

The Hospitality and Food Service Agreement Taking action on waste

wrap

A CATALYST FOR CHANGE

- ① Winning hearts and minds
- ② Working together in partnership
- ③ Pioneering change
- ④ Operational improvements

Introduction



Introduction

“The Hospitality and Food Service Agreement has been a catalyst for change, providing motivation and inspiration to businesses in preventing waste, increasing recycling rates and saving money. We would like to thank signatories and supporters for leading this change. However we recognise there is more work to be done, and we will build on these solid foundations as we work with signatories to deliver the Courtauld Commitment 2025.”

Marcus Gover, Chief Executive, WRAP



“The British Hospitality Association has been a strong supporter of the HaFSA, which has been influential in driving change forward within the sector to reduce waste and increase recycling rates. This is better for business, better for customers, as well as better for the environment. We now need to look to the future to continue building on these successes.”

Ufi Ibrahim, Chief Executive, British Hospitality Association

“Chefs used to be blind to food waste, but the situation is finally changing. WRAP and HaFSA have driven the issue into the spotlight, and industry has reacted to develop a range of tried and tested ways to tackle food waste. This ranges from guides and education programmes to tools such as waste metering systems such as Winnow and LeanPath and the free Unilever Wise Up to Waste app, which helps restaurants identify and tackle their food waste.”

Footprint Intelligence, 2016¹

1. Footprint Intelligence (2016). Footprint Sustainability Index: Trends Report 2016. www.plate2planet.co.uk/wp-content/uploads/2016/05/Footprint-Sustainability-Index-Report-proof-11.pdf

Martin Kersh,
Foodservice Packaging Association



Background to the Hospitality and Food Service Agreement: Taking action on waste

Nearly **1M tonnes** of food is wasted each year by the hospitality and food service sector in the UK, at a cost of over **£2.5 billion**



This is equivalent to more than **1.3 billion meals** being wasted,



or one out of every six meals served²

The HaFSA was an ambitious, three-year voluntary agreement developed by WRAP with the industry, for the industry, and supported by all UK governments.

It was launched in 2012 with the aim of reducing waste and increase recycling rates within the sector in the UK.

Over 230 leading signatories and supporters were brought together under the HaFSA to support these aims, covering approximately 25% of the UK sector³. A number of these organisations are continuing to work with WRAP under the [Courtauld Commitment 2025](#) voluntary agreement.

WRAP developed and delivered the HaFSA using funds from the Governments in England, Scotland, Wales and Northern Ireland.

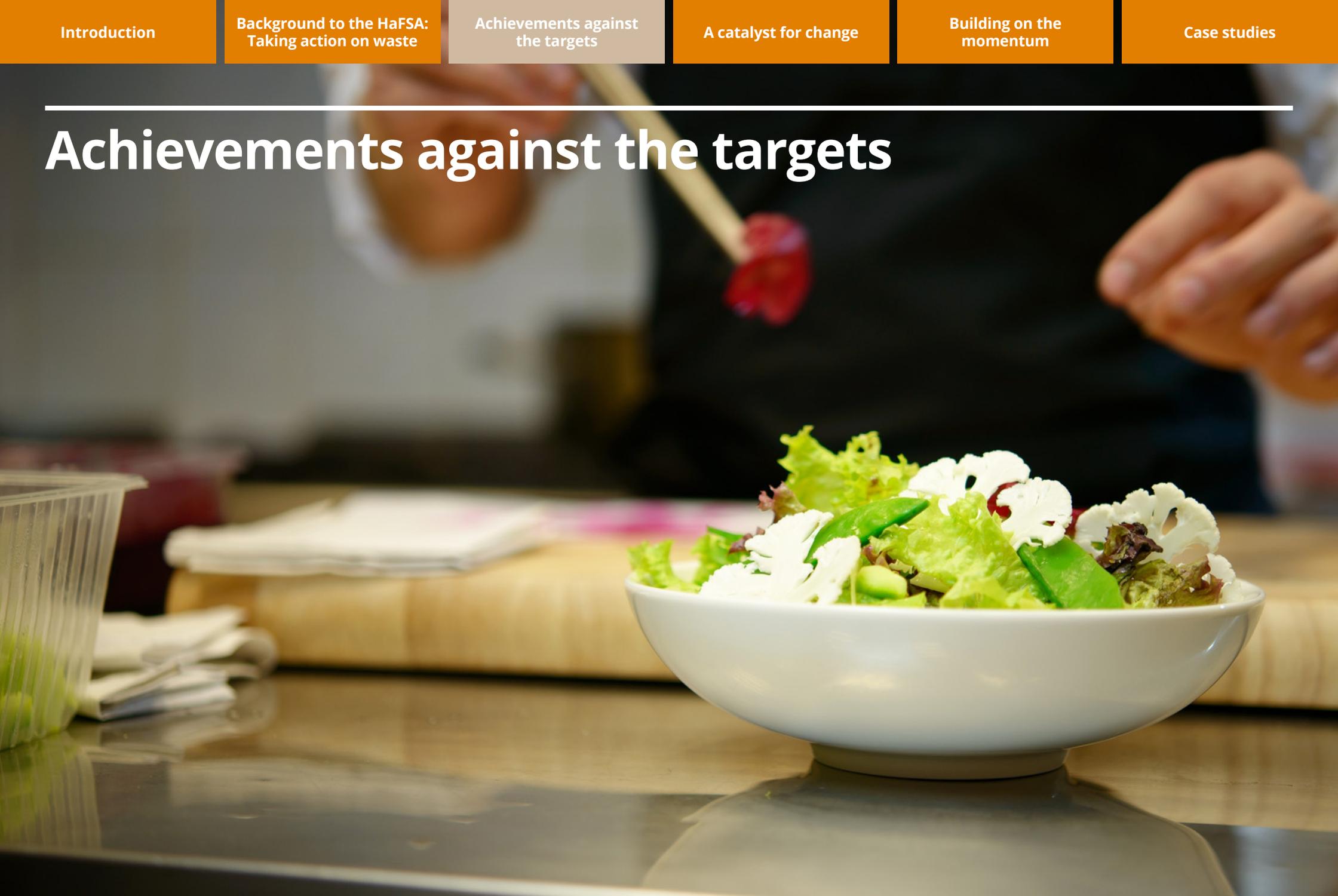
See the full list of signatories and supporters [here](#).

