Chilled Food Association

The centre of excellence for the chilled food industry

Annual Report 2023
Contents
CHILLED FOOD ASSOCIATION IN 2023

- 2023 specific achievements
- Our mission
- Our overall strategy and priorities
- 2023 membership and market represented
2023 Specific Achievements

**EU Listeria micro criteria:** Leading Industry Listeria Group engaged with UKG and internationally building evidence base in readiness for EU consultation on potential changes to 2073/2005 requirements. Published guidance on effective environmental sampling and data usage, on action on detection of Lm/Lpp and evidence base at [www.chilledfood.org/Listeria](http://www.chilledfood.org/Listeria). Aiming for law to retain current effective food safety measures including UK best practice. Briefings, webinars, in-person presentations to members, wider industry, enforcers and UKG.

**Brexit:** Established and leading SPS Certification WG (industry, certifiers, Port Health) engaging with UKG resolving issues and supporting eCertification development. Tracking and reporting on EHC applications, certifier burden and costs. Input into BTOM, WF and Trade and Business Commission seeking transparency on risk categorisation for food import rules and a UK/EU SPS veterinary and plants agreement to obviate EU-GB-EU trade bureaucracy.

**Lm Biome:** Developed validated micro method to improve Lm recovery and enable better assessment of microbial reduction efficacy, being used in CPS-funded project with CEBAS (ending 2024) with CFA as an IKC partner. Method paper submitted by CFA for publication in peer reviewed journal and made available to members. Regulatory clarity sought on biocontrol agents.

**Vac Pack/MAP:** ACMSF’s Report on Botulinum Neurotoxin-Producing Clostridia reflects much of CFA input and recognises SUSSL E as an exemplar of multidisciplinary research. FSA 2020 guidance needs to be reviewed and amended to correct lethal rate table error, include toxin testing as part of any challenge testing, and remove non-science-based rules. No timetable yet from FSA for this work, which CFA is seeking.

**Raw RTE fresh produce Spot Buying and Extreme Weather Protocol Guidance** published. Microbiological data collection extended.

**B. cereus and chilled food** including produce: technical paper and statement published.
Our Mission

To promote and defend the reputation, sustainability and value of the professional chilled food industry through the development and communication of standards of excellence in the production and distribution of chilled food.
Where we are

Voice of the chilled food industry, 19 members with >£8.1bn turnover

• Primary Government stakeholder - strong network and relationships
• Recognised as best in class – strong reputation, proven track record
• Authoritative information source – trusted and science-based
• Government influence, confidence and communication
• Industry expertise across core areas
• The first to bring news and solutions to members and Government
• International network, recognition and activity
• £1.4m shelf life, leaf & Listeria research projects
• Common audit standards - CFA Guidelines
• Education & outreach: >2,500 schools & Higher Education using CEd resources
Overarching Priorities

SOLVING PROBLEMS AT INDUSTRY LEVEL

Encouraging and inspiring future talent

- Teaching resources
  - lesson plans and consumables
  - careers information
  - store cupboard Science
- Outreach (STEM Ambassadors)

Lobbying for positive change

- Appropriate risk-based regulation & HMG policy
- Equitable enforcement
- Wider uptake & recognition of best practice including in public procurement

Building knowledge

- Providing training tools supporting common enforcement
- Providing support to Members
- Research funding, promotion, monitoring, reporting

Strengthening supply chain security

- Horizon scanning and up to the minute alerts and intelligence including incidents and Brexit
- Incident resolution and impact minimisation
- Systems & trade issues feedback including to HMG to minimise recurrence potential
What we do

Represent the UK’s chilled food industry to Government, researchers, the trade, media

• Develop and promote best practice standards
• Lobby for favourable regulatory conditions for market growth
• Communicate with stakeholders
• Provide members with:
  • The route to Government
  • Common standards and best practice guidance
  • News & horizon scanning
  • Solutions
  • Incidents support and expertise
  • International network
  • Access to confidential research projects
  • Performance benchmarking data
• Promote careers in the chilled food sector through teaching resources and engagement with teachers and students at all levels
To attract members who:
- Are professional chilled food manufacturers or chilled component/raw material suppliers
- Meet CFA Guidelines standards
- Are certificated to appropriate technical standards
- Have chilled prepared turnover at least £20m p.a.

