



LIME
VENUE
PORTFOLIO

In association with
BCD meetings
& events

BEYOND
FOOD

FEAR OF RUNNING OUT

FOOD WASTE IN EVENTS

Food waste isn't about ignorance, it's about changing behaviour. Through the prism of our fear of running out, how can we regulate the wasteful habits of the events industry?

THE AVERAGE EVENT **WASTES** BETWEEN **15% - 20%** OF THE **FOOD IT PRODUCES,** THIS PRIMARILY CONSISTS OF SALADS.

Research* conducted by Lime Venue Portfolio has shown that the average event wastes between 15% and 20% of the food it produces, and that this consists primarily of salads. The survey also shows that of all event feedback, food is the primary source of conversation, and roughly 20% of all food-based feedback is on waste. It's therefore fair to say that, just like organisers, delegates are becoming increasingly aware of the issue too.

WHY?

BACKGROUND

Our research highlighted that of all the elements of an event, the area most complained about is the food. Food is a right, everyone eats, most people cook, and everyone is an expert, so when it comes to food at events, everyone has an opinion. And none more so than event attendees if the food runs out.

Lime Venue Portfolio coined the phrase #FORO at the beginning of 2019 - a play on the popular hashtag #FOMO (fear of missing out) but instead referring to the fear of running out. The phrase aims to encourage wider discussions around one of event organisers' most deeply felt fears.

This paper looks at the cost of #FORO! Through industry opinions, interviews and bespoke research, it presents some solutions that should trigger reactions, spark conversations and allow us to overcome it together, for the good of our planet.

If you have any questions about the report or would like to contribute please email marketing@limevenueportfolio.com



INDUSTRY OPINION

An interview with
Jon Davies, Managing Director Levy UK

“Eat food, eat proper food, well sourced, not processed, that lets natural ingredients speak for themselves. Eat good, tasty and diverse food.”

“We need to talk more about food”. That is the opinion of Jon Davies, Managing Director of Levy UK, the leading sport and entertainment caterer.

During the past five years there has been much to dominate conversations within the events industry, from wellbeing to the rise of the experience economy, and food has fallen down the agenda; Jon is keen to bring it to the front of people's minds again.

However, Jon's ambition is a whole lot more than just 'talking food'. The way people approach food; eating it, sourcing it, its provenance, and its journey from farm to fork, is changing. So, for him, it's about really looking at where food fits into the modern-day event experience.

“The events industry is talking a lot about experience, sustainability, wellness, health, and a new delegation with specific expectations of the events they go to. Well, food plays a part in every one of those aspects,” he comments.

“We've done a huge amount of research on the changing habits of people towards food,” continues Jon. “This isn't just within the events environment, the talk about food has evolved both at the dinner table and the banqueting table. This could be the rise of 'veganism', the blue planet effect around plastics, higher concern on wastage, and the arrival of the circular economy; these things are everywhere, and we're looking to be a massive part of it.”

So, how do we get food back at the top of the event agenda?

Jon maps it out in a characteristically succinct manner: “We need to adopt a modern approach to food. This is brilliantly summarised by the campaigner and author Michael Pollen; ‘eat food, not too much, mostly plants.’”

“Breaking it down it means; eat food, eat proper food, well sourced, not processed, that lets natural ingredients speak for themselves. Eat good, tasty and diverse food.”

“‘Not too much’ refers to portion size, not putting too much on the plate. Then we have ‘mostly plants’, and it's a nice way of putting it. Meat has for too long dominated the plate, and we need to change the balance between meat and vegetables. It's not about going entirely vegan but understanding the environmental impact of meat and giving more options for plates that are dominated by vegetables and fruit.”

A key part of Jon's ambition is to create more conversations between venues, chefs, event organisers and delegates. “This isn't about lecturing, but about trying to have a more open dialogue surrounding some of the more inconvenient truths around food. This means discussions between event organisers and delegates, to manage their expectations, as well as those between event planner, venue and chefs.

INDUSTRY OPINION

Jon Davies, Managing Director Levy UK

We need to openly discuss major talking points such as wastage and the balance between managing waste and what Lime Venue Portfolio have coined #FORO, or 'fear of running out'."

"The fact of the matter is we're all petrified of running out; and rightly so, no event organiser likes having hungry and irate delegates, especially in a banquet situation. However, it leads us to over-order, over-compensate and the end product is too much waste; we need to manage this much better, and we can do it with open conversations that tackle the subject head on."

To take on some of the bigger issues around food and events requires new thinking, Jon adds "We need to break up traditional formats and give food its rightful place in a new event world. Again, this is something event organisers are already doing, but we should be seeing more of it at major events like gala dinners. For me, this is about bringing chefs out into the event, having more sharing plates, live cooking, live tasting and more theatre; it can really add some sparkle into what is, already, a luxurious event format."

"However, some events haven't changed their formats for decades, and it's time we helped them see other ways of serving large quantities of food, in a more modern way, that adds to the experience and doesn't disrupt the event. If we can get chefs out there, they can regulate waste, push new and different ways of eating and generally be a positive voice for better food. The results we have seen from doing this have been amazing and we really want to be an advocate for it."

"We need to break up traditional formats and give food its rightful place in a new event world."



UNDERSTANDING #FORO

Written by Lime Venue Portfolio

Based on an over-production of 10% of meals at a banquet for 1,200 people, you're looking at the very real potential of 120 meals going to waste; that's a lot.

Imagine a situation. You have over 1,200 people at a banquet, gala dinner or awards ceremony. The guests have paid top dollar, they are here for the entertainment, but they're really paying for the food and drink.