Over 230 signatories and supporters were brought together under the HaFSA.

2. Figures referenced from WRAP (2013). Overview of Waste in the Hospitality and Food Service Sector. www.wrap.org.uk/wasteinhafs

3. This was calculated by food and drink sales, including wholesale and distribution.

Achievements against the targets



Achievements against the targets

The HaFSA had two targets, for prevention and waste management, which were owned by WRAP and collectively delivered by the signatories:

Prevention target:

To reduce food and associated packaging waste by 5% by the end of 2015. This was against a 2012 baseline and was measured by CO₂ emissions (CO₂e) saved.



What has been achieved?

There has been a reduction in CO₂e of 11% against the baseline of the Agreement. This is a reduction of over 80,000 tonnes of CO₂e and 31,000 tonnes of both food and packaging waste.

The amount of surplus food being sent for redistribution has more than doubled, from 360 to over 760 tonnes.

Table 1: Changes in food and packaging waste

What has been achieved	Baseline	2015	Change	% change
Food waste (tonnes)	117,400	105,800	-11,600	-10%
Packaging (tonnes)	166,600	146,900	-19,700	-12%
Overall (tonnes)	283,900	252,700	-31,200	-11%
Overall associated CO₂e tonnage	769,000	685,500	83,500	-11%

Over the lifetime of the HaFSA, the estimated weight of food waste avoided by the signatories was **24,000 tonnes** with a value of **£67 million** (assuming a food waste cost of £2,775 per tonne⁶); this is equivalent to **48 million meals** (assuming a meal weighs 500g).

Food waste avoided over the lifetime of the HaFSA

24,000
tonnes



worth
£67M

4. The baseline year is either 2012 or 2013 for each signatory depending on data availability. This is primarily due to some signatories joining the agreement in 2013.

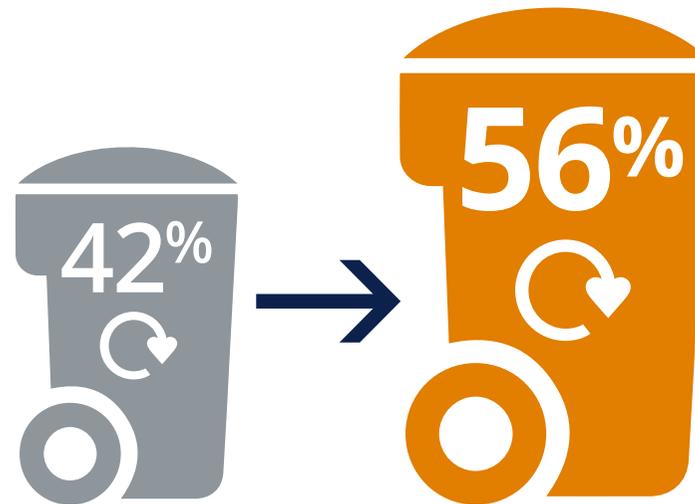
5. Figures in the tables have been rounded.

6. WRAP (2013). The True Cost of Food Waste within the Hospitality and Food Service. www.wrap.org.uk/sites/files/wrap/The%20True%20Cost%20of%20Food%20Waste%20within%20Hospitality%20and%20Food%20Service%20Sector%20FINAL.pdf

Waste management target:

Increase the overall rate of food and packaging waste recycled, sent to anaerobic digestion (AD) or composted to at least 70% by the end of 2015.

56%
achieved of **70%**
target



Over the lifetime of the HaFSA the recycling rate increased from 42% to 56% by the end of 2015.

What has been achieved?

This target has not been met in full, but there has been an increase in the rates of recycling of both food and packaging waste. Overall, the rate of recycling for both food and packaging has grown by 14 percentage points to 56% over the lifetime of the agreement, an increase of one-third.

This target was very ambitious to achieve within the timescales as it was not possible in practice for some signatories to change their waste management contracts to incorporate food waste collections. What we have seen is that the recycling rate of food waste has increased by more than half over the lifetime of the HaFSA and the recycling rate of packaging is at almost 70%.

Table 2: Changes in the recycling rates of food and packaging waste

	Baseline	2015	% change
Food waste recycling rate	25%	40%	60%
Packaging recycling rate	55%	69%	25%
Overall recycling rate	42%	56%	33%

Over the lifetime of the HaFSA, the estimated additional food and packaging waste recycled by the signatories was **95,000 tonnes**.

WRAP worked closely with signatories to develop their baseline and report data each year. Waste and packaging data for 2015 was compared against their baseline data⁷. Data has been normalised to take into account changes in business turnover of the signatories.

The reach of the HaFSA has gone beyond the achievement of the targets, with a number of initiatives being delivered with supporters to increase awareness of waste prevention and increasing recycling rates and to share good practice more widely across the sector. These included the development of guidance for the Hospital Caterers Association, and working with government departments such as the Ministry of Defence on waste prevention.