Promote standards and sector:
- To regulatory bodies
- To policymakers
- To other stakeholders, e.g. academia

Empower CFA members
- Provide route and voice to Government
- Develop and promote best practice throughout the supply chain
- Provide members with science-based tools to assure safety and generate benchmarking data

Solve problems
- Resolve chilled-specific issues
- Catalyse action on issues broader than the chilled food sector alone

Our Overall Strategy
# 2023 Membership

<table>
<thead>
<tr>
<th>*</th>
<th>Agraria Fresh Produce</th>
<th>Bakkavor</th>
<th>B</th>
<th>The Compleat Food Group</th>
<th>Cranswick plc</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Del Monte Quality</td>
<td>Flamingo Horticulture</td>
<td>Naturally Fresh</td>
<td>Greencore</td>
<td>Hain Daniels Group</td>
</tr>
<tr>
<td>**</td>
<td>JePCO</td>
<td>Nature's Way Foods</td>
<td><strong>Northern Foods</strong></td>
<td>Oscar Mayer Quality Foods</td>
<td>PDM The Salad Growers</td>
</tr>
<tr>
<td></td>
<td>Pilgrims'</td>
<td>Samworth Brothers</td>
<td>Stonegate</td>
<td>Vitacress</td>
<td>CFA Chilled Food Association</td>
</tr>
</tbody>
</table>

* PREVIOUSLY FLORETTE UK & IRELAND  
**PART OF 2 SISTERS FOOD GROUP SINCE APRIL 2011
Production

UK’s Retail Chilled Prepared Food Production

- Dressed salads
- Leafy salads
- Prepared vegetables
- Prepared fruit
- Stir fry kits
- Sandwiches
- Sandwich fillings
- Quiches/flans
- Pizza
- Recipe dishes/kits
- Meal accompaniments
  - Sushi
  - Fresh pasta
  - Soups
  - Sauces
  - Dips
  - Dressings
  - Desserts
  - Fresh juice

UK 2022 Market (exc Cooked Sliced Meat): £10.5BN
2023 Officers & Contractors

Chairman: Dr Gary McMahon (Moy Park/Onix)
Technical Group Chairman: Dr Nicola Wilson (Samworth Brothers)
Sustainable Development WG Chairman: Dr Rachel Hackett (2SFG/Northern Foods)
Health & Safety WG Chairman: Mr Phil Kelly (2SFG/Northern Foods)
Director General & Director: Ms Karin Goodburn MBE
Additional Directors: Dr Gary McMahon, Dr Clive Woolley
Health & Safety, Science Projects support: Dr Ken Johnston
Sustainability consultant: Dr Gus Atri
Communications consultant: Ms Gill Harrison
Operations Manager: Ms Charlotte Patrick
Admin support: Mrs Helen Hyde
Micro & Produce support: Mrs Bridgette Clarke
Accountant: Ms Fiona Tufnail
Auditors: CFW Accountants & Business Advisers
Committee Roles & Membership

Executive Committee – CFA’s Board of Directors
- Members’ Senior managers
- Governance inc comms & skills

Technical Group – Technical steer & oversight
- Members’ Senior technical managers
- Farm to final chilled food
- Policy, law, science, GAP, research, incidents, best practice, new workstreams, input into external groups

Sustainable Development WG – Sustainability & CSR
- Members' Environment & CSR managers
- Policy development, data collection, guidance, lobbying

Health & Safety WG – Standards and best practice
- Members’ Senior H&S managers
- Sharing experience & best practice, data collection and analysis, input to HSE (external groups)

Education & Skills WG – Developing future talent
- Chilled STEM Ambassadors
- Members' careers and outreach managers
- Connecting opportunities
- Resource development
CFA’s Spheres of Influence

Our members

- Media
- Government
- Academia
- Professional bodies
- Consumers
- NGOs
- Other trade associations
External Groups Run by CFA

Food and Biocides Industry Group

- Aims to secure:
  - FBOs’ continued ability to responsibly use effective hygiene biocides to protect public health
  - Rational biocides regulation with full impact and hygiene risk assessment
  - Non-pesticide biocide use regulated as contaminants
  - No ‘gold plating’ applying legislation to products not listed in 396/2005
  - Clear enforcement guidance and rationale
- 20 member associations
- Monthly sessions
- www.chilledfood.org/FBIG