Expectations are rightly high; it's splendid, it looks magnificent, aspirations are soaring. Then the kitchen runs out of food.

Anyone in events will tell you that there are many things a guest will forgive; AV failing, the speaker not quite hitting the mark, but running out of food is not one of them. With **42%** of event feedback being about food, it is important an event organiser gets this aspect of their event right.

This is why #FORO exists, the event industry's justified fear of running out.

However, #FORO makes us do some very strange things, which if we take a second look at, seem absolutely astounding. It's not an uncommon statistic that the kitchen will prepare an extra **10%** of meals to make sure the event is able to cater for additional or last-minute guests. With the growing amount of vegan, vegetarian, and free-from options, it's often that this will be replicated in so called 'specialist' meals, as guests change their mind or have failed to tell the organisers their food preferences ahead of time. Sounds extreme, but when set under the context of having guests going home disappointed is it a risk worth taking?

Until now, possibly. However, if all goes swimmingly well, based on an over-production of **10%** of meals at a banquet for 1,200 people, you're looking at the very real potential of 120 meals going to waste; that's a lot.

However, let's interrogate this wastage a little more. This isn't a light meal we're preparing here. At a banquet we are looking at a high-value, high-quality meal. The very best meat and fish, indulgent desserts, expertly sourced and prepared. Meat is an especially sensitive subject; one of the reasons why so many people are turning to plant-based diets is the massive environmental cost of rearing it. Wasting such a high-premium ingredient should not be done lightly.

The past 12 months have been full of event organisers really taking the lead in sustainable events, especially food. This is led by a massive shift in consumer behaviour towards food, but we still need to get the balance right between our need to produce ethical and responsible events, and our #FORO.



INDUSTRY
RESEARCH



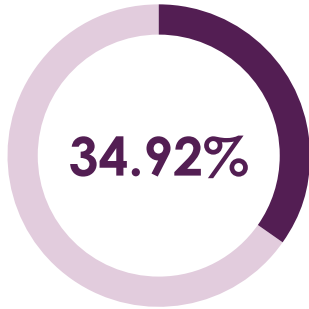
Insight into #FORO

INDUSTRY RESEARCH

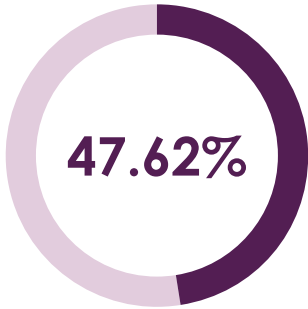
INSIGHT INTO #FORO

The following research was conducted by Lime Venue Portfolio, in June 2019, to better understand the phenomenon of #FORO, the breadth of food wastage that it causes, and the onward potential damage to the environment.

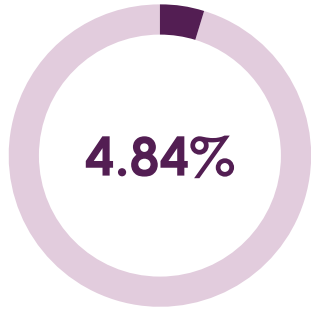
| The research was an on-line survey, distributed through: | Profile of respondents: |
|---|---|
| Lime Venue Portfolio database of event organisers, venues and industry stakeholders | 34.92% identified as in-house event professional |
| BCD Meetings & Events database of customers | 36.51% identified as agency event professional |
| BCD Meetings & Events global staff database | 1.59% identified as PCO (Professional Conference Organiser) |
| Social media channels of both BCD Meetings & Events and Lime Venue Portfolio | 26.98% identified as Support Service |
| Source total of 63 responses | |



Respondents organise more than 30 events per year



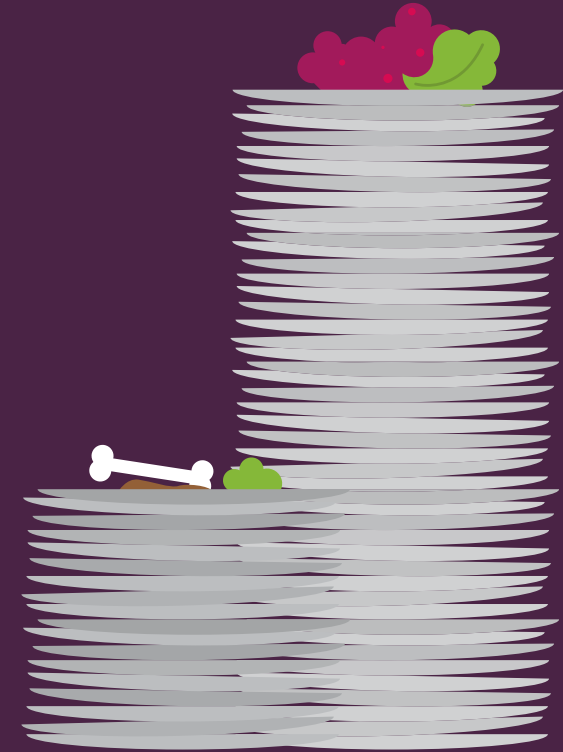
Respondents organise more than 20 events per year



Respondents organise a meeting without a food element

FOOD WASTE ACCOUNTS FOR AROUND **20%** **OF FEEDBACK**

87.1% of respondents chose this bracket, meaning that roughly half of all food-based feedback is on food wastage.



