On your marks, get set, grow

A review of food across the London 2012 programme

April 2010



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# Summary

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Around 14 million meals will be served during the Games in 2012. London 2012 is the first host city ever to make a bid commitment linking sustainability and food.

In December 2009, LOCOG published its wide-ranging Food Vision which sets out what it expects from Games-time caterers and food and drink partners. This, for the first time for a host city, sets out benchmark standards to be achieved. This has the potential to raise the sustainability of the food services industry and large-scale event catering.

The Commission welcomes this commitment and the progress made by LOCOG engaging with industry and setting clear benchmark standards, and looks forward to the catering industry responding and showcasing the best of seasonal British cuisine, reflecting the diversity of flavours to be found in London.

The London 2012 Food Vision is to have a tastier, healthier, greener Games:

- To enhance everyone's experience of the Games by celebrating the great diversity and quality of British food
- To deliver it at affordable prices
- Resulting in a London 2012 legacy nurturing commercial and educational partnerships, embracing the 2012 Food Charter, and raising standards for the sustainable sourcing of food across the industry.

The Commission also commends the work done by the ODA to improve the standard of catering for people constructing the venues and infrastructure that will set the stage for the Games.

Looking ahead post-Games, the Commission would like a culture of food to be an integral part of the development of the Park.

The Commission has made the following recommendations and observations and will track progress against them through its assurance programme:

## ODA

- The ODA should contribute to the Learning Legacy from the Games and write up case studies for contractor catering so that the approach can be adopted on other construction sites.

## LOCOG

Having reviewed the processes undertaken by LOCOG to date, the Food Vision and the activities of the Food Advisory Group, the Commission has no specific recommendations to make at this stage. We will continue to monitor this theme, and, during the course of 2010, we expect to see evidence of the following:

- Continued activity of the Food Advisory Group, particularly in relation to providing evidence to support take up of the aspirational standards in the Food Vision, and in developing sustainable supply chains post-Games

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- Development of the Food Charter, including how it will be used, managed and updated over time
  - Application of the Food Vision in the procurement process for caterers, including explicit requirements on reducing carbon impacts relating to food sourcing and production and percentages against the aspirational standards.

## **OPLC**

- The OPLC should develop detailed design guidance for developers on how to incorporate food growing into their development plots, along the lines of the guidance developed for the South East False Creek in Vancouver, site of the 2010 Winter Games Athletes' Village. This could be applied more widely to other developments in London by the GLA.
- Future development in the Olympic Park, led by the OPLC, should follow the example of the Athletes' Village for which there is a draft Food Strategy that can be implemented over time as the homes are occupied and if the community demonstrates an interest in growing their own food. This would ensure that the development is futureproofed and can enable food growing to be 'retrofitted'. This should also include facilities to make it easy for residents and businesses to access healthy and sustainable food.

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# Introduction

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## 1. Aim of this review

- 1.1. The Commission published its first governance review in November 2007<sup>1</sup> and a subsequent Annual Review of sustainability governance and performance across the London 2012 programme in May 2009<sup>2</sup>. These include a programme of thematic reviews that we will carry out as part of our assurance of the Games. One of these scheduled reviews was to assure the sustainability of food for the Games and legacy.
- 1.2. At a number of the Commission's stakeholder engagement sessions, food has emerged as a recurring theme, particularly at the Commission's Open Space event held in November 2008<sup>3</sup>.
- 1.3. This review is primarily focussed on the sustainability of food and beverages during the construction phase and during Games-time and also considers food safety, nutrition and skills, as well as legacy opportunities.
- 1.4. This review of food and beverages was conducted with the following aims:
  - To assess whether the London 2012 Programme will maximise the benefits that a sustainable food strategy can bring in terms of health, local economy, the event / hospitality sector, celebrating cultural diversity, reducing greenhouse gas emissions
  - To review the arrangements put in place by Key Stakeholders to deliver sustainable healthy food.
- 1.5. It is important to distinguish between an assurance review and on-going monitoring and evaluation. The Assurance Framework for the Commission for a Sustainable London 2012<sup>4</sup> outlines the process for annual and on-going assurance of the London 2012 programme. The key purpose is to provide the Olympic Board (who 'own' the sustainability commitments made to the IOC in the bid) and external stakeholders with reports on progress and performance of the Games' programme in achieving the established sustainability objectives. The focus of the assurance process is on these objectives rather than evaluating individual project outcomes. Individual assurance reports therefore report on findings related to progress, areas of good practice, a red-amber-green status in terms of the sustainability objectives, and finally provide recommendations to enhance the successful realisation of the sustainability objectives.
- 1.6. The Commission will revisit this topic before the Games to understand better the outcomes planned to be achieved.

1 [http://www.cslondon.org/reports/2007\\_Annual\\_Review.aspx](http://www.cslondon.org/reports/2007_Annual_Review.aspx)

2 <http://www.cslondon.org/reports/annualreview.aspx>

3 [http://www.cslondon.org/stakeholders/stakeholder\\_events.aspx](http://www.cslondon.org/stakeholders/stakeholder_events.aspx)

4 <http://www.cslondon.org/programme/framework.aspx>

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## 2. Commitment to achieving sustainable development through food and catering

2.1. The London 2012 Sustainability Plan, published in November 2007 and reissued in 2009, sets out how London placed sustainability at the heart of its bid for the 2012 Games and confirms that this remains central to the vision for 2012. This plan builds on the Sustainability Policy formally agreed by the Olympic Board in June 2006. It further expands on the commitments set out in 'Towards a One Planet Olympics' developed by the London 2012 bid company, WWF and BioRegional during the bid. The original commitment to sustainable food is clearly enunciated in the London 2012 bid documents<sup>5</sup>. The overall aim was to 'support the consumption of local, seasonal and organic produce, with reduced amount of animal protein and packaging'.

### 2.2. London 2012 Commitments to Sustainable Food

#### **Candidature File / Bid commitments (2005)**

- Sustainable procurement policy applied to materials, services, food and merchandise

#### **Towards a One Planet Olympics bid brochure (2005) – London 2012, BioRegional, WWF**

- Supporting the consumption of local, seasonal and organic produce, with reduced amount of animal protein and packaging
- During Games-time:
  - Promotion of local, seasonal, healthy and organic produce
  - Promotion of links between healthy eating, sport and wellbeing
  - Partnerships established with key caterers, suppliers and sponsors
  - Composting of food waste as part of zero waste plan
- In Legacy:
  - Increased markets for farmer is in the region
  - Markets, catering and retail outlets supplying local and seasonal food
  - Composting facilities integrated into closed-loop food strategy

#### **London 2012 Sustainability Policy (2006)- Healthy Living Theme**

- To use the Games as a springboard for inspiring people across the country to take up sport and develop active, healthy and sustainable lifestyles.

#### **Mayor of London's Five Legacy Commitments (2008)**

- Develop capacity of local supply chains to support Games and legacy procurement needs (Responsibility allocated to London Food, ODA and LDA)

#### **HM Government – Before During and After the Games (2008)**

- No reference to food
- Target to send zero waste to landfill sites will mean reducing the amount of waste created and using and selling goods that can be recycled, particularly in food packaging.

5 <http://www.wwflearning.org.uk/data/files/oneplanetolympics-492.pdf>

### **London Development Agency - Legacy Masterplan Framework (2009)**

- Reference to a 'Sustainable Food Culture'
- Productive landscapes - Allotment and community gardens orchards will be provided. Elsewhere new planting can include food producing plants and trees. By mixing fruiting plants with flowers which attract insects multiple benefits of pollination, visual attractiveness and food production will be achieved (p85)
- The 'field evolution' includes permanent allotments and community orchards as well as portable allotments as possible land uses post Games (p92)

### **London 2012 Sustainability Plan (2009) – Healthy Living Theme (Originally issued in 2007 and reported against in 2008 update and report card)**

- Signposts London 2012 Food Vision issued in December 2009
- Quality of food is highlighted as one of the critical issues for all user groups involved in the Games.
- London 2012 is committed to making food a positive part of the Games experience for everyone and an opportunity to celebrate and promote the variety and quality of British regional food

