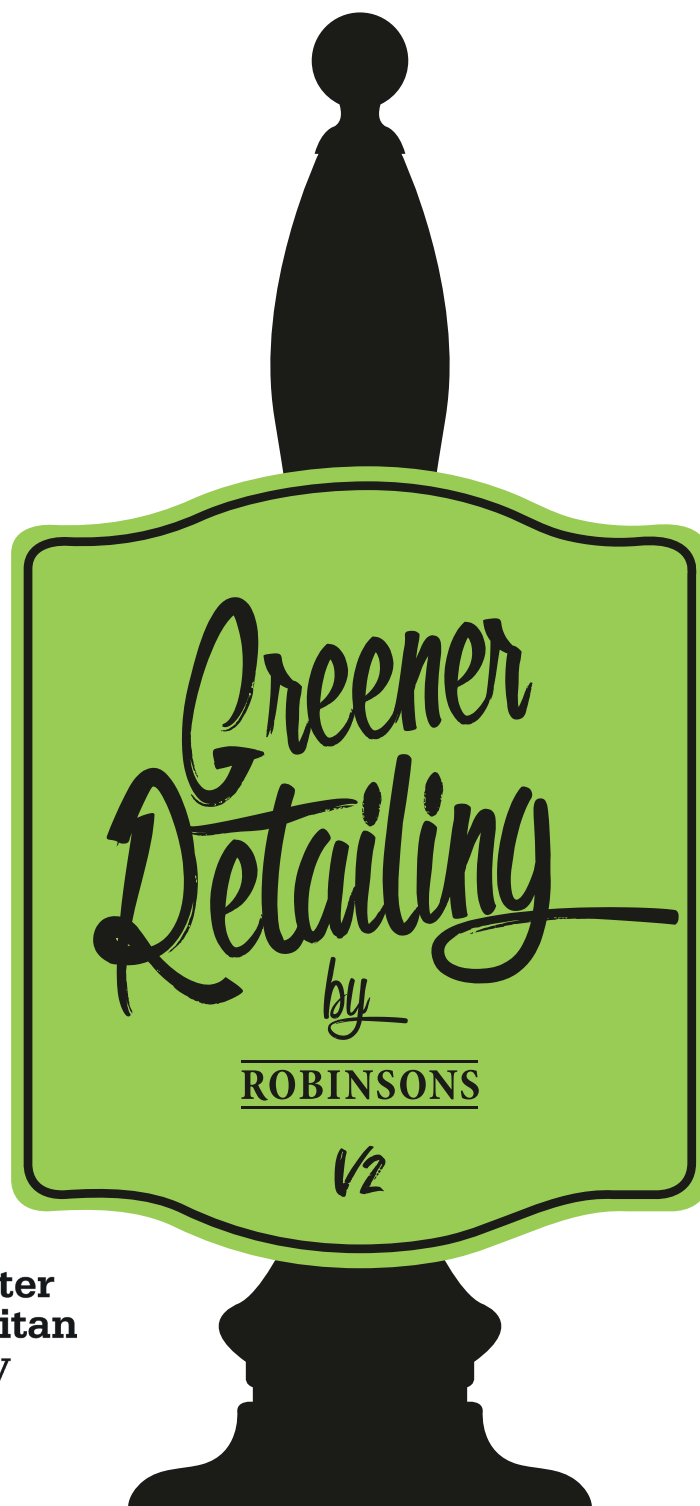


GREENER RETAILING FOR PUBS

The information in this guide could save
you **THOUSANDS** of pounds per year



Manchester
Metropolitan
University

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This guide is designed for those running pubs, but may also benefit those working in other hospitality settings. First published in 2016, the original guide was the result of a partnership between Robinsons Brewery and Manchester Metropolitan University's Centre for Enterprise. Robinsons own over 250 pubs, inns and hotels across the North West, and are one of the oldest and most respected names in British Brewing. The Centre for Enterprise is a team of academics who are passionate about research and how it can benefit business. The 'Greener Retailing' guide has two aims: to support environmental actions in pubs that lead to bottom line benefits; and to generate learning for the wider pub retail sector.

Funded by the Economic and Social Research Council, 'Greener Retailing' included a review of evidence, one-to-one sessions with Robinsons' publicans, workshops and close working between Manchester Met's Tamara McNeill and Robinsons' pub operations team. Other staff within the brewery, and Carolyn Branston from Manchester Met, provided valuable expertise.

Since the original publication, plenty has changed. Awareness regarding the environment and climate change has grown, however there is still plenty of work to do, and many benefits to be gained by taking action. Revised by Jack Manifold, student at Manchester Met and placement employee at Robinsons, this revision includes new case studies, updated facts and figures, and additional recommendations.

We hope that this guide will inspire you to find practical ways of generating bottom line benefits by saving energy and reducing waste.