INDUSTRY RESEARCH REPORT SUMMARY

Food waste is a major issue in the meetings and events industry. The following research, conducted by Lime Venue Portfolio, in partnership with BCD Meetings & Events, provides relevant and up-to-date data that unveils staggering figures underlining just how prevalent food wastage is in the industry.

Of the respondents surveyed, **29.03%** admitted that roughly **15%** of the food they commission at events goes to waste after the event; while **27.42%** reported that this number was closer to **10%** at their events. However, **17.74%** admitted that wastage was over **20%** and **1.61%** that the amount exceeded **20%**. This level of wastage, previously suspected by the industry, has now been borne true through empirical research, and underlines the industry's major problem with food waste.

Further findings of the research also show that, of this food wasted, by far and away the biggest food group to be wasted is 'salads' accounting for **39.68%** of the food groups presented in the survey. Way behind this was 'breads' at **15.87%**, 'desserts' at **12.7%** and 'vegetable side dishes' at **11.11%**. The groups that were thrown away least were 'alternative tastes e.g. spicy food etc.' (**1.59%**), 'fruit' and 'alternative mains e.g. gluten, vegan, veg etc.', which accounted for **4.76%** each.

While the waste of salads should certainly be a concern for event organisers looking to offer healthy options to delegates, this is perhaps tempered by the lower frequency of wastage around fruit, which statistically is less likely to be thrown away. There are also positive signs that specialist foods e.g. vegetarian, vegan and gluten-free, are less inclined to be thrown away, possibly because they are ordered in the right volumes ahead of the event. Again, one of the historic reasons for food wastage is around a lack of information from



delegates ahead of events in terms of what they will eat, and the need to over order specialist foods 'just in case'.

The research also demonstrated how important food wastage is to delegates at an event. **38.1%** of respondents reported that food accounts for between **0-20%** of post-event feedback, with **25.4%** believing it is closer to **20-40%** of feedback; one third of respondents saw this as even higher, between **40%** and **80%**, further underlining the importance of getting the food proposition right at events.

However, the survey demonstrated that food waste accounts for around **20%** of this feedback. **87.1%** of respondents chose this bracket, meaning that roughly half of all food-based feedback is on food wastage. While there is little historical data to compare these findings with, it does perhaps show a larger scale awareness amongst delegates of this as a growing problem than previously predicted.

In terms of finding solutions to what are staggering figures on food waste, the survey finally asked respondents where responsibility lies regarding reducing waste. The survey asked respondents to 'place in order who was most responsible

for reducing food waste'; choosing between 'Event Organiser', 'Caterer' and 'Delegate'. The results were very clear, with well over half of all respondents looking to the caterer for leadership around this subject. Event Organiser was a very close second, just under half placing them in this position, while the Delegate was an overwhelming third. However, the chart below does underline that although the results were clear, there was universal approval that it is down to everyone at an event to help solve this major problem in the industry.

Most importantly though, this survey has brought to light the extent of food wastage within the events industry, the growing importance it has for delegates, and the urgency of an industry-wide response.

How would you define yourself in the industry?

| | |
|-------------------------------|--------|
| ● Agency event professional | 36.51% |
| ● In-house event professional | 34.92% |
| ● Support Service | 26.98% |
| ● PCO event professional | 1.59% |

What percentage of food, do you throw away average per head

| | |
|--------|--------|
| ● 5% | 24.19% |
| ● 10% | 27.42% |
| ● 15% | 29.03% |
| ● 20% | 17.74% |
| ● More | 1.61% |

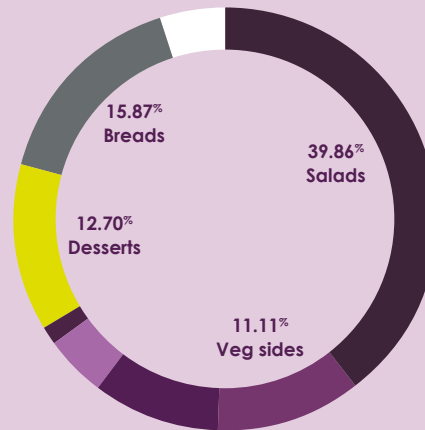
How many events do you organise per year?

| | |
|-----------|--------|
| ● Under 3 | 15.87% |
| ● 4 - 10 | 17.46% |
| ● 11 - 20 | 19.05% |
| ● 21 - 30 | 12.70% |
| ● 30+ | 34.92% |

Percentage of food focused feedback

| | |
|-------------|--------|
| ● 0 - 20% | 38.10% |
| ● 21 - 40% | 25.40% |
| ● 41 - 60% | 19.05% |
| ● 61 - 80% | 14.29% |
| ● 81 - 100% | 3.17% |

What type of the food produced at an average event gets wasted?



How many events have a food element?

| | |
|-----------|--------|
| ● Under 3 | 15.87% |
| ● 4 - 10 | 17.46% |
| ● 11 - 20 | 19.05% |
| ● 21 - 30 | 12.70% |
| ● 30+ | 34.92% |

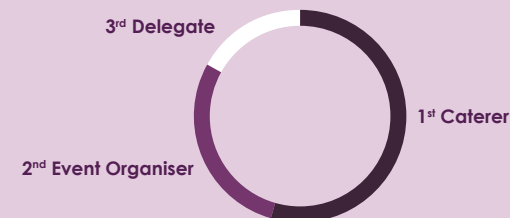
How much feedback is food wast focused

| | |
|-------------|--------|
| ● 0 - 20% | 87.10% |
| ● 21 - 40% | 6.45% |
| ● 41 - 60% | 3.23% |
| ● 61 - 80% | 1.61% |
| ● 81 - 100% | 1.61% |

| | |
|--|--------|
| ● Salads | 39.68% |
| ● Vegetable sides | 11.11% |
| ● Hot mains | 9.52% |
| ● Alternative mains e.g. gluten, vegan, vegetarian etc | 4.76% |
| ● Alternative taste e.g. spicy | 1.59% |
| ● Desserts | 12.70% |
| ● Breads | 15.87% |
| ● Fruit | 4.76% |

Whose primary responsibility is it to minimise waste at events?