### **LOCOG Sustainable Sourcing Code, 2nd edition (2009)**

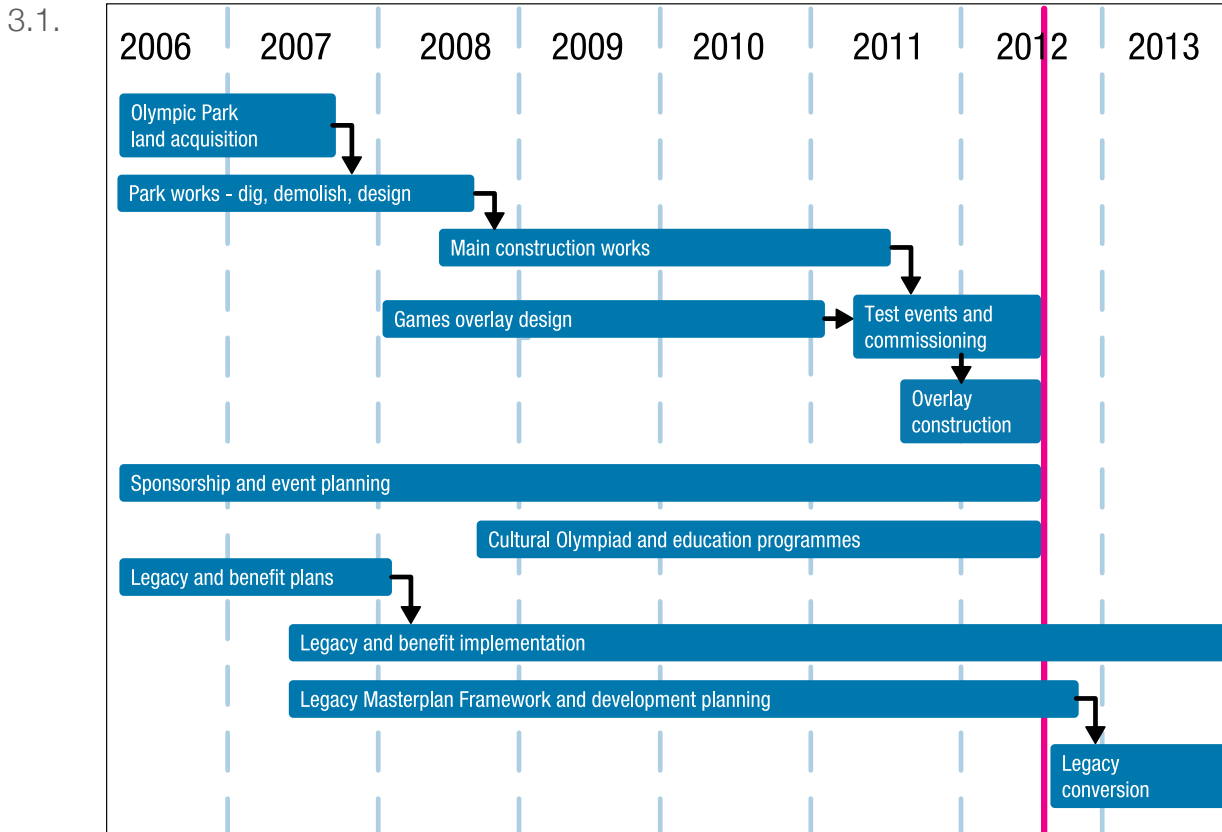
- Sets a framework to consider issues using the following principles:
  - Responsible sourcing – ensuring that products and services are sourced and produced under a set of internationally acceptable environmental, social and ethical guidelines and standards. This includes seeking to procure products that have been certified as ethically sourced, such as though certified by a member of Fairtrade Labelling Organizations International or the Rainforest Alliance
  - Use of secondary materials – maximising the use of materials with reused and recycled content, minimising packaging and designing products that can either be reused or recycled
  - Minimising embodied impacts – maximising resource and energy efficiency in the manufacturing and supply process in order to minimise environmental impacts
  - Healthy materials – ensuring that appropriate substances and materials are used in order to protect human health and the environment
- Cross-refers to London 2012 Food Vision

### **LOCOG Food Vision – For Starters... (2009)**

- Aim to have a tastier, healthier, greener Games
  - To enhance everyone's experience of the Games by celebrating the great diversity and quality of British food
  - To deliver it at affordable prices
  - Resulting in a London 2012 legacy nurturing commercial and educational partnerships, embracing the 2012 Food Charter, and raising standards for the sustainable sourcing of food across the industry

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- Contains the following themes and commitments:
    - Food safety and hygiene
      - Ensure exemplary standards of food safety and hygiene at all Games venues
      - Develop and apply robust traceability procedures
      - Manage the risk of targeted, malicious contamination of food supply
    - Choice and balance
      - Ensure there is a diverse range of food and beverage for all customers, catering for all dietary and cultural requirements, that are high quality, value for money and accessible
      - Provide access to free drinking water at all Games venues
      - Provide a range of healthy and nutritious options for all customer groups
      - Effective use of vending services
    - Food sourcing and supply chain
      - Support the delivery of safe food across the Games
      - Ensure food and beverage products are sourced with regard to high benchmark and aspirational environmental, ethical and animal welfare standards
      - Support a broad supply chain including smaller scale, British, regional and local enterprises
    - Environmental management
      - Optimise supply of catering equipment
      - Maximise energy and water efficiency of catering equipment
      - Zero waste direct to landfill during Games-time
      - 70% waste reused, recycled
      - Minimise carbon emissions
    - Skills and education
      - 100% of catering staff to receive minimum ‘Games’ training
      - Use Games as a live case study for students
      - Target host boroughs for recruitment into hospitality training
      - Encourage and support innovative partnerships between catering organisations and colleges
      - The Games provide an unparalleled opportunity to showcase the substantial and diverse hospitality career opportunities available
      - Develop Quality Credit Framework to formulate sustainable catering study modules
  - Contains benchmark and aspirational standards for product sourcing with the aim that as many of the aspirational standards should be achieved, or a demonstrable equivalent where food is available and affordable.

### 3. Timeline



From "Towards a One Planet 2012" the London 2012 Sustainability Plan

3.2. Key Stakeholders have been working closely together since the beginning of 2006. The above diagram shows the programme from the commencement of land acquisition to the legacy conversion. London 2012 Stakeholders are at different stages of the project cycle. The ODA is in the middle of the main phase of construction. Post-Beijing, LOCOG is developing its operational plans for the Games, engaging with sponsors and working on venue design and overlay.

### 4. Structure of the review

4.1. The subject of this review is the substantial Games-time and legacy opportunities around food and catering, and hence is focussed on the delivery bodies and Key Stakeholders involved in the process. For the purposes of this review, these are the Olympic Delivery Authority (ODA), the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG), the London Development Agency (LDA), the Olympic Park Legacy Company (OPLC), and the five Host Boroughs.

4.2. Food waste is outside the scope of this review and is being considered as part of a separate review by the Commission of waste management. This will cover packaging.

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## 5. Setting the context for sustainable food and drink

- 5.1. In January 2010, Defra published 'Food 2030'<sup>6</sup>, a Food Strategy which sets out the UK Government's vision of what it wants the food system to look like in 2030 and how to get there:

Consumers are informed, can choose, and afford, healthy, sustainable food. This demand is met by profitable, competitive, highly skilled and resilient farming, fishing and food businesses, supported by first class research and development.  
Food is produced, processed and distributed to feed a growing global population in ways which:

- use global natural resources sustainably,
- enable the continuing provision of the benefits and services that a healthy natural environment provides,
- promote high standards of animal health and welfare,
- protect food safety,
- make a significant contribution to rural communities, and
- allow us to show global leadership on food sustainability.

Our food security is ensured through strong British agriculture and international trade links with EU and global partners, which support developing economies. The UK has a low carbon food system which is efficient with resources – any waste is reused, recycled or used for energy generation.

- 5.2. In reviewing trends in food production and consumption, the necessity of moving towards a more sustainable system of food production and consumption is highlighted primarily for the following reasons:
- Greenhouse gas emissions: Approximately 18% of UK Green House Gas emissions (GHGs) are related to food production and consumption; over half of which comes from farms. These emissions must be addressed for the UK to meet the commitments in the 2008 Climate Change Act to reduce emissions by 80 per cent on 1990 levels by 2050
  - Food waste: Food waste results in GHG emissions equivalent to 18 million tonnes of Carbon Dioxide each year<sup>7</sup>. Eliminating this waste would be the equivalent to taking 1 in every 5 cars off the road in the UK<sup>8</sup>.
  - Food security: Defra published an Assessment of UK Food Security, which looks broadly at food security. Global availability of food to the UK is the main concern, but as the Food Matters report comments "food must be produced in a way that is environmentally sustainable or we will set up problems for the longer term"<sup>9</sup>.
  - Health: Diet plays a crucial role in promotion of health. An estimated 70,000 premature

6 Defra, Food 2030, January 2010 – <http://www.defra.gov.uk/foodfarm/food/strategy/>

7 Cabinet Office (2008), Food Matters Towards a Strategy for the 21st Century – [http://www.cabinetoffice.gov.uk/media/cabinetoffice/strategy/assets/food/food\\_matters\\_es.pdf](http://www.cabinetoffice.gov.uk/media/cabinetoffice/strategy/assets/food/food_matters_es.pdf)

8 Defra (2009), Food Matters: One Year On – <http://www.defra.gov.uk/foodfarm/food/pdf/food-matters-oneyearon090806.pdf>

9 Cabinet Office (2008), Food Matters Towards a Strategy for the 21st Century

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deaths in the UK could be prevented each year if diets matched nutritional guidelines<sup>10</sup>. Diet-related ill health costs the NHS an estimated £8 billion a year and obesity alone is estimated to cost the wider economy £15.8 billion<sup>11</sup>. A more sustainable diet, in line with the research done by the UK Sustainable Development Commission and in line with the guidance from the Department of Health and the FSA could have beneficial effects for public health.

- Consumer preference: Over the last few years, UK consumers have demonstrated a much stronger interest in and awareness of where their food comes from, its quality, its impact upon their health and its impact upon the environment<sup>12</sup>. It will be interesting to see whether this trend will continue given the credit crunch and the rise in food prices in 2007-08 after several years of falling real prices for food.

