

How to Plan and Deliver Environmentally Sustainable Events

March 2015



Growth that doesn't cost the earth

A practical, useful guide for
event organisers and suppliers

A programme from  ZERO
WASTE
SCOTLAND

 natural
scotland
SCOTTISH GOVERNMENT

EventScotland™

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1 Foreword

As a major contributor to the national economy, the Scottish tourism industry is a key priority for Zero Waste Scotland. It accounts for approximately 5% of GDP, supports 27,000 businesses and is responsible for 200,000 jobs¹. The events sector helps to drive this industry with annual events including The Edinburgh Festivals, which generate £261 million expenditure each year, and T in the Park, one of Europe's biggest festivals, generating £40 million per annum.

Last year, the Ryder Cup 2014 at Gleneagles was forecast to deliver a staggering £100 million to the economy. In 2009² business tourism was estimated to be worth £827m to Scotland, which is almost 20% of total tourism spend, due in part to business visitors spending nearly twice as much per day as leisure visitors.

2014 really was a once-in-a-lifetime year for Scotland as we hosted the Glasgow 2014 Commonwealth Games, Ryder Cup at Gleneagles, Festival 2014 and Homecoming Scotland – and the legacy has the potential to really benefit Scotland. It was also the year that saw sustainability raise its profile in the planning and delivery of events, with Glasgow 2014 achieving the Environmental standard ISO20121.

Putting resource efficiency on the business agenda delivers considerable savings on operating costs. But more than that, running sustainable events improves compliance, enhances business reputation, provides a competitive advantage and facilitates access to funding.

Zero Waste Scotland is committed to promoting sustainability. Through our programme Resource Efficient Scotland we are supporting and enabling the events industry to be economically, environmentally and ethically responsible. Concern for the environment and promoting a broader sustainability agenda are integral to this and it is only by the industry adopting good practice and reducing its impacts that success can be achieved.

Working with strategic partners such as EventScotland, VisitScotland and Scottish Tourism Alliance, we are sharing guidance and support, as well as helping to reduce energy and water use and improve material and waste management.

Of course this doesn't come without challenges for the sector and supply chain, around things like legislation, funding regimes and an expectation of sustainable development best practice. That's why we're working with the Scottish events industry to help them rise to meet the challenges, engender change and create a truly sustainable Scottish events industry that competes on the world stage.



Iain Gulland
Chief Executive, Zero Waste Scotland



¹ The Scotland Visitor Survey conducted 2011 to 2012

² "Fast facts", (2009) Edinburgh Convention Bureau http://www.conventionedinburgh.com/fast_facts.html

2 Introduction

This guide provides simple, practical steps to support planning and delivery and help to minimise resource usage. It is written primarily for event organisers as an aide memoire, a source of top tips to signpost further in-depth information. Savvy suppliers, venues, caterers, stand or set designers and waste management companies can check out the relevant sections to glean what event organisers will be expecting and asking you for!

2.1 What is sustainability?

Sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs.³

True sustainable development connects three spheres of awareness⁴:

- Economic awareness - using the assorted assets of a company efficiently to allow it to continue functioning profitably over time
- Social awareness - a community focused approach that includes employee welfare, fair trade and community interaction
- Environmental awareness - making responsible decisions that will reduce an organisation's negative impact on the environment

³ UN Brundtland Commission Report 1987

⁴ <http://www.businessdictionary.com/definition/economic-sustainability.html#ixzz3KJhfaTh>



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2.2 What's in it for you?

Given the value of the events industry to the Scottish economy there is a strong argument for improving sustainability at all levels of the delivery process. Primary reasons (drivers) for organisations to consider sustainable development are; reducing operating costs, securing funding, compliance and meeting industry standards.

Commercial

Companies that adopt sustainability are rewarded with reduced costs and increases in profit and turnover. The simple act of reviewing which resources are used, how they are used and what happens to them at the end of their (company-specific) useful life, gives an organisation the opportunity to make change to establish cost saving measures;

- to reduce risk;
- to increase creativity and find new solutions;
- to improve customer loyalty, influencing the purchase decision and creating a unique selling point for their event;
- to increase staff morale;
- to maintain and develop competitive advantage; and
- to work more closely with their supply chain to deliver better solutions

Funding

Funding for events is derived from a range of sources including (aside from earned income) the public purse, commercial sources and charitable contributions – all are looking for sustainable investment opportunities. New and exciting prospects for funding are being developed with sustainability at their heart and even the public sector is demanding greater attention to the needs of the environment. When environmental sustainability is a prerequisite for a 'high quality event' sponsors are in a position to apply pressure on event organisers to operate more sustainably.

Example of funding requirements by Event Scotland:

In order to encourage sustainability initiatives as an element of a successful event, EventScotland expects applying for funding to:

- have an environmental and sustainability policy;
- ask questions on environmental sustainability on its application form;
- have the capacity to set environmental and sustainable key performance indicators (KPIs) for all its funded projects; and
- review KPIs when assessing future funding.

Legislation

To operate legally and mitigate risk and protect reputation, you need to be aware of and comply with a number of environmental legislative requirements. These apply to all organisations based or operating in Scotland for compliance under European, UK and Scottish law. Environmental legislation includes:

- Waste (Scotland) Regulations
- Climate Change (Scotland) Act
- Environmental Protection (Duty of Care) Regulations
- Single Use Carrier Bag (Scotland) Regulations.

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Industry Standards

Boost your environmental reputation and prove your commitment to sustainability by gaining formal accreditation and working to sector-specific standards. The three standards associated with environmental management are:

ISO 20121 event sustainability management system (formerly BS8900): a management system standard that has been designed to help organisations in the events industry to improve the sustainability of their event related activities, products and services.

ISO 14001 the international standard for implementing environmental management systems.

BS 8555 a British Standard that guides the phased implementation of an environmental management system.

Corporate Social Responsibility (CSR)

CSR is a form of corporate self-regulation integrated into a business model covering legal and moral responsibility. Securing the Future⁵ – delivering UK sustainable development: stresses the importance of living within environmental limits. Whilst it applies directly to central government many lessons can be drawn from it to the wider business and social world.

Hearts and Minds

A motivation that is seldom discussed but has importance in certain sectors is based on altruism and emotional connection. A brand is partly based on head and partly on heart. Sustainability clearly combines both elements. With the head focusing on the practical delivery and logistics, the heart has room to consider some of the more intangible activities associated with the wellbeing of planet, people and communities.

Event organisers who come from the area local to their event are more likely to have an emotional investment in the area, encouraging them to work to reduce any environmental impacts and community-focussed events need to be responsive to local concerns and issues.