William Robinson
Managing Director, Robinsons Brewery

GREENER RETAILING: A GUIDE FOR PUBS

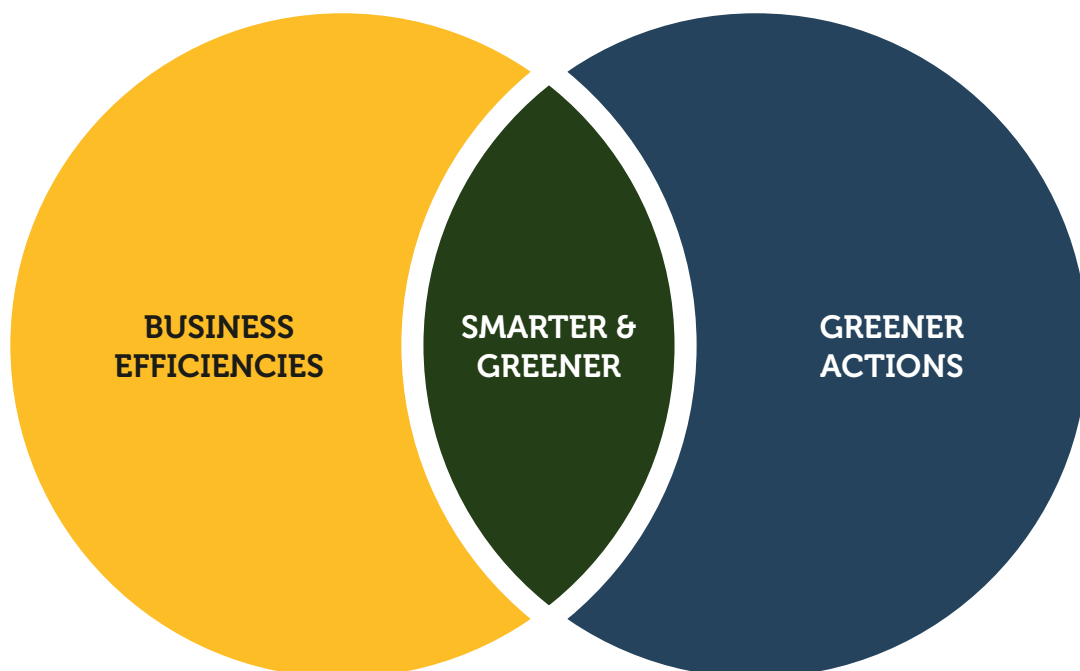
Welcome to your Greener Retailing guide.

This guide is specifically designed for those operating pubs, to help you find ways that your business can be greener, whilst also saving money.

Nowadays, most of us are aware that more needs to be done to protect the environment, but a common belief is that it will be expensive and time consuming, and it is not an immediate priority. In fact, plenty can be done that will save your business money and help it to perform better on the bottom line, whilst doing the right thing too.

This guide aims to identify quick wins, mainly by reducing waste. Often when 'the environment' is mentioned, recycling is the first thought. Remember that reducing waste altogether is better for your business and the environment, and recycling is better than sending waste to landfill.

This guide looks at how you can make efficiencies in relation to **Food and Drink**, **Energy**, **Water**, **Trade Waste**, **Cleaning** and **Changing Staff Behaviour**. The final section looks at your **Carbon Footprint**.



WRAP⁽¹⁾ estimates that food waste costs the UK pub sector £480 million a year. That's approximately £10,000 per year for the average pub⁽²⁾. Any food that is thrown away has been purchased, stored, cooked and served, all of which has associated costs. It then costs even more to dispose of.

Like the rest of the Greener Retailing guide, the actions we propose here should save you money, but there are also strong environmental arguments. Before food gets to you it may have been transported thousands of miles – at great environmental cost. For example, beef often comes from South America, and fruit and vegetables, especially out of season, from all over the world.

On top of this, when food goes into landfill and decomposes, it generates methane, a greenhouse gas that is 21 times more damaging than carbon dioxide (CO₂). Globally, the carbon footprint of food waste is equivalent to 3.3 billion tonnes of CO₂ released into the atmosphere per year. Each year approximately one-third of all food produced is lost or wasted.

Drink waste is publicised less and can be less visible, as liquids are easier to dispose of. Consider the potential costs to your business though.

Assuming an average cost of £5 per pint, wasting one pint per day is equivalent to £1825 of potential sales over the year.

First we look at tackling food waste. We explain a simple way of measuring waste and working out the cost, then we show you how to reduce waste and increase food profits. We then look at tackling drink waste.

⁽¹⁾ WRAP is a registered charity working to reduce waste and achieve more sustainable use of resources. See page 30.

⁽²⁾ These figures are based on research for 2019. This figure is subject to be updated.

HOW MUCH FOOD WASTE? ■

To measure food waste all you need is three transparent plastic buckets and a set of luggage scales. Download the food waste calculator⁽¹⁾ (see page 30) and you're ready to start!

Separate food waste from general waste. Use three buckets labelled 'spoilage', 'preparation waste' and 'plate waste'.

- **Spoilage:** food that has spoiled or is too damaged to be used.
- **Preparation waste (chef's waste):** all waste produced during preparation.
- **Plate waste:** any food that returns from the customer on plates, dishes, bread baskets etc.

Now you can identify which stages in the process your waste is coming from. This is important as there are different solutions for each.

Weigh your waste at the end of each day (more often if you need to empty the buckets). Enter this information in kilograms into the calculator or use a paper sheet in the kitchen and enter the figures later. You will need to know how many covers you have served each day.

Calculate how much food is wasted and the cost of it. As of release, the calculator uses a cost per kilo figure of £1.27 per kilo for pubs, and £1.88 per kilo for restaurants. The figures are based on WRAP research⁽²⁾. For the calculator, a 'pub' is defined as having less than 50% of its income from food, a 'restaurant' is the opposite. These figures are for food purchase costs only. Wasting food also wastes other resources including energy for storage and cooking and labour costs.

The calculator is designed to be used for four weeks. This will cover both busy and slow periods and show the immediate impact of any changes you make. You can use the calculator more than once to see change over a longer period.

Identify ways to reduce food waste by looking at which stage it comes from.