These factors may have implications for the businesses and jobs employed in the food chain, a significant contributor to the UK economy<sup>13</sup>: 3.7 million people are employed in the food and drink supply chain, which accounts for 7% of GDP. UK spending on food and soft drink is worth around £129 billion per annum; food manufacturing is the UK's largest manufacturing sector and restaurants, cafes, work canteens and other food outlets provide one in six meals, which is on average 27% of consumer food expenditure<sup>14</sup>. The volatility of commodity prices, as well as the recession, are further challenges for the industry.

- 5.3. Over the next 20 to 30 years, food will rise in prominence due to issues such as climate change, water scarcity, peak oil, income and health inequalities. The new strategy for food, 'Food 2030' was drawn up following publication of the publication of the Cabinet Office Strategy Unit's report 'Food Matters' in July 2008. This called for better integration of food policy across Government and recommended that a single vision for a safe and sustainable food system be developed by Defra, the Food Standards Agency (FSA) and the Department of Health (DoH), setting out how the goal would be achieved and building buy in among stakeholders. It also highlighted two challenges: climate change and obesity. 2008 also saw food prices rising sharply for the first time in a generation, provoking riots in some parts of the world.
- 5.4. Working towards the aim of defining a sustainable food system, alongside Food 2030, Defra has set out a suite of indicators for a sustainable food system<sup>15</sup> based on six themes. The indicators measure trends and will measure change and progress towards the outcomes in each theme, and include: for example, energy used in agriculture and that generated from renewable agricultural sources in the UK. The themes within which the indicators are grouped are:

10 Cabinet Office (2008), Food Matters Towards a Strategy for the 21st Century

11 Defra (2009), Food Matters: One Year On

12 Cabinet Office (2008), Food Matters Towards a Strategy for the 21st Century

13 Cabinet Office (2008), Food Matters Towards a Strategy for the 21st Century

14 Cabinet Office (2008), Food Matters Towards a Strategy for the 21st Century

15 Defra (2010) Indicators for a Sustainable Food System –

<https://statistics.defra.gov.uk/esg/reports/Indicators%20for%20a%20Sustainable%20Food%20System%20FINAL.pdf>.

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- Enabling and encouraging people to eat a healthy, sustainable diet
  - Ensuring a resilient, profitable and competitive food system
  - Increasing food production sustainably
  - Reducing the food system's greenhouse gas emissions
  - Reducing, reusing and reprocessing waste
  - Increasing the impact of skills, knowledge, research and technology

5.5. As part of enabling and encouraging people to eat a healthy, sustainable diet, a Healthier Food Mark is being trialled. Its aim is to help deliver, in the public sector, more nutritious, environmentally sustainable food with existing resources. The scheme is initially being piloted, from autumn 2009, in central Government, HM Prison Service and NHS services. The mark will be awarded to organisations that meet specific standards, and it has three levels within it. After the pilot, the mark may then be made compulsory for some parts of the public sector, and all public bodies may be encouraged to sign up. It could also be extended to the private sector.

5.6. Defra commissioned the UK Sustainable Development Commission (UK SDC) to set out the steps to a more sustainable diet. This was published in December 2009 as 'Setting the Table – advice to government on priority elements of sustainable diets'. Their top three behaviour changes likely to have the most significant and immediate impact on making diets more sustainable (i.e. where health, environmental, economic and social impacts are more likely to complement each other) include:

- Reducing consumption of meat and dairy products
- Reducing consumption of food and drink with low nutritional value (fatty and sugary foods), and
- Reducing food waste.

They identified the following as changes likely to have a significant positive sustainability impact but where gains in one area may have a more negative impact in other areas:

- Increasing consumption of fruit and vegetables, particularly seasonal and field grown
- Consuming only fish from sustainable stocks
- Increasing consumption of foods produced with respect for wildlife and the environment

The following changes will make a smaller contribution to making our diets sustainable, with largely complementary effects across key areas:

- Reducing energy input by shopping on foot or over the internet and by cooking and storing food in energy conserving ways
- Drinking tap water instead of bottled water.

5.7. Separately, in September 2009, WWF and the Food Ethics Council published 'Livestock consumption and climate change: A framework for dialogue'<sup>16</sup> which recognises the deadlock between livestock producers and campaigns to eat less meat, and sets out

16 WWF and Food Ethics Council (2009), Livestock consumption and climate change: A framework for dialogue – <http://www.foodethicscouncil.org/livestockconsumption>

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recommendations for further dialogue, research and policy interventions. This is a topic on which there is likely to be much debate in the coming years. Two actions that will have positive benefits in terms of climate change include eating less meat but better quality, and making better use of the carcass, wasting less.

- 5.8. As well as the Healthier Food Mark, which relates to the public sector, the FSA is also developing a new programme to focus on food eaten outside the home, to help provide more nutritional information to consumers eating out, including in the workplace. In addition to the introduction of calorie labelling earlier in 2009, the FSA has developed a flexible framework that enables companies to undertake certain activities which are best suited to their businesses such as reducing fat, salt and sugar amounts in popular dishes and providing a wider range of healthier options<sup>17</sup>.
- 5.9. These are examples, among many, of the actions being taken by Government departments and agencies to meet four overall policy objectives, namely, to secure: fair prices, choice, access to food and food security through open and competitive markets, continuous improvements in the safety of food, the changes needed to deliver a transition to healthier diets, a more environmentally sustainable food chain.

<sup>17</sup> Defra (2008), Food Matters: One year on

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# Preparation

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ODA RAG Status: **Green**

## 6. Introduction

- 6.1. The ODA is responsible for one of the largest and most complex construction programmes in the country, with tight financial and time constraints and complex internal interdependencies. The workforce of the three major Stratford-based construction projects (Olympic Park, Olympic Village, and Stratford City) is expected to peak at around 16,000 in 2010. The ODA is also responsible for construction at off-site venues including Eton Dorney, Broxbourne and Weymouth. Across these sites, several million meals will be consumed over the construction phase.
- 6.2. The construction work for each project is carried out by a Tier 1 contractor, each of whom has made their own catering arrangements.

## 7. Key documents

- 7.1. Internal
  - Catering brief provided to Tier 1 Contractors in tender documents
  - Food Safety and Sustainability Scorecards

## 8. Resources

- 8.1. The ODA has a dedicated Health and Safety team with an Environmental Health Officer who has an audit and facilitation role for Food Safety and Sustainability for all Tier 1 contractor caterers.
- 8.2. At the time of writing there are eleven caterers on the Olympic Park, ranging from small local businesses to contract caterers with a global presence, plus caterers at the other ODA projects Broxbourne and Eton Dorney.

## 9. Process

- 9.1. Catering is not centrally procured. Each Tier 1 contractor has made their own catering arrangements. The ODA set out its expectations and minimum standards for suppliers of catering services across the Olympic Park and off-Park venues during the construction phase of the project in a Catering Requirement Brief. The service offered includes early morning 'Tea and Toast', Breakfast, Lunch and a minimum offer all day.
- 9.2. A Food Safety and Sustainability Scorecard is completed annually for each caterer. This measures the caterer's performance in a range of areas. The report is completed by the ODA Food Safety and Sustainability Team (or delegated auditor). Scoring against the KPIs has been updated in 2009 to make the results clearer in terms of demonstrating improvement by the caterer concerned.

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9.3. With a maximum score of 75%, food safety KPIs include the following:

- Cross contamination
- Cleaning
- Chilling
- Cooking
- Management
- Training and customer service
- Penalty for any endorsements for breach of food safety responsibilities

These KPIs were developed in conjunction with the Chartered Institute of Environmental Health (CIEH) and are based on the Safer Food Better Business toolkit<sup>18</sup>.

9.4. The sustainability standards that caterers are encouraged to aim for (for which the maximum score is 25%) include the following:

- 75% of foods unprocessed on reaching kitchen, and seasonal fresh fruit and vegetables used plentifully
- 30% of food certified as causing minimal environmental harm, e.g. organic
- Menu options include at least 1 vegetarian and 1 vegan option
- Red meat, chicken, eggs and dairy products produced to high standards of animal welfare, e.g. Freedom Foods, free range or organic with each foodstuff scored separately
- Fish from endangered stocks excluded and sustainable options such as MSC certified fish chosen
- Rainforest Alliance / Fairtrade tea, coffee, juice, chocolate, sugar and fruit offered
- Bottled water avoided where possible and tap water served instead. Where there is no access to mains water, socially responsible brands chosen
- Catering staff trained in preparing healthy and sustainable meals.
- Sustainable and health food communicated to consumers

These standards were developed in conjunction with Sustain<sup>19</sup> and are based on work being done by Sustain in relation to procurement of food in the public sector.

9.5. For ODA staff office lunches<sup>20</sup>, the menu choices are required to be linked to the Food Standards Agency healthy eating campaigns (Eat Well), including wholemeal bread, vegetarian options, salad and fruit. The service also has to ensure that a sustainable approach is adopted with as much local and organic food as possible, with low environmental impact and packaging made from environmentally friendly products.