7. The baseline year is either 2012 or 2013 for each signatory depending on data availability.

A catalyst for change



A catalyst for change

The HaFSA has proved a catalyst for change across the sector, providing motivation and inspiration to businesses to prevent waste and increase their recycling rates. It has, in effect, been changing the way the sector does business. The success of the HaFSA can be shown by the two Footprint Media awards it has won for Stakeholder Engagement (2014, 2015).

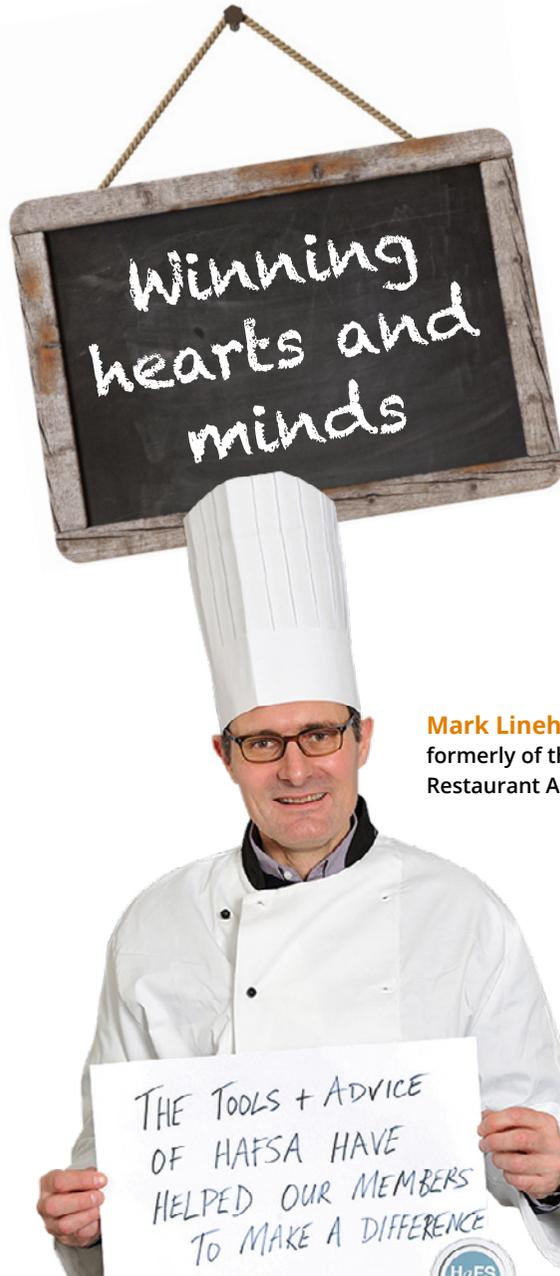
Of WRAP's winning entry for the HaFSA, the judges said,

"It is this type of initiative that will drive progress within the foodservice market and WRAP need to be applauded and recognised for their work."

Another said,

"This organisation continues to drive forward the agenda, which in turn has opened the eyes of the industry, as can be seen by the number of initiatives within the sector."





Mark Linehan,
formerly of the Sustainable
Restaurant Association

Successful achievement of the HaFSA targets has required awareness of the issues and opportunities for food waste and packaging prevention and recycling to be raised across organisations. Winning the hearts and minds of employees and other stakeholders has been critical for success. Communication needs to be open and regular to enable all staff at all levels to feel engaged and contribute. Objectives and targets also need to be visible.

To deliver change within businesses, awareness needs to be raised among the staff/employees – awareness of the issues and their implications, as well as opportunities to deliver change. This is very much about changing the behaviour/working practices of staff, customers and suppliers. Working closely with some HaFSA signatories, WRAP developed training modules on reducing food waste.

“WRAP was instrumental in developing a food waste training programme for OCS that included a measurement mechanism and was capable of being delivered to all our catering teams. The training was well received and understood by our teams, and after training at the pilot sites, where we demonstrated a 7% reduction in food waste, we rolled the programme out to all of the OCS catering teams in April 2016. I am confident that by training and informing our staff, we are well on our way to reducing the food waste within OCS to the benefit of our clients, and the environment.”

Paul Cowie, Head of Catering, OCS Group UK Limited

See our ‘Winning hearts and minds’ **CASE STUDIES** here





Lucy Aldrich-Smith,
British Hospitality Association

Through the right people working together to deliver a shared goal, the HaFSA has shown that 'the whole is greater than the sum of the parts'.

Over the lifetime of the HaFSA, WRAP brought the industry together to tackle common challenges in a series of working groups – from food waste prevention to packaging to waste management services procurement. Outputs were shared across signatories to the agreement.

“Being involved with HaFSA provided the Edinburgh International Conference Centre (EICC) with an opportunity to raise awareness, and share and demonstrate good practice within the sector. The working group provided a sector-specific opportunity to share good practice and puts a high expectation on participants to achieve, therefore increasing focus and maximising partnerships and working together. This is particularly effective when we have tight remits and expect results”

Reynaldo Guino-o, Business Excellence Manager, EICC

See our 'Working together in partnership' **CASE STUDIES** here





Laura Hopper,
PlanZheroes

To build momentum first of all, managers need understand what 'good' looks like and how it can be built into the business. Some pioneering signatory businesses led the way in doing things differently. These pioneers then shared their insights more widely across the sector through the HaFSA to inspire other businesses to take action.