⁵ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/69412/pb10589-securing-the-future-050307.pdf



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3 How to plan environmentally sustainable events

In the previous chapter we have discussed why it is important to build sustainability into the events sector – both from a resource, economic and environmental perspective. The next chapters will now take you through each of the event planning stages highlighting touch points where sustainability considerations can be made.

Before you begin building sustainability into your events, it is important to overcome any barriers to change at an early stage in the process. To ensure success:

- get commitment from senior management;
- set realistic aims, objectives and targets;
- encourage the staff to play a part and be involved;
- develop effective working relationships with your supply chain; and
- seek help and expert advice when you need it.

Then it's time to consider your event's environmental impact. At the heart of truly sustainable development is planning. Plan early and costs will be minimised and impact maximised. Use this guide to lead you through successful pre, in and post event planning and implementation.

Staff engagement around sustainability can be underpinned by Green Champions in the organisation and the supporting role of a Green Team. Free resources about [How to run an effective Green Team](#) and [Green Champion Training](#) are available online.

Every event is different. Differing venues, seasons, content, acts and people make for a totally unique event each and every time. It is therefore essential to assess each event independently.

Plan your event around the elements relevant to you such as; venue, catering, overlay, energy, water, waste, transportation, supply chain and procurement and communication.

Use the 6 Ws to plan each element of your event:

Who – clearly define the users of each service

What – know what they need

Where – define the location on site of service provision

When – know your times of peak and low demand

Why – is it a vital service or just nice to have

How much – estimate volume of use

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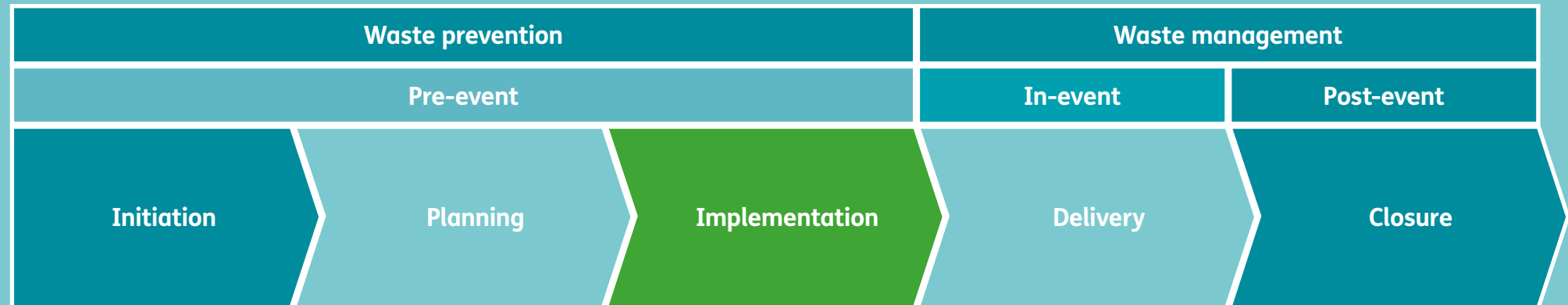
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Events delivery process

The following delivery process is for waste management but is applicable to energy and water management too.



Development Phase (1)

Determine purpose
Prioritise goals
Set objectives
Undertake SWOT analysis
Prepare client proposal
Present client proposal

Development Phase (2)

Develop proposal and requirements
Identify event elements

- Technical production
- Venue
- Food/beverage
- Ancillary service
- Entertainment
- Risk management
- Set dressing/decor

Pre-Production Phase

Reassess
Resources:

- Suppliers
- Funding
- People
- Time, cost, quality
- Co-ordinate event elements

Production Phase

Deliver event
According to plan
Manage expectations
Ensure cost, time, quality and other goals are met

Post Production Phase

Determine ROI outcomes
Evaluate event and management

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4 Venue

One of the key success factors of any event is the venue – be it a conference centre, hotel, concert hall or big green field – and all have their own environmental impact.

It is important to form a working partnership with your venue and the team responsible for delivering your event. Their intimate knowledge of the venue will help you to make the best use of space, natural light, and ventilation and share key insights and advise best practice from previous events.

Venue check list

- Is the venue in the right location?
- Are there good public transport links?
- Is it close to the majority of delegates or the audience to reduce travel?
- Are teleconferencing or video viable options?
- Does it have the right facilities?
 - Is it the right size for the number of people expected?
 - Are the facilities suitable? For example, are rooms the right size and shape for plenary / breakout sessions? Or, are surrounding fields large enough to cater for all camping requirements? Does the natural shape of the land reduce the need for terraced seating?
- Is accessibility easy and available to all?
- Are there established systems and an infrastructure or can they be easily imported?
- Establish environmental sustainability. Venues may be required to publish their environmental policies. As for:
 - The sustainability policy or certification ([ISO 20121](#)) or
 - The environmental policy or certification ([ISO 14001](#), [BS 8555](#)) or
 - Separate policies for:
 - [Food](#)
 - [Energy](#)
 - [Water](#)
 - [Waste](#)
 - [Transport and travel](#)
 - [Purchasing and procurement](#)

- Are they registered with the [Green Tourism Scheme](#)?
- Have they pledged to take action on its environmental impact by completing a pledge –such as the [Resource Efficiency Pledge](#) or [Positive Impact Pledge](#)?
- Have they been recognised by the industry or local community for any sustainability work?
- Outdoor venue: Do they carry certification such as [Sites of Special Scientific Interest \(SSSI\)](#)?
- Who is responsible for managing and implementing the environmental policy?
- Do they have a separate communications plan for environmental sustainability?
- Do they have a clear re-use and recycling policy?
- Are staff aware of policies and trained to implement them?
- Do they have any special initiatives?
- Do they have a sustainable transport policy?
- Are they a cycle friendly employer?

Thermal comfort: environmental and personal

The season and activity of delegates help determine optimal temperature settings.

Overheating a room not only raises costs and increases carbon emissions, it reduces the comfort of your delegates. Thermal comfort levels are personal, and depend on the season and level of physical activity taking place. Set the thermostat at 21-23°C in summer and 22-24°C in winter (CIBSE6 recommendations for comfort levels in meeting rooms).

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5 Catering – provision of food and drink

Food production and transportation have considerable environmental impacts. As an organiser, controlling supply chains and reducing waste has bearing on an event both financially and environmentally.

Sustainable food is not just about considering the distance that food travels from field to plate; the food we buy can have a big impact on health and the local economy too. It is important to remember when choosing food supplies, to ask where and how food was grown and processed.

Fresh, local, seasonal produce generally means less energy has been used in its production. Food miles, the distance from producer to end user, are also reduced thus minimising air pollution and carbon emissions associated with its transport whilst supporting the local economy.