- **Spoilage:** usually due to overordering, inappropriate menu items or storage problems.
- **Preparation waste (chef's waste):** may be from overpreparing, overcooking, or being wasteful when trimming food.
- **Plate waste:** usually due to garnishing, large portions or unpalatable food.

⁽¹⁾ The food waste calculator was developed by Manchester Met as part of the original Greener Retailing project and made available to use and share as a resource for reducing food waste.

⁽²⁾ These are 2021 figures and are based on WRAP research for 2011. The figures were discounted to consider unavoidable food waste such as bones and eggshells. Manchester Met updated these figures for 2016, and WRAP for 2021, using The Consumer Price Inflation Tables from the Office for National Statistics.



Nick Burns - Food Development
Manager at Hartford Hall, Northwich

A FOOD WASTE FOCUS ACROSS ROBINSONS

Measuring food waste can have a dramatic effect and allows you to think about how it can be reduced. Once you reduce your food waste you will notice immediate cash benefits.

Robinsons have been conscious of food waste across their Managed Houses. When re-designing menus, food waste is considered. Gratuitous garnish, such as coleslaw and salad, has been reduced or removed altogether.

At their Managed Houses, staff separated and measured food waste for twenty-eight consecutive days using the method described on page 6. At the end of the day figures for **spoilage waste, prep waste and plate waste**, and the **number of covers** served, were entered into the food waste calculator and the following results were calculated:

- Total food waste (kg)
- Cost of food waste (£)
- Food waste per cover (g)
- Cost of food waste per cover (£)

These results offer an overview of the financial and environmental implications of food waste at each pub. Sites with high levels of food waste can be targeted with relevant measures.

At the Tempest Arms, Elsack, hotel guests were served two slices of toast each at breakfast. By switching to serving toast on request, two loaves a day have been saved. This equates to **730** loaves over the year. This has contributed to a weekly food waste reduction of **14kg**, over a year this would be **728kg**.

This equates to a weekly saving of **£26**,
or an annual saving of **£1369**

Nick Burns, Food Development Manager, said:

“ This method of monitoring food waste has been successfully used in numerous pubs across our estate and always shows a reduction in food waste. Using three transparent tubs for spoilage waste, prep waste and plate waste allows you to visualise what is being wasted and react accordingly. I recommend that you pro-rata your weekly food waste across the full year to fully understand the cost and environmental benefits. ”



Tempest Arms, Elslack



Bulls Head, Hale Barns



Tatton Arms, Wythenshawe



Hartford Hall, Northwich

■ REDUCE FOOD WASTE AND SAVE MONEY

MENU DESIGN

- Continually review your menu and check wastage records. If an item is being regularly wasted, change your menu and production.
- Use core items across the menu. Cross-utilisation means you are more likely to use up stock and generate less waste.
- Plan menus around your customer base. Don't offer food they do not want. Keep the menu at a manageable size as too much choice will result in slow stock turnover and lead to waste.
- Design your menu around the skill set of your kitchen staff. A complicated menu may result in incorrect cooking.
- Avoid unnecessary garnish (salad, lemon wedges etc).
- Consider what is made in-house and what could be bought ready-made in the right portions.

ORDERING AND STORAGE

- Do not overorder. Work towards 'just-in-time' delivery and keep stock to a necessary minimum. A stock holding value of 7-10 days is ideal.
- Rotate stock regularly and store in air-tight containers clearly marked with dates and contents.
- Carefully handle produce and check deliveries for short shelf-life products.
- Store at the correct temperature (usually at or below 5°C). According to the Carbon Trust⁽¹⁾, refrigeration set 1°C too low increases running costs by 2-4%.
- Do not refrigerate items that do not require it.

PREPARATION

- Where unnecessary, avoid preparing food that spoils quickly and don't defrost more than what is needed for the next 24 hours.
- Avoid excess trimming and order pre-cut and peeled where appropriate. This can be the greener option as waste can be dealt with more efficiently during industrial processes.
- Offer skin-on fries and mash. Find ways to reuse trimmings and excess. For example, you could turn roast meats into hot sandwiches, and jacket potatoes into potato wedges. Think about what could be used in soups, stews or stocks as well.
- Encourage communication between front of house staff and the kitchen.

SERVICE AND PORTIONS

- Look at reducing portions and keep sizes consistent. Ensure all chefs offer the same portion sizes using spoons and measures. Use a scoop for chips.
- Monitor and record dishes that are regularly overcooked or burnt. There may be a need for training.
- Train staff on the menu. If a dish can't be explained, or made to sound appealing, it is less likely to be ordered.
- Encourage staff to sell slower moving dishes. If they don't sell regularly, why are you offering them?
- If serving a group, consider presenting veg in single dishes for self-service. You can offer a refill if they need more.

SURPLUS FOOD AND DONATIONS

- Work with local charities. Look at donating any short-dated dry food to local food banks and charities.
- Offer leftover meals to your staff. Feeding your staff is one way of keeping them satisfied at work.
- Consider services such as Too Good To Go⁽²⁾ for the sale of surplus food, especially carveries and desserts, and any meals that are produced in quantity.



⁽¹⁾ The Carbon Trust aims to assist organisations to decarbonise and accelerate to Net Zero. See page 30.

⁽²⁾ Too Good To Go is a mobile application that allows businesses to sell surplus food at the end of the working day. See page 30.



PRE-PREPARED VEG AT ALMOND FAMILY PUBS

The Almond family has two pubs with Robinsons. Across their portfolio, the purchasing of pre-prepared vegetables was introduced. They have found that pre-prepped veg has had a significant environmental and financial benefit. We visited one of their pubs, the Puss in Boots, to find out the benefits it has had.