18 <http://www.food.gov.uk/foodindustry/regulation/hygleg/hyglegresources/sfbb/>

19 <http://www.sustainweb.org/>

20 ODA Project Brief – Office Lunches (June 2009)

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## 10. Findings

10.1. The decision by the ODA not to procure a site-wide catering service meant that there was not a clear site-wide approach to sustainability through catering for construction workers and different approaches to catering could be adopted by project caterers. Subsequent agreement by ODA management to work with Tier 1 contractors and their caterers led to the introduction of sustainability standards to the Food Safety and Sustainability scorecard. Much of this work is down to the enthusiasm and passion of one individual who has set out to improve the food on offer to workers on the ODA's construction projects. The Commission would like to highlight and praise this commitment and the support of ODA management for this activity.

### ■ Recommendation

The ODA should contribute to the Learning Legacy from the Games and write up case studies for contractor catering so that the approach can be adopted on other construction sites.

- 10.2. Best practice information is shared with caterers and training opportunities are provided, e.g. how to provide evidence to support MSC certification “chain of custody” and training sessions at Billingsgate Fish Market, but take up has been limited partly due to lack of time on the part of the caterers when faced with the need to provide a daily service. There was little interest in an initiative to bulk buy free range meat as a trial, amid concerns about impacts on their existing supply chains.
- 10.3. Scorecard visits are another means of sharing information with caterers, and caterers are interested in knowing how they are doing compared with the other catering firms. Scores are not shared but caterers are told how they compare to the highest and lowest performers and are given suggestions about the areas in which they can improve. The ODA plans to introduce a prize for the most improved caterer during after the next annual review of scorecard. The Commission observed one scorecard visit. There was some confusion over the meaning of labelling with the logo in question meaning that the meat had been processed in the UK, not produced in the UK. There also appeared to be difficulty obtaining Fairtrade sugar in catering sized packs but this is expected to be resolved soon.
- 10.4. Messages around healthy eating have been incorporated into wider communications on wellbeing, health and safety with promotions during European Health and Safety Week and Men's Health Week, posters on site and features in the Park Life site newspaper. A focus on encouraging workers to eat breakfast is planned as this has proven links to reducing safety risks.
- 10.5. Security is necessarily tight on the site and so the main mealtime options for construction workers are to eat at their site canteen or to bring their own food onto site. As people don't have a choice of eating elsewhere, it is important that the catering options are enticing and

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affordable, and meet diverse cultural and dietary requirements otherwise people will just bring their own lunches on-site. Neither the ODA nor their Delivery Partner measures take up of catering, but caterers have to do so in terms of planning meals.

- 10.6. Site security is a barrier in terms of bringing supplies onto site, with all supplies being delivered via the centralised Delivery Management System (DMS). Anecdotally, catering deliveries were described as ‘a nightmare’ by two separate interviewees, and caterers naturally tend towards reducing the number of their suppliers and using suppliers who are already delivering to the Olympic Park rather than who they would necessarily want to source from. This provides an additional challenge for deliveries of fresh produce in order to minimise waste.
- 10.7. Many of the site-catering opportunities have been posted on CompeteFor<sup>21</sup>, and it is clear that some of the successful bidders have subsequently posted opportunities for elements of their supply chain on CompeteFor, with requirements for signage, storage space and catering equipment through to baked goods, sausages and soft drinks being listed. Site caterers range from local SMEs to large contract caterers with a global reach. Supporting SMEs has been a core commitment of the London 2012 programme and it is encouraging to see this happening in practice. However, feedback from Sustain and London Foodlink suggests that there is low awareness of CompeteFor among catering and food supply SMEs across the London and the five Host Boroughs and, presumably, more widely.
- 10.8. The Commission visited Broxbourne, site of the canoe and kayak events, on the occasion of a visit from a guest chef, Pete Sidwell, who prepared a menu of local seasonal produce for all site workers, paid for by the site contractors. The Broxbourne caterer is a local business, Straightforward Catering, set up by a local resident who had previously worked for a caterer on the Olympic Park. Following his experience at Broxbourne, he has successfully tendered to provide catering services to another of the Olympic Park projects; a significant scaling up of his existing business from 100 to 600 covers and clear evidence of supporting small and local businesses.

21 [www.competefor.co.uk](http://www.competefor.co.uk)

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# Staging

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**LOCOG RAG Status: Green**

## 11. Introduction

- 11.1. LOCOG, the London Organising Committee of the Olympic and Paralympic Games is the private company responsible for the staging of the Games, for the provision of temporary venues and sites, for the temporary overlay at existing and new venues and for the official live sites. It is recognised as the official organising committee by the International Olympic Committee (IOC) and International Paralympic Committee (IPC). LOCOG has set an aspiration of a truly sustainable Games, to create a lasting legacy, and to deliver an excellent client experience. It is estimated that during the Games around 14 million meals will be served to spectators, athletes, officials, volunteers, press and broadcasters across the Olympic Park and London 2012 Venues and Operation Centres.
- 11.2. The London 2012 City Operations programme ‘brings together a number of projects focussed on ensuring smooth, safe and efficient operations to support the Games, keeping London moving during Games-time and matching the outstanding experience that will be offered inside venues with an equally outstanding experience for all across London’<sup>22</sup>. This will be set out in the London 2012 City Operations Strategic Framework document. At present, City Operations activities are focussed on London but it is expected that every City / Borough that has a London 2012 Venue in it will co-ordinate projects in a similar way.
- 11.3. The quality of food is consistently highlighted as a critical issue for all people involved in the Games. A diverse food and drink offer representing the best of British food and reflecting the cuisine of London’s diverse multicultural communities is a wonderful opportunity to demonstrate healthy, seasonal, safe and sustainable food to the world at London 2012 Venues and live sites, during the Cultural Olympiad and along the Torch Relay whose route will pass through towns and cities across the UK.

## 12. Key documents

- 12.1. Public
- Towards a One Planet Olympics (2005)
  - London 2012 Sustainability Plan – Reissued (2009)
  - London 2012 Food Vision (2009)
- 12.2. Forthcoming
- London 2012 Food Charter (due to be launched in Spring 2010)

<sup>22</sup> The Greater London Authority Strategic Plan 2009 - 2012 – <http://www.london.gov.uk/who-runs-london/greater-london-authority/strategic-plan>

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## 13. Resources

- 13.1. Until late summer 2009, when the Head of Catering, Cleaning and Waste was appointed, responsibility for development of the approach for sustainable food lay with LOCOG's Sustainability Team. The Sustainability Team will continue to support development and implementation of the Food Vision and are responsible for ensuring that sustainability is integrated into the catering function. Specialist consultancy support complements the in house teams. The Catering, Cleaning and Waste team will grow during 2010. A Food Advisory Group (detailed below) with specialists from academia, government departments and agencies, NGOs, business and London 2012 Commercial Partners has been established to assist LOCOG with development of the London 2012 Games-time Food Vision and will continue to provide advice and guidance to LOCOG.
- 13.2. LOCOG has three commercial partners who will play a part in delivering food and drink for the Games: TOP sponsors Coca Cola and McDonalds, and domestic Tier Two sponsor Cadbury (who is also a Tier Three supplier with its brand Trident). Coca Cola is the exclusive branded provider of hot and cold non-alcoholic beverages. Its Olympic involvement dates back to 1928. McDonalds is the exclusive branded retailer of restaurant food and has been involved with the Games since 1964; both have significant Games-time logistical experience. Cadbury is the exclusive branded provider of chocolate and packaged ice cream. These partners have experience of working together through existing commercial relationships with each other; for example McDonalds is Coca Cola's biggest customer, Cadbury used to own Schweppes, now owned by Coca Cola and Cadbury products are a key ingredient in some of McDonalds McFlurry™ desserts. As significant contributors to the financing of the Games, with which comes brand exclusivity, the commercial partners play a key role in supporting and delivering the sustainability objectives.
- 13.3. Approximately 20% of Games-time meals for the general public will be provided by one of LOCOG's TOP Sponsors, McDonalds. The remaining meals will be provided multiple caterers who will be procured during 2010 and who will be expected to adhere to the approach set out in the Food Vision and deliver the sustainability objectives set. Commercial Partners have also signed up to the objectives set out in the Food Vision.
- 13.4. LOCOG's catering is split between that sold to spectators, press and broadcasters and food that is provided for athletes, officials, workforce and volunteers which is paid for from LOCOG's budget.

## 14. Process

- 14.1. Activities to develop the approach to sustainable food for the Games began in 2008. This has been accompanied by detailed work to understand the scale and scope of catering at the Games and to understand industry capability to deliver this. The scope of the Games encompasses 31 competition venues, 44 non-competition venues, 23 Games-time training

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venues and 4 Athletes Villages, all of which have different catering needs across nine user groups, including spectators, officials, athletes, broadcasters and press, workforce and volunteers.

