

Manchester United Old Trafford Stadium



The WRAP Resource Management Plan (RMP) for events is a free online tool which can be used by event organisers and suppliers to create an action plan for managing and reducing event waste.

The online tool, developed with industry input, assists organisers to develop a waste management strategy for their event. It asks them to identify types of waste generated at the event and suppliers to select and implement actions to create resource efficiencies, which can lead to cost savings. The tool enables organisers and suppliers to identify opportunities to reuse items and reduce event waste. It provides a clear route for event organisers to communicate their waste management objectives and targets with their supply chain. It also helps event practitioners meet corporate social responsibilities by providing a portal to monitor and measure supply chain commitments, waste arisings and produce reports throughout the lifecycle of an event or group of events.

Manchester United's Old Trafford Stadium is a leading venue that aims to make their events more sustainable. The Stadium Directors are committed to adopting and embedding sustainability throughout the Stadium operations.

The Stadium is currently working towards implementing BS 8901:2009, the British Standard 'Specification for a sustainability management system for events' (future ISO20121) and ISO 14001, the International Standard for Environmental Management. In addition to these two standards, the Stadium has achieved accreditation to the Carbon Trust Energy Efficiency Standard and the Manchester United Museum has been awarded the Silver Award for the Green Tourism Business Scheme. The RMP tool has been identified as a valuable platform on which to engage with the core catering suppliers. The RMP tool will support the Stadium to provide evidence of stakeholder engagement and supply chain management which are integral to achieving these standards.

Three catering suppliers were invited by the Operations Team to engage with them to use the RMP tool to develop a waste management plan, identify waste minimisation actions and monitor the impact for all event activities during March 2011.

Stage 1: Event Setup

Within Stage 1, the Operations Team set up "Manchester United events, functions, operations and match days throughout March 2011" as an event reporting period within the tool and added in their existing waste targets, to:

- identify waste segregation systems to enable greater recycling;
- separate all food waste from general waste and to combine with green waste for composting; and
- collect all plastic and glass containers after match day events for recycling.

These objectives align with the Stadium's BS 8901 and ISO 14001 management systems.

The Operations Team went on to add further details within Stage 1 such as their nominated suppliers contact details:

- Brakes: National Food Service Supplier
- Good Food Chain: Handmade Sandwich Supplier
- C & G Neve: Direct Seafood Supplier

Using the tool, suppliers are categorised according to the goods or services they provide, which determined the waste minimisation actions in Stage 4: Supplier Waste Actions. The Operations Team also uploaded documents for sharing with the three suppliers including details of the Stadium's Sustainable Events Policy.

Stage 2: Waste Identification

As the event organisers, the Operations Team reviewed the most common waste streams created at the Stadium and identified how they are currently disposed of. Guidance about the waste management options for typical event wastes is provided within the Reference Section of Stage 2.

The significant waste streams identified by the Operations Team included:

- Plastic bottles
- Paper
- Cardboard
- Glass
- Food waste
- General waste

The review highlighted to the Operations Team that going forward they wanted to address food waste by separating it from general waste so it could be sent for composting.

Stage 3: Waste Management Plan

The Operations Team used this stage to enter information which they want the suppliers to be aware of and includes details such as, the waste carrier, the waste end destination and preferred processing option for the waste.

A selection of this information can be seen in the table below:

Venue	Event Phase	Front of house	Back of house	Collected waste stream	Waste end destination
Old Trafford	Pre Event	No	Yes	General waste	Separated and recycled. Anything else left over is recovered for energy.
Old Trafford	Pre Event	No	Yes	Glass	Recycled
Old Trafford	Pre Event	No	Yes	Plastics	Recycled
Old Trafford	Pre Event	No	Yes	Additional maintenance waste skip	Separated and recycled. Anything else left over is recovered for energy.
Old Trafford	Pre Event	No	Yes	Cardboard	Recycled
Old Trafford	Pre Event	No	Yes	Paper	Recycled
Old Trafford	Pre Event	No	Yes	General maintenance skip (REL)	Separated, recycled and then waste to energy for general waste left over
Old Trafford	Pre Event	No	Yes	Plastics from maintenance	Recycled
Old Trafford	Pre Event	No	Yes	Metal cans	Recycled
Old Trafford	Pre Event	No	Yes	Pitch spoil/green waste	Composted

Stage 4: Supplier Waste Actions

At this stage, the three suppliers were invited to contribute to developing the resource management plan by demonstrating their agreement to the waste management options determined in Stage 3: Waste Management Plan. This included identifying and implementing a number of waste minimisation actions which were proposed by the tool. The waste minimisation actions are based on the type of goods or services each supplier provides and the tool also allows for custom actions to be added.

