TAKING ACTION ON WASTE; RESOURCES FOR HOSPITALITY AND FOOD SERVICE CHEFS AND SUPPORT STAFF
How to use this pack

The aim of this pack is to provide supporting materials to help you deliver a presentation to your kitchen staff focusing on how to reduce food and packaging waste and recycle more.

This pack contains a series of slides which you can select from as required.

Pack contents:
- The cost of food waste
- Measuring and monitoring food waste
- Preventing food waste
- Preventing spoilage
- Preventing preparation waste
- Preventing plate waste
- Preventing packaging waste
- Managing food and packaging waste
- Sustainable procurement
- Supporting resources for businesses
Introducing the chef and kitchen training pack

To complement this pack WRAP has developed a set of slides to support the delivery of presentations to managers on food and packaging waste reduction. Reducing food waste: slide pack for managers.

These slides support WRAP’s training pack Reducing Food Waste: Starting Off, a simple step-by-step approach to reduce food waste, reduce business costs and reduce impact on the environment.
THE COST OF FOOD WASTE
The UK hospitality and food service sector

- Serves over 8 billion meals a year
- Produces over 2.87 million tonnes of food and associated packaging waste
- Sends 54% of this to landfill

Source: WRAP
Food purchased in the UK HaFS sector

82.2% is eaten
17.8% is wasted
13.2% could have been eaten but is thrown away
4.6% is unavoidable

Source: WRAP
The Waste Hierarchy

More environmental and financial benefits

- Prevention
- Preparing for Reuse
- Recycling
- Other Recovery
- Disposal

Prevention is where there are the greatest savings

Last resort
Each tonne of food waste costs an average of £2,800

The best way to find out how much food is being wasted, is to conduct a food waste review to:

- identify how much food waste is produced
- map out where it occurs
- measure and monitor food waste
- use the results to identify savings

Source: WRAP
MEASURING AND MONITORING FOOD WASTE
Food waste mapping
Measuring the quantity of food waste

- Over a set period of time, segregate food waste into separate bins:
  - spoilage
  - preparation
  - customer plate
- Weigh or count the food waste bins at the end of each monitoring period.
Catering operation layout

- Store room
- Fridge and freezer
- Bin
- Cooking
- Spoilage
- Walk-in fridge and freezer
- Bin
- Preparation
- Prep waste
- Prep waste
- Serving/trolleys
- Bin
- Sandwich
- Bin
- Plate waste
- Dish
- Office
Food waste

Spoilage 193,200 tonnes/year
Preparation 414,000 tonnes/year
Plate Waste 312,000 tonnes/year

Source: WRAP research
Food waste - spoilage

193,200 tonnes/year

Source: WRAP
Food waste - preparation

414,000 tonnes/year

Source: WRAP
Food waste – plate waste

312,000 tonnes/year

Source: WRAP
Monitoring and recording food waste

**Food Waste Tracking Sheet**

Use this tracking sheet to record the amount of food waste generated in the kitchen during 3 typical days or over a longer period for a complete picture.

1. To get the best information on where your waste is being generated, separate and monitor all food waste for the following three waste streams — a) spoilage, b) preparation waste and c) customer plate waste (leftovers).
2. Weigh the amount of food waste that is generated (use SIGMAware) or record the number of times you fill the bins in each day (make a mark every time you fill the waste container as outline). Note: You will need to work out the volume of the bins you collect the waste in (use litres). You can estimate the volume of a bin by filling it with water using a litre container.
3. If you record the volume of waste, you can also estimate its equivalent weight (see below). Multiply the total volume of waste by 0.55 (a standard factor used to convert volume to weight).
4. For example, Waste stream 1: If you use a 5 litre bin and you fill it 5 times, then the weight is estimated as (5 litres x 5 fillets) x 0.55 = 13.75 kg
5. Ensure all other non-food waste (e.g. plastic, cardboard, etc.) is put into a separate bin ready for recycling.