SPS Certification Working Group

- Aims to:
  - minimise trade friction in SPS products between GB and the EU/NI by identifying issues and proposing solutions to HMG and its Agencies
  - 28 member professional bodies and associations representing >£100bn to UK Plc
  - Weekly sessions with UKG
  - Seeking UK/EU SPS agreement to reduce GB-EU trade barriers
  - Presented evidence to UK Business & Trade Commission
  - www.chilledfood.org/BREXIT

Industry Listeria Group

- Aims to:
  - share intelligence, develop lobbying messaging and international strategy on potential changes to criteria 1.2a/b in EU Reg 2073/2005
  - 20+ associations, retailers, CFA members, FSA, FSS
  - Monthly sessions including with HMG and its agencies
  - www.chilledfood.org/listeria
# CFA Spheres of Influence - 2023

## Government

<table>
<thead>
<tr>
<th>Logo</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="https://ahdb.org.uk">AHDB</a></td>
<td>Agriculture and Horticulture Development Board</td>
</tr>
<tr>
<td><a href="https://www.gov.uk/government">Cabinet Office</a></td>
<td>Cabinet Office</td>
</tr>
<tr>
<td><a href="https://www.gov.uk/government">Department for Business &amp; Trade</a></td>
<td>Department for Business &amp; Trade</td>
</tr>
<tr>
<td><a href="https://www.gov.uk/government">Department for Environment, Food &amp; Rural Affairs</a></td>
<td>Department for Environment, Food &amp; Rural Affairs</td>
</tr>
<tr>
<td><a href="https://www.gov.uk/government">Department for Science, Innovation, &amp; Technology</a></td>
<td>Department for Science, Innovation, &amp; Technology</td>
</tr>
<tr>
<td><a href="https://echa.europa.eu">ECHA</a></td>
<td>European Chemicals Agency</td>
</tr>
<tr>
<td><a href="https://efsana.europa.eu">EFSA</a></td>
<td>European Food Safety Authority</td>
</tr>
<tr>
<td><a href="https://www.fao.org">FAO</a></td>
<td>Food and Agriculture Organization of the United Nations</td>
</tr>
<tr>
<td><a href="https://www.environment-agency.gov.uk">Environment Agency</a></td>
<td>Environment Agency</td>
</tr>
<tr>
<td><a href="https://ec.europa.eu">European Commission</a></td>
<td>European Commission</td>
</tr>
<tr>
<td><a href="https://www.foodstandards.gov.uk">Food Standards Agency</a></td>
<td>Food Standards Agency</td>
</tr>
<tr>
<td><a href="https://www.hse.gov.uk">HSE</a></td>
<td>Health and Safety Executive</td>
</tr>
<tr>
<td><a href="https://www.gov.uk/government/collections/health-security-agency">UK Health Security Agency</a></td>
<td>Health Security Agency</td>
</tr>
<tr>
<td><a href="https://www.who.int">World Health Organization</a></td>
<td>World Health Organization</td>
</tr>
<tr>
<td><a href="https://www.cfafood.info">CFA</a></td>
<td>Chilled Food Association</td>
</tr>
</tbody>
</table>
**Spreading the word**

**PUBLIC ENGAGEMENT**

- Science presentations
  - Royal Society of Public Health
  - BRGCS
  - Highfield
  - SOFHT

- CFA News
  - Newsletter circulation
  - ~4,214
  - 50 (Hard copy)

- Chilled Education News
  - Newsletter circulation
  - >1,240

- TV/media researcher support

- BBC Business
  - Channel 5

- Food Manufacture
  - Trade media coverage

- Food Manufacture
  - Website: www.chilledfood.org
  - Users: 14,581
  - Page views: 48,243
  - Sessions: 23,778

- Education News
  - Newsletter circulation
  - Users: 18,317
  - Page views: 60,814
  - Sessions: 23,778

- Digital
  - @ChilledFood
  - Followers: 2,110
  - Tweets: 2,319

- TV/media researcher support
  - Themes:
    - Themed spreadsheet of all CEd resources for teachers inc 70 store cupboard science experiments
    - STEAM Northants: 2,500 students attended
    - Online videos for outreach work with partners
CFA Focus Areas

Safety
- Benchmarking data: health & safety, food microbiology
- Driving and sharing best practice from field to factory
- Incidents tracking and resolution
  - Horizon scanning