- 14.2. LOCOG held two stakeholder briefings in December 2008 and April 2009 to inform industry on the emerging sustainable food and catering strategy and to gain a sense of supply capacity. The Food Vision was launched to an industry audience in December 2009. LOCOG has also been undertaking a series of one to one briefings with industry.
- 14.3. Following scoping studies in late 2008 / early 2009 on possible sustainability standards, operational requirements and UK catering industry capacity, LOCOG established a Food Advisory Group (FAG) with representation from industry bodies, NGOs, commercial partners and government, to provide strategic, technical and practical support particularly in the following areas:
- Development and implementation of the food strategy
  - Connecting LOCOG with organisations that can help to supply food that lives up to the principles of safe, healthy, ethical and sustainable Food
  - Advice on scope of key performance indicators (KPIs) and food standards for Games food and beverages
  - Advice on specification of catering tenders
  - Consider opportunities to develop legacy initiatives within London and the UK, including projects themed on food as part of the Cultural Olympiad.

The group met six times in 2009 (March, May, July, August, September, November). In order to develop guidance on specific topics, subgroups were established to focus on the following areas:

- Fish and seafood
- Dairy and livestock (including poultry and eggs)
- Crops (cereals, fruit, vegetables, salad)
- Processed food
- Education, training and customer service
- Equipment supply and utilisation
- Beverages (alcoholic and non-alcoholic, including tea and coffee)
- Waste, recycling and packaging.

- 14.4. LOCOG's Food Vision for the London 2012 Olympic Games and Paralympic Games was launched on 7 December 2009. Its vision is:

*"For starters we'll have a tastier, healthier, greener Games.*

- We will enhance everyone's experience of the Games by celebrating the great diversity and quality of British food and drink, and delivering it at affordable prices.
- By nurturing commercial and educational partnerships, we will leave a strong, sustainable legacy for London and the UK.

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LOCOG's Vision for delivering Games-time food and drink services falls into five main themes:

- Food safety and hygiene
- Choice and balance
- Food sourcing and supply chain
- Environmental management
- Skills and education

- 14.5. LOCOG plans to launch a London 2012 Food Charter in spring 2010 which will encourage organisations throughout the events, catering and hospitality sector to commit themselves to supporting and implementing higher quality and sustainability standards across the industry.
- 14.6. At the launch of the Food Vision, LOCOG stated that they planned to go to out to tender with catering packages between late spring and the end of 2010. Details of eleven Tier 1 procurement packages were placed on CompeteFor in January 2010. In the Food Vision, LOCOG has stated that they expect caterers to demonstrate how they intend to work in partnership with smaller and local regional suppliers.

## **15. Findings**

- 15.1. The Olympic and Paralympic Games are the world's largest peacetime events. Delivering safe, tasty and healthy food and drink with low environmental impact on this scale is a huge challenge, but presents an unprecedented opportunity to stimulate a change in practice at all levels of the catering supply chain, and to present a different approach to catering at large events.
- 15.2. The Commission welcomes the groundbreaking work LOCOG has undertaken as the first Games organising committee to develop a food vision that comprehensively considers sustainability issues including health, environmental impacts, ethical sourcing, skills and employment and supply chain opportunities for smaller businesses. LOCOG has focussed on catering activities well ahead of previous organising committees. The longer lead times allow for meaningful engagement with industry and detailed planning and sourcing, all of which will be key to delivering to the standards expected.
- 15.3. Food is a topic which touches all strands of sustainability: greenhouse gas emissions and water use, biodiversity, waste (pre- and post-consumer), skills and employment, diversity, affordability, health and nutrition.
- 15.4. Anecdotal evidence from previous Games suggests that food is an area where London can perform differently, and much better, than past Games. For spectators, the special nature of the Games means that the one-off meals and snacks are likely to be regarded as treats and affordability will be a key consideration for some visitors. For athletes, food plays a part in achieving peak performance and will need to meet specific nutritional requirements.

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15.5. The scorecard approach adopted by the ODA has been effective in promoting food sustainability issues among caterers over the build period where requirements were not contractually stated and where there has been a continuous process to monitor. LOCOG has a relatively long period in which to plan but there will be little scope for adjustments during the intensive activity of the Games. LOCOG's approach will require caterers to commit contractually to sustainability objectives and targets and to work in partnership with LOCOG to plan Games-time operations in detail.

## Commercial partners

15.6. London 2012's commercial partners have been criticised from some quarters in the past for their approach to health and sustainability. However, each of them has active social and environmental responsibility programmes and is signed up to industry initiatives to reduce social and environmental impacts:

- McDonalds has a policy to source ingredients locally wherever they can and source 60% of food for their UK operations from within the UK and Ireland, including all milk (which is all organic), beef, pork and eggs (which are all free-range); all fish products are MSC-certified. They have published their Global best of Green 2009 which sets out environmental practices that have been initiated in their franchises around the world. They have also launched a three-year study into methane emissions from cattle on farms across Britain to help drive further reductions in emissions in their beef supply chain.
- Coca Cola is working with the Better Sugar Cane Initiative and has focussed on reducing the impact of packaging as well as committing to a 15% reduction in carbon emissions by 2015.
- Cadbury launched its 'Purple goes Green' initiative in 2007, has committed to a 50% reduction in carbon emissions by 2020 and launched the 'Cadbury Guide to Low Carbon Farming' – a best practice guide for low carbon dairy farming, launched with a group of over 60 dairy farmers. In 2009, the Cadbury Dairy Milk brand was certified as Fairtrade.



Sustainable sourcing by McDonalds

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Most people are not aware of these activities and there is an opportunity for commercial partners to share what they have done more widely in advance of the Games, and to connect this with communications about the sustainability of the Games.

- 15.7. The Commission welcomes the positive endorsement and commitment shown by the commercial partners in signing up to LOCOG's Food Vision. At past Games, commercial partners have made significant contributions to sustainability objectives, for example with recyclable packaging and HFC-free refrigeration. The Commission is pleased to see the deep engagement by the commercial partners in London 2012's sustainability plans. The Commission is aware of work being done behind the scenes and looks forward to learning more about the products and initiatives in line with the Food Vision that the commercial partners will embark on for the Games. These will play an important part in supporting the sustainability messages of the London 2012 Games.
- 15.8. In researching this review, it was clear that there was no common consensus on what constitutes a sustainable diet. In December 2009, the UK Sustainable Development Commission published advice to Defra on the changes likely to have the most significant impact on making diets more sustainable: reducing consumption of meat and dairy products, reducing consumption of food and drink of low nutritional value and reducing food waste. The London 2012 Food Vision and approach to waste management were developed in advance of this advice being published and go some way to addressing these issues. However, there is a perception issue in relation to the commercial partners; in 2012, LOCOG and the London 2012 commercial partners will need to demonstrate both through delivery of the Food Vision and in the media how they are addressing these issues.

### **Food Advisory Group**

- 15.9. The Commission recognises the key role that the Food Advisory Group has played in providing support and guidance to LOCOG in developing the Food Vision. The range of strong interests and views around the table has led to a refreshing level of dialogue and feedback on the development of the Food Vision. As LOCOG moves from strategy through to implementation, there will be an ongoing need for support from industry experts. All participants in the Food Advisory Group are committed to supporting the London 2012 Programme. Ongoing support, challenge and expertise will be required to ensure that LOCOG can seek a high level of performance from its caterers and to keep LOCOG up to date with industry best practice; this will need to be resourced. Priority areas which the Food Advisory Group may be expected to engage with between now and the Games include:
- Evidence to support the aspirational standards in the Food Vision
  - Identification of risks around food sourcing and measures that can be taken to minimise these
  - Information about catering-related sustainability issues
  - Identification and development of legacy supply chains and markets after the Games for sustainable food consistent with the Food Vision

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15.10. Concerns have been expressed by LOCOG and some members of the Food Advisory Group that setting high sustainability standards (particularly around animal welfare) for catering for the Games could lead to a spike in supply from producers with no long term demand. Sustain's work to develop collaborative purchasing and a pan-London cluster as part of its Good Food on the Public Plate Programme, is an example of how a significant and stable market for sustainable food after the Games could be created, albeit on a smaller scale. The scale and intensity of Games-time catering presents a significant challenge and there is a need for joined up plans to help food providers to find markets beyond the Games. This is an area where the members of the Food Advisory Group could play a role. Separately, the South East Food Group has undertaken research to understand the potential for regional seasonal supply of a range of categories of food<sup>23</sup>. This is likely to be of use to caterers in planning menus that based on a ready supply of seasonal food.