(Order 1-3, with 1 bearing the most responsibility)



| | | | |
|-------------------|--------|--------|--------|
| | 1 | 2 | 3 |
| ● Caterer | 56.67% | 31.67% | 11.67% |
| ● Event Organiser | 29.51% | 47.54% | 22.95% |
| ● Delegate | 17.46% | 17.46% | 65.08% |

DISCUSSING #FORO

THE MEETINGS SHOW 2019

As part of this report's research into #FORO, Lime Venue Portfolio, in partnership with Levy UK, and BCD Meetings & Events, convened a live discussion at The Meetings Show. The session featured speakers representing venues, chefs, caterers, agency buyers and in-house corporate event organisers.

On the panel, which was chaired by Jon Davies, Managing Director of Levy UK, was; Emily Girdwood - Event Manager, Barclays; Anna Golden, Commercial Director, Olympia London; Paul Jennings, Director of Culinary, Sports & Arena's, Levy UK; and John Kelly, Director, Marketing EMEA, BCD Meetings & Events.

The session began with a presentation by Jon that set the scene for the discussion. He highlighted the challenges and concerns surrounding food and events and why the fear of running out of food (FORO) is influencing organisers' choices.

He put into context the perspective of consumers today, who are showing increasing concern towards food wastage and sustainability. Equally, climate change is very much a global issue, and Jon demonstrated the impact that the food industry, and therefore the event catering industry, has on the environment.

Evidenced from the research conducted throughout the food service issue, Jon shared some frightening statistics:

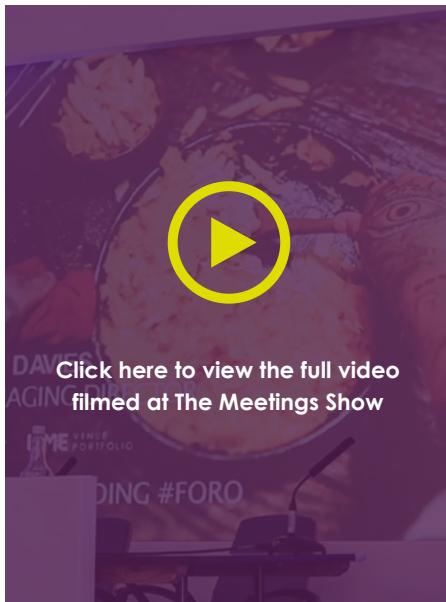
- A third of all food produced is wasted
- The animal agriculture industry contributes to a massive **59%** of CO² emissions*
- Emissions created by cattle (beef rearing) was **60x** more harmful than normal CO²*
- To meet global commitments to CO² reduction, the western world would need to reduce its beef consumption by **90%***
- Amongst this we have an events industry that wastes up to **10%** of everything it produces, and in the case of large banquets, this is often high-value beef products*

He left attendees in little doubt that this is an urgent and relevant issue that event organisers have a responsibility to tackle and must do so quickly.

Following the presentation, the panellists discussed food wastage and #FORO. One of the biggest challenges the panel brought forward was historic lack of mutual objectives from stakeholders, clients and suppliers. It was felt that this was changing but was a difficult hurdle to overcome.

For instance, how do we explain low food levels, or even being out of stock at an event? "Be bolder," commented Emily Girdwood, Event Manager, Barclays. "Take the courage to tell your customers or your clients why you are ordering this amount of food. Don't be afraid to say this is how we do things and ensure they know there's value in that." This advice was unanimous across the panel.

*Source: ILEA UK, The Meetings Show



“BE BOLDER”

“Take the courage to tell your customers or your clients why you are ordering this amount of food. Don’t be afraid to say this is how we do things and ensure they know there’s value in that.”

Emily Girdwood, Event Manager, Barclays

DISCUSSING #FORO

THE MEETINGS SHOW 2019

According to research, **42%** of complaints from events are made around the food. Is it any wonder that event planners are experiencing #FORO? Do we need to alter guest perceptions of running out? Or can we, as organisers, be serving and preparing our food differently so that guests don't notice when food has run out?

John Kelly, Director, Marketing EMEA, BCD Meetings & Events, commented, "We need a modern approach to food. We need to break up traditional formats of buffet spreads and gala dinners and incorporate food in a way that adds to the experience. For me, it's about getting the chefs out onto the floor, cooking to order and interacting with the guests. This maintains a stronger control over what's going out and how much wastage there is."

Anna Golden, Commercial Director, Olympia London added, "Communication is important too. Organisers need to have these discussions and have them early on. Be clear from the outset about your CSR objectives and be visible with it. Let your consumers, suppliers and stakeholders know and see that you are conscious of your business's footprint. Let them know you care about where your food is coming from or why you want to keep wastage to a minimum. Expectations will be met if this is visible knowledge from the outset."