Previously, the cost of wages was lower than the cost of produce, which made it more cost-effective to prepare veg in-house. Changes in the economy now mean that it is more cost-effective to purchase pre-prepped veg for Almond Family Pubs.

While the purchase price of pre-prepped veg is around a third higher than that of unprepared veg, savings are made in other ways. Purchasing pre-prepped veg removes the need for staff to prepare it themselves - saving on wages. Removing this process also removes associated food waste. Food waste bins can be expensive to remove. The Puss in Boots pay £12 per food waste bin.

Switching to pre-prepped veg may not compensate for freshness. The levels of guaranteed freshness will differ depending on the supplier, and their locality, so it is best

to check this. The environmental impact is affected by the locality of your supplier (and of theirs). Locality can potentially reduce the journey of the veg from field to plate, compared to purchasing unprepared.

Don't forget to consider the materials that are used for the packaging of the veg. Certain packaging, such as plastic wrapping and salad bags, are hard to recycle due to the method of production and types of plastic used.

James Almond said:

“ It is important for our business that any changes to our operation do not compromise the quality of our final product. Therefore, all decisions regarding our pre-prepped veg were considered in depth. After thorough research into the time-saving benefits and assurances from our local suppliers, as well as lengthy product trials, moving to pre-prepped veg does appear to have been the right decision. ”



On top of food waste, pub businesses can create a volume of trade waste. Ensure you are separating and disposing of your waste correctly as this is a legal requirement! You must keep waste to a minimum by doing what you can to **prevent, reuse and recycle**.

PREVENT

- Reduce your paper usage. Only print receipts when needed and consider digitalising your accounts if you are still paper-based.
- Consider the quantity and format of your menus. Laminating your menus may increase their lifespan, but they would be unable to be recycled. You could use thicker paper instead, or offer a digital menu.
- Take into account the quantity, type and location of your bins. A complete range of bins makes it easier to monitor types of waste. Locating your bins in easy-access areas can reduce incorrect waste disposal.

REUSE

- Upcycle and repurpose. Empty spirit bottles can be used to house lighting, turned into bird feeders or simply used as decoration.
- Where possible, transition to reusable materials. Use reusable containers for storage.
- Encourage staff not to throw away items that can be reused.

RECYCLE

- To encourage recycling, ensure your recycling bins are correctly labelled to ensure that items for recycling are placed in the correct bins.
- Educate staff on the importance of recycling. Ensure that they are aware of the recycling equipment and processes that you have in place.
- As well as paper and plastics, old appliances can be recycled too. Specialist companies will pay you for your old appliances and remove them for you.

CHOOSING WASTE SERVICES

Shop around to find the best deals for waste and recycling services. Most pubs remain with the service they inherited from the previous publican, or they have waste contracts with the council or well-known private companies. However, waste is a rapidly changing market and some of the best deals may be with smaller companies or community recycling schemes. Consider the end destination for your waste – does it end up in landfill?

CARDBOARD

Pubs can generate plenty of cardboard waste. Depending on certain factors such as location and quantity, you may be able to sell your cardboard and generate an income. If this is not an option, consider how you are disposing of your cardboard. Paying for a separate cardboard collection may be cheaper than placing it in your general bin. There may also be local initiatives that would repurpose your cardboard. Art schools and community groups may take donations of it.



COOKING OIL ■

Each week, thousands of litres of useable cooking oil is discarded. A 20-litre drum of oil can cost between £35 and £50, and each fryer can contain up to 40 litres. If you have 2 fryers and you change the oil weekly, it could cost you between **£3640** and **£5200** per year. Save money by prolonging the life of your oil and only change it when necessary. When purchasing new fryers consider their efficiency and whether they have automatic filtration technology.

Stage One oil break in	Stage Two fresh oil	Stage Three optimum oil	Stage Four degrading oil	Stage Five spent oil
Clear in colour, no odour, very little oil soaked up by food	Slight browning at edge of fry, crisping, more oil soaked up by food	Golden brown colour, good crisping, optimum soak up by food	Darker food, uneven frying, hardening, too much soak into food	Hardened frying, bad or 'off' odour and too much oil soak, very uneven frying

MAINTENANCE

- Regularly skim during service to remove particles as these burn and ruin oil quicker.
- Drain and filter your oil often and pour it back into the fryer with a filter cage and paper.
- Clean your oil using wire scoops and paper filters. Turning fryers down to 100°C when not required during service also helps.
- Use a clear plastic pipette to identify whether your oil needs changing. You can't tell just by looking in the fryer as the oil will look dark.

OIL SELECTION AND USAGE

- Don't deep fry animal products such as sausages. Animal fat burns at 100°C.
- If possible, have a separate fryer for chips. This oil will last weeks if looked after.
- Consider switching to a long-life oil. Looking after it could save you even more money.
- Explore the use of air fryers or alternative cooking methods for certain items to reduce your oil consumption.

Most pubs produce some waste oil – are you making the most of yours? Waste oil can be converted into biodiesel, a more environmentally friendly vehicle fuel. Many companies offer to collect your used oil for free and may even pay you for it. The Puss in Boots, Offerton sell theirs for 38p per litre. Try an internet search for “waste cooking oil collection in [your location]”.