WRAP building the evidence-base

For the first time in 2012, the hospitality and food service sector in the UK understood the amount and type of food being wasted with the publication of an in-depth piece of research from WRAP – nearly 1 million tonnes of food being wasted a year, with an estimated cost of over £2.5 billion. This information has really raised awareness of food being wasted across the sector and encouraged organisations to take action.

“Partnering with WRAP gave us access to independent viewpoints on the composition of our waste streams, as well as expert advice on best-in-class options for dealing with them. This insight informed our waste strategy and allowed us to work with our nominated waste partner to achieve both financial and sustainability objectives from our new waste contract.”

Steve Packer, Head of Supply Chain, Pizza Hut Restaurants UK

See our 'Pioneering change' **CASE STUDIES** here 



Mike Hanson,
BaxterStorey

Reducing food waste and/or increasing recycling rates can have substantial business benefits, from financial savings to improving customer satisfaction. These could be small changes or step changes – both make a difference and improve operational efficiency.

The Dragon Hotel, part of Macdonald Hotels & Resorts, took part in a WRAP pilot project to help a cluster of hospitality and food service businesses to reduce food and packaging waste. By the end of the six-month pilot, the hotel had reduced costs by £3,000 and increased recycling rates through simple no- or low-cost measures. The hotel is now saving around £15,000 a year.

“We knew we should do something but thought that changing anything would result in additional cost to the business. At first I couldn’t believe that we’d be able to save money but now that we can see the savings, everyone is keen to do their bit and make it work even better. The staff have been great in taking on board new ways of doing things.”

Cath Garcia, General Manager, The Dragon Hotel

“In all our kitchens we have introduced a system to segregate food waste, weigh it and then report it through our online accounting system. This has enabled us to establish volumes of food being wasted as well as the sites being aware of the impact of this food waste on their own gross margins. Through this, coupled with robust training at all levels to develop lasting behavioural change, we have reduced the amount of food being thrown away by over 35% and saved over £3 million in food and beverage costs, whilst saving our clients over £1 million in disposal costs and over £350,000 in energy.”

Mike Hanson, Head of Sustainable Business, Baxter Storey

See our ‘Operational improvements’ **CASE STUDIES** here



Building on the momentum



Building on the momentum

WRAP is continuing to build upon the momentum of the HaFSA with two sector-wide initiatives:

- 1. The Courtauld Commitment 2025 (C2025)** was launched in 2016. This is an ambitious 10-year voluntary agreement that brings together organisations from across the food system. C2025 includes the hospitality and food service sector as well as retailers and food and drink manufacturers from across the UK.

Signatories include leading businesses, sector organisations and local authorities. They are working together to develop good practice solutions that increase resource efficiency across the food chain and share these results more widely. This includes changes in business operations and the ways that businesses engage with suppliers and customers.

C2025's **Hospitality and Food Service Working Group's** initial priority for the hospitality and food service sector is to increase the adoption of methods for measuring and monitoring food waste. WRAP will be working with leading signatories to develop a focused plan to encourage businesses across the sector to take action. To find out more about this activity, email hafs@wrap.org.uk



To keep informed about best practice, sign up to our [newsletter](#).

- 2. The Food Waste Recycling Action Plan (FWRAP)** builds on the work of the HaFSA to increase recycling rates by promoting the case for change and encouraging businesses to separate their food waste and to recycle it. More information can be found on the FWRAP [here](#).

8. www.cop21paris.org

The shared ambition of the signatories to C2025 is to cut the waste and greenhouse gas emissions associated with food and drink in the UK by at least one-fifth per capita in 10 years, and to reduce the impact of water use, with cumulative savings of around £20 billion.



Janine Mills,
Institute of Hospitality

Case studies



Case studies

Winning hearts and minds

Unilever make it easier to measure and track food waste

As a key supporter to the HaFSA, in 2013 Unilever Food Solutions launched their 'Wise Up on Waste' app – an extension of their web-based toolkit, for professional kitchens to monitor and track food waste and look at ways to reduce food and consequently costs. The app has been downloaded over 5500 times with positive results being seen in kitchens across the UK. Unilever Food Solutions has been sharing case studies on how much food saving individual operators have achieved and these are being used to encourage other operators to take action.

Unilever Food Solutions have now been working alongside its customers to develop bespoke activities to support their businesses. For example, a training program was developed to support the roll out of the app across all sites of a large contract caterer guiding them through monitoring and reducing their food waste.

“Unilever Food Solutions really valued being a supporter of the HaFSA agreement, which enabled collaboration across the industry to raise awareness and drive food waste monitoring and reduction. We look forward to continuing the HaFSA work within Courtauld 2025.”

Wendy Duncan, R&D Deploy Manager Unilever Food Solutions UK



Wendy Duncan,
Unilever Food Solutions

‘Winning hearts and minds’ **CASE STUDIES** continue here



Case studies

Winning hearts and minds

CIEH works with businesses to raise awareness

Reducing food waste is a key part of the food policy of the Chartered Institute of Environmental Health (CIEH). As an active HaFSA supporter, CIEH has worked with WRAP to help businesses to prevent food waste across the sector. One of the ways this has been achieved is through the engagement of environmental health practitioners (EHPs), who provide advice to businesses on the actions required to prevent food waste. WRAP has worked with CIEH to:

- develop a food waste prevention webpage, that signposts users to key support and guidance;
- produce online screencasts with step-by-step guidance for EHPs on providing businesses with advice on saving money by reducing waste and signposting them to relevant guidance; and
- run workshops to embed best practice in waste prevention and recycling in the sector.

Through this work, EHPs are reinforcing basic good practice, including through guidance on storage, stock rotation and better stock awareness. EHPs also show businesses how they can better assess wastage by measuring what is thrown out, and advise on more efficient menu designs by, for example, offering customers a choice of portion sizes. Businesses report that they appreciate the face-to-face help and support that EHPs provide.