Research
- Priorities
- Monitoring
- Reporting
- Commissioning

Science

Standards
- Statutory
- International trade
- Commercial
- CFA best practice guidance

Sustainability

Skills

Teacher support
- Lesson plans and consumables
- Training
- Careers information and promotion of sector roles

CFA Aims
- Energy
- Waste
- Water
- Ethics
Standards

Statutory

- **Listeria:** [www.chilledfood.org/Listeria](http://www.chilledfood.org/Listeria)
  - Established and leading group of retailers, associations, members and Government to share intelligence.
  - Developed lobbying messaging, strategy, technical evidence and environmental sampling best practice guidance summary and guidance on action on detection of Lm/L spp
  - Developing partnerships internationally to address expected changes to 2073/2005

- **Brexit:** [www.chilledfood.org/Brexit](http://www.chilledfood.org/Brexit)
  - Defra, Cabinet Office & FSA stakeholder
  - Best practice exchange and issues resolution on composites, including through CFA WhatsApp group
  - Seeking UK/EU veterinary and plants agreement to obviate new bureaucratic burdens and barriers to trade, and systems digitisation
  - Established and leading SPS Certification WG of feed/food chain and certifiers, working with Government

- **Health & Safety WG:** [www.chilledfood.org/health-safety](http://www.chilledfood.org/health-safety)
  - CFA members’ H&S performance much better than general food and drink sector: food industry RIDDOR rate remain at ~800/100k employees over last 5 years; CFA member rate running below 400/100k
  - CFA Emergencies WhatsApp group active 24/7/365 since March 2020. 69 members, 3000+ messages

- **Food & Biocides Industry WG:** [www.chilledfood.org/FBIG](http://www.chilledfood.org/FBIG)
  - Established and leading FBIG lobbying for rational law on food hygiene biocides' non-PPP usage
  - Challenging regulation of dual use biocides under 396/2005, e.g. QACs, PPP definition
Standards

Guidance

- FSA VP/MAP 2020 Guidance and ACMSF Risk Review
  - CFA gave evidence to the ACMSF’s risk review of original 1992 guidance, aiming for retention of flexibility for SUSSLE, correction of lethal rate table, inclusion of toxin testing in any challenge testing, and removal of non-science-based rules.
  - ACMSF final report took forward CFA’s key points and cited SUSSLE as an exemplar of multidisciplinary research
  - FSA timetable for revision of its 2020 guidance is not yet apparent. CFA aims to be involved in its development

- CFA Chilled Food Production Best Practice (5th edition)
  - In development
Implementing SUSSLE (Sustainable Shelf Life Extension)

- **B cereus**
  - Twice yearly survey to support risk management
  - Software relaunched with additional functionality including user management

- **28 SUSSLE workshops** for >321 members to end 2023
  - 6 training courses delivered for members. 77 members trained in 2023 with a 90% pass rate.
  - Software access reviewed at Board meetings. 117 registered users at end 2023
  - Post-training online exam continued in 2023 providing streamlined administration
  - Providing ongoing member support
  - SUSSLEtT and BcereusCCP software user system rebuild provides additional functionality
  - User guidance updated with new screenshots and issued to authorised users

- **NDAs signed with major multiples:**
  - Aldi, ASDA, Co-Op, Lidl, M&S, Morrison’s, Sainsbury’s, Tesco, Waitrose
Science

Lm Biome

- **Lm Biome Project**
  
  - Lm Management Guidance included in basis of 5th ed CFA Best Practice Production Guidelines
  
  - Presented at conferences and webinars:
    - SOFHT (14/2/23): Failed Hygiene = Failed Food Safety Standards
    - RSPH (7/6/23): Listeria, the law and best practice
    - BRCGS (11/7/23): Listeria Management
    - Highfield (23/8/23): Listeria, the law and best practice
  
  - National Biofilm Innovation Centre Industrial Advisory Board member
  
  - Developed validated method to enumerate low numbers of *L. monocytogenes* on salad leaf and submitted to peer-reviewed journal with aim of publication
  
  - Partner in European research project with CEBAS on practicalities of biocontrol
  
  - Provided Lm training for a retailer
CFA’s unique SUSSLE, *Listeria* and *B. cereus* systems user management functionality further developed