BEER LINES AND DUPLICATE PUMPS

- Weekly line cleaning is essential and will maintain beer quality and increase your yield. Beer that is lost during line cleaning must not be put back into the keg as it has been exposed to oxygen and the quality of the fresh beer will be impaired.
- Consider your duplicate dispense taps. For duplicates, aim to sell 11 gallons per week per pump. If you sell less than this, remove your duplicate pumps or convert them to dummy taps for marketing.
- Assuming a line loses a minimum of two pints during cleaning, and a pint retails at **£5**, removing a duplicate line will save you **£520** per year.
- Check if the diameter and length of your lines can be reduced to minimise wastage.

DISPENSING AND GLASSWARE

- Careless pouring wastes product and drives down profit. Bar staff often let glasses overflow. Consider training to reduce drink waste. The right pour will improve quality, satisfy customers and reduce waste.
- Dispense beers into the correct glassware. Ensure glassware is cool, dry and well maintained. If it isn't, expect customers to return their pints as the quality will be impaired.
- Roughly every three months use specialist cleaning products to remove the build-up of yeast and proteins from your glasses.
- Ensure that you are using the recommended detergent and rinse-aid that is specific for your glasswasher. ONLY use your glasswasher for glasses and service it every twelve months.

BEER WASTE

- Track the amount of beer that you are wasting. This can identify areas of improvement. There may be problems with your cellar set-up, or simply how the pint is being poured. You may have equipment already installed to help with monitoring this (e.g. iDraught).
- Consider selling or giving away residual beer from lines prior to cleaning your lines, ONLY IF the correct cleaning process is followed. Whether this is appropriate will depend on your pub and your cleaning routines. Some pubs offer the beer to locals either at a reduced rate or for free. This can generate goodwill and encourage customers to try new beers.



Hannah - Cellar Service Technician at the Red Lion, Cheadle



Cellar Setup at The Unicorn, Congleton



Paola and Cecil - Publicans
at The Ship, Coniston

CASE STUDY

PYTHON REPLACEMENT AT THE SHIP, CONISTON

Beer pythons are insulation tubes with beer lines running inside them. The cooled cellar at The Ship, Coniston received investment. Existing pythons were replaced with new pythons containing lines of a shorter diameter.

Previously, beer lines had a diameter of 3/8". Installing new pythons has reduced this diameter to 5/16". The higher the diameter, the higher the number of pints in the line. This means more wastage during line cleaning. These pythons contain eight keg beer lines.

New pythons have saved **1.5** pints per line during each line clean. This could equate to a saving of **£3120** across all eight lines through reduced beer waste.

- Pints saved per line: **1.5**
- Pints saved per python: $1.5 \times 8 =$ **12**
- Pints saved per year: 12×52 line cleans = **624** (Approximately 7 x 11 gallon kegs)
- Assuming an average pint price of £5, this amounts to a saving of **£60** per week OR **£3120** per year.

Energy wastage is an obvious target area when trying to cut carbon and save money. The Carbon Trust states that most hospitality businesses can reduce energy consumption by making simple changes. **A 20% decrease in consumption** can equate to a **5% increase in gross profit**. Immediate cash savings can be substantial, but future savings are likely to be even greater. With recent rises in energy prices, a long-term view could pay off.

There are plenty of opportunities to reduce energy use. According to the Carbon Trust, many pubs could cut their bills by 15-20% by implementing simple changes, below we will look at some of these.

MONITORING AND TARGETING

Monitoring and targeting (M&T) your energy usage provides the valuable information needed to communicate with staff and influence their behaviour to reduce usage. Good M&T processes will help you to:

- Detect and reduce avoidable energy waste.
- Quantify savings that have been achieved.
- Provide feedback for staff awareness campaigns and improve budgeting.

Energy costs when running a pub are comparatively high. The simplest way to monitor and target is to check your energy readings regularly and watch out for changes. (See page 23 for our case study on this.)

SPACE HEATING

People often disagree on whether rooms are too warm or too cold. The ideal temperature for a lounge is 21°C. Other areas (such as function rooms) may not need to be as warm.

- Create different temperature zones. Use thermostats, radiator valves and thermometers to regulate temperatures. A constant and comfortable temperature improves customer experience.
- Consider the location of your furniture. Ensure furniture is away from radiators to ensure efficient heat circulation.
- Tackle drafts using draft excluders for doors and excluder tape for windows. Watch out for staff leaving doors and windows open too.
- Consider loft insulation as it is easy and cheap with a quick return on investment. If this isn't practical, insulate the hatch with draft excluder tape.

KITCHEN

Should your pub serve food, your kitchen will be a hotspot for energy usage. A lot of energy can be wasted in the kitchen from inefficient equipment or human error.

- Kitchen staff sometimes use fryers and ovens to heat the kitchen in winter. Consider heating this space more conventionally.
- Cleaning and maintaining equipment ensures optimal performance and extends life span. Equipment is often switched on ahead of service to ensure that it works. Regular services and maintenance would remove the need for this.
- Staff can easily forget to turn equipment off. Implement timer switches or stickers, posters and checklists as reminders. Also, consider turning off equipment at the socket as equipment can still use energy whilst on standby or idle.
- Defrosting your freezers often will improve the lifespan and efficiency of your unit.

ENERGY EFFICIENCY

The energy efficiency of your equipment is important to keep energy usage and costs down.

- Purchase appliances with good energy efficiency ratings. These should be better quality and last longer.
- Ensure your appliances are well-maintained and regularly serviced. This will prolong the lifespan of your equipment.
- Replace and renew equipment. To sustain energy efficiency, purchase new parts for appliances, or replace them altogether if needed.