On delving deeper into avoiding #FORO, on top of the structural approach, there was also good advice on managing the situation on the floor of the event, "The way in which we are consuming food is changing, and why should this be any different from the events we go to," commented Paul Jennings, Director of Culinary, Sports & Arena's, Levy UK. "Adopting new ways of serving food at events can significantly alter the chances of running out but also conceal the notability from guests that the food has run out. Serving bowl food is another great option for this. It's replaceable and will often go unnoticed."

The panel later addressed food sustainability, another pillar of concern and an ongoing industry topic. The subject of food is not just about wastage, but where and how the food is sourced.

Paul commented, "There are a lot of benefits that come from exploring a menu that tells a story. Customers like to know about the food they are eating and telling this story through your menus is a subtle, yet powerful way of doing this. It also further adds to the event experience. It's a fantastic selling point from an organiser's standpoint. As long as it doesn't deter from the event, customers like to know you are going the extra mile to support the environment."

Perhaps one of the largest misconceptions is the impact of agricultural farming - specifically the mass production of meat (in particular beef) and dairy to cater for mass consumption.

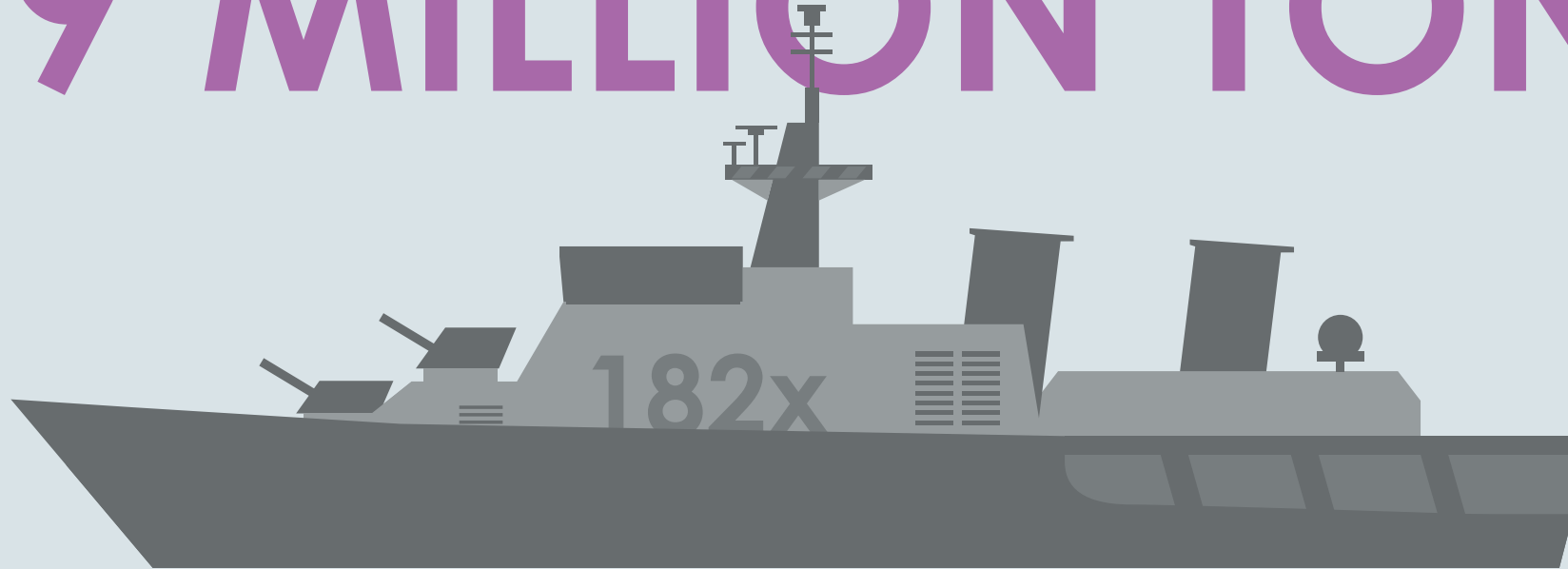
Again, Paul added: "Limiting meat options or having none at all, is not only key for drastically helping sustainability, but also encourages event organisers to be more creative with their menus. Having plant-based menus is a great way to do this. 9 times out of 10, customers will prefer this."

Emily added, "Do we need meat on our menus at all? Within our division we're looking to ban all red meat on menus within every event except smaller boardroom tables. Surely offering creative, alternative plant-based options is much more exciting and taking meat off the menu all together will leave out any pre-expectations."

This bold step, from one of the UK's largest corporate events departments underlines the general message from the panellists; be bolder in your decision to be greener and don't give in to #FORO. Attitudes are changing and showing that you care about the environment is a desirable trait in the eyes of the consumer.

Jon Davies finished by saying; "We need to stop waiting and just do it. Yes, there are certificates and accolades that award those who are proactive towards their CSR, but that isn't what it is about. We need to stop asking and just start taking the steps within our own businesses and that's what's going to make a difference!"

1.9 MILLION TONS



**THE FOOD INDUSTRY WASTES THE WEIGHT
OF 182 HMS BELFAST** SHIPS IN
THE UK EVERY YEAR**



INDUSTRY OPINION

**Ryan Holmes,
Director of Culinary, The Venues Collection**

#FORO, the fear of running out! There are so many ways we can look at this. There is a perception you should over-order on food to ensure you have enough for your event, or that you should have silent options available just in case somebody doesn't want what is on the menu; auxiliary food produced that is destined for the recycling bin from the outset.

From a chef's perspective, food waste is one of the most frustrating unwanted by-products of our industry and something we must combat.