**Listeria data**
Food and environment data submission, analysis and benchmarking by site and company.

**SUSSLEtT**
Evaluation of thermal process with respect to the defined SUSSLE Process (*C. botulinum*).

**BcereusCCP**
Evaluation of thermal process with focus on cooling phase with respect to SUSSLE (*B. cereus*).

**B. cereus data**
Food data submission, analysis and benchmarking. Mandatory completion by member SUSSLE users.

Guidance for Members to update their users' details to access *Listeria* and *B. cereus* systems was live March 2023.
**Sustainability**

**Government**
- **Forest Risk Commodities**
  - UK SS Roundtable and Manifesto signatory
  - UK SPO stakeholder
  - Members’ sites RSPO-certified predominantly
  - Submission on forthcoming due diligence regulations
  - Soy Manifesto
  - EU Deforestation-Free Products law
  - UK national transition plan for securing deforestation & conversion-free soy
  - Presentation from AIC
- **Climate-Related Risk Disclosure** law
- **Net zero target planning**
- **Potential food safety impacts of reaching net zero status: FSA project**

**NGOs**
- **WRAP**
  - Shaped Courtauld 2030
  - **UK Food Waste Reduction Roadmap** early adopter
  - **UK Plastics Pact** signatory
  - Member of **WRAP WGs**:
    - Green House Gas accounting and reduction
    - Net Zero Carbon
  - **Water Roadmap**
    - Signatory and inputted into development
- **IGD Environment Labelling Initiative**
  - inputted into development

**CFA Data**
- **CFA Sustainability Aims**
  - Members use **Food Waste Reduction Roadmap** to collect data. Some members have also set mid-term waste reduction targets and are working towards achieving these
  - Maintained site zero food waste to landfill status
  - Members redistributed 9 million meals in 2022 and 38.5 million since 2017
Produce

Micro
- Expected changes to EU Listeria legislation
  - Forewarning & lobbying planning
- Micro data collection
  - Product & environmental (being extended)
- Research
  - Monitoring & reporting
  - Biocontrol applications
- Lm Biome Project
  - Decontamination technologies

Chemical
- Biocides law
  - Lobbying to protect hygiene & use risk basis
  - Inappropriate EU PPP/dual use biocides regulation e.g. QACs – Brexit aspects
  - Biocidal Products Reg now reflects food hygiene uses
  - Implementing FBIG chlorate minimisation guidance and using principles for QACs

Best Practice
- Raw RTE produce protocol guidance issued:
  - Spot Buying
  - Extreme Weather
  - Alignment with retail WGs

Govt
- Incident liaison
  - UKHSA/FSA information sharing
- National Critical Infrastructure
  - Food Supply Resilience Planning Group
- Brexit
  - SPS requirements
### Skills - securing future talent

Enthusing & inspiring future generations of chilled food professionals

<table>
<thead>
<tr>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Association for Science Education</td>
</tr>
<tr>
<td>The Big Bang Fair</td>
</tr>
<tr>
<td>British Nutrition Foundation</td>
</tr>
<tr>
<td>Countryside Classroom</td>
</tr>
<tr>
<td>D&amp;T the design and technology association</td>
</tr>
<tr>
<td>Food Standards Agency</td>
</tr>
<tr>
<td>Food Teachers Centre</td>
</tr>
<tr>
<td>Improve</td>
</tr>
<tr>
<td>Institute of Food Science + Technology</td>
</tr>
<tr>
<td>Moulton College</td>
</tr>
<tr>
<td>National STEM Centre</td>
</tr>
<tr>
<td>Northampton College</td>
</tr>
<tr>
<td>Nuffield Foundation</td>
</tr>
<tr>
<td>Royal Society of Chemistry</td>
</tr>
<tr>
<td>schoolscience</td>
</tr>
<tr>
<td>Sheffield Hallam University</td>
</tr>
<tr>
<td>STEM Learning</td>
</tr>
<tr>
<td>tes</td>
</tr>
<tr>
<td>University of Northampton</td>
</tr>
<tr>
<td>Young Enterprise</td>
</tr>
<tr>
<td>CFA Chilled Food Association</td>
</tr>
</tbody>
</table>
## Delivery mechanisms

### Food & Science Teachers

- Regular engagement via Food Teacher Centre Facebook group (9.1k members)
- Supported Food Teachers Centre with teacher packs at 25 events
- Joined LEAF’s Countryside Classroom Initiative promoting Chilled Education resources across their 12,000-teacher subscriber’s network.
- Resource hub including 7 CFA food science lesson plans
- Shopify platform improving access to CEd and CFA resources. 5,604 online sessions and 606 orders to date. Total sales £1,506.90
- British Nutrition Foundation - video produced for its Teaching Primary Food and Nutrition professional development programme

### Resources for Schools

- Themed Flyers (UV Torches, Summer Fun)
- 70+ store cupboard science experiments developed, posted and promoted

### CEd digital

- **CEd website**: 60,814 page views
- **CEd in social media**: X, Facebook, LinkedIn promoting themed activity
Chilled Education’s blend of face to face and virtual activity.