CELLAR

The beer cellar and its equipment can be energy-intensive.

- Insulate cellar ceilings and implement PVC curtains to prevent cold air from escaping the cellar.
- Zone off and separate areas or stock that does not require constant refrigeration or cooling.
- Ideally, locate ice machines and other heat-generating appliances out of the cellar if possible. This will prevent the cooler from working harder to compensate and using more energy.
- Lagging any hot water pipes in your cellar and draught proofing doors will save on energy used to run your cellar cooling.

LIGHTING ■

A considerable amount of your electricity bill is likely to be from lighting. Simple changes can reduce energy usage. Try changing to low-energy light bulbs if you haven't already. Many pubs use vintage-style bulbs in bar and food service areas. These look great but can be incandescent, using much more electricity than LEDs or compact fluorescent lights (CFLs). Ambience is important, so consider which bulbs can be changed without losing too much luminance or creating glare. Technology is constantly changing so keep reviewing what is available.

BULBS

- Consider changing bulbs that are hidden behind shades, which are recessed, or are back of house. Changing a bulb may not generate huge savings, but the numbers add up when you change multiple over time.
- Replacing ten 50-watt halogen (old style) bulbs with 4-watt LEDs could save **£185** a year. LEDs last longer and are cheaper to run.
- If you have linear fluorescent lights (LFLs), ensure that they are the new style 1" tubes. Turn them off when not in use! It is a myth that more energy is used by turning these off and on again, instead of leaving them on.
- Clean bulbs and shades to avoid losing the light that you are paying for.

SENSORS AND TIMERS

- Use timer switches for plug-in lights, especially those outside, which tend to be left on. Change the timer seasonally as daylight hours change.
- Use sensors for lights in areas such as toilets and the cellar so these lights are only on when needed.



Water shortages are becoming an ever more pressing environmental issue. According to the Water Commission⁽¹⁾, there is the prospect of a 40% shortfall in freshwater supply by 2030. Pub businesses can waste a huge amount of water.

The processes that provide water, and heat it, are energy intensive. Saving water means saving energy. Businesses pay for both their water supply and wastewater disposal. Changes can be made to reduce your water waste and save money.

STAFF AWARENESS

- Are you and your staff aware of the environmental issue of water waste and the associated costs?
- Building awareness and training staff can reduce water waste. Kitchen taps are often left running during food prep, breaking this habit could generate substantial savings.

MONITORING AND MEASUREMENT

- Monitoring and measuring your water usage allows you to see any 'hotspots' or 'spikes' in water usage.
- Investigating changes in your usage allows you to see the impact of any changes that you make.

WATER EFFICIENCY

- Water companies offer free water-saving devices and tools. These can reduce the amount of water used during toilet flushing and can increase the water efficiency of taps and showers.
- Consider water efficiency when purchasing new appliances, such as washing machines, dishwashers and ice machines. Efficient models can save money in the long run.
- Reduce your water pressure. Lower water pressure means less water use. If your pressure is over 5 bar, consider installing a pressure-reducing device.

GARDENS AND WATER COLLECTION

- Collect rainwater using a rainwater butt placed in your garden.
- Implement equipment to collect and recycle your 'greywater'.
- If you have gardens and plant pots etc. rainwater and greywater can be used to water these. This will save you money as you won't be paying for the water that is used to do this.
- Use chippings on flower beds and pots to stop them drying out quickly in hot weather.

⁽¹⁾ The Global Commission on the Economics of Water aim to redefine how water is governed for the common good.
See page 30

CASE STUDY

MONITORING AND TARGETING YOUR USAGE – BROAD OAK PUBS

You cannot manage what you cannot measure. Monitoring and targeting (M&T) is a method of analysis that could reduce your energy usage and combat high energy costs. M&T can drive improvement by identifying faults in equipment, processes etc.

Darren Crawford's business, The Broad Oak Pub Company, operates five Robinsons pubs. M&T is an integral feature of their business operation. Every week meter readings from across his portfolio are reviewed. This review allows potential usage 'hotspots' to be identified. Once identified, a hotspot can then be targeted with relevant measures.

Spikes in energy usage can sometimes be related to behaviour. Darren recalls a time that he noticed a site with live-in staff accommodation was using higher than usual volumes of water. Once investigated, it was identified that taps were being left running all day in the live-in accommodation. Another instance includes kitchen equipment being left on throughout the night at some sites.



Darren - Publican at
The Smoker, Plumley

Across his portfolio, glasswashers are now only turned on at the mains once the first glass tray is full, rather than when staff first enter the building. On quieter days this has resulted in three hours of saved electricity at each site.

Reducing your usage not only has financial benefits to your business, but also environmental benefits. The environmental impact of your business will be reduced.

Darren Crawford explained:

“Monitoring and controlling energy usage is critical to business survival, especially with the increase in energy prices. Together with managing costs, it also allows us to become more environmentally friendly.”



Anna - Pubican at the Red Lion, Cheadle

When thinking about reducing waste, cleaning products and practices may not spring to mind. There are some easy opportunities to be clean and green, while also saving money.

EQUIPMENT

- Consider the equipment that you use and if it can be re-used. You could use microfibre cloths that are reusable, instead of single-use cloths.
- Use measures and dispensers instead of using cleaning products straight from the bottle. Bleach can be diluted and used as a spray. This should reduce chemical odours at opening time and provide a pleasant environment for customers.
- For window cleaning use hot and soapy water with a squeegee. The results are great and you won't need to purchase cleaning roll and expensive sprays.