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Spoilage</th>
<th>Preparation Waste</th>
<th>Customer Plate Waste</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Number of bins filled</td>
<td>Weight (kg)</td>
<td>Number of bins filled</td>
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</table>

**Bin Volume**

(litres)

**Total Volume**

(litres)

**Total Weight**

(kg) (see 3 above)

http://www.wrap.org.uk/content/4-steps-reduce-waste-and-save-money-hospitality-and-food-service-businesses
## Results of food waste review

<table>
<thead>
<tr>
<th>Meal time:</th>
<th>Buffet meal</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. covers:</td>
<td>180</td>
</tr>
<tr>
<td>Spoilage (kg)</td>
<td>Preparation waste (kg)</td>
</tr>
<tr>
<td>Total spoilage</td>
<td>6.0</td>
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<tr>
<td>Total preparation waste</td>
<td>10.9</td>
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<tr>
<td>Total portioning &amp; plate waste</td>
<td>76.8</td>
</tr>
<tr>
<td>Spoilage per Cover</td>
<td>Preparation waste per cover</td>
</tr>
<tr>
<td>Total waste</td>
<td>93.7</td>
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<tr>
<td>Total waste per cover (kg)</td>
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</tbody>
</table>

### Calculate the waste generated per cover
Monitoring customers’ plate waste

<table>
<thead>
<tr>
<th>Dish</th>
<th>Ingredient 1</th>
<th>Ingredient 2</th>
<th>Ingredient 3</th>
<th>Ingredient 4</th>
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<tbody>
<tr>
<td>Carpaccio</td>
<td>Carpaccio</td>
<td>Rocket</td>
<td>Pine nuts</td>
<td>Parmesan cheese</td>
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<td>plate.</td>
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<tr>
<td>Soup</td>
<td>Soup</td>
<td>Bread</td>
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<td>Count</td>
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<td>plate.</td>
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Case study: Buffet savings at Crieff Hydro

During an 8 week trial in one of its restaurants Crieff Hydro Hotel reduced food waste costs by around 43% which is equivalent to **11.5 tonnes** of food and costs **£51,750** per year. Crieff Hydro achieved these savings by:

- smart production planning and greater use of small batch preparation
- using reduced buffet container sizes
- greater staff engagement and setting of weekly food waste reduction targets
Food waste recycling poster

Download and print off the food waste recycling poster.

Available from Recycle Now:
http://partners.wrap.org.uk/assets/3941/
GOOD PRACTICE: PREVENTING FOOD WASTE
What opportunities can be considered?

- Is the stock over-ordered?
- Are deliveries frequent enough?
- Can the stock control system be improved?
- Is food over-produced and/or spoilt (burnt)?
- Are the portion sizes right for different customer types?
- Do waiting staff feed back any issues with certain types of meals?
Preventing spoilage

- **Purchasing:** use good stock control and forecasting

- **Regular orders:** adjust depending on forecast and menu
Preventing spoilage

- **Fridges and freezers:**
  Check temperature regularly

- **Stock rotation:**
  First in First out (FiFo)

- **Prepared items:**
  Keep a list and use date stickers
Case Study: Eden Caterers

- Computerised recipes ensure that Eden only orders and prepares what is required
- Required ingredients are locally sourced
- Regularly rotates stock

The company’s prevention, re-use and recycling measures have reduced the amount of residual waste by 50%
Menu planning

- Plan carefully based on reservation forecasts
- Use perishable items in more than one menu item
- ‘Specials’ board to sell prepared food
- Use prepared food for staff meals
Menu planning

- Love Food Hate Waste
- Rescue recipes for using up foods that are past their best
- Aimed at domestic cooks, but also useful for chefs

lovefoodhatewaste.com/
Case Study: Suzanne James Caterers

- Food waste is minimised by calculating exact amounts of food per person, adding 10% on top for seconds and staff meals.
- Food is prepared off site and then combined at the event, as required.
- Ingredients are kept separate and keep longer if unused.
- Waste food is composted on an industrial scale and waste cooking oil is made into biodiesel.
Menu planning can help to prevent waste by:

- Managing the supply chain.
- Minimising packaging.
- Using all your stock.
- Minimising preparation waste.
- Optimising portion sizes.
- Redistributing and reusing food items that have not been sold.
Value chain in overview

