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Appendix 1: A fax letter to small hotel owners/managers

Dear Mr/Mrs

My name is Hatem Radwan, a PhD research student at Welsh School of Hospitality, Tourism and Leisure Management, UWIC University, Cardiff, UK. I am currently undertaking a study sponsored by the Egyptian Education and Culture Bureau into solid waste management as an aspect of the environmental management of hotels. The main aim of my research is to provide recommendations to help small hotels manage their solid waste effectively. In my research I intend to hold interviews with hotel managers as part of a case study of small hotels in the locality to explore their solid waste management practices and the challenges facing hoteliers to minimise or recycle their waste. All respondents will have access to my findings should they wish. It would also be helpful in order to reach the overall aim of the study if I could have a copy of the hotel waste records and have permission to take some photographs around the waste bin storage areas of the hotel but I will understand should you not be able to help me with these two matters.

I will contact you in the next 24 hours by telephone to see if you will grant me an interview and if appropriate to arrange a time to meet with you.

Kind regards,

Hatem Radwan

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Appendix 2: E mail to local authority's waste management officers

Dear Sir/Madam

As a part of my research to understand how small hotels in the locality can manage their waste effectively, I have completed 9 interviews with the owner/managers of small hotels (less than 30 rooms) and I have some interesting results. It becomes apparent that the Council, as a local waste collecting authority, plays a very important role in supporting small hotels to cut, reduce or recycle their waste. Therefore, I have developed a list of questions that I would like to put to council officials who are working with the commercial sector in the city. I attached a schedule of the questions and I would like to ask please can you advise how I could arrange to meet with potential respondents?

Would it also be possible to develop a more formal partnership between UWIC and the Council on the question of how waste produced by small hotels in the city could be better managed? Perhaps you can give some thoughts to how such a partnership might be established.

Kind regards,
Hatem Radwan

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Appendix 3: Interview schedule for small hotel owners/managers

Section 1. Solid waste in your hotel

- 1.1 What is the real value of the waste mean to you?
- 1.2 How much waste does the hotel produce per week/category?
- 1.3 Does the hotel have a written plan or procedure on how you manage your solid waste? If yes, tell me about the targets of this plan
- 1.4 How can the hotel measure the effectiveness in managing solid waste? How frequently is such measurement performed?
- 1.5 Does the hotel maintain records of waste generation and disposal routes and costs? Are these records present any difference in the waste generation in the last three years? Why?
- 1.6 How do you comply with the waste legislation?

Section 2. Waste prevention & minimisation

- 2.1 Has the hotel assessed the possibilities for minimising waste generation? What are the practices adopted to reduce the quantities of solid waste generated? How much?
- 2.2 Does the hotel currently have green purchasing policy? What are the considerations taken into account in making any purchasing to the hotel?
- 2.3 Do you ask guests to minimise their solid waste? What are their attitudes towards waste minimisation?

Section 3. Waste recycling & reusing

- 3.1 What does recycling mean to you?
- 3.2 Does the hotel have a recycling program? If yes, what materials do you recycle? How much recycling is carried out by each type?
- 3.3 How do you recycle?
- 3.4 What are the reasons for implementing a recycling program?
- 3.5 What are the obstacles facing you in recycling?
- 3.6 If no, is the hotel willing to recycle? Why/why not?
- 3.7 Do you consider reusing solid waste materials? Why/why not?

Section 4. Waste disposal

- 4.1 How do you dispose hotel waste? Residual and food waste?
- 4.2 How do you store the waste until disposing?
- 4.3 Does the hotel contract with the local council or with a private waste company? On which measures would the hotel make a decision?
- 4.4 Do contractors recycle some of the hotel waste? If so, what benefit does it provide?
- 4.5 How much does it cost you to have your waste uplifted per year? How do you control disposal costs?