Alternatively use [Fairtrade](#) - the Fairtrade Foundation sets minimum sustainability standards for products, to extend this positive impact into some of the world's poorest communities.

Procurement can help you make informed purchasing decisions so you can buy product and services knowing that their environmental impact is minimised.

Did you know?

You can estimate domestic consumption using rules of thumb which state that each full time equivalent member of staff typically uses between 25 and 40 litres per person per day (depending on whether the site has a full food preparation canteen).



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Catering supplier check list:

- Do suppliers have environmental or sustainable purchasing policies and/or criteria to minimise environmental impact?
- How are ingredients grown and processed?
- Are goods British, Scottish or locally produced?
- Are Fairtrade products available?
- Can packaging be avoided by opting for re-usable servers like glass bottles for tap water?
- How can the event minimise the use of individually packaged foods (e.g. milk provided in individual portion packages).
- What distance are goods travelling? Can you reduce their carbon footprint?
- Are menus using fresh seasonal produce?
- Plan food requirements (such as vegetarian options) at event registration to avoid unnecessary waste.
- Can you plan catering requirements to minimise waste?
- Ask the chef/caterers about the original food source.
- For unavoidable waste, how are you going to dispose of it?
- Meal sign up in advance to reduce waste. For events that run all day, understanding who is attending which sessions to avoid over catering.
- Raise awareness about recycling or composting options with attendees to maximise waste management at the event.
- Plan your event around the elements relevant to you such as; venue, catering, overlay, energy, water, waste, transportation, supply chain and procurement and communication.

Best practice

- Train staff and contractors so they understand the importance of policies and procedures and can fully implement them front and back of house.
- Use produce that met recognised quality assurance standards such as Quality Meat Scotland, Red Tractor, LEAF Marque.
- Work with chefs to develop seasonal menus in order to reduce road miles and the energy needed for fresh produce production.
- Menu plan to avoid food waste. Make the most of ingredients by using the same ones in several dishes. Manage food stocks by combining fresh, frozen, dried, bottled and tinned products to retain freshness and quality as well as stock levels.
- Ask delegates to pre-select food options ensuring sufficient dietary options.
- Reduce food waste by reviewing portion sizes and serving to individuals at tables. If a buffet is used to allow choice and personal portions, offer smaller plate sizes and keep the buffet open for longer to reduce plated food waste.
- Use re-usable crockery, glassware, cutlery and tablecloths, but where disposable options are unavoidable use only compostable or recyclable alternatives like paper, wooden or biodegradable plastics (cornstarch).
- Ban non-recyclable packaging like polystyrene.
- Remove or reduce packaging by choosing serving options with less packaging. Replace individually packed foods such as milk, sugar and biscuits with jugs, bowls and plated selections.
- Aim to only use organisations signed up to the Hospitality and Food Service Agreement.
- Manage food waste by identifying local community groups or waste contractors that are licensed to collect and compost for onward processing at an anaerobic digestion facility. Ensure they can collect compostable packaging if this is to be included.
- Position sufficient waste disposal points front and back of house. Bins should be clearly labelled to avoid contamination of waste streams.
- Ask suppliers to use low energy equipment.
- Communicate with delegates or attendees on correct disposal of food waste and recyclable materials.
- Use low water equipment.
- For large events in temporary equipment, produce an energy plan to reduce overall energy use in the catering process.

For smaller events or those taking place in a well-established venue, you may be limited to in-house catering. However, it's still worth reviewing the checklist above and asking questions to find out about your caterer's policies and see if you can encourage them to make changes.

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6 Overlay & dressing

How you prepare and dress your venue has a huge impact on the feel of an event; however it also has the potential to carry large environmental costs as well.

From the moment guests arrive; clear branding of an event is fundamental. In addition, cleverly designed stages and infrastructure can passively channel people through an event in order that they gain maximum exposure to the content of the event, and heighten their experience rather than standing in queues or getting lost.

From the very basic simple pull up banners to the transformation of a green meadow into a vibrant festival site there are a number of key issues to consider.

Overlay and dressing check list:

- What creative ideas are there to minimise resource use?
- Are resources used sustainable?
- Are there options for key equipment apart from purchase such as; hire / lease / loan schemes or buy back?
- Can local groups re-purpose items?
- Can people from the local community be employed?
- What materials may be brought in by delegates, for example chairs or tents?
- What plans need to be in place to manage these?

Best practice

- Design-out waste by finding creative solutions that minimise the use of raw materials and resources.
- When producing items, can they avoid being date-specific and can they be re-used?
- Procure sustainably by sourcing reputable organisations that not only offer value for money and quality service provision but who are also operating sustainably.
- Source locally – use local suppliers to prevent the environmental impact of long distance travel, often with large lorries.
- Source re-usable options and hire / lease / buy back schemes for all your staging, marquees, seating, crowd barriers, signage, toilet facilities and so on.
- Identify markets for re-use / recycling as part of the planning process. If you have to use new resources plan for their re-use or recycle at the end of their useful life.
- Clear no-longer-needed items by working with community projects or auctioning them at the end of your event.
- Create an asset tracking log. Knowing what you own allows you to make best use of each element in the design and creation of each event.
- Provide designated packaging and disposal areas back of house ensure that these are clearly labelled and recycling services offered.
- Train staff and contractors to use resources efficiently and to dispose of them correctly.

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7 Energy – power, light, heat and cooling

The successful provision of power is fundamental to any event. It supports everything from on stage audio equipment and lighting, to catering and way marking; it affects the ambiance of an event by supporting heating and cooling; and supports all the back office activity. However, it is one area of an event that is often least well planned and regularly massively over-catered for. Adopting an efficient energy policy can not only reduce your carbon footprint but can make real cash savings.

If the UK's summer festivals cut their diesel consumption by 10%, over 1 million litres of diesel and more than 3,000 tonnes of CO₂ would be saved in one year alone.

Energy efficiency is simply the process of doing more with less - accomplishing the same tasks and functions while using less energy.⁶

Operating at optimum load with generators

Generators consume a baseline of fuel even if they are not employed at capacity, and the 'fuel consumed' versus 'power generated' relationship is not linear. Efficiency is therefore largely determined by load. A good rule of thumb is that around 70-80% load is perfect (optimum). Going downwards, anything between 80% and 50% load is still good (reductions in efficiency are marginal), but as you go down from 50% to 25% efficiency reduces. The 'danger zone' is below 25% with low efficiency. Below 10% you need to really start thinking about better ways to manage your power.

How much energy you use and where it is sourced from depends largely on the location and nature of your venue. Established venues such as hotels and conference centres will have a direct power supply for you to plug into for most of your supply needs. Outdoor and green field sites on the other hand tend to require portable generators for their whole supply.