Concept → Menu → Dishes → Process → Guest Experience
Why menu planning is key to waste prevention

The Food Service Value Chain

**Business strategy**
Define your:
- Vision
- Mission
- Route-map

**Competitive difference**
Establish how you are:
- Unique
- Different
- Better

**Menu planning**
Analyse:
- Range
- Product
- Price
- Volume

**Production planning**
Define your:
- Equipment
- Storage
- Skills
- Make v Buy
- Store/Order

**Recipe**
Define:
- SKUs
- Specifications
- Consider make /buy options

**Sourcing & Distribution**
Define your:
- Manage source
- Optimise distribution
How can menu planning prevent waste?

- Menu range
- Ingredients
- Supply capability/pack size/packaging
- Stock levels
- Stock turn
- Make versus buy
- Shelf life
- Storage
- Equipment
- Skills
- Portion size
## SKU impact

<table>
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<td>SKUs</td>
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<td>Dishes</td>
<td>58</td>
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<tr>
<td>SKUs</td>
<td>930</td>
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</table>
Recipe impact

1 dish
8 ingredients
4 cooking processes
20 mins. chef time

1 dish
23 ingredients
10 cooking processes
55 mins. chef time
More SKUs has a wide impact
An exemplar

SKU planning and optimisation

Use within menus and across menus

Make
Or
Buy?
Another exemplar

SKU planning and optimisation

Use within menus and across menus

Make
Or
Buy?
Model analysis metrics
Dynamic menu modelling

- Gather data on customer needs
- Gather data on food waste
- Measure outputs - analyse data
- Determine / measure ingredients / SKU's
- Create / review recipes and menus
## Metrics model

<table>
<thead>
<tr>
<th>Range</th>
<th>SKUs</th>
<th>Covers</th>
<th>Revenue</th>
<th>Gross profit</th>
<th>Spoilage</th>
<th>Prep waste</th>
<th>Consumer returns</th>
<th>Stock Value</th>
<th>Stock Turn</th>
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<tr>
<td>#</td>
<td>#</td>
<td># per week</td>
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<td>£ per week</td>
<td>Kilo per week</td>
<td>Kilo per week</td>
<td>Kilo per week</td>
<td>£</td>
<td>Cost of Sales/Stock value</td>
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</table>

Starters
Main courses
Desserts
Others

Total

[www.wrap.org.uk/waste_measurement](http://www.wrap.org.uk/waste_measurement)
Example KPIs for dynamic menu modelling

<table>
<thead>
<tr>
<th>Range</th>
<th>Covers per menu item</th>
<th>Revenues per menu item</th>
<th>Gross profit per menu item</th>
<th>Spoilage per menu item</th>
<th>Prep waste per menu item</th>
<th>Consumer returns per menu item</th>
</tr>
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<tbody>
<tr>
<td>#</td>
<td># per week</td>
<td>£ per week</td>
<td>£ per week</td>
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<table>
<thead>
<tr>
<th>SKUs</th>
<th>Covers per SKU</th>
<th>Revenues per SKU</th>
<th>Gross profit per SKU</th>
<th>Spoilage per SKU</th>
<th>Prep waste per SKU</th>
<th>Consumer returns per SKU</th>
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<tr>
<td>#</td>
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Allergens and Menu Planning

- In December 2014 the new EU Food Information for Consumers Regulation 1169/2011 (EU FIC) came into force. Food businesses are now required to provide allergy information on food sold unpackaged, in for example catering outlets, deli counters, bakeries and sandwich bars.

- Essentially, the regulations require caterers to be able to provide information to their diners on each of a list of 14 allergenic ingredients. This information is “dish-based” – as a customer needs to be able to find out from the caterer if any (and which) of the 14 are present in any of the menu dishes.

- Visit food.gov.uk for more information.
What does this mean for chefs?

