The Kimpton Clocktower in central Manchester is a large IHG hotel operating both private dining and public restaurant and bar services. Food and drink menus are diverse, including breakfast buffets, afternoon teas and a full evening menu.

Executive Chef Paul Beckley took part in a food waste reduction course developed by WRAP through the Guardians of Grub initiative. Their online learning course ‘Becoming a Champion’ course is designed to help businesses change their behaviour through a combination of learning about and measuring their wasted food.

Paul is passionate about reducing the carbon footprint of his kitchen and was aware of the vast amount of food that's wasted across the wider hospitality industry. He wanted to identify which specific food categories were most frequently wasted in the hotel's kitchen – to understand what was happening and how this could be prevented.

“Taking part in WRAP’s ‘Guardians of Grub: Becoming a Champion’ initiative has made a tangible difference to our operations.”
Paul Beckley, The Kimpton Clocktower
What we learnt

A key challenge was engaging hotel staff outside of the kitchen with the importance of better food management. In addition, employees working more closely with food preparation found it easier to understand the importance of food sustainability than those working less directly with the food streams.

Kimpton recognised the importance of having a high level of awareness among all employees. This not only helped to support the kitchen team in their efforts to reduce waste, but ensured that a clear message was communicated to customers if they enquired.

The data gathered showed that up to 30-40% of breakfast buffet food was being wasted daily. For Paul, the initial process of data collection was an ‘eye opener’ and despite the catering team’s familiarity with the amount of waste that the kitchen produced, they were nonetheless surprised by the findings. This further helped to engage staff in the importance of food sustainability and helped them to get on board with taking action.

The data also revealed the monetary loss associated with wasted food, such as the upfront cost of the food, energy to cook as well as its disposal, which provided a further incentive to make a change in the hotel’s operations.
KEY LEARNINGS

**Reduced portion sizes.** This was especially effective for reducing waste at breakfast where items such as baked beans were identified as a large cause of waste.

**Meal timings** were altered. Staff canteen and breakfast buffet timings were changed to prevent food from being spoiled and ultimately wasted.

**Use of pre-prepped items rather than whole.** This reduced the kitchen’s overall waste as well as reducing labour time.

**Menu review,** resulting in reworked recipes to eliminate commonly wasted ingredients.

---

**Even more positive outcomes**

The 8-week pilot was such a success at the IHG Kimpton Clocktower that the hotel has continued measuring daily food waste.

The programme provided valuable education about the environmental harm caused by wasted food, and importantly, how to reduce it. This level of awareness was a critical starting point for implementing more sustainable practices in hotel catering operations.

Unfortunately, due to Covid-19 and the unexpected disruptions over the Christmas period, many restaurant bookings were cancelled. Despite this, average food waste per cover reduced by 11% between the launch of the pilot in May 2020 and January 2022.

As a result of engaging in the **Becoming a Champion** course, the team are far more aware of the issue of food waste and have been working hard to stop food from being thrown away.

Additionally, many hotel staff members have felt inspired to become more sustainable in other aspects of their lives, implementing further changes at home. For example, more staff started cycling to work.

---

"Guardians of Grub" has been developed by WRAP under the Courtauld Commitment 2030. We would like to thank Love Food Hate Waste New South Wales and FoodSaver London for their permission to reproduce material. While we have tried to make sure this case study is accurate, we cannot accept responsibility or be held legally responsible for any loss or damage arising out of or in connection with this information being inaccurate, incomplete or misleading. This material is copyrighted. You can copy it free of charge as long as the material is accurate and not used in a misleading context. You must identify the source of the material and acknowledge our copyright. You must not use material to endorse or suggest we have endorsed a commercial product or service. For more details please see our terms and conditions on our website at www.wrap.org.uk.

---

Find out how you can similarly reduce costs and wasted food in your business by visiting Guardians of Grub

GuardiansofGrub.com