## Food Vision

15.11. The Commission welcomes the development of the London 2012 Food Vision, the clear statement of expected benchmark standards for food sourcing and operations and desired aspirational standards, and the effort and intention of LOCOG to deliver a step change in the sustainability and quality of Games-time food. The Commission had an opportunity to comment in its role as 'critical friend' on an early version of the food vision and has the following observations on the published Food Vision:

- Consumers are used to seeing a range of marks and labels on products in supermarkets denoting free range, organic, or other criteria so that they can make informed choices about what they buy. However, the food services industry has lagged behind the performance of some retailers in terms of sustainability. There are well-known pockets of excellence and frequently-cited case studies but consideration of sustainability issues is not widespread. By setting benchmark standards for plant-based produce, dairy produce, eggs, meat, fish and seafood, that all food must achieve, as well as setting expectations around food safety and hygiene, choice and balance, skills and education, LOCOG is sending a clear signal to the food services industry of what it expects to be delivered.
- London 2012 aims to host a 'low carbon' Games. The Food Vision commits to measuring and reporting the food services component of the London 2012 carbon footprint and sets out a number of ways in which London 2012 will work with commercial partners and the wider supply chain to minimise carbon emissions. These include maximising the use of local, seasonal produce from environmentally responsible agriculture (according to the benchmark and aspirational standards), optimising food distribution and storage, packaging and waste management systems and equipment utilisation and reuse. The Food Vision has as a principle increasing the proportion of menu items without meat/fish content and optimising portion sizes, particularly of meat and fish, although less meat is not a proxy for low carbon if it means greater consumption of other high impact foodstuffs. The benchmark standards for food sourcing represent a

23 South East Food Group Partnership (2009) GSE Food Hub Feasibility Study  
<http://www.southeastenglandfoodanddrink.co.uk/upload/London%20Food%20Hub%20Feasibility%20Study%20November%202009.pdf>

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good set of minimum requirements. However, increased carbon savings are more likely to come from delivery of certain of the aspirational standards. Some of the Commercial Partners have already taken steps to deliver reductions in their carbon footprint. Caterers will need to have an awareness of carbon (and other greenhouse gases) in the food chain and menus must reflect this, while taking into account other issues such as animal husbandry. LOCOG will need to ensure that contracts and operational plans require caterers to reduce the carbon impact of their operations and the produce that they source, and for this to be reflected in menus on offer, taking into account affordability and appropriateness of the occasion.

- Although the Food Vision states that contractors need to demonstrate the extent to which they are able to deliver the aspirational standards and at what cost. The next stage will be developing the tender process so that caterers will be incentivised, either through the tender process or post award of contract, to go beyond the benchmark standards and deliver a substantial proportion of the aspirational standards.
- The Second Edition of LOCOG's Sustainable Sourcing Code was published in December 2009. It clearly signposts the Food Vision for sourcing of Food and Drink. The Commission welcomes the benchmark standards being set for sourcing of fish and seafood, also consideration of palm oil and animal / fish feeds to avoid implicitly supporting deforestation and negative impacts on habitats and fisheries.
- The Food Vision requires caterers to optimise food portions. This is interpreted as balancing smaller amounts of meat and dairy products with carbohydrates, depending on the client group, consistent with the original bid commitments.
- During the course of this review, concerns have been expressed about the compatibility of the food messages and obesity levels, particularly within the host boroughs which have high levels of obesity. Healthy and delicious menus, low in sugar, salt and saturated fats, with meal deals for a range of budgets should form a core part of the food offer. The Commission understands that the appointed caterers will have to submit menus to LOCOG for approval in advance of the Games. Finding a way to clearly and quickly communicate to consumers, healthy and sustainable options will be key to enabling people to make informed choices if they have particular dietary needs or want to choose a healthier option.
- LOCOG, commercial partners and caterers will play a key role in 'nudging' people towards choosing healthier, more sustainable options. This will be achieved as much through layout and presentation of food and beverages on offer as information provided about calories, nutritional content and sustainability impacts. There must be a clear approach to encouraging responsible consumption of 'treats' as well as alcohol.
- Consideration is given not just to food and drink but also to catering equipment. Historically, there has been a peak in demand from manufacturers prior to the Games and a flooded market after the Games. By seeking to use existing equipment where possible, considering the lifetime environmental impact of any new equipment, and determining how equipment will be re-distributed after the Games, as well as selecting energy-efficient equipment and using it efficiently, LOCOG aims to minimise the overall impact of catering equipment. In line with the London 2012 Policy on hydrofluorocarbons (HFCs), it is assumed that all refrigeration and cooling will be HFC-free.

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The Food Vision developed by LOCOG creates a strong statement of intention and commitment to sustainability for how Games-time catering will be approached. From the interviews conducted with key LOCOG officers and members of the Food Advisory Group, the Commission has gained the impression that this commitment is firmly part of LOCOG's corporate culture, though this requires equally strong follow through in procurement, planning and all stages of implementation.

- 15.12. At nine existing venues, e.g. Excel, Earl's Court, etc, LOCOG will seek to work with incumbent caterers who will be required to adopt the same standards set out in the Food Vision as for the caterers for LOCOG's 'closed venues'. If they cannot deliver this, LOCOG has the right to bring in alternative caterers who can. The same high standards will therefore be adopted at all Games-time venues. There must be choice of a range of safe, healthy and sustainable food and drink, meeting dietary and cultural needs, at all venues, not just on the Olympic Park.
- 15.13. Caterers will be expected to provide training for the transient Games-time workforce. Volunteers will receive general induction and specialist training related to their roles from LOCOG. The Professional Association of Catering Education plans to tailor catering college curricula to cover topics set out in the Food Vision.
- 15.14. Free water will be available within the Olympic Park. It is assumed that this will be the case at all Venues, not just those in the Olympic Park. Further details of how water will be offered will be included in detailed operational planning.
- 15.15. Further details will need to be provided about vending in due course and how food will be provided to the different customer groups, particularly children.
- 15.16. The standards set out in the Food Vision are consistent with Defra's Healthier Food Mark.

## **Food Charter**

- 15.17. The Commission welcomes the plan to develop a London 2012 Food Charter. This will present an opportunity for the Games to have an impact beyond the 'red line' of the Olympic Park and encourage other businesses to change their practices and raise their standards. It has the potential to make a key contribution to a legacy of knowledge from the Games. There are parallels with the 2012 Construction Commitments developed by the Strategic Forum for Construction which have been widely adopted. The Commission expects the charter to lead to delivery of more sustainable food, not just be a declaration of aspiration. In order for it to do this, it will need to have a sponsoring organisation that can disseminate and apply it, and update it as best practice and standards change over time. Recognition should be given to businesses that make significant improvements in the business practices, sourcing and reducing their impacts, perhaps through a London-wide (or national) awards scheme based on the charter or elements of it.

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15.18. Some LOCOG commercial partners have already introduced measures to provide more sustainable staff catering, for example, sourcing only Fairtrade bananas or hot beverages. There is an opportunity for all of LOCOG's commercial partners, not just the food and beverage sponsors to further signal their commitment to sustainability, and the London 2012 Games, by signing up to the London 2012 Food Charter for their in-house catering.

### **Wider links and influencing legacy**

15.19. The Food Charter mentioned above can play a key role in leaving a legacy of more sustainable food and catering after the Games, particularly if businesses are encouraged to sign up as part of 'getting ready for the Games'.

15.20. Wider adoption of the London 2012 Food Charter, LOCOG's Sustainability Guidelines for Corporate and Public Events<sup>24</sup> and BS8901<sup>25</sup>, a standard for Sustainable Event Management, which LOCOG contributed to and has adopted, can play a part in improving the sustainability of food and catering within the event sector, provided objectives are set by organisations for this topic.

15.21. The Torch Relay will pass through all the nations and regions of the UK. This, alongside the Cultural Olympiad and other specific projects, represents an opportunity to showcase British cuisine and tasty food that is good for people and the planet.

15.22. Using CompeteFor opens up opportunities for SMEs and social enterprises. Some of these will need support and mentoring in order to step up to the level required for the Games. LOCOG's catering contracts can provide for larger caterers to set out strategies for working with SMEs and social enterprises, mentoring and scaling up smaller organisations within their supply chain. Several interviewees highlighted that food and catering SMEs appear to have low awareness of CompeteFor and how to access London 2012-related contracts.

15.23. SmallSteps4Life is an Inspire mark project within the Healthy and Active lifestyles strand of the London 2012 education programme Get Set. It was launched by the Food Standards Agency in partnership with the Department of Health, Department for Children, Schools and Families, the Youth Sport Trust, National Children's Bureau, Change4Life, National Healthy Schools Programme, the School Food Trust and London 2012. It directs young people to activities and programmes that get them involved with growing, preparing and cooking food.

15.24. The Food Vision requires seasonal sourcing of UK-grown fruit and vegetables, where available. The South East Food Group has undertaken a study in 2009 of supply capacity for a range of foodstuffs.

<sup>24</sup> <http://www.london2012.com/documents/locog-publications/london-2012-sustainability-events-guidelines.pdf>

<sup>25</sup> <http://www.bsigroup.co.uk/en/Assessment-and-Certification-services/Management-systems/Standards-and-Schemes/BS-8901/>

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## Areas outside LOCOG's responsibility

- 15.25. The contractual arrangements with LOCOG's commercial partners restrict the availability of branded items within the Games to those provided by sponsors. Catering within the Olympic Park and LOCOG-controlled venues in London and elsewhere will follow LOCOG's commercial rules. Outside of these areas, it is likely that a wider range of products, branded and non-branded, will be provided and consumed, and it will be less possible to control sustainability standards for these so they may not meet the standards set out in the Food Vision.
- 15.26. It is too early to be clear what City Operations will contribute to delivery of sustainable food during Games-time but through the London 2012 Food Charter and initiatives such as the LDA's Green Tourism for London programme<sup>26</sup> (adapted from the national Green Tourism Business Scheme), the Considerate Hoteliers Association's Green Source<sup>27</sup> and the launch of the Sustainable Restaurant Association<sup>28</sup> in January 2010, there is a clear opportunity for those working in food-related industries to improve the social and environmental performance of London and the UK hospitality sector between now and the Games. This includes bars, restaurants and hotels.
- 15.27. While high standards of food safety are expected for Games-time catering that falls within LOCOG's remit, concerns have been expressed that risks may be higher at outlets outside the London 2012 venue boundaries and this could be exacerbated by a current shortage of Environmental Health Officers (EHOs) and inability to enforce standards outside the area in which they are employed. There is an opportunity for the intent of the Food Vision and the Food Charter to be used within the Five Host Boroughs and more widely for London 2012 Venues around the country to ensure safe, healthy and sustainable food will be widely available.
- 15.28. In March 2009, the London Development Agency and Hackney Community College officially opened a new hospitality and catering centre, the London City Hospitality Centre, which aims to train 600 students in catering qualifications before the 2012 Games. There is an opportunity to incorporate the standards and approach being adopted for the London 2012 Games into the curriculum for catering, customer service and hospitality training to raise overall industry standards. This is being considered by the Professional Association of Catering Education and a range of training modules (for which credits are awarded) is being developed which link back to Games-time standards and operations. This is aimed at professional caterers.