Some **1.9 million tonnes of food are wasted by the food industry in the UK every year***, it's estimated that if one-quarter of food wastage globally could be saved, it would be enough to feed 870 million people!* These are dumbfounding statistics and we must do our bit.

As chefs, pioneers and ambassadors of food, the challenge is to push ourselves to look at ways we can elevate waste and leftovers into exciting and innovative dishes, leading the way for others to follow. Why can't you utilise a by-product? What is wrong with a wonky cucumber? Or the re-purposing of ingredients to create something appealing, vibrant and flavoursome – it can be done and in the right way, we play an integral role without even realising it!

This cannot be achieved overnight, but we can minimise food waste one dish, recipe, tip and trick at a time by deploying stem-to-tip recipes that use every derivable.

Take the humble broccoli stalk, often thrown in the bin, the stalk deserves some attention and rightfully so! Gram for gram the stalk is just as nutritious as the floret who takes all the glory. But the often-discarded product is so versatile, can be eaten raw drizzled with a little olive oil and a sprinkle of Maldon salt or just dipped into some tasty hummus, it can even be charred up on the BBQ and served as part of a twist on the classic Caesar salad; to think it usually gets thrown away and left to rot!

Another brilliant and often forgotten ingredient are kale stems, the hipster-superfood is so trendy right now, and that doesn't seem to be coming to an end anytime soon. However, the stalks are deemed irrelative, always the bridesmaid and never the bride - don't let appearances fool you!

* Source: Fareshare 'Fighting Hunger, Tackling Food Waste' 2019

We use the stalks to create a wonderful kale stem, vegan friendly, pesto using a drop of yeast extract (ok it's Marmite!) to give the pesto that almost cheese-like flavour. Yes, it needs a little work to chop up the wood-like stem, and then briefly blanching them, but the result is worth the effort!

My personal favourite in the kitchen though is the incredibly healthy 'anything goes kimchi'. A staple in Korean cuisine; if you've tasted it, you'll understand why the Korean's love it so much. The fermented vegetable dish is usually made with cabbage and a variety of seasoning – ginger, garlic and hot peppers.



INDUSTRY OPINION

Ryan Holmes, Culinary Director Ireland, Compass Group

It's estimated that if one-quarter of food wastage globally could be saved, it would be enough to feed 870 million people!*

Our version can contain almost anything, hence the to-the-point name! We love the versatility of the dish, adding cauliflower leaves, spring onions and leek tops; the outer leaves of cabbages create a fantastic spicy, sweet and salty zero waste version.

However, we do need to be mindful of how we label food waste on our menus, our wording needs to be very clever to lose the customer interpretation that the chef has just picked their dinner out from the bin! We need to showcase and highlight the traceability and origin, which can be incredibly evocative, and leveraging a food's provenance is a powerful tactic that conveys a positive message and becomes more appealing to guests.

* Source: Fareshare 'Fighting Hunger, Tackling Food Waste' 2019



When you hear a chef passionately talk about produce it's hard not to resist, it's all about education and setting a trend for others to follow. Creating sexy dishes that people actually want to eat and losing the 'waste' tag that would have put people off in the past! Embrace every element of the wonderful fully edible broccoli, cauliflower or kale, stem-to-tip, and proudly display it on your menu. This creates positive stories and innovative dishes that customers are drawn into trying and talking about outside of the restaurant.

The food industry is one that evolves all the time, but also influences so many. Soon we won't be talking about food waste, we'll be talking about the great food created from the parts that we used to discard; they are the heroes of the plate and should be celebrated.

It takes a bit of thought and skill to deliver a 'wow' on the plate, that's our job. Let's face it, nobody wants to intentionally waste food and nobody would want food that is made from what is perceived as waste. We must continue to push ourselves, creating delicious things out of the ignored, ugly or un-coveted until it becomes part of what we do.

CHECK OUT

a selection of #FORO recipes in the appendix section



TOP TIPS

for
AVOIDING #FORO

#FORO exists, and it's damaging to the environment and to the overall experience of guests, event professionals, venues and chefs. Until now there has been little acknowledgement of the phenomenon, and thus very little offered in terms of a solution.

So, based on our conversations with experts in and out of the industry, we've created the following tips event professionals can adopt **NOW** to address food waste issues.

Bring guests into the conversation, from the outset.

If guests only knew how much some events waste, they'd be 100% on the side of the organiser looking to reduce it. So, speak to delegates from the outset; it's a virtue and says a lot about the event's values, it makes the delegates think about the cost of them not sharing dietary requirements or changing their minds. Make them a part of the conversation, it will be really rewarding for them.

Get the numbers right.

It's so important that the event organisers know who is coming, when they're coming, and at least what they are planning to eat. Over-ordering and back up is a response to a lack of information ahead of an event; with more reliable information we can reduce the amount of waste. Technology can be a big part of this, we can integrate menu data collection in event apps, and even onsite at the events.

Use everything.

Education is key here; we need to create a virtue in front of guests of cooking with ingredients that would usually be thought of as 'wasteful'. Through our events we could be advocates for broccoli stems and eating the whole of the kale. If we get them on side, we can reduce more waste in the kitchen and eventually the home!

Create new menu formats, plants then meat.

There are stories of events (OK, not banquets ... yet) that have gone completely vegan without making a major issue of it. In the end the food spoke for itself and the guests were pleasantly surprised, many of them didn't even notice. The sign on the wall doesn't have to say; 'meat free' it can just say 'great food'.

A less dramatic option is to use meat as a side or garnish, so it's not the main aspect of the plate. Finally, with so many vegans, veggies and healthy eating guests out there, maybe it's time to create a menu that doesn't marginalise them, again, not veggie, not vegan, just great food.