CIEH and The Institute of Food Safety, Integrity and Protection (TiFSiP) continue to work with WRAP as members of the Courtauld 2025 Hospitality and Food Service Working Group. Going forward, this will include further support to assist EHPs in encouraging food businesses to reduce food waste, not only to improve their sustainability but also to save money through improved waste control practices.

“The EHPs are in an ideal position to advise businesses on simple strategies to cut waste and signpost them towards relevant advice and tools; the waste prevention messages also align with our sustainability objectives that we also promote to our membership. The provision of excellent support materials, including focused training for environmental health, makes the task much easier.”

Jenny Morris, Head of Operations, The Institute of Food Safety, Integrity and Protection



‘Winning hearts and minds’ **CASE STUDIES** continue here



Case studies

Winning hearts and minds

Inspire Catering engages with clients to waste less food

Based in Stirling, Inspire Catering operates throughout the UK, providing catering services to a range of commercial and educational organisations. Since signing up to the HaFSA, Inspire Catering has transformed its business strategy, ensuring that environmental commitments are embedded in service delivery. Its actions have achieved food waste savings of over 5% annually to date, contributing to progress towards Inspire Catering's target of a 15% reduction in food waste across all its sites – the equivalent of 33 tonnes of food waste and £73,000 in cost savings annually.

Among the specific measures implemented are:

- reducing prepared food and plate waste for high wastage items such as rice, chips and garnish;
- looking at patterns of wastage and using menu planning to maximise use of ingredients; and
- improving portion control and encouraging portion options.

Inspire Catering has also actively engaged clients with a series of innovative campaigns to raise awareness of food waste, including:

- taste and try before you buy;
- wall of waste, raising awareness to reduce food waste;
- waste mascots, such as Columba the Carrot, designed by school pupils;
- green champions and pupil recognition schemes;
- Pulse, a newsletter promoting green initiatives;
- encouraging sign-up to international initiatives such as World Earth Day and World Health Day; and
- promotion of WRAP's consumer-facing Love Food Hate Waste campaign.

In addition, Inspire Catering has rolled out its Environmental Operations Manual and trained Green Champions to drive resource efficiency at site level.

“With the help and support of HaFSA, we have reviewed all of our waste practices and implemented changes as to how we approach sustainability within our business. Through a number of proactive waste management initiatives, we have refreshed and updated our Environmental Operations Manual. Additionally, our on-site catering teams have completed waste awareness training and we have a number of Green Champions throughout our business.”

“Through our work with HaFSA, we are now better informed on measuring and quantifying our contribution towards waste targets. This means that we set key performance indicators for all client sites to proactively assist our clients to achieve their own environmental objectives.”

Denise Coulter, Quality and Training Manager, Inspire Catering

Case studies

Working together

MOD caterers work in collaboration to develop best practice guidance

The Defence Infrastructure Organisation (DIO) worked in collaboration with WRAP at five Ministry of Defence (MOD) sites to identify how food waste could be reduced. In collaboration with the MOD's catering providers, food waste was measured at the sites over four weeks in 2014. Food waste was broken down into:

- spoilage – food that had expired or been damaged;
- preparation – waste produced during preparation, for example vegetable peelings;
- plate – uneaten food that has come back from the customer; and
- over-production – surplus food that was uneaten after service that could not be used for future service.

The information gathered was used to establish a baseline from which progress could be measured. The next step was to look at the reasons why food was being wasted. The catering staff then discussed their ideas on how to reduce this waste.

There was already a lot of good practice happening to reduce food waste, so the project built on this as well as identifying further opportunities to make efficiencies. The good practice was shared with other sites and across the caterers, with everyone working together to deliver a shared goal. From this, a guide to reducing food waste at MOD sites was developed. The guide explains the cost of food waste, ways to take action, and provides practical 'how-to' information, including comprehensive checklists, waste tracking sheets and action plans, to help caterers tackle food waste.

Recommendations from the work have now been incorporated within facilities management guidance at all UK MOD sites. This includes measuring and monitoring food waste, continuing to build understanding of effective actions and improvements, and sharing lessons learned across all locations. DIO is also using the findings to inform its wider work programme to reduce waste, improve waste data and inform a strategy on changing behaviour.



'Working together' **CASE STUDIES** continue here



Case studies

Working together

Spirit Pub Company transforms its waste management operations

Before becoming part of Greene King, Spirit Pub Company operated a number of managed and leased pubs throughout the UK under a variety of brands, ranging from the premium pub dining chain, the Chef and Brewer brand, through to the value offers of Flaming Grill and John Barras pubs.

In 2010, the company started a project to transform waste operations in all its pubs. The aim was to minimise waste going to landfill, maximise recycling values and reduce the carbon footprint and overall costs. This led to a total review of Spirit's waste supply chain, working in partnership with industry stakeholders and engaging key distributors to become partners in the project. The review looked at the potential value of the waste that could be recycled and the options for handling it on site or through backhauling using the existing delivery infrastructure. What Spirit found was that all pubs were receiving an average of 4.6 deliveries a week, yet these vehicles were empty when they left the sites.

As a result, a series of innovative backhauling measures were developed and implemented, including:

- an out-of-town solution to return food waste, card, plastics, tins and used cooking oil; and
- a city solution to return card, used cooking oil and crushed glass through the use of a purpose-built glass-crushing machine.