STAFF

- Encourage staff to be mindful of the amount of product that they are using. Use enough to make sure your surfaces are being adequately cleaned, but don't use too much that it is being wasted.
- Remind staff to keep doors and windows shut during cleaning. This could make a big difference to your energy bills. If it is cold during cleaning, the pub will need heating up again for when the customers arrive.

CHANGING STAFF BEHAVIOUR ■

Hopefully, this guide has provided you with some useful tips and tricks to implement so far. But how do you convince your staff to get on board with it? Staff behaviour can be more than half of the battle so here are some useful tips from publicans.

IDENTITY

Implement sustainable business practices and make sustainability part of your pub's identity.

- If staff are working for a business that takes environmental concerns seriously it can give shape and purpose to any extra effort expected of them.
- On top of including sustainability in your identity, you could make it a part of your pub's brand if it's something your customers would value.
- Making sustainability part of your operations and identity will improve the green credentials of your business and increase environmental transparency. You may see your reputation enhanced.

MAKE IT EASY

If you simplify processes and make it easier for staff to save energy themselves, you will encourage better energy-saving behaviour.

- Use systems and reminders. Many pubs use checklists for the opening and closing of bar and kitchen areas.
- Colour code lighting if necessary and use labels to remind staff to turn off appliances.
- Reduce the number of things to do by automating tasks where possible. Timer switches are ideal for this.

INCENTIVISE STAFF

On top of simplifying processes, offering incentives to staff can motivate them and encourage behavioural changes and accountability.

- Set waste efficiency and financial targets. Environmental targets may encourage some staff, while financial targets may work better for others.
- Consider appointing champions for waste reduction. It may not work in every pub but can help with implementing changes and could work well along incentives.
- Encourage staff to implement their own ideas on waste reduction.
- Understand your staff and think about what approaches will work best.

■ THE BII SUSTAINABILITY CHAMPION AWARD

Created by the British Institute of Innkeeping (BII), the Sustainability Champion Award is given to those in the industry that have gone above and beyond to demonstrate their commitment to operating sustainably.

To achieve this award, you must provide evidence that you are actively involved in four key areas:

- **Energy Reduction**
- **Waste Reduction**
- **Sustainable Procurement**
- **Customer & Team Engagement**



Examples of what winners have done include the swapping of home-grown veg for beer tokens or products, community composting and furniture upcycling, and the harnessing of solar energy.

According to research:

71%

of publicans say that sustainability is important to their pub BUT only 31% of pub-goers believe that pubs are focused on sustainability.

59%

would like more information on how sustainable the pubs that they visit are.

46%

are more likely to return if they discover that the pub is sustainable.

46%

will pay more for sustainably sourced food/drink.

See page 30 for information on how to nominate either your own business, or another, for this award.

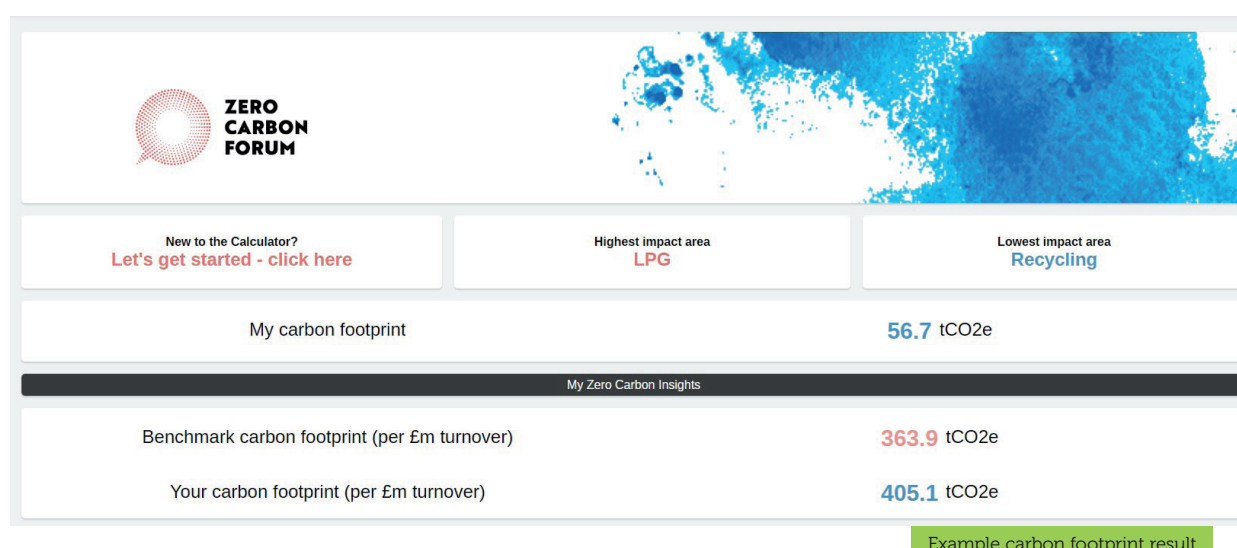
CARBON FOOTPRINT ■

It is important to understand and visualise the environmental impact of your business. This will allow you to responsibly contribute to sustainability efforts and target specific areas of your business. Calculating your pub's carbon footprint will allow you to do this.

Your pub's carbon footprint is a measure of the total number of greenhouse gases that you emit during your business activities. Greenhouse gases are those in the atmosphere that raise the surface temperature of the earth. All categories that we have mentioned in this guide contribute to your carbon footprint. Taking action can reduce your carbon footprint and also save you money.