26 Green Tourism for London <http://www.lda.avensc.com/page.asp?id=21>

27 <http://www.consideratehoteliers.com/en/thegreensourceform/>

28 <http://thesra.org/>

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15.29. A range of other Olympic Opportunity projects in catering and hospitality are currently being supported by the LDA through the following projects:

- World Class Customer Services
- Go Forward into Retail, Hospitality, Leisure and Tourism
- Skills for Working with Food
- Next steps project
- Podium Skills

These require support to 2012 and beyond if all of the secondary benefits related to Games-time food and catering training and employment and beyond are to be achieved. These do not have a particular focus on sustainability or consideration of environmental impacts.

15.30. Having reviewed the processes undertaken by LOCOG to date, the Food Vision and the activities of the Food Advisory Group, the Commission has no specific recommendations to make at this stage. We will continue to monitor this theme, and during the course of 2010, we expect to see evidence of the following:

- Continued activity of the Food Advisory Group, particularly in relation to providing evidence to support take up of the aspirational standards in the Food Vision, and in developing sustainable supply chains post-Games
- Development of the Food Charter, including how it will be used, managed and updated over time
- Application of the Food Vision in the procurement process for caterers, including explicit requirements on reducing carbon impacts relating to food sourcing and production and percentages against the aspirational standards

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# Legacy

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**OPLC RAG Status: Amber**

## 16. Introduction

- 16.1. London, and indeed the UK, has a track record of holding fantastic festivals in which food is a positive and key component of the experience, e.g. the food events that are part of the Mayor's annual Thames festival.
- 16.2. The Mayor's Food Strategy<sup>29</sup> sets out a vision of a world-class, sustainable food system for London by 2016 which accords with the more recent UK Government vision for food: "In 2016, London's residents, employees and visitors, together with public, private and voluntary sector organisations will:
- Take responsibility for the health, environmental, economic, social, cultural and security impacts resulting from the food choices that they make, and their role in ensuring that food and farming are an integrated part of modern life
  - Demonstrate respect for all the many elements involved in the provision of their food, and respect fairly the environment, the welfare of animals, the business and others involved in providing their food
  - Be more conscious of the resources used in growing, processing, distributing, selling, preparing and disposing of their food, and be more engaged in minimising any negative impacts arising from this resource use
  - Benefit from the results of this effort, such that all Londoners have ready access to an adequate, safe, nutritious and affordable diet that meets their health, cultural and other needs and better protects the environments in which we love and those we visit."

The Food Strategy is accompanied by an Implementation Plan<sup>30</sup> published in September 2007 which sets out actions around:

- Commercial vibrancy
- Consumer engagement
- Procurement
- Regional links
- Healthy schools
- Food-related waste and litter.

It is a ten year strategy that applies to the whole of London, and therefore to the Olympic Park post-Games and to the Games themselves, and specifically states that "It is the intention... that its visions and actions will be applied to the games as vigorously as they will be to every other aspect of life in London."

- 16.3. The revised draft London Plan<sup>31</sup> specifically mentions food growing and includes a requirement for development proposals to include opportunities for food growing as well as a policy (7.22) about use of land for growing food.

29 [http://www.londonfoodstrategy.org.uk/upload/pdf/LDA\\_Food\\_strategy.pdf](http://www.londonfoodstrategy.org.uk/upload/pdf/LDA_Food_strategy.pdf)

30 [http://www.lda.gov.uk/upload/rf/Food\\_Strategy\\_Implementation\\_Plan\\_September\\_2007.rtf](http://www.lda.gov.uk/upload/rf/Food_Strategy_Implementation_Plan_September_2007.rtf)

31 <http://www.london.gov.uk/shaping-london/london-plan/docs/london-plan.pdf>

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## 17. Key documents

### 17.1. Public

- October 2009, Mayor of London – The London Plan, Spatial Development Strategy for Greater London, Consultation draft replacement plan
- August 2009, Mayor of London – The London Health Inequalities Strategy, Draft for public consultation
- March 2009, LDA – Legacy Masterplan Framework
- September 2007, Mayor of London / London Food – Healthy and Sustainable Food for London, the Mayor's Food Strategy, Implementation Plan
- May 2006, Mayor of London / London Food – Healthy and Sustainable Food for London, the Mayor's Food Strategy

### 17.2. Draft

- January 2009, LDA / OPLC – Food and the 2012 Legacy: Towards a food strategy for the Olympic Legacy

### 17.3. Internal

- January 2009, LDA / OPLC – Food and the 2012 Legacy: Towards a food strategy for the Olympic Legacy
- September 2009, Lend Lease – Draft Athletes Village Food Growing Strategy

## 18. Resources

18.1. The Olympic Park Legacy Company was established in 2009 to take forward development of the Olympic Park after the Games.

18.2. During autumn / winter 2009, the OPLC was recruiting a number of directors, including a Director of Design and Planning who will also be responsible for sustainability. The OPLC has an interim head of sustainability in post.

18.3. The London Food Board, sponsored by the Mayor, works to develop activities and policies which support a sustainable food system in the capital, including:

- Reducing the ecological impact of the capital's food sector
- Supporting a vibrant food economy, especially through education and skills development and enhancing the status of food workers
- Improving Londoners' health via the food they eat and reducing health inequalities
- Improving access to food, particularly through planning and regeneration
- Celebrating London's culinary cultural and ethnic diversity
- Developing London's food security

## 19. Process

19.1. The post-Games development plans for the Olympic Park will be shaped by the Legacy Masterplan Framework, the first version of which was published in early 2009. With the

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establishment of the OPLC, these plans are being revisited and sustainability is expected to be a stronger thread running through the proposals.

## 20. Findings

### Safe, Sustainable and Healthy Food, A legacy now

- 20.1. Concerns among individuals based in the Host Boroughs include high levels of obesity, lack of access to fresh food and the proliferation of fast food outlets providing cheap but not particularly healthy food. Detailed suggestions to address this fall outside the scope of this review which is limited to the London 2012 Programme, but promotion and adoption of the London 2012 Food Charter and mentoring support and incentives for businesses to do so before the Games, could help.
- 20.2. The objective of the FSA is to improve food safety and improve the balance of UK diets. Environmental Health Officers (EHOs) visit every catering establishment annually. When Defra announces its guidance on steps for a sustainable diet, these could be applied to the Food Standard Agency's Eatwell plate which provides guidance for a healthy diet. They could also be incorporated into training for EHOs so that their advice to businesses includes suggestions for healthier and more sustainable options on menus and for more sustainable catering operations, e.g. in terms of energy and water use, sourcing, and waste management, perhaps building on the FSA's 'Scores on the Doors' initiative for food safety and hygiene. This would be the responsibility of the FSA together with CIEH and other training providers, as well as economic development bodies such as the LDA.
- 20.3. While high standards of food safety are expected for Games-time catering that falls within LOCOG's remit, concerns have been expressed that risks may be higher at outlets outside this and this could be exacerbated by a current shortage of Environmental Health Officers (EHOs) and inability to enforce standards outside the area in which they are employed.
- 20.4. Well London is a four year programme to improve the health of almost 35,000 people living in London's most deprived neighbourhoods. It supports local initiatives and developing skills, community-led projects and networks to help improve the long-term health of Londoners. The Well London Alliance has been brought together by the London Health Commission and includes the following organisations: London Health Commission, Central YMCA, Groundwork London, London Sustainability Exchange, University of East London, Arts Council England, London, South London and Maudsley NHS Trust. There are two key food strands within the programme:
  - The Buywell strand of the Well London programme, led by London Sustainability Exchange working with London Food Link, aims to make it easier to buy healthy, affordable and culturally appropriate food locally by influencing what's already there and setting up new schemes based on local need. Buywell has achieved additional funding Change 4 Life and has launched in Tower Hamlets.
  - The Eatwell strand of the Well London programme led by London Sustainability

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Exchange, aims to increase rates of healthy eating and promote a sense of community through celebrating good food and practical activities like cook and eat clubs.

These initiatives operate at Super Output Area level, focussing activities on twenty tightly defined geographical areas. Well London makes interesting links between food and diet, culture, physical and mental health. The programme may benefit from ‘Olympification’ to broaden the scope and benefits and contribute to a Healthy Legacy from hosting the Games.