Get chefs out into the event.

This isn't just about theatre, although it does add an extra layer of authenticity and interest for the guest, it's about chefs pushing different food options and being able to regulate waste in real time.

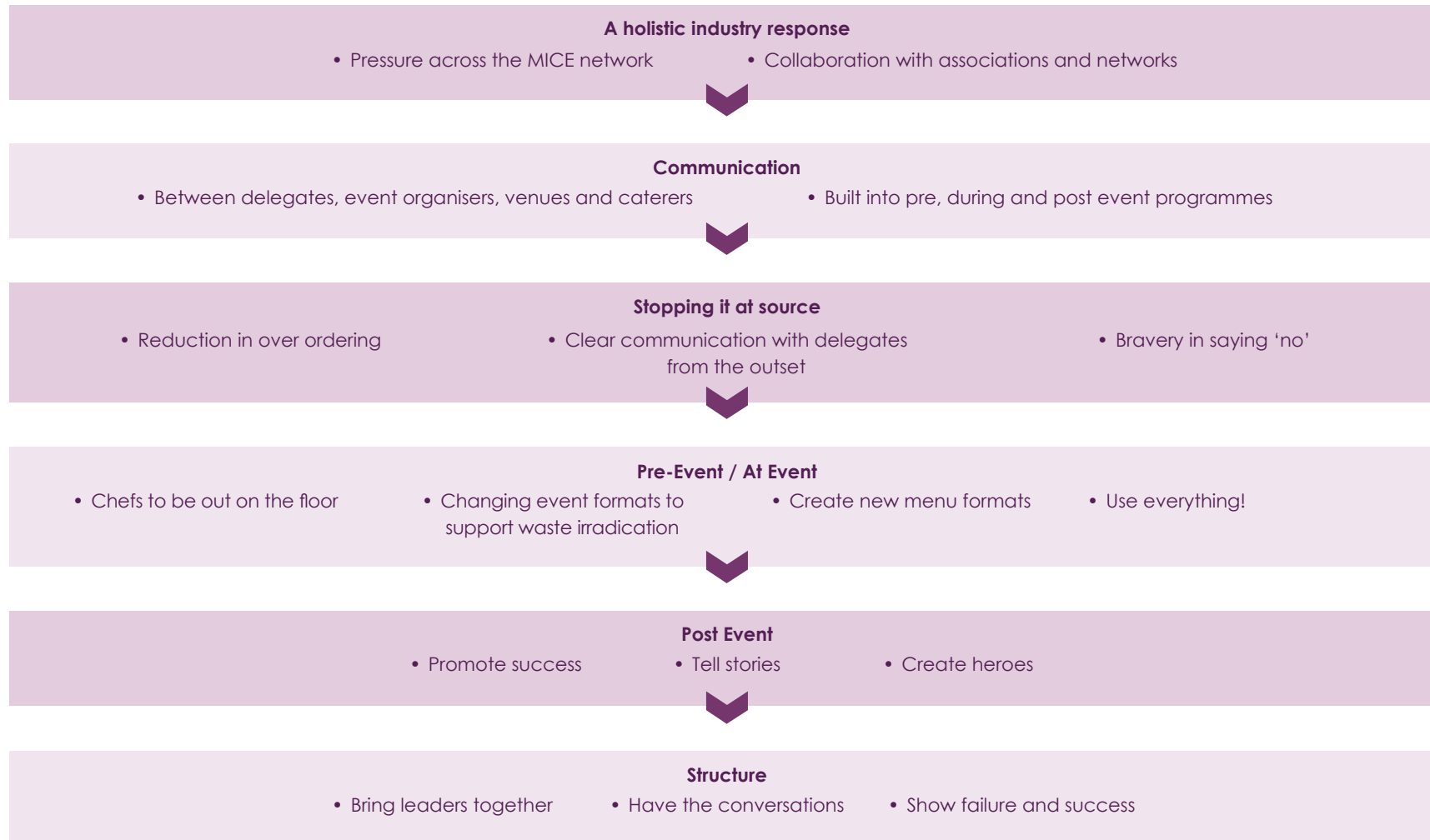
Imagine chef cooking stations, where food is finished, carved and presented to tables, more options are given to the guests from these stations, perhaps something that they would not have chosen before. It adds to the event experience, but moreover it goes to the heart of regulating waste.

Share the numbers.

Delegates should be rewarded for helping the event reduce waste, so where possible share the results of initiatives in food waste. 'How much did we throw away, of what, and how much better was this than last year / time?' This approach not only rewards, it continually reminds delegates of the issues we face as an industry.



PATHWAY TO AN INDUSTRY WITHOUT #FORO



RECIPES



A selection of #FORO recipes from across the Lime Venue Portfolio estate



Broccoli 'stalk' & Cashel blue cheese soup

Chef Tony Maude, Kents Hilln Park, Milton Keynes

Often thrown in the bin, the broccoli stalks deserve some attention and rightfully so! Gram for gram the stalk is just as nutritious as the floret who takes all the glory. They can be eaten raw drizzled with some olive oil and sea salt or just dipped into some hummus, even throw on the BBQ and charred, but then our comforting simple soup recipe is worth trying!



- Why not make your vegetable stock with leftover vegetable trimmings, skin and herb stalks?
- Not a fan of blue cheese? Try another cheese instead.