- Dishes need recipes
- Ingredients need assessing for allergens
- Recipes, ingredients and allergens need recording

In particular, composite or part prepared ingredients require special attention.
Grouping information into lists

Ingredients
• Lists of ingredients
• Each ingredient with its own record of source and allergens

Recipes
• Lists of Recipes
• Ingredient lists within Recipes
• Each recipe with its own record of allergens

Menus
• Lists of Menus
• Menus with each dish having recipes
• Each recipe with its own record of allergens

One way to address EU FIC is by using one or more of the lists suggested opposite.

Creating a list of Ingredients allows you to base endless recipes with those ingredients included. If you record the recipes you can track each dish back to inform the diner of the allergen information required.

Recipe lists takes this one step further. By creating a standard list of recipes you can record easily which dishes contain which allergen.

Taken to its ultimate, compiling a list of menus simplifies the process further.
Grouping information to reduce Food Waste

Going through the process of creating a group of information into lists (be that Ingredient, Recipe or Menu) gives you the opportunity to examine the range of ingredients that you are using. As a rule the more ingredients that you buy, the more food waste is created. The reasons are simple:

- The more dishes you put on the menu, the more ingredients that you have to buy
- The more ingredients you buy the more stock you have to hold
- The more stock you hold the more storage waste that happens
Top tips

So, when you are reviewing your ingredient lists, here are some simple tips to keep your ingredient list under control:

- Focus on menu items that are popular with your customers
- Use common recipes but with small variations for interest
- Keep recipes simple, focus on ingredient quality and cooking
- Develop dishes using some ingredients from other recipes
- Keep the range of pack sizes that you buy to a minimum
- Buy ingredients with the longest shelf life
Case Study: Catering at the Garden Museum

- Makes small batches of food to ensure that it all gets eaten
- Uses vegetable peelings & tops to make stock
- All suitable food waste is composted to produce top quality soil for the garden
Chef masterclasses

- Chef demonstrates how to minimise waste during the preparation of fish, meat and vegetables

- A series of short videos to inspire chefs and share ideas at: www.wrap.org.uk/chef-masterclass

- More top tips can be found in FoodSave’s resource library at: www.foodsave.org/
Preventing preparation waste

Improved monitoring helped Elior to identify opportunities to prevent waste including:

- using clear bags during an initial monitoring trial to separate food waste
- modifying food preparation techniques
- encouraging staff suggestions for unused items
Preventing customer plate waste

- **Lighter eaters and children:**
  Offer a choice of portion sizes for different appetites

- **Good portion control:**
  Use standard ladles, cups, and weights

- **Adapt menus:**
  Items that are often left could be reduced or made optional
Case Study: Greene King menu options

- **Golden Years Menu** – for more mature guests, specifically tailored to satisfy lighter appetites
- **Children’s Menu** – suitable for children between 7 and 10 years
- **Juniors’ Menu** – suitable for children under 7 years
Preventing customer plate waste

Consider offering take-away boxes as a service to the customer.

“83% of the public would ask for a doggy box but don’t think they can or are too embarrassed”
(Sustainable Restaurant Association)
Preventing customer plate waste

Love Food Hate Waste has developed a resource pack to help you work with your customers to reduce plate waste. It offers guidance on:

- portion size
- menu choice
- take-away (doggy) bags/boxes
- messaging to use with customers

Download the resource pack at www.wrap.org.uk/lfhw
Preventing customer plate waste
GOOD PRACTICE: PREVENTING PACKAGING WASTE
Hospitality and Food Service sector

- 1.3 million tonnes of packaging is disposed of
- 0.66 million tonnes of other ‘non-food’ wastes is disposed of (includes items such as disposable kitchen paper and newspapers)
- 56% of packaging and other ‘non-food’ waste thrown away could have been readily recycled

Source: WRAP
The role of packaging

- Protects the product against damage and contamination
- Prevents spills and leakage
- Provides identification of the product and a way of providing food labelling information
- Helps product recognition and marketing
- Enables efficient stacking/storage
Designing packaging to prevent waste

- **Fit for purpose:** protects the products and reduces the risk of damage and/or product waste

- **Reduce:** consider the amount of materials used, e.g. where appropriate removing packaging layers and light-weighting

- **Recovery and recycling:** where possible specify materials that can be recycled more easily
Designing packaging to prevent waste