Energy check list

Energy planning is key to success. Consider the following no matter how you source your power.

- Can you create an energy use map?
- Is the venue the appropriate size for the event as larger rooms use more energy to heat or cool?
- Do you need to light and heat the entire site or only certain areas?
- What are your power requirements?
- Can your supplier help you find an optimal energy solution?
- Are you able to share generators across the site?
- Can you avoid high carbon energy use by using mains electricity or renewable sources?
- Can you utilise venue to maximise natural lighting and therefore reduce artificial lighting requirement?
- Can outdoor venues be co-located to share heat, electricity or other facilities to maximise efficiency?
- Questions to ask your venue:
 - What policies and technologies are in place to reduce energy consumption?
 - Can they provide guidance on energy reduction for your event?
 - Do they purchase energy in a sustainable way (e.g. using a 'green energy' tariff)?
 - Can they record how much energy is used for your event (including set-up and break-down phases) and report back post event?
 - Does the venue maximise natural light only using artificial lighting where and when it is required?

Best practice

- Plan your energy use by creating an energy use map for your whole event:
 - Know demand peaks and troughs and what levels they will reach.
 - Know where energy is consumed; stage, lighting, campsite, catering, heating.
- Specify energy requirements correctly by understanding what power you need and working with your supplier to create efficient solutions. For example, create fuel cost savings by using a number of generators in sequence that operate only in times of peak demand, rather than running one large generator continually.

⁶ The power behind festivals. A guide to sustainable power at outdoor events. Green Festival Alliance.

- Share generators across the site for example power for toilets, multiple catering outlets and field lighting could all be driven from one source.
- Use a venue that is appropriate to the size of the event to avoid having to heat and light a huge area when you are only using a part of it.
- Control individual room temperatures using thermostats – heating a room above 24 degrees increases costs and is uncomfortable for delegates.
- Use laptops to power presentations as they use 90% less energy than desktop computers.
- Maximise natural light for breakout and refreshment areas.
- Train your staff to conserve energy and encourage the venue to do the same.
- If practical, look at quirky messaging, involving your audience. For example, pedalling 10 bikes can power a small stage using energy efficient equipment.
- Use a venue on the ground floor to prevent use of lifts.
- Turn off equipment when not in use and include switches so items can be turned off locally.
- Use low energy options such as LED lighting rather than traditional incandescent bulbs and energy efficient equipment.
- Source power from renewable sources:
 - At a hotel / conference centre – ask what measures they have in place to reduce energy consumption and where they source their energy from e.g. green energy tariffs.
 - Outdoors – investigate the use of renewables such as solar, biodiesel or wind power. Work is ongoing to make these sources more effective so it may not be possible to drive the whole event using just renewables yet – however watch this space!

Carbon offsetting should be considered only after you have taken the steps necessary to reduce your total energy use. Carbon offsetting involves calculating your carbon emissions and then purchasing 'credits' from emission reduction projects. These projects prevent or remove an equivalent amount of carbon dioxide elsewhere, meaning that the overall effect is zero. It is important that consideration be given in detail to the scheme you select and the types of project they implement as concern has been raised surrounding the value of some offsetting schemes.



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Ryder Cup 2014

The iconic golf tournament was held at Gleneagles, Perthshire, attracting players and spectators from across Europe and the USA.

The Golf Environment Organisation's Green Drive programme was implemented at the tournament, aiming to carry the lightest possible footprint and generating the greatest possible benefit to people and the environment.

Sustainability is an important consideration for Ryder Cup Europe with a comprehensive agenda including nature conservation, energy efficiency, waste reduction, pollution prevention and communications. With a concerted effort to integrate sustainability across venue, staging and legacy, Ryder Cup 2014 succeeded as being one of the leading examples in sport and events.

Surplus energy demand was met using modern, efficient temporary generators which ran on pure biofuel. The generators replaced and reduced the need for non-renewable fuel by 10% with 29,394 litres used.

With a successful zero waste to landfill commitment the event maximised recycling both front and back-of-house by working with contractors and using specially designed bin caps.

A re-use partnership formed with Community Resources Network Scotland enabled construction materials to be reused by local organisations and charities; resulting in community benefits and waste diversion. Over 70% of the carpet, vinyl and astroturf from the Aviemore and RCTS grandstands was reused by community groups.

A sustainability communications strategy ensured success with messaging published through media events, press releases, site induction and briefings, Green Drive Leaflet, Spectators Guide, Official Programme, Park and Ride buses and @RyderCup tweets.



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Water is rarely seen as a priority by event organisers as it is frequently the responsibility of contractors such as those providing temporary toilets.

Increasing consumption of water is placing greater demands on Scotland's water supply with the treatment and supply of drinking water imposing a high energy footprint which in turn creates increased costs.

Once again the amount you use, the waste produced and the availability of water is dependent on your venue. A fixed venue will have water supplies and fixed waste water and sanitation provision on site. An outdoor or green field site can be trickier and needs much more planning and setting up.

Using water efficiently is about conserving water by reducing the amount of water wasted rather than just cutting the amount that is used.

Water check list:

- Does your environmental policy include monitoring of water use and effluent production?
- Create a water map for the event. Identify where, how much and why water will be used.
- Availability of mains water and sanitation.
- Are water holding tanks available?
- If water has to be bought onto the site, how can you reduce road miles?
- Ensure staff training and visitor communication on water conservancy.
- Create a site inspection schedule.
- Does the venue have laundry policies?
- Are there grey water systems for flushing toilets?
- Are there disposal methods for water other than effluent?

Best practice

- Choose venues registered with the Green Tourism Business Scheme (GTBS) as assessors grade sites on criteria including water management.
- Plan your water use - create a water use map for your whole event - when are the peaks in demand and what level do these reach?
- Maximise use of mains water and sanitation rather than supplies being shipped in and waste removed from site.
- Use holding tanks for wastewater to cut down on journeys to and from site.
- Use bottled water as the exception not the norm, providing refillable options such as jugs.
- Sell refillable bottles at your event and provide drinking water taps to enable re-fills.
- Train staff and encourage visitors to report leaks.
- Take regular site walk-rounds to ensure correct use of water and check for leaks.
- Laundry is a huge cost to the environment - see if your venue operates a 'green laundry' policy that is reducing the consumption of water and chemicals.
- Where possible:
 - Ensure taps are fit for purpose - low flow and percussion taps produce water flow efficiencies.
 - Use displacement devices in toilets to reduce flushing water.

