

## Target audience & purpose

This case study provides an informative example to caterers in the public or private sector looking to make the food on their menu better for health, the environment, animal welfare and the local economy. More specifically it is useful for those interested in gaining the Soil Association's Food for Life Catering Mark (see box below).

### BRONZE:

- No undesirable additives or hydrogenated fats
- 75% of dishes freshly prepared
- Meat is farm assured
- Eggs from cage free hens
- Menu is seasonal
- Training of catering staff
- No GM ingredients

### SILVER - in addition to the Bronze criteria:

- Locally sourced items on the menu
- Certified organic **OR** Marine Stewardship Council (MSC) items on the menu
- Poultry, eggs and pork is Freedom Food assured **OR** 10% of ingredients certified organic or MSC
- No fish from Marine Conservation Society 'Fish to Avoid' list
- Information on display about provenance of foods
- At least one product is Fair Trade

### GOLD - in addition to the Bronze and Silver criteria:

- 30% of ingredients certified organic **OR** MSC
- 50% of ingredients are locally sourced
- Meat, dairy products and eggs are certified organic
- Steps taken to increase up-take of non-meat dishes to promote a more sustainable diet

## Context

In 2009 the Scottish Government launched a National Food and Drink Policy<sup>1</sup>. The policy includes aims to create healthier more sustainable choices of food, and to make this choice available to and affordable for all.

The Soil Association's Food for Life programme of work was launched in 2003 to improve the quality of school meals by introducing targets for food sourcing and food education. In Scotland the Food for Life programme of work is currently funded by the Scottish Government and includes catering services in the public and private sectors. The Food for Life Catering Mark has been developed to support caterers to achieve the Food for Life core targets of 75% fresh, 50% local and 30% organic.

## Case study background

Celtic Hospitality is the in-house catering service at Celtic Football Club. The service provides a range of match day and non-match day catering services at Celtic Park and caters for the football players at the training ground in Lennoxton. The Number 7 restaurant located within the football ground is open on match and non-match days. On non-match days the restaurant offers a Saturday evening, Sunday lunch, and Children's menu. On match days the restaurant hosts an exclusive hospitality package including a four course meal.

In autumn 2006 Celtic Football Club became involved with the Food for Life programme and started working to change the children's menu at the Number 7 restaurant. The football club restaurant was awarded a Gold Food for Life

Catering Mark for their children's menu in February 2009. The children's menu is also available for non-match day catering functions such as weddings. In 2010 a total of 45,000 children ate from the Food for Life Catering Mark Gold menu.



## The menu

The children's menu is priced at £10. This includes three courses with a choice of two starters, three main courses, and two desserts. The menu is changed three or four times a year in order to maintain seasonality.

## The suppliers

In order to meet the Food for Life Catering Mark Gold criteria, new suppliers had to be sought. Through seeking advice from a local authority with the Food for Life Catering Mark and attending a Food for Life conference the Number 7 restaurant made links with the right suppliers. Building good relationships with key suppliers resulted in networks developing with other suppliers.

## Spreading the word

### Community work

Celtic Football Club is working with communities in the east end of Glasgow in order to introduce this relatively disadvantaged population to fresh, local, healthy and organic food. For example the Number 7 restaurant kitchens are used to host cooking skills training sessions for asylum seekers in order to help them find employment. Two local primary schools have

also benefitted from visits to Number 7. The children took part in menu tasting followed by a question and answer session with the head chef. For some of these children it was their first experience of visiting a restaurant.

## Student chefs

Celtic Football Club is working with student chefs to pass on the skills and knowledge needed to source and cook fresh, local, healthy, organic food. Once a week, four students from the John Wheatley College in Easterhouse come to the Number 7 restaurant kitchens for a training day.

## Other football clubs

Celtic Football Club has spoken informally with other football clubs in Scotland about the Food for Life Catering Mark.

## Challenges

**Sudden surges in catering needs** The unpredictable nature of football catering poses a challenge in terms of adequate and timely supply. The problem is exacerbated when working with small producers who are not always able to supply large quantities within a short period of time.

**Small suppliers put off by size of catering service** The catering service has found that when approaching some small producers, even for small quantities of produce, the producers have been unwilling to start supplying Celtic Hospitality as they fear demand will increase beyond their supply capacity.

**Food culture of customers** The catering service would like to increase the number of vegetarian options on the menu in keeping with the Food for Life Catering Mark Gold criteria. However this has proven unpopular as the majority of customers come from a culture of 'it's not a proper meal without meat'.

**Minimum orders** Some suppliers require a minimum order which does not always fit the fluctuating needs of the catering service.

**Lack of information regarding Scottish producers** The catering service has found it

difficult to access accurate, up to date and complete information regarding Scottish food and drink producers. The Food for Life Scotland programme is developing a Food for Life Sourcing Directory to address this issue.

**Unusual foods and children** The catering service is keen to introduce children to more unusual foods but has found there is a lack of information regarding recipe ideas to incorporate such foods into a children's menu.

**Complex supply chain** For a large catering service such as Celtic Hospitality which is used to a relatively simplified supply chain, having to use many different specialist suppliers is more complicated and time consuming.

## Replication in other sports stadia

### Challenges – why may it be difficult to replicate Celtic's model in other sports stadia?

**In-house catering** Celtic Football Club has an in-house catering service allowing much more flexibility in comparison to the more usual use of externally run catering companies for large scale stadia catering.

**Restaurant open to the general public** Most other football clubs do not have a restaurant which is open to the general public. This reduces their ability to increase the scale of the catering operation which may be necessary to make the required changes to their menu.

**Strong internal support** The Celtic Football Club and Celtic Hospitality are extremely committed to Food for Life and to making the necessary changes to the menu. This level of internal support may not exist in other sports stadia.

### Strengths – what makes the Celtic model easily replicable in other sports stadia?

**Healthy eating for players** The Food for Life Catering Mark criteria are in keeping with the need for all sports stadia to ensure their players eat healthily.

**Established supply chain** Celtic Hospitality has now built up a functioning supply chain for

their Food for Life Gold menu. This supply chain could be utilised by other sports stadia.

## References

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<sup>1</sup>The Scottish Government (2009) *Recipe for Success – Scotland's National Food and Drink Policy*. The Scottish Government. Available at: <http://www.scotland.gov.uk/Resource/Doc/277346/0083283.pdf>