A key part of the solution was installing compartments in the unused space underneath each delivery vehicle; this meant that food waste could be transported back while avoiding cross-contamination. Each pub then started segregating food waste in a designated food waste bin in the kitchen area and storing food waste in biodegradable bags in sealed totes ready for collection. Pubs were supplied with a cage to fill with drums of used cooking oil and flat-packed waste cardboard, and a weatherproof shroud to protect the card from getting wet which can affect its recycling value.

One of the challenges was in training pub staff so that they understood the need to segregate waste correctly. Waste recycling returns were measured regularly to identify whether any additional support was needed. An annual statement is produced for each pub, which includes the value saved by each pub and credits their 'profit & loss' for the amount recycled, so incentivising staff to recycle more. The initiative saw the recycling rate increase dramatically, and the company achieved financial savings of over £1.6 million.

"The Hospitality and Food Service Agreement has been a key element in driving forward our waste management strategy as it has provided an industry platform to share best practice and industry knowledge and to deliver financial and environmental benefits."

Vance Fairman-Smith, Director – Supply Chain & GNFR, Greene King

Case studies

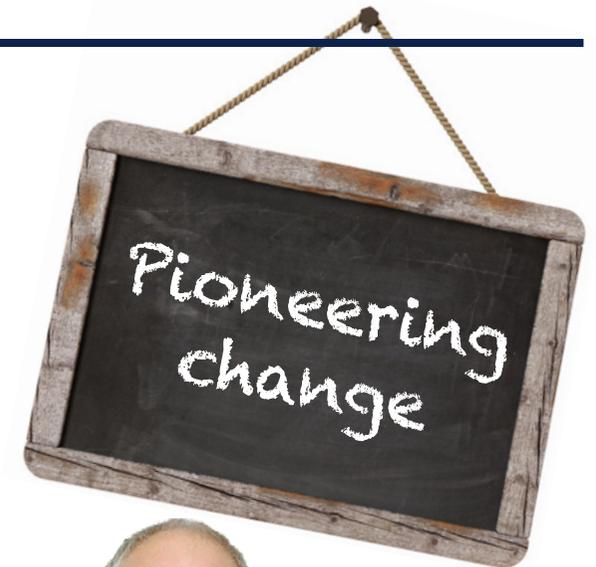
Pioneering change

KFC pioneers a food donation scheme

KFC specialises in freshly cooked fried chicken. Despite having systems to ensure that food waste is kept to a minimum, some chicken is wasted. To tackle this, KFC launched a food donation scheme to give unsold chicken (products that were still safe to eat) to local charities where it could be used to feed those in need within the community. The scheme was piloted at a KFC restaurant in Brixton in May 2014, with donations of chicken going to local charity Ace of Clubs.

To roll out the scheme to a new restaurant, KFC has installed the necessary equipment to freeze and store unused chicken safely and has identified and signed up local charities to the scheme. KFC staff take unsold chicken and carefully package and freeze it so that it can be stored until the local charity can collect it, with collections taking place at least twice a week.

By June 2016, the scheme had been implemented in 100 restaurants, with new restaurants being added all the time and over 35,000 meals donated to local charities. KFC aims to have the scheme in around 300 restaurants by the end of 2016 and in as many restaurants as possible by the end of 2017.



Ian Hagg,
KFC UK and Ireland

'Pioneering change' **CASE STUDIES** continue here



Case studies

Pioneering change

Sodexo UK and Ireland's Green & Lean project makes meals more sustainable

Sodexo is a large services company that provides catering, facilities management and other services in schools, workplaces, hospitals, military barracks, prisons and leisure venues across the UK, serving approximately one million meals a day.

Sodexo challenged itself to produce a set of meals that were more sustainable and nutritious, but suitable to be served regularly to its current clients. The company came up with the Green & Lean concept, which was developed jointly by WWF experts and Sodexo chefs.

Green & Lean meals meet 10 criteria to ensure they are nutritious, low-carbon and responsibly sourced. For example, plant-based foods have to account for at least two-thirds of each meal, refined grains are replaced with whole grains, and meat and fish must have relevant certification, such as Marine Stewardship Council (MSC) approved or RSPCA Assured.

When Sodexo set out on this project, it was important to achieve the sustainability and nutritional gains on the meals by making small changes to popular, well-loved dishes (such as beef lasagne, chicken and leek pie and Lancashire hot pot) without dramatically changing the taste or appearance of the dish. For example, Green & Lean lasagne contains more carrots, onions and celery than Sodexo's original recipe and less beef mince. It also contains wholemeal rather than white flour pasta.

In the autumn term of 2015, eight schools to which Sodexo provides catering services piloted the meals as part of their regular menus. In total, almost 20,000 meals were served. The changes to original recipes meant that over a tonne of extra vegetables were served and Sodexo saved the equivalent of the weight of a cow in meat. Feedback on the meals has been good, both from pupils and school management teams. The development team is now assimilating all the feedback and working on the menus in order to create a final set of approximately 40 Green & Lean meals that Sodexo will build into its offer for independent schools.