Serve up tap water to save money, virgin water and waste

Using tap water rather than bottled water offers great savings. UK tap water costs about 0.1p per litre compared to the average cost of bottled water at 90p per litre. To produce 1 litre of bottled water takes around 5 litres of water virgin water.¹

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As an event manager, you have a legal Duty of Care to correctly collect, store, recycle and dispose of your waste. Disposal of waste directly to landfill can result in the release of pollutants into the soil and watercourses, the production of greenhouse gases and the loss of valuable raw materials and resources. It is therefore fundamental to the success of any environmentally sustainable event to develop clear, manageable solutions to the issues associated with the creation and disposal of all waste products.

Creating sustainable waste solutions makes good business sense too, it:

- cuts overheads;
- ensures compliance with [legislation](#);
- demonstrates commitment;
- creates opportunities for community interaction; and
- gives a feel good factor to an event.

Work with your waste management company as event partners to provide expertise and support on compliance. Managing waste from an event is not just about getting the right bins, you need to ensure they are labelled clearly and positioned in suitable places to encourage recycling. Waste management is about understanding how waste is created, by whom, where and when and then aiming to prevent it.

The [National Litter Strategy](#) for Scotland 'Towards a Litter-Free Scotland' was launched in June 2014 and sets out Scotland's approach to improving its environment by addressing litter and fly-tipping problems. The three main themes for the strategy are; information, infrastructure and enforcement. Strategic actions are all about influencing people's behaviours. In particular, motivating people to stop littering; stop fly-tipping; and recycle in public places. Event organisers can positively support the strategic actions by influencing event delegates to dispose of waste properly and not litter, by providing bins in convenient locations that are properly labelled.

The Glasgow Commonwealth Games 2014 Organising Committee was committed to hosting a truly sustainable event and securing the ISO20121 standard by employing an Event Sustainability Management System. Partners and stakeholders were encouraged to consider their impact on the environment. To prevent litter there was a policy to not release any outdoor balloons or sky lanterns at any events including Opening and Closing Ceremonies, the Queens Baton Relay and Festival 2014. [A template policy is available online.](#)

How have they achieved this?

- [Used Recycle for Scotland recycle on the go branding and artwork.](#)

Create memories not litter

Get your waste management right and no one notices – get it wrong and it is highly visible!

Prevent unnecessary litter by:

- Considering deposit return reverse vending systems to improve waste segregation and encourage the return of materials such as drinks cans and bottles.
- Providing the correct bin infrastructure, including recycling bins at convenient locations, clearly labelled and training staff in their correct usage.

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Check list for waste management

Waste prevention or reduction

Reduce packaging on all food and drink.

- Hire / lease equipment or use items available at the venue.
- Become paperless by:
 - developing an online presence for marketing, registration, ticketing, agenda, speaker notes;
 - creating an app for your event giving details of programming, facilities and daily news;
 - using whiteboards rather than paper flipcharts; and
 - using memory sticks or a post-event email instead of printed notes.
- Reduce your paper use by:
 - providing attendee packs on arrival to prevent duplication;
 - ensuring the attendee pack contains only essential information;
 - formatting handouts to minimise the amount of paper required by scaling and printing double sided;
 - providing handouts only on request – up to 60% of literature handed out at events is thrown away unread; and
 - having a laptop and printer on site so that literature can be printed out on demand if attendees require hard copies.

Re-use check list:

- Give intelligent free gifts to attendees - useful, reusable and made from sustainable resources.
- Use re-usable rather than event-specific name badges, signs, display materials, exhibition stands, flooring and so on.
- Sell branded re-usable bottles / beermugs / cups: they then become a memento of the event and can be re-used; or offer a buy back scheme.
- Use refillable bottles or containers instead of individually wrapped single use packets. You can of course do this very easily for simple things like condiments (such as sauces, vinegar, sugar and salt),
- Use concentrated cleaning products such as liquid detergent or handwash, which can be diluted on site and dispensed in re-usable bottles. They contain less water so can reduce packaging by over 50%, they are often easier to transport and require less storage space.

Recycling checklist:

- Make sure you liaise with your waste contractor early in the process to agree recycling waste streams and their collection contract in order that you are both operating within the law. If, for example your waste contractor can only recycle PET and not PS, make sure all caterers use PET.
- Waste regulations require presentation of card, paper, plastic, metal and glass. Most food businesses will also need to present their food waste.
- Provide clearly labelled [bins](#) making use of the Recycle on the Go free marketing collateral as a recognised brand and established colourways for waste streams.
- Employ post-event “recycle litter picks” – segregating waste as it is picked from the field.
- Work with the local community to recycle items no longer of use or use online options such as eBay, Gumtree or Pre-loved.

Five easy steps to being Waste Regs compliant

1 Speak with your local authority or waste contractor.

They should be able to offer advice and a service that enables you to comply with your Duty of Care. Putting all your waste in a single bin is not compliant if any recyclables are present - any contractor that offers such a service should be reported to SEPA.

2 Do not contaminate recyclables or food waste.

Your waste contractor will refuse to uplift recyclables or food waste (or charge extra) if they are contaminated by other materials. Use clear bags to collect recyclables, black bin bags should only be used for general waste.

3 Train your staff and make sure they know how to recycle in the workplace.

Label bins stating clearly what should be recycled and ensure staff know what goes where. Use the free online [poster creator tool](#) to help staff to recycle effectively

4 Check if your business is rural and therefore exempt from the requirement to segregate food waste.

Use the rural postcode search tool

5 Try to reduce waste.

Look at what you are paying to have waste collected and think about how to reduce the amount of waste you produce.

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Glasgow 2014 XX Commonwealth Games

23 July – 4 August 2014

The Glasgow 2014 Commonwealth Games will be remembered as one of the most successful Games ever. 71 nations and territories competed in 17 sports over 11 days.

It placed sustainability high on its agenda and achieved great results:

- 86% of waste was diverted from landfill, exceeding the target of 80% (games time)
- To maximise re-use, furniture and fittings from the London 2012 Olympics Athletes' Village were sent to Scotland. These items were then re-used for international sporting stars. In addition, following the Glasgow 2014 games, the local community benefited with over 60,000 items of furniture (including beds, wardrobes, sofas, beanbags and lamps) donated to families in need via the Glasgow Housing Association.
- A substantial programme for re-usable assets was implemented, with items including food and uniforms distributed within the local community and across The Commonwealth.
- All organising and volunteer staff were issued with re-usable water bottles along with their uniform.
- Auction Site for Glasgow 2014 memorabilia proved popular with the public and allowed many props from ceremonies and memorabilia from venues to be re-used.
- The Glasgow 2014 organising committee re-used 260,000 items of furniture, fittings and equipment from the London 2012 Olympics. The items were transported to Scotland by sea for use in the Athletes' Village with a carbon footprint of 41.77 tonnes of CO₂.
- The Athletes' Village is set to become affordable housing with large green areas and there are plans to regenerate the nearby derelict site at Cuningar Loop on the River Clyde into a woodland park.