Some of the actions each supplier committed to addressing can be seen in the tables below:

The Good Food Chain

Consider the packaging, transportation (for example refrigeration) and handling of goods options to ensure minimum product damage and waste. For example, ask suppliers how products are packaged, handled and delivered to minimise damage, and provide staff training on the correct handling and storage of products at the event.
Use a "recycle a cup" scheme to collect and recycle single use plastic cups, if reusable cups/glasses are not an option.
Measure the food waste produced and explore the reasons why to identify actions for reducing the amount of waste generated. For example put food waste from preparation in one bin and food waste from plate scrapings in another. At the end of the day they can be combined but this will help to identify where the waste is being generated.

C&G Neve

Consider the packaging, transportation (for example refrigeration) and handling of goods options to ensure minimum product damage and waste. For example, ask suppliers how products are packaged, handled and delivered to minimise damage, and provide staff training on the correct handling and storage of products at the event.
If paper napkins, table cloths and towels are required, select products with a high recycled content (>70% post consumer waste) and/or that are sustainably certified and unbleached or totally or elementally chlorine free (TCF/ECF) bleaching.
Train staff to deal with the relevant waste segregation and recycling arrangements for the event. (Remember to monitor the effectiveness of the training and give feedback to staff).

Brakes

Use returnable packaging. For example, supply bread in reusable produce trays or crates.
Where food is still in use by date and even after the best before date, donate the food to a food donation scheme.
Negotiate a Sale or Return arrangement with suppliers to take back items such as unused beverages and dry food.

Within this stage the suppliers also linked the waste materials they would be generating to each of the waste streams set up by the Operations Team.

As caterers, food waste was obviously the largest waste stream generated but they also identified a range of packaging materials brought into the Stadium:

- Polystyrene;
- Shrink wrap;
- Cardboard boxes & trays;
- Plastic trays;
- Plastic packaging; and
- Wooden pallets.

“Identifying that we can create a closed loop recycling system for the shrink wrap we bring to the site and ensure it is recycled is a great initiative we have been able to implement. I think this tool will be useful for us to find other solutions similar to this in the future”.
 Kevin Craffey, Distribution Shift Manager & Site Environmental Champion, Brakes, Manchester

Stage 5: Waste Minimisation Plan

The waste arisings information entered within the tool by the Operations Team and their suppliers is collated together with the waste minimisation activities, and forms the waste minimisation plan. The Operations Team were then able to review the plan, approve, reject or request further information from the suppliers for each waste stream and waste minimisation action.

The plan contained a summary overview for each supplier and the Stadium Operations Team which identified the next steps in terms of waste management and implementing the waste minimisation actions.

The table below is from the Waste Minimisation Plan, and shows the approved actions in relation to the waste materials The Good Food Chain would generate:

Collected Waste Streams	Stage	Front of house	Back of house	Action
General waste	Pre Event	No	Yes	opportunity to discuss how they dispose of product. aim to encourage client to dispose of responsibly
Plastics	Pre Event	No	Yes	investigate whether labels encourage recycling
Cardboard	Pre Event	No	Yes	look at wrapping to see if has recycling message on it
Paper	Pre Event	No	Yes	opportunity to add to website and marketing materials and invoice to encourage product to be recycled

Stage 6: Monitoring

The Stadiums waste contractor Viridor provided the Operations Team with a waste report for all the waste collected during March and the Stadium's Waste Technical Assistant entered the information from the report into Stage 6: Monitoring. This data can be seen in the table below:

Edit	Waste Stream	Waste disposal option end destination	Waste (tonnes)	Recycled (%)	Composted (%)	Recovered (%)	Landfill (%)
	General waste	Waste to energy	53.26	9.25	0.00	90.75	0.00
	Glass	Recycled	11.52	100.00	0.00	0.00	0.00
	Plastics	Recycled	6.01	100.00	0.00	0.00	0.00
	Pitch spoil/green waste	Composted	3.04	0.00	100.00	0.00	0.00
	Cardboard	Recycled	6.86	100.00	0.00	0.00	0.00
	Plastics from maintenance	Recycled	4.20	100.00	0.00	0.00	0.00
	Metal cans	Recycled	1.34	100.00	0.00	0.00	0.00

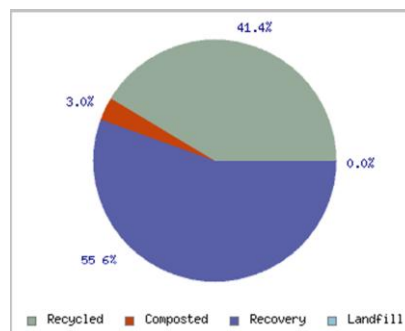
The general waste comprises food waste, metals (other than cans), packaging such as polystyrene and other waste. This waste stream is processed at a sorting facility where metals (other than cans) and grit are removed for recycling. The remaining fraction is processed into renewable energy through anaerobic digestion. This part of the tool simplified and presented graphically the data usually received from the waste contractor. Providing the results in this visual way enabled the Operations Team to understand what is happening to their waste for reporting back to senior management and as a consequence they are now looking to separate the food waste from dry recyclables for composting.