Paul Bracegirdle,
Sodexo

'Pioneering change' **CASE STUDIES** continue here 

Case studies

Pioneering change

Restaurant Associates drives down food waste from meetings

Restaurant Associates, part of Compass Group UK & Ireland, has viewed waste reduction as a priority for its business for some time. As part of its ongoing sustainability drive, Restaurant Associates was keen to look at ways it could reduce waste, increase efficiency and bring benefits for clients and the environment alike. Through improved tracking of the amount and value of waste from its hospitality operations at one of its larger sites, particularly from event buffets, Restaurant Associates was able to reduce food waste by reviewing and tightening up its production and service controls. Following this, some more specific actions have been taken, including:

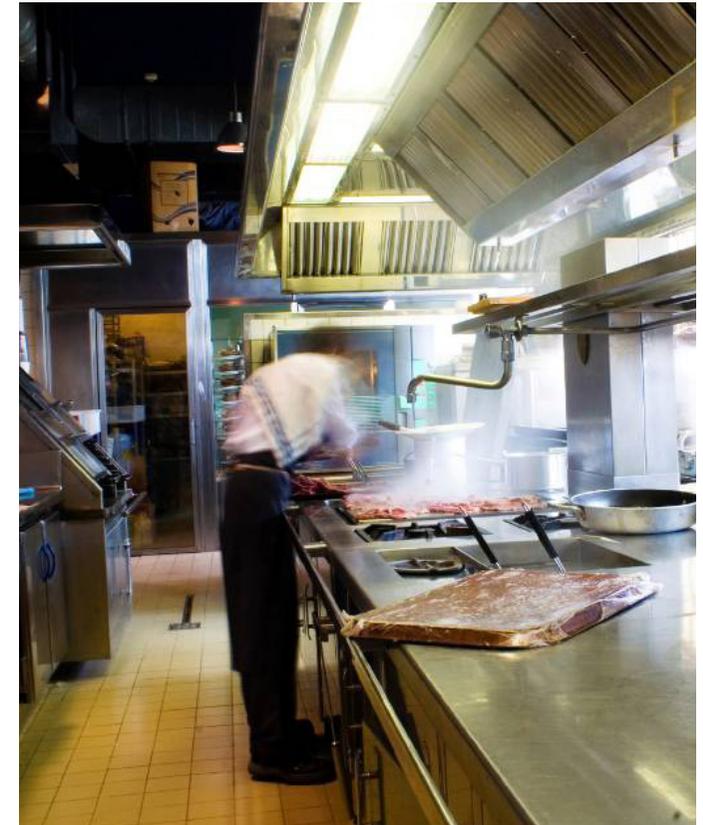
- preparing the requested amount of food to meet the booking request, but holding back a proportion for larger lunches which is only served if required, allowing excess food to be diverted to employee dining sales, rather than allowing it to go to waste as previously;

- offering takeaway boxes, with signage explaining that it's preferable to take food away to be eaten by colleagues than have it go to waste; and
- changing the biscuit offer so that at least half the biscuits are wrapped and therefore can be offered again if not eaten; similarly, the continental breakfast offer now includes wrapped breakfast muffins, which can also be placed out again if uneaten.

During the trial, the food waste as a percentage of food purchase costs was reduced significantly from an average of 39% for the first four weeks to an average of less than 18% in the last four weeks. This equates to a reduction of over 20 tonnes a year of prevented food waste.

Based on learning from this work and other pilots, good practice guidance on reducing food waste from events has been developed by WRAP.

[Find out more](#)



Case studies

Operational improvements

Working with the Hospital Caterers Association to support food waste prevention in healthcare

The healthcare sector produces over 1 billion meals annually and in doing so produces in the region of 121,000 tonnes of food waste at a total cost of £230 million a year. This figure includes food procurement, labour, utilities and waste management costs equating to an average cost of avoidable food waste of £0.22 per meal.

WRAP has worked in partnership with the Hospital Caterers Association (HCA) to develop a series of webcasts to support healthcare professionals in understanding and then reducing their food waste.

More recently, WRAP and the HCA developed guidance on how to develop key performance indicators (KPIs) to track the amount of food being wasted over time. The KPIs sheet is designed to assist with measuring food waste to enable both the client and hospital caterer to track progress and improve understanding of how and where food waste is generated. The data from measuring and monitoring helps to determine objectively what contributes to food waste generation and how to tackle its reduction. This information can then be used to identify opportunities to reduce costs and improve environmental performance.



“WRAP has brought an expertise and collaborative approach to NHS catering; as caterers we strive to reduce all costs and the structured KPIs have helped to focus our minds on minimising food waste in production and service to our patients and customers.”

Philip Shelley, Honorary National Chair, Hospital Caterers Association

‘Operational improvements’ **CASE STUDIES** continue here



Case studies

Operational improvements

Crieff Hydro Hotel delivers savings with better monitoring and measuring

WRAP worked with the Crieff Hydro Hotel to identify the true cost of food waste including introducing food waste monitoring systems to drive behavioural change. Action has been taken to:

- monitor food waste for targeted restaurants, and reporting a 'league table' to management;
- increase chefs' awareness of food waste reduction opportunities, including regular reviews of menu planning, portion control and meal presentation;
- set weekly targets to give staff a focus;
- engage staff to identify the two or three menu items that are most returned and to suggest changes to reduce plate waste; and
- raise staff awareness through training initiatives and encourage a shift in perception as to the true value of food waste.

Crieff Hydro had already implemented systems for segregating cardboard, glass and dry mixed recyclables for the hotel and on-site self-catering. Other areas for improvement are now being addressed through:

- implementing a training programme to raise awareness and increase participation in waste reduction and management initiatives; and
- developing a waste bin area to maximise segregation and recycling opportunities, whilst maintaining the high-quality guest experience.

Crieff Hydro is on track to achieve its target of 20% food waste prevention. For the Crieff Hydro alone, this is the equivalent of 18 tonnes of food waste, over £70,000 in cost savings and 20 tonnes of CO₂e for selected restaurants. Simple steps, for example raising chefs' awareness, resulted in a 5% decrease in food waste during the first week of monitoring for selected restaurants. Other simple steps, such as reducing toast and jam waste at breakfast, have resulted in £10,000 in savings alone.