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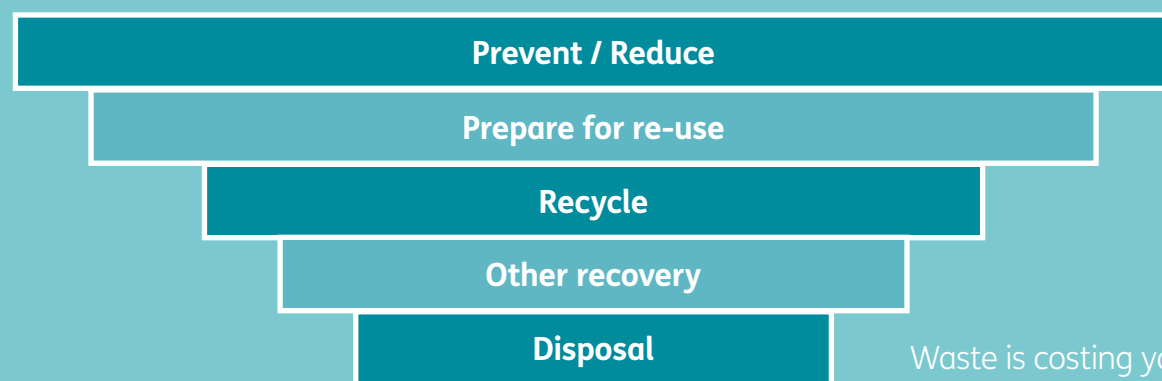
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Events delivery process



Your top performance is winning you new business, maximising profits and securing your organisation's future

Waste is costing you too much money

The waste hierarchy illustrates how to prioritise how you manage your waste. Waste prevention is the best economic option. By not generating waste in the first place, the need – and cost of handling, transportation, treatment and disposal is eliminated. Simply put, the best way of dealing with waste is to try to prevent it in the first place.

When waste is unpreventable, re-use is the second most favourable option in terms of environmental benefit. The degree of preparation for re-use can range from a quick check over and clean to major repair or restoration. Consider a refurbishment policy, repairing furniture when practical and financially viable. The policy should also encourage the consideration of the length of warranty and availability of repair services when purchasing new furniture and equipment. If the item is obsolete, consider if it can be upgraded. Sometimes, the initial cost of the upgrade is perceived to be a restricting factor, but the extended life of items may make upgrades worthwhile in the long term.

Re-using in-house rather than disposing of items will reduce waste costs as well as potentially reducing expenditure on new goods and materials.

At the end of your event if you have any furniture or electrical items that could be used by someone else call the National re-use phone line on **0800 0665 820** or visit **www.reusephonenumber.com** and they will arrange for them to be collected and used by someone else.

Visit the [construction material exchange](#) from Resource Efficient Scotland, a programme of Zero Waste Scotland. It's a facility for organisations to list their waste materials, making them available to other organisations for re-use and delivering better value than recycling or landfilling. Or donate to Revolve accredited stores, charities, community groups, social sector partnerships or sell online through eBay, Gumtree or Pre-loved.

Producing waste for any event includes the on-site materials and the less obvious materials brought into the venue in the course of set up, in-event and (to a lesser extent) during break-down. These include; packing materials, non-used promotional items and out-of-date food as well as items such as tents at a festival. It is important to think outside the confines of the event to include these in the planning process.

Reduce, Re-use, Recycle is a mantra for dealing with your waste.

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Longer life for staff uniforms

Scottish Government research suggests that 50% of uniforms and textiles disposed of by organisations are re-usable without repair⁷. If your staff wear uniforms, you should consider setting up a proactive return-of-uniform policy for when individuals leave your employment.

This will increase the supply of uniforms for re-use and save you purchasing new uniforms. A repair policy extends the lifetime of uniforms.

When uniforms are no longer needed, why not work with a growing number of charities that offer re-use services for textiles? The [Zero Waste Scotland Business Re-use and Recycling Directory](#) has more information on services.

Recycling is the third most sustainable option for managing waste materials. For food and compostable packaging anaerobic digestion and composting can form part of the waste management plan.

Bins to improve recycling and prevent litter:

The provision of the right bins, in the right place, clearly marked can increase your recycling greatly.

When planning your bins think about the following:

- Put them in areas of maximum use;
- Cluster them so there is always the right bin available;
- Clearly mark them using pictures and colour coding;
- Ensure they are monitored and emptied regularly;
- Promote them to attendees and staff;
- Use the same colour and picture coding for front of house and back of house bins;
- Ensure they are the right size for the amount of waste they will be collecting.

For information and best practice on providing recycling on the go facilities visit the Zero Waste Scotland recycling on the go implementation guide for more information and [guidance](#).

⁷ Scottish Government (2013). Guidance on applying the waste hierarchy
www.scotland.gov.uk/Publications/2013/04/7548/downloads



Festival 2014

Festival 2014 filled Glasgow's summer calendar with exciting entertainment and culture from Scotland and around the world. Venues, parks and streets were packed with world premiere performances and interactive sports and arts activities and giant screens for sporting fans to kick back and watch the biggest sporting events. At the heart of the festival were four key venues: Glasgow Green Live Zone, Merchant City Festival, Kelvingrove Bandstand and BBC at the Quay.

Glasgow Green ran a successful cup deposit scheme. Approximately 50% of all cups sold were returned – with 31,000 plus beer cups returned, each with a 20p deposit incentive paid back per cup.

Food and drink vendors used compostable packaging, including plates, beer cups and cutlery which overall was the largest waste stream. This allowed food and packaging waste to be collected together and diverted from landfill, in a way that is not possible with plastic or paper packaging. In addition, the production of the packaging generated lower CO2 emissions than traditional materials.

Recycling Ambassadors strove to improve understanding of recycling and undertook a drive to actively help the public to put their waste in the correct bins at key recycling stations. Litter pickers corrected any minor contaminations in the waste streams.

A recycling bike was fitted with a cargo storage container with separate containers for three main waste streams. Ridden by Recycling Ambassadors it circuited the site collecting waste directly from the audience. An unusual idea, it also proved to be a valuable communication tool, raising the profile of recycling at the event.



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Case study

Aberdeen Exhibition and Conference Centre

In a bid to curb its waste disposal costs, Aberdeen Exhibition and Conference Centre (AECC) diverts over 50% of its waste from landfill by recycling food, card, paper, metal glass and even carpets.