In the future the Operations Team are going to ask their waste contractor to complete this section of the tool on their behalf. Using the RMP tool as a portal will then remove the need for an additional report to be produced by the waste contractor.

Stage 7: Reporting

The reporting section translated the data from the monitoring stage, into a graph and table summarising what happened to the waste. The graph below shows the results from the month of March at the Old Trafford stadium.

	Pre	Total Tonnes	Total
% Recycled	41 %	36	41 %
% Composted	3 %	3	3 %
% Recovery	56 %	48	56 %
% Landfill	0 %	0	0 %
Tonnes of Waste		87	



“The tool will help us to obtain information from our waste contractor about what happens to our waste once it leaves the Stadium, which will be useful for us to provide to event managers in the future”
 Laura O'Reilly, Technical Assistant, Manchester United

This information is also shared with each of the suppliers in the RMP tool and using the tools as a benchmark they will all be able to compare performance for future months.

Results:

As a result of using the RMP tool, each supplier has identified the following areas to minimise their waste:

Brakes:

- take back plastic wrapping and cardboard boxes for recycling; and
- carry out a feasibility study to investigate packaging materials and move towards biodegradable and 100% recycled packaging.

The Good Food Chain:

- deliver sandwiches on recycled cardboard trays rather than plastic trays; and
- implement a waste sorting and checking system at their site to maximise recycling from their production.

“This tool has provided us with the incentive to look at where we can make improvements to packaging and waste controls across the site. This has been a useful experience for the business and I believe the real differences will be seen in 3 – 6 months' time.”

Martin Cornes, Assistant Managing Director, The Good Food Chain

C&G Neve:

- take back polystyrene packaging for recycling; and
- investigate the size of their packaging with an aim to reduce the size of each box.

“This tool provides a good information resource and has give us a lot to think about. As a result we can change a lot of small things that will make a big difference”

Tina Hinds, Technical Manager, C&G Neve

The Stadium Operations Team concluded that the RMP tool will assist them with managing their waste data and engaging with more suppliers to encourage waste minimisation in the future. Each small action that each supplier and the Stadium take will have a large impact overall, and the creation of these efficiencies is likely to lead to cost savings.

Comparing the waste data from the months of February and March, the total waste has in fact gone up however overall there were 45 more events and almost 10,000 more delegates attending those events at the stadium throughout the longer month of March.

	February 2011	March 2011
Total number of functions & events:	89	134
Total number of matches:	3	3
Total number of delegates/attendees:	3,390	14,101
Total number of match day attendees:	225,356	224,175
Total attendees:	228,746	238, 276
Total waste (tonnes):	55	86

No two events or months are typically the same. Therefore a wide variety of events will always produce varying results but the more the tool and data provided are used, the clearer the key actions and performance improvement will become.

Conclusion:

Using the RMP tool for Manchester United events, functions, operations and match days throughout March has benefitted Manchester United’s Old Trafford Stadium and their suppliers and has contributed to the journey they had already started, to raise awareness of sustainability both internally and externally within their supply chain. For each supplier it has allowed them to think about their operations and supported them to engage with the Stadium and understand how they can support each other in creating a more sustainable environment.

Continuing to use the RMP tool will support the Stadium to make a difference and help them to further embed sustainability into the Stadium and its supply chain. It will support them to compare the waste data in future months.

The RMP tool enables each of the suppliers to think about their actions and what they could do to support the Stadium to implement waste minimisation initiatives to reduce their impact. The actions that have been adopted will have a significant impact to support the initiatives being implemented across the Stadium.

It is apparent that Manchester United’s Old Trafford Stadium have benefitted from using the RMP tool and made significant progress towards achieving their objectives set out in Stage 1.

Objective	Status
To identify waste segregation systems to enable greater recycling	Through using the RMP tool 14 different waste streams were identified. Catering waste was recognised as a waste stream to focus on.
To separate all food waste from general waste and to combine with green waste for composting	The process for managing food waste has been reviewed and a strategy to ensure all food waste is composted in the future has been proposed and is awaiting approval prior to being implemented.
To collect all plastic and glass containers after match day events for recycling	On the 3 match days a dedicated team were responsible for collecting and separating the plastic and glass containers to ensure they went for recycling.

In the future this tool will support Manchester United to engage and partner with more suppliers as part of their commitments to BS 8901 and ISO 14001. The Operations Team intend to integrate the RMP tool into both their BS 8901 and ISO 14001 supply chain management procedures and invite more of their suppliers to use the RMP tool.

“The tool provides us with a useful platform for us to engage with our supply chain, and support our BS 8901 and ISO 14001 implementation programme. A challenge we have is finding the time to complete the tool however going forwards we are aiming to allocate staff resources to integrate this tool into our way of working”

Paul Constanti, Ground Staff Manager, Manchester United

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