- **Product protection**: packaging designed to reduce product damage and extend product shelf-life, for example, reseal functions
- **Reuse**: identify options to reuse the packaging, e.g. refills
- **Recycled content**: incorporate recycled materials where suitable
Case study: Innocent drinks

Reduced the impact of their packaging in 2013 by:

- reducing the 900ml juice carafes weight by 10% saving over 1000 tonnes of carbon a year
- reducing the carafe cap weight by 10%
- increasing recycled content to between 35-50% in all of its bottles, with their small bottles containing 50% recycled PET
Case study: Coca-Cola Enterprises

- Packaging accounts for nearly 50% of carbon footprint
- In 2013, 27% less packaging used as compared to 2007
- All bottles and cans 100% recyclable
- 25% recycled PET used in plastic bottles
- Lightweighting saved 1,400 tonnes PET a year
- Removing cardboard trays from multipacks saves over 2,500 tonnes a year
Preventing packaging waste

- Provide feedback to head office/procurement team when:
  - packaging seems to be over-packaged or bigger than necessary
  - packaging is difficult to open
  - packaging provides inadequate product protection
  - you receive inappropriate pack sizes

- Avoid buying products which are over-packaged
- Wherever possible buy products packaged in recyclable materials such as cardboard
Preventing packaging waste

- Minimise double wrapping of food, whether it’s for takeaways, food being delivered or doggy bags/boxes*
- Consider whether your takeaway packaging could be better designed to improve its recyclability

*Guidance from the Food Standards Agency on offering doggy bag/boxes is available via the Love Food Hate Waste Resource Pack for Hospitality businesses
Preventing packaging waste

- Use refillable bottling stations for water
- Use refillable bottles or carafes to serve drinks
- Buy in bulk as long as all the product will be used
- Use a dispensing system to replace single portion packaging (sauces, condiments etc)
Reuse packaging

- Work with suppliers to see what packaging can be returned for reuse
- Look for opportunities to return or reuse single-use transit packaging (such as outer boxes and pallets)
- Arrange reusable crates for deliveries where appropriate
Case study: Strattons Hotel

- Buy in bulk to reduce packaging
- Return cardboard to suppliers for reuse
- Some products are delivered in collapsible crates or cloth bags that can be reused
- All plastic drinks bottles are recycled
- Some clear glass bottles are reused in the kitchen and all other glass is recycled
- Increased their recycling rate to 98%
- Saved over £16,000
Improve recycling

- Know what you can recycle
- The Waste (England and Wales) Regulations require businesses to segregate dry recyclable waste from general waste
- The Waste (Scotland) Regulations 2012 require food businesses to also separate food waste for collection
- Identify a recycling contractor - visit Recycle at work for guidance on what to ask
Know what you can recycle
The following materials can be readily recycled:

- glass bottles and jars
- cardboard
- plastic bottles
- food and drink cans
- printer cartridges
- electrical items

Check out what recycling services are offered in your area.
Recycling packaging waste

- Train staff to separate waste into the right bins
- Train staff to help guide customers on which bins to use
- Use bin icons/stickers to help customers and staff put waste in the right bin
- Investigate the benefits of using a cardboard compactor and/or glass crusher to reduce the space needed to store your waste
Recycling at work

Visit WRAP’s resource library for recycling posters and photos to help spread the message

Glass bottles  Plastic bottles  Paper  Plastic cups
Glass recycling – good practice

- The UK glass industry needs more recycled glass, especially clear glass bottles
- Ask your waste contractor what happens when your glass is collected for recycling - is it melted or used as aggregate?
- Every tonne of remelted glass saves 314kg of CO₂. There is negligible CO₂ saving if its recycled for aggregate or to make fibreglass insulation
- For guidance see: Recycling glass in the hospitality sector
Recycling packaging waste - cardboard

Case study: Benefits of using a compactor

- Eden Caterers aim for zero waste to landfill
- Recycle cardboard and use an on-site compactor
- Requires fewer visits from recycling contractors
- Reduces the space taken by waste before its collected
Resource Efficiency Innovations Database
GOOD PRACTICE: MANAGING FOOD AND PACKAGING WASTE
Improving waste segregation