The venue, which attracts over 300,000 visitors to over 600 events a year, embarked on a campaign in May 2011 to recycle as much waste as possible, to save on high landfill charges and increase the sustainability of all its events. The environmental management system and associated waste management plan have not only ensured compliance with Waste (Scotland) Regulations (introduced in January 2014) but have won AECC gold status in the Green Tourism Business.

How have they achieved this?

- Used Recycle for Scotland recycle on the go artwork and branding to create prominent signage and clearly labelled bins dedicated to different waste streams.
- Trained staff members to ensure the bins are used correctly.
- Introduced re-use schemes e.g. part-used radio-microphone batteries are offered for staff to take away and use rather than be disposed of.
- Recycle, as far as possible items that are no longer needed.
- Compostable packaging and serving containers are used by all catering outlets.
- All food waste and compostable packaging is collected and processed locally at a composting facility, turning the waste into compost which can be used by local farmers.

Zero Waste Events Achieving Success Guidance and Best Practice is online. It is designed to help your event along the journey to achieve zero waste to landfill by 2020, no matter size, type or location.



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10 Transportation

Transport accounts for about a quarter of all UK greenhouse gas emissions and has the largest carbon impact for events. With around 18,000 tCO₂, the cultural events sector is responsible for about twice the emissions of business events. Sports events account for an estimated 7,500 tCO₂e.

Whilst effective transport planning is critical in achieving objectives, poor venue selection will undermine positive impacts. Choosing a venue with good transport links coupled with effective planning and scheduling is key to reducing negative environmental impacts.

Transport checklist

You can prepare a transportation plan by taking the following actions:

- Selecting a suitable venue.
- Requiring suppliers to minimise deliveries.
- Promoting the use of public transport and offer free shuttle services to ticket holders if necessary. Rail network operators and other service providers may be amenable to discounted travel deals.
- Promoting the use of car share / pooling on your website, on your ticketing and through all your promotional activity.
- Promoting the use of sustainable travel options such as cycling and walking and providing facilities on site to park bikes.
- Promoting routes that minimise impact and disruption for local communities.
- Organising the event agenda to avoid rush hour or peak times.
- When renting cars opting for low emissions / hybrid vehicles.
- Sourcing venues with accommodation on site or within walking distance of the venue.
- Discouraging car user by having parking fees.
- Using minimum impact transport and drivers trained in eco-driving.



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11 Supply chain and procurement

Sustainable procurement seeks to achieve value for money and quality whilst delivering long term social, economic and environmental benefits. It hinges upon asking your suppliers to adhere to certain environmental criteria before a purchase is made or a contract is signed.

Organising an event, regardless of size, duration, location or type, will create a supply chain of product and service providers, generating their own impact. You have a Duty of Care to ensure that you are purchasing from reputable, trustworthy organisations that offer good value for money, quality service provision and are operating sustainably. As an organiser you can select those businesses which take sustainability seriously.

Sustainable procurement considers environmental provenance when purchasing products or conducting business. It is an instrument to help provide a reduction in a company's environmental impact by improving its 'green' credential. It is also a tool to influence the supply chain and should be part of a process integral to sustainable development.

Used intelligently, sustainable procurement promotes a closer working relationship between supplier and buyer and both parties benefit by creating solutions and designing events that minimise waste and maximise impact from all resources used.

Making it clear to suppliers that their approach is a key factor in winning work will inevitably have a positive influence and impact on their ability to create innovative solutions to service provision. Mechanisms such as tenders, contracts and service-level agreements have the potential to be valuable tools for promoting sustainability and influencing supplier behaviour.

Note: Public sector bodies may find the information here of interest but should follow the appropriate Public Sector Procurement rules and policies, which take priority over any advice given in this Guide.

Sustainable procurement seeks to achieve value for money and quality whilst delivering long term social, economic and environmental benefits.

Check list for supply chain and procurement

- Start as you mean to go on – from the initial meeting ensure that the supplier is aware of your environmental aims and objectives.
- Carry out due diligence to ensure the propriety of the contractor
 - sustainability policy / [certification](#);
 - testimonials; and
 - other client activity.
- Agree aims and objectives through a comprehensive briefing process.
- Issue a binding contract including:
 - agreed outputs and KPIs, timelines and deliverables;
 - defined areas of responsibility and delivery;
 - penalties for non-compliance;
 - regular meetings throughout the process; and
 - feedback and assessment of the event.
- Make use of the detailed checklist of [Green questions to ask suppliers](#) online which cover; raw materials, manufacture, distribution, usage and end of life.

Best practice

Practical actions you can take on sustainable procurement are:

- including clauses in any contracts that require suppliers to comply with your sustainability policy;
- asking for evidence of a supplier's environmental credentials (e.g. membership of GTBS, ISO 14001 accreditation or company environmental policy);
- setting monitoring and measurement standards to set targets that can be checked after the event;
- ensuring suppliers can, and do, manage energy and other resources as efficiently as possible;
- ensuring suppliers have recycling and other waste reduction policies in place;
- ensuring suppliers are aware of, and comply with, venue sustainability requirements;
- asking what suppliers do to minimise deliveries and food miles.

Zero Waste Scotland has a number of guides on sustainable procurement, including [Supply Chain Management](#) and [Sustainable Procurement](#). A guide for Scottish SMEs.

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12 Communication

Fundamental to the success of your event is effective communication, sharing what you know and stimulating appropriate action.

The market for events is highly congested with many competing demands for your customers' time and money. Therefore, ensuring your event establishes and maintains a positive and high-profile image is critical. A key element of your overall event communications planning should relate to your environmental sustainability aspirations.

Know who you are talking to

Understanding individual's roles and their motivations will help ensure successful communications. Of course all events vary but will always include:

- Attendees / guests.
- Your staff.
- Your volunteers.
- Suppliers.
- Suppliers' staff / volunteers (these are key as there may be large numbers of them e.g. security staff, catering outlet staff - and you will not have direct contact with them prior to the event).
- Clients.

Re-using furniture and electrical items

At the end of your event if you have any furniture or electrical items that could be used by someone else call the National re-use phone line on **0800 0665 820** or visit **www.reusephonenumber.com** and they will arrange for them to be collected and used by someone else.