Ingredients

1 large white onion,
roughly diced

2 tbsp rapeseed oil

1 stick celery or the leftover
root, rough chopped

900g broccoli stalks

800ml vegetable stock

200g cashel blue, crumbled

Pinch salt & pepper

Method

- 1.** Add the oil to a large saucepan over a medium heat, add the onion and cook until soft.
- 2.** Whilst the onions are cooking cut the broccoli stalk into 2cm sized chunks, add them to the pan fry for 2 minutes before adding the vegetable stock.
- 3.** Once the stalks are tender add the cashel blue cheese, then salt & pepper to taste once the cheese has melted puree the soup until smooth before dividing between 4 bowls or 2 if you are really hungry!



Anything goes kimchi

Chef Frank Lusumbili, Eastwood Hall, Eastwood

Well almost anything can go into this recipe....a staple in Korean cuisine, the fermented vegetable dish is usually made with cabbage and a variety of seasoning. We love the dishes versatility by adding all trimmings and scraps to create a fantastic zero waste version! If you do want to add meat, the recipe works brilliantly with fish, pork, chicken or beef added just before serving.

Ingredients

Cauliflower leaves

(from 2 cauliflowers &/or carrot trimmings, scallion tops, cabbage outer leaves or leek tops)

2 garlic cloves
(peeled & crushed)

Fresh ginger, one 15cm piece, peeled & finely chopped

2 **tblsp** honey

2 **tblsp** Korean red pepper powder or gochujang

3 **tblsp** rice wine vinegar

1 **tblsp** table salt

Method

1. Place the honey, ginger garlic, rice wine vinegar salt into a small bowl and mix well.
2. Once mixed massage the mixture into the cauliflower leaves (or whatever vegetables you are using).
3. Add the mixture to a clean kilner jar, press it all down and cover with a muslin (or you can use cling film).
4. Place in the fridge for 5 days to allow it to ferment before serving.



Kale stem vegan pesto

Chef Grzegorz Ostropolski, Milton Hill, Oxfordshire

We have utilised the stalk to create a wonderful vegan friendly pesto, if you cannot get nutritional yeast, a drop of Marmite will give the dish that cheese-like flavour.

Ingredients

50g pine nuts, toasted
1/2 garlic clove
40g kale stems
50ml olive oil
1 tsp nutritional yeast
Salt, pinch
Lemon juice, to taste

Method

1. Toast the pine nuts in a pan until coloured, allow to cool.
2. In a food mixer add the kale stems, garlic, toasted pine nuts and a small amount of oil, whilst the mixer is still running add the remaining oil.
3. Stir in the nutritional yeast (or Marmite), salt & lemon juice to taste.
4. Put into a clean kilner jar and place into the fridge until required.

GO BEYOND

Try mixing your pesto with spiralized courgette





Coffee Grind Granola

Chef Justin Reakes, Alexandra House, Swindon

We serve so many cups of coffee each day, that creates so a lot of coffee grounds. A lot of this goes back to our suppliers who use it as compost to grow vegetables. We enjoy this recipe as much as we enjoy drinking coffee!

Ingredients

- 200g** rolled oats
(gluten free, if desired)
- 100g** chopped raw pecans
- 100g** nibbed almonds
- 2** tbsp coffee grinds
- 200g** chopped dried dates
(pitted)
- 75g** butter
- 75ml** maple syrup
- 1** tsp vanilla extract
- 1/2** tsp sea salt
- 2** tbsp water (to thin)

Method

- 1.** Preheat oven to **180°C**.
- 2.** Combine oats, pecans, almonds, dates, and coffee grinds in a large mixing bowl
- 3.** In a small pot on the stove over medium-low heat, combine the butter, maple syrup, vanilla extract, salt, and water. Whisk until smooth. If the mixture seems to thicken, add additional water 1 tbsp at a time until pourable.
- 4.** Pour the butter mixture over the oat's mixture. Stir really well to ensure all the dry ingredients are moistened.
- 5.** Spread the mixture in fairly even layer onto a rimmed baking sheet, but with very little, if any, space between the ingredients. This is how you'll get the nice big clumps of granola!
- 6.** Bake for 25-28 minutes, shaking the pan and flipping the mixture over as best you can about halfway through.
- 7.** The granola will continue to crisp up as it sits, so don't over-bake or it will burn.
- 8.** Allow to cool before eating. Store any leftovers in an airtight container to keep it fresh.



Overripe Banana bread

Kerry Pearce, Ettington Chase Hotel, Stratford-upon-Avon

An overripe banana turning an unsightly shade of brown is a common sight in fruit bowls. The ripe banana window is short and we get caught short! It might not be a tasty snack anymore but it can be mashed and used up in this brilliant recipe!

Ingredients

- 100g butter
- 175g caster sugar
- 2 eggs
- 3 overripe bananas, (the blacker the better)
- 225g self-raising flour
- 1 tsp baking powder
- 2 tbsp milk

Method

1. Lightly grease the loaf tin and line it with non-stick baking parchment. **Pre-heat the oven to 180°C.**
2. Measure all the ingredients into a mixing bowl and beat for about 2 minutes, until well blended; an electric mixer is best for this but of course you can also beat by hand with a wooden spoon.
3. Spoon the mixture into the prepared tin and level the surface. Bake for about 45 -50 minutes, until well risen and golden brown. A fine skewer inserted in the centre of the cake should come out clean.
4. Leave the cake to cool in the tin for a few minutes, then loosen with a small palette knife and turn the cake out. Remove the lining paper and leave on a wire rack to cool completely.

Go Beyond

For an extra treat try adding nuts or chocolate chips



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