- Set up easy to use internal collection systems
- Define collection points / bins
- Clearly define responsibilities
- Colour code / label bins
- Train staff
- Monitor progress
Increasing recycling

- Most sites will benefit from a mixed dry recycling system
- A waste review will identify if there are sufficient quantities for separate collections of some materials
- Consider a segregated food waste collection system for unavoidable food waste
- Small scale on site composting or anaerobic digestion (AD) might also be appropriate
- For further information visit wrap.org.uk/on_site_treatment
Food waste recycling for your business

Recycling your food waste is easier than you think!

Calculator tool

This tool has been designed to help you compare different options for the collection of your waste using relative costs and environmental performance.

The tool works by estimating the types and quantities of waste produced by your business from the types of waste and size of containers you have collected.

It then suggests an alternative high recycling performance option with reduced environmental emissions. The results help you to see if making small changes to your current arrangements could help save you money and recycle more.

http://www.wrap.org.uk/content/sme-food-waste/2a-calculator
GOOD PRACTICE: SUSTAINABLE PROCUREMENT
Sustainable procurement

- Facilities Management Procurement Toolkit
  www.wrap.org.uk/content/fm-client-procurement-toolkit-0

- Government Buying Standards for food and catering services
SUPPORTING RESOURCES
Hospitality and food service web pages

www.wrap.org.uk/hospitality
HaFSA supporting resources

The complete collection of WRAP’s online information to prevent food waste and recycle more

www.wrap.org.uk/hafsaresources
Food safety legislation and food waste prevention

Guidance for when food becomes waste, what legislation applies and how food waste can be prevented.

Reducing food waste – starting off

A toolkit providing a simple step-by-step approach to reduce food waste and reduce business costs.

www.wrap.org.uk/content/reducing-food-waste-starting-off
Information sheets

WRAP has produced a series of information sheets to support businesses in the Hospitality and Food Service sector in taking action on waste.

The sheets are available at www.wrap.org.uk/takingactiononwaste
Menu planning

- Menu planning webcast (PowerPoint presentation with audio)
- Includes approaches to reviewing Stock Keeping Units, Dynamic Menu Modelling and more practical tips

www.wrap.org.uk/menu-planning
Chef masterclasses

- Chef demonstrates how to minimise waste during the preparation of fish, meat and vegetables

- A series of short videos to inspire chefs and share ideas at: www.wrap.org.uk/chef-masterclass

- More top tips can be found in FoodSave’s resource library at: www.foodsave.org/
Food waste recycling hub

Food waste recycling for your business
Recycling your food waste is easier than you think!

Restaurants, hotels, pubs, cafés and takeaways that recycle their food waste find that doing the right thing and helping the environment doesn’t need to take up additional time or space, or create hygiene issues... and it could even save them money!

Check out our video and online calculator to see how you could make it work for your business. Before you start, check if food waste recycling services are available in your local area.

wrap.org.uk/recyclingfood
Resource Efficient Scotland
Green Champion Training

A free online training course that gives you the skills you need to improve the resource efficiency of your organisation and make cost savings. Open to all businesses, not just those in Scotland.

www.resourceefficientscotland.com/resource/green-champions-training
The Hospitality and Food Service Info-Finder (wrap.org.uk/info-finder)

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WRAP’s Partners Resource Library

WRAP Partners Resource Library provides posters, photos, guidance documents, signage and more, to help you to prevent and reduce waste.

http://partners.wrap.org.uk/collections/75/
Supply chain information sheets

- Reducing waste in the
  - dairy sector
  - fruit and vegetable sector
  - fresh meat sector
  - fish sector
What others are doing

Take a look at what other businesses have put in place and how much food and money they are saving:

- WRAP - [good practice case studies](#)
- Unilever - [United Against Waste video wall](#)
- Foodsave - [case studies](#)
Information on the
Hospitality and Food Service Agreement
wrap.org.uk/hospitality

For more information or to give us your feedback contact us at
hafsb@wrap.org.uk