### **Food growing in the Olympic Park**

- 20.5. A draft Food Strategy has been developed for the Olympic Village which focuses on ensuring that there are spaces that could be turned over to food growing should residents wish to do this. This will require ongoing review and management if food growing isn't there from the start. Once areas are allocated for other uses it can be difficult to change this.
- 20.6. The LDA and OPLC have responded to the London Assembly Planning and Housing Committee Investigation into the role of the planning system in supporting commercial food growing in London.
- 20.7. The current provision for 2.1 hectares of allotments in the parkland plans essentially reinstates the 1.8 hectares lost through development of the Olympic Park. It does not make a major contribution to allotment or food growing capacity in legacy. Planning for food growing in the Olympic Park will be taken forward as part of the Legacy Masterplan Framework (LMF) which is still at an early stage of development and is being revisited following the establishment of the OPLC.
- 20.8. Health promotion initiatives that incorporate gardening and food production are increasingly supported as a more holistic approach to promote health promotion. Such initiatives promote health through healthy food, physical activity, social networks and social capital. Given the increasing interest in growing fruit and vegetables for consumption at home and the long waiting lists for allotments in the capital, the Commission hopes that there will be greater provision for food growing, where possible, using creative examples from elsewhere, in legacy.
- 20.9. In terms of food growing potential within the Olympic Park, there are a number of constraints:
  - Much of the site is already earmarked for other uses such as parklands inherited post-Games, specific habitats and venues or unsuitable due to the extensive network of underground utilities infrastructure
  - Development plots will need to accommodate an array of needs, to provide housing, commercial space, community facilities and open space

- Although the soil on site has been decontaminated, many areas would be unsuitable for growing food and private gardens will need to be remediated to an adequate depth.

Notwithstanding these constraints, there will be opportunities for temporary uses of areas on within the Park to include food growing, perhaps as part of a temporary 'market garden' and to require developers to include opportunities for private food growing and as part of wider landscaping, e.g. perennial herbs and vegetables, edible flowers, fruit and nut trees and bushes.



Edible landscaping at the Eden Project

#### ■ Recommendation

The OPLC should develop detailed design guidance for developers on how to incorporate food growing into their development plots, along the lines of the guidance developed for the South East False Creek<sup>32</sup> in Vancouver, site of the 2010 Winter Games Athlete's Village. This could be applied more widely to other developments in London by the GLA.

#### ■ Recommendation

Future development in the Olympic Park, led by the OPLC, should follow the example of the Athletes Village for which there is a draft Food Strategy that can be implemented over time as the homes are occupied and if the community demonstrates an interest in growing their own food. This would ensure that the development is futureproofed and can enable food growing to be 'retrofitted'. This should also include facilities to make it easy for residents and businesses to access healthy and sustainable food.

### Food culture in the Olympic Park

20.10. The OPLC, in its response to the London Assembly Planning and Housing Committee Investigation, identified some ways in which food could be a significant aspect of the park, including food culture focussing on the diverse cuisine of East London, farmers markets and provision of commercial and retail space for local food concessions and independent SMEs. These will require detailed planning and concrete proposals and a clear desire for food to be part of the Olympic Park Legacy, otherwise they are unlikely to happen.

20.11. During the course of interviews for this review, the link between food and jobs emerged time and again. It was suggested that Park Royal, the London's major food processing hub, is at capacity and establishing a food manufacture / processing hub on or near

32 <http://vancouver.ca/commsvcs/southeast/documents/index.htm#uas>

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the Olympic Park could provide jobs and enable SMEs to scale up when necessary. An eastern hub could provide some relief of truck movements across the City, with GHG and air quality benefits. Another suggestion was for another wholesale / retail fruit and vegetable market that could be a hub for food from the East and South East regions and that could also have a focus on ethnically diverse foodstuffs. Such a market could enable a range of complementary food shops and restaurants to set up, c.f. butchers and 'meaty' restaurants around Smithfields. There are already some farming relationships providing certain vegetables, such as mooli and bottle gourd grown in the UK, to East London, and links could be made with some existing food growing initiatives such as The Coriander Club. Garden Organic (formerly HDRA) has begun to trial some species, e.g. Bay Leaf amaranth, for addition to the Heritage Seed Library. There is also research underway into species of 'exotic' fruit and vegetables that are climatically-adapted and suitable for growing on a larger scale in the UK.

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# Appendix 1 – Methodology

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This review was led by Jane Durney of the Commission for a Sustainable London 2012 with support from Deborah Morrison, CSL Co-ordinator and Jonathan Pauling, then a CSL Commissioner.

## Presentations and workshops attended

12 December 2008	London 2012 – stakeholder workshop re food
25 February 2008	London Foodlink
7 April 2009	London 2012 – stakeholder workshop re food
16 September 2009	London 2012 Food Advisory Group
22 October 2009	Lunch at Broxbourne
29 October 2009	GLA Officers Food Group
11 November 2009	London 2012 Food Advisory Group
19 November 2009	Observation of ODA Scorecard audit
7 December 2009	Launch of London 2012 Food Vision

## Documents reviewed

The following documents were reviewed:

- Candidature file
- London 2012 Sustainability Plan
- ODA Sustainable Development Strategy
- ODA catering brief
- ODA food safety & sustainability scorecard
- London 2012 Food Vision
- LOCOG Sustainable Sourcing Code
- The Mayor's Food Strategy and Implementation Plan

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## Meetings

During the course of this review, the Commission met or conducted phone interviews with the following people:

Centre for Food Policy, City University	Martin Caraher
CIEH	Jenny Morris
Defra	Dominic Pattinson
East Potential	Sarah Williams
Fairtrade Foundation	Samantha Dormer
FSA	Sarah Appleby
GLA	Andrew Jones Sarah McQuoid Grant Pettitt
JLARS / 5 Host Boroughs Unit	Sandra Edmeade-Walters
Lantra	Jonathan Petit
LB Newham	Jane Connor
LDA	Geoff Newton
LOCOG	Jan Matthews David Stubbs
London Food	Rosie Boycott
LSx (Well London / Eat well / Buy well)	Gayle Burgess Samantha Heath
NFU	Lee Woodger
ODA	Ros Seal Stephanie Applegate
OPLC	Chris Lee
Regional Public Health Group – London	Lisa Vaughan
Sustain	Kath Dalmeny
Tower Hamlets PCT	Judith Shankleman
UK Sustainable Development Commission	Shivani Reddy

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# Appendix 2 – RAG Status definitions

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The following criteria were used to assign a RAG status to each area:

- Red** Significant concerns about performance and little evidence of recovery plan. Significant threats exist which may impact successful achievement of the Sustainable Development objectives and projected targets for the issue if not addressed in the short term.
- Amber** Evidence not currently available in response to recommendation or some significant concerns about performance but evidence that they are being addressed is available. Threats exist which may impact successful achievement of the Sustainable Development objectives and projected targets for the issue if not addressed in the medium term.
- Green** No significant threats to achievement of the target performance for the issue were identified.

# Appendix 3 – Glossary and list of organisations

Glossary of common acronyms used in relation to the London 2012 Olympics

BOA	British Olympic Association
BPA	British Paralympic Association
CIEH	Chartered Institute of Environmental Health
CSL	Commission for a Sustainable London 2012
CSR	Corporate Social Responsibility
DCMS	Department for Culture Media and Sport
DMS	Delivery Management System
FAG	Food Advisory Group
FSA	Food Standards Agency
GHG	Greenhouse Gas
GLA	Greater London Authority
GOE	Government Olympic Executive
Host Boroughs	London Boroughs of Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest
IOC	International Olympic Committee
IPC	International Paralympic Committee
LDA	London Development Agency
LMF	Legacy Masterplan Framework
LLV	Lower Lea Valley
LMF	Legacy Masterplan Framework
LOCOG	London Organising Committee of the Olympic Games and Paralympic Games
NRG	Nations and Regions Group; 12 senior representatives from UK business and sport, ensures the whole of the UK is involved in and benefits from the 2012 Games
OB	Olympic Board
OBSG	Olympic Board Steering Group
ODA	Olympic Delivery Authority
OPLC	Olympic Park Legacy Company
RAG	Red, Amber, Green
SD	Sustainable Development
SME	Small and Medium Enterprises
TAG	Technical Advisory Group

# Appendix 4 – Progress against previous recommendations

Number	Responsibility	Recommendation	Status
2007 Governance Review Recommendation 15	CSL	The Commission should review, in 2009, the arrangements to deliver healthy and diverse sustainable food with linkages to opportunities to improve health and social / economic sustainability.	Completed By completing this review.
2007 Governance Review Recommendation 3.20	LOCOG	Develop the 2012 programme sustainable food strategy by 2008 with subsequent revisions after the Beijing Games.	Completed Though substantially delayed. Published December 2009.
2007 Governance Review Recommendation 3.21	LOCOG ODA	Work with food suppliers as early as possible to ensure there is an adequate supply chain to meet the ambitions for healthy, local and sustainable food supply.	Progress made Though some concern about supply capacity and demand post-Games.



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