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The table below highlights key information and channels of communication for each of the stakeholder groups above:

Stakeholder	Role at event	Type of info required	Channels of communication
Customers / attendees / guests	Person for whom the event has been created Often paying a fee	Engage with environmental ethos messaging – publicise your Resource Efficiency Pledge if you have signed up Pre event marketing Joining instructions – how to get to site Delegate information Meeting notes / programme / agenda Access information on site Feedback at end of event	Event website Email Apps Printed materials e.g. programme / agenda / catalogues Notice boards / posters Labelling on bins Labelling on waste products to indicate which bin to use “Quirky” activities to attract attention
Your staff	Successful management and delivery of event Ambassadors of environmental sustainability	Specific delivery roles Aims and objectives of event Environmental aims and objectives Implementation plan for environmental activities e.g. what goes in which bin and where are they located	Green Champions Training Staff / team meetings Notice boards Back of house labelling on bins Event specific staffing notes Radios at the event In-event feedback
Your volunteers	Support to deliver event Ambassadors of environmental sustainability	Specific delivery roles Aims and objectives of event Environmental aims and objectives Implementation plan for environmental activities e.g. what goes in which bin and where are they located	Team meetings Pre event information Event specific briefings As for attendees
Suppliers / contractors	Providing a pre-defined service or product	Aims and objectives of event Environmental aims and objectives Implementation plan for environmental activities e.g. what goes in which bin and where are they located	Contracts Pre event information Copy of internal staff briefing pack
Suppliers' staff and volunteers	Supporting suppliers / contractors	Their role in delivery of service and in delivery of event in general Aims and objectives of event Environmental aims and objectives	Contractor's communication networks On site installations and notice boards
Client	Control of look and feel of event Financier	Aims and objectives of event & environmental aims and objectives Mechanisms for success Feedback and evidence of success	Contract Email Website Meetings

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All the actions covered in previous chapters are all great optional ways to ensure your event is as sustainable as possible, however it is worth noting there some key piece of legislation that need to be followed by law.

Waste (Scotland) Regulations

The Regulations represent Scotland's most significant development in recycling and are designed to help realise the true value of resources currently being thrown away, boost Scotland's economy and create green jobs. Zero Waste Scotland estimate that Scotland is currently paying £95 million in landfill taxes to throw away recyclable materials, valued at £97 million.

With the potential to boost Scotland's economy and create green jobs, the Regulations will play a key role in helping Scotland reach its ambitious target of 70% recycling of all waste by 2025.

As of 1 January 2014 all Scottish organisations, big and small, are now required to separate plastic, metal, glass, paper, card and food for recycling, or risk a £10,000 fine. Most food businesses will be required to present food waste separately too.

Regulations apply to all events; including music festivals, game fairs, agricultural shows and sporting events.

Where a business provides waste collection facilities for members of the public onsite SEPA expect provision to be made available for the public to separately present the target materials (where generated) for recycling. Public recycling and general waste containers should be clearly identified with instructions on which materials are to be placed within the recycling container(s). SEPA has developed and published some [sector specific guidance](#) for compliance with the requirement to sort, including one for entertainment and leisure facilities.

A wealth of free, user-friendly [resources are available online](#). There's a brief explanation about [Duty of Care](#) (a legal responsibility) that every organisation has for waste generated.

Climate Change (Scotland) Act

This places a duty on all public bodies and, therefore, by default, on their supply chain, to conduct their activities in a manner that minimises greenhouse gas emissions so that progress can be made towards cutting Scotland's emissions by 42% by 2020 and 80% by 2050. The Act allows for secondary legislation that will be introduced in due course to reduce the impact of commercial activities.

Environmental Protection (Duty of Care) Regulations

All organisations and businesses have a legal responsibility to conduct their activities in an environmentally responsible manner and, in particular, to ensure that any waste produced is disposed of safely and within the law.

Single Use Carrier Bag (Scotland) Regulations

The Regulations came into force on 20th October 2014 and require that all retailers charge their customers a minimum of 5p when using new, single use carrier bags (paper, some plant-based or plastic). If 10 or more full time equivalent staff are employed across the business, retailers must keep records of the number of bags issued and the charge collected. While event organisers are not typically retailers, you may well have retailers operating from your venue. They are required to operate within the law and charge for single use carrier bags. There are however several exemptions, one of which allows for bags containing promotional items to be provided free of charge.

Free retailer business resources and [support on the Regulations is available](#) from Zero Waste Scotland including; a staff training video, full retail guidance and online FAQs. Plus there is a wide range of editable material for customer-facing communication in-store such as; artwork for posters, till slips, grocery dividers, billboards and advertisements.

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14 Formal accreditation & sector specific information

Be acknowledged for your environmental commitment by gaining formal accreditation or certification – recognisable marks of commitment and success for any event organisation.

International standards and certification

ISO 20121 Event sustainability management system (formerly BS8900)

- ISO 20121 is a management system standard that has been designed to help organisations in the events industry improve the sustainability of their event related activities, products and services.

ISO 14001 & BS 8555

- ISO 14001 is the international standard for implementing environmental management systems.
- BS 8555 is a British Standard that guides the phased implementation of an environmental management system.

ISO 9001 Quality management system is the international standard to design, manage and audit internal processes to ensure quality is maintained.

Green Tourism Scheme: A membership-based scheme that offers a nationally recognised sustainable tourism certification operated in Scotland in partnership with VisitScotland. The Scheme uses experienced assessors to grade a site against strict criteria covering areas such as water, energy and waste management, and then awards a grade based on performance.

Sector specific activity:

Hospitality and Food Services Agreement - a voluntary agreement to support the sector in reducing waste and recycling more.

Motorsports Industry – FiA Environmental Framework Certification and Accreditation

Equestrian Industry – FEI Sustainability Handbook for Event Organisers

Sport – The British Association for Sustainable Sport (BASIS)

Independent pledge opportunities

Further to formal accreditation, why not take a pledge – a public promise to operate more sustainably and improve your customer and public credentials?

Resource Efficiency Pledge

A free Scotland-wide initiative which promotes and supports businesses committed to sustainable growth. Developed by the Scottish Government's, Resource Efficient Scotland programme, the Pledge aims to help Scottish businesses capitalise on an estimated £2.9bn worth of savings by using energy, water and raw materials more efficiently. Taking simple, low or no-cost steps to be resource efficient can deliver big rewards including; reduced costs, improved business productivity, staff loyalty, enhanced brand reputation, and increased competitiveness. In addition, businesses making a Pledge will enjoy public recognition and free marketing support to promote their commitment.

Pledging is easy

No doubt you are already actively enhancing resource efficiency in your business. In recognition of your current undertakings or to focus your energy, simply choose 'Pledge Actions' or customise your own.

Positive Impact Pledge

A free international scheme based on areas that relate to sustainability with four levels of commitment:

- To consider;
- To monitor;
- To implement and improve;
- To commit to best practice targets.

Procurement

UK Government's 'Flexible Framework' model

British Standard – BS 8903:2010 Principles and framework for procuring sustainably – Guide

CIPS (Chartered Institute of Purchasing and Supply) has introduced the Sustainable Procurement review

Scottish Government Sustainable Procurement Action Plan

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