CEd on camera

Created video for British Nutrition Foundation’s free *Teaching Primary Food and Nutrition* professional development programme for primary school teachers, trainees and teaching assistants. The programme aims to build confidence and competence in teaching food and nutrition, to support high quality teaching and learning.

Inspiring career choices

Engaged with Northampton College students in Applied Science Level 3 Second year who were about to make their decisions on university, apprenticeships and employment.

STEAM Northants at University of Northampton. More than 2,500 school student staff from > 45 schools and colleges visited the event - the biggest county ‘careers expo’ for 10-18 year olds.
CFA conducted its regular online meetings and calls with Members, defra, FSA, Cabinet Office, Industry *Listeria* Group (est. 2021), SPS Certification Working Group (est. 2021 to work with Govt on Brexit practicalities), FBIG, and many others.

CFA monthly team meetings

National and international conferences and webinars

CFA WhatsApp groups:
- Emergencies
- Technical & Brexit
- Produce
- Sustainability
- Executive Committee
- Food & Biocides Industry Group
- European Chilled Food Federation
- SPS Certification Working Group
- Industry *Listeria* Group

“We find the CFA What’s App groups invaluable. They perform a very important role - keeping us informed in the here and now. By providing instant information they enable us to react quickly when needed.”

Nicola Wilson, General Manager Westward Laboratories, Samworth Brothers & Chair of the CFA Technical Group
in 2024

Lobby for positive change

• Regulation
  • Lm microbiological criteria 1.2a/b in EU Reg 2073/2005

• Brexit & 3rd country trade rules protect food safety and facilitate trade, e.g. SPS agreement and digitisation

• Sustainability legislation:
  • EPR (packaging)
  • Deforestation due diligence
  • Climate Change Levy Agreement reform

• Biocides rationality inc on QACs

• Codes/guidance
  • ACMSF/FSA: VP/MAP guidance risk assessment review implementation

Engage externally

• Government & its agencies
  • Regular dialogue
  • Incident resolution
  • Briefings and site visits for staff for CPD

• NGOs
  • WRAP
  • Efeca

• Media
  • Trade press
  • Broadcast
  • Social

• Wider industry
  • Industry Listeria Group
  • SPS Certification WG
  • FBIG
  • European Chilled Food Federation

• Professional bodies
Build knowledge

• **Micro benchmarking**
  - Use data to develop new interventions
  - Widen scope: Develop additional systems

• **Alliances**
  - SPS Certification WG (Brexit)
  - Industry *Listeria* Group
  - Alliance for Listeriosis Prevention
  - Food & Biocides Industry Group (FBIG)

• **Research** monitoring & alerts

• Develop **position/information statements** for specific topics requested by members

• **Lm Biome** projects
  - Investigate using biocontrols

• **NBIC** participation

• **Health & safety**
  - HSE Common Strategy, best practice and benchmarking

Transfer knowledge

• **Support Members**
  - Net Zero Carbon
  - WRAP Waste and Water Roadmaps
  - Packaging – UKPP, Plastics Tax
  - Brexit
  - Incident Management
  - Technical briefings
  - SUSSLE workshops
  - Sustainability Aims benchmarking
  - Produce *E. coli* data collection and benchmarking

• **Publish guidance**
  - Best Practice
  - SUSSLE (eligible Members)

• **Support teachers**
  - Food and science
• Virtual science & careers sessions
• Add further career paths & job descriptions
• Develop Chilled STEM Ambassadors
• Support food science courses virtually
• Support Members’ recruitment & careers activity
• Support teachers with resources to differentiate chill
• Develop additional online resources for schools & careers support
• Improve distribution of teaching consumables
The centre of excellence for the chilled food industry

CFA is grateful to Greencore for many of the images used in this report.