To measure your carbon footprint you can use the Zero Carbon Forum's⁽¹⁾ (ZCF) carbon footprint calculator (see page 30). You will need figures on your number of staff, revenue, food and drink breakdown, plus your gas, electricity and water consumption. If you have a monitoring and targeting process in place that we mentioned earlier, these figures should be easy to attain.

Once completed, you will receive your carbon footprint in tonnes of greenhouse gases. It can then be compared against the industry benchmark. Your results are broken down into categories, allowing for hotspots to be identified. Results can be used to inform changes in your business practices.



⁽¹⁾The Zero Carbon Forum is a non-profit organisation assisting companies in reaching sustainability targets. See page 30.



Karen Pearce - Publican at the Dog and Partridge, Great Moor

CALCULATING YOUR FOOTPRINT – THE DOG AND PARTRIDGE, GREAT MOOR

Karen at the Dog and Partridge, Great Moor was conscious of her pub's environmental impact but was unaware of it. To understand her impact she used the ZCF's carbon footprint calculator.

Karen was pleased with her result and was interested to see how it compared to the benchmark and similar establishments. There was still an opportunity to improve, however.

Her result led to new equipment being purchased to reduce her energy usage. Smarter lights were installed and energy efficiency is now considered in the purchase of equipment.

Karen said:

“Being environmentally conscious we were eager to understand our carbon footprint as a business. The carbon calculator enables us to visualise what parts of our business have the greatest environmental impact, understanding this then informs our future sustainable practices.”

ACKNOWLEDGEMENTS ■

Many thanks to the previous contributors and to the following for participating in and supporting this version of Greener Retailing:

PARTICIPATING PUBS:

- Bells of Peover, Knutsford
- Bulls Head, Hale Barns
- Dog and Partridge, Great Moor
- Hartford Hall, Northwich
- Puss in Boots, Offerton
- Red Lion, Cheadle
- The Smoker, Plumley
- Ship Inn, Coniston
- Tatton Arms, Wythenshawe
- Tempest Arms, Elslack
- The Goat Inn, Glandwyfach
- The Unicorn, Congleton

Robinsons staff who have provided expert input and invested their time in the original and updated versions of Greener Retailing. Particular thanks to Tony Massey, Ellis Wardle, Dave Harrison, Nick Burns, Cordelia Robinson, and the sustainability team.

All information correct up until February 2024.

This guide is dedicated to the memory of Professor Susan Baines.

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■ FURTHER INFORMATION

If you have found the information in this guide useful and would like to know more about saving money whilst being greener, you may find the following resources helpful:

1. **WRAP** works with individuals, businesses and communities to drive more sustainable use of resources and contribute to a circular economy. The WRAP website is an excellent resource to help you reduce waste: **www.wrap.org.uk**
2. The **Food Waste Calculator** developed through this project by Manchester Met is available to download for free from My Pub Hub, an online resource bank for Robinsons licensees. It can also be found on the Guardians of Grub's website at **www.guardiansofgrub.com/resources**
3. The **Carbon Trust's** mission is to accelerate the move to a sustainable, low-carbon economy. The main focus is on energy and the Sector Overviews for Hospitality and The Food and Catering Sector are particularly useful. You can find them by searching under 'Tools Guides & Reports'. **www.carbontrust.com**
4. **Too Good To Go** offers a platform to sell your surplus food – reducing food waste and increasing your revenue. More information can be found on their website: **www.toogoodtogo.com**
5. **Energy companies** can be a useful source of information and guidance on how to be more energy efficient.
6. **Water companies** provide guidance on how business can reduce their water consumption. Look on your water supplier's website or contact them. They will also provide water-saving devices free of charge.
7. **The Global Commission on the Economics of Water** presents ideas for changes in policy, business practice and global collaboration to support climate and water justice. **<https://watercommission.org/>**
8. More information on the **BII's Sustainability Champion Award**, and other useful resources, can be found on the BII's website: **<https://www.bii.org/>**
9. The **Zero Carbon Forum (ZCF)** is a non-profit organisation, empowering hospitality to reach sustainability targets with speed, efficiency and profit.
 - The ZCF's **Carbon Footprint Calculator** is a useful tool to understand your pub's environmental impact. Following free registration, it is available to download from ZCF's website: **www.zerocarbonforum.com**
10. This **Greener Retailing** guide is available to download from the My Pub Hub resource bank and the **Robinsons** website: **www.robinsonsbrewery.com**

GLOSSARY ■

Carbon Footprint: A yearly total of measured emissions created through the everyday actions of a person, business, government or country.

Circular Economy: A framework that deviates from the traditional economy. This focuses on extending the life cycle of products through reusing, repairing, refurbishing and recycling.

Climate: The long term regional or global average of temperature, humidity, rainfall and other weather patterns over seasons, years or decades.

Climate Change: A long-term shift in temperatures and weather patterns. Partially a natural process, but has been accelerated through human activity since the industrial revolution.

Emissions: Gas, heat and effluent that is emitted from technology-based activities (carbon, methane etc.).

Greywater: Wastewater from non-toilet plumbing systems such as hand basins, washing machines, showers and baths.

Net Zero: A balance between the amount of greenhouse gas produced and the amount that's removed from the atmosphere.

Renewable Energy: Energy that is generated from natural sources that are replenished at a higher rate than they are consumed.

Recycling: The collection and treatment of used materials to produce materials that can be used again.

Sustainability: 'The ability to meet the needs of the present without compromising the ability of future generations to meet their own needs' – United Nations.