“Being a signatory to the HaFSA agreement has provided us at Crieff Hydro Hotel with a wealth of valuable knowledge and support in areas such as monitoring and measuring food waste along with reporting key performance indicators to senior management including the ‘true cost of waste’, and providing us with specific training and awareness tools to roll out to the team members of staff. All of this has enabled us to become much more aware of the amounts of waste that are being generated across the business and we are now making changes in our working practices, all with the aim of preventing and reducing our waste and increasing our recycling rate and enhancing our environmental performance.”

Alexandra MacDonald, Support Services and Environment Manager, Crieff Hydro

‘Operational improvements’ **CASE STUDIES** continue here



Case studies

Operational improvements

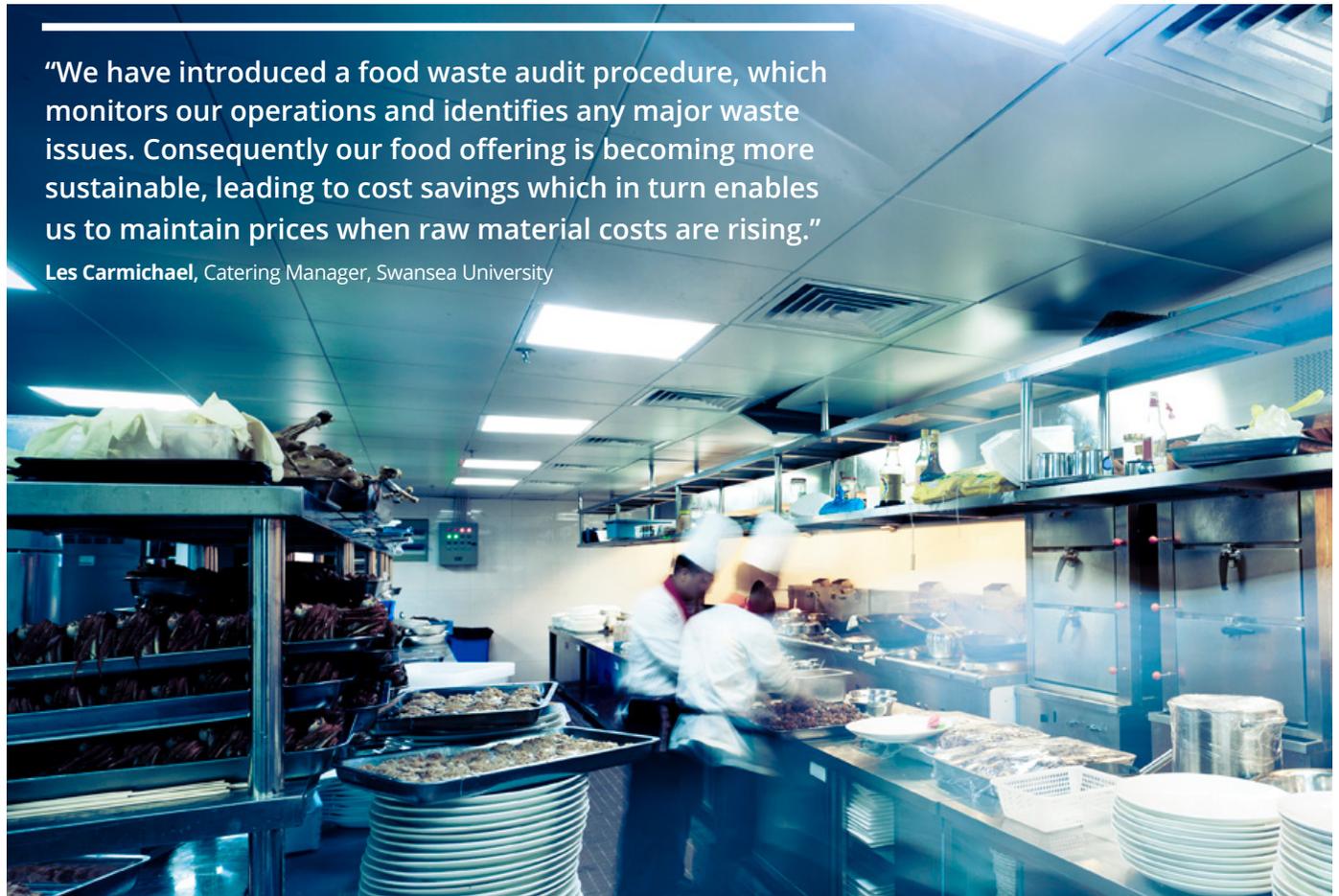
Swansea University makes considerable savings with small changes

A review of catering operations at Swansea University, combined with waste monitoring procedures, highlighted the key areas of food and packaging waste. As a result, a number of practical and low-cost measures have been implemented. These measures have led to an overall reduction in food waste of over 20% from the baseline. This in turn has delivered savings of over £9,500 a year in food procurement costs alone.

[Find out more](#)

“We have introduced a food waste audit procedure, which monitors our operations and identifies any major waste issues. Consequently our food offering is becoming more sustainable, leading to cost savings which in turn enables us to maintain prices when raw material costs are rising.”

Les Carmichael, Catering Manager, Swansea University





WRAP's vision is a world in which resources are used sustainably.

Our mission is to accelerate the move to a sustainable resource-efficient economy through re-inventing how we design, produce and sell products; re-thinking how we use and consume products; and re-defining what is possible through re-use and recycling.

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www.wrap.org.uk

2nd Floor,
Blenheim Court,
19 George Street,
Banbury, Oxon
OX16 5BH

Tel: 01295 819 900
E-mail: info@wrap.org.uk