Section 5. Staff attitudes

- 5.1 What kind of incentives could be given to employees to cut waste at sources or encourage better source separation?
- 5.2 Do you provide regular employee training to promote waste prevention, reuse, recycling and resource conservation? Tell me about these training courses

Section 6. Motivation & support

- 6.1 What could influence small hotels to undertake sustainable solid waste practices?
- 6.2 What should the council do to encourage small hotels to reduce and recycle their waste?
- 6.3 What are the current weaknesses in the local council waste services?

Appendix 4: Interview schedule for local authority's waste management officers

Section 1. Waste minimisation and reduction activities

- 1.1 Does the unitary authority currently have a recycling plan for commercial wastes? If yes, tell me about the targets, the schemes, and the recycling system offered for businesses. If not, why not?
- 1.2 I have been investigating how small hospitality businesses, less than 30 rooms, manage their waste, how would you classify these businesses?
- 1.3 The waste produced by these small hospitality businesses is largely domestic type waste and yet they seem unable to take advantage of the new waste separation system for residents of the city. Why?
- 1.4 Does the county provide any encourage to small businesses in the city to recycle their waste? If yes, what? If not, why not?
- 1.5 Does the council provide any help to educate businesses on how to make composting? If yes, tell me about it? If not, why not?
- 1.6 Does the Local Authority have any plans to cut businesses' waste at source? If yes, tell me about the current practices for educating businesses to make green-purchasing or the possibility for reusing waste materials. If not, why not?

Section 2 Commercial waste collection/recycling

- 2.1 What factors influence the process of collecting and recycling waste from businesses?
- 2.2 What are the constraints that might limit the local authority's ability to collect and recycle waste from small businesses?
- 2.3 Does the Local Authority have any plans to overcome these constraints? If yes, How do you think these constraints could be overcome in the future? If no, why not?
- 2.4 To which extent does the County Council control the private sector's waste collection industry? Is there any coordination, beyond the legal requirements, between the council and the private sector in terms of reducing and recycling small businesses' waste?

Section 3. Waste disposal charge

- 3.1 If a small business contracts the council to collect its waste then, How do you calculate the charges made?
- 3.2 How effectively do current charges influence small businesses behaviours in managing their waste?
- 3.3 What are the measures that control the level of charging?

Section 4. Future plans to the council's waste strategy

- 4.1 What future plans does the council have for waste strategy and commercial businesses?
- 4.2 In your opinion, what adjustments should take place in order to reach small businesses?
- 4.3 In your opinion, could the local authority use waste legislation to control small businesses behaviour? If yes, how?
- 4.4 What do you think of the idea that the council might lead an initiative that would encourage some cooperation between small businesses located around the same streets leading to a localised waste separation system prior to collection?
- 4.5 Would you be interested in working in partnership with the Cardiff School of Management (CSM) on the matter of small hospitality businesses and waste management?
- 4.6 I would like to speak to representatives of the commercial waste industry who are active in the city. Can you provide me with any contact names so that I could arrange to meet them?

Appendix 5: Interview schedule for private sector's waste carriers

Section 1. The private sector and commercial waste collection

- 1.1 Does the company deal with any small hospitality businesses in the locality to collect their waste?
 - If yes, then how does the company handle the waste produced by the small hotel sector?
 - If not, then why the company is not interested with this market (waste generated by small hotels)?
- 1.2 What are the schemes and the facilities that the company provides to collect waste from the commercial sector?
- 1.3 How do you charge businesses?
- 1.4 Does the company keep records on the waste collected from commercial businesses? If so, then how do you categorise these records?

Section 2. Waste disposal

- 2.1 What are the methods which the company use in disposing of the collected waste? If the company relies on more than one method in disposing of the collected waste then:
 - Can you tell me more about the implemented methods?
 - What proportion of waste sent for landfill, incineration or EfW, composting, and recycling?
- 2.2 How effectively is the landfill tax in encouraging the company to divert waste from landfill into recovery and recycling?
- 2.3 What do you think of the different waste management alternatives set in the waste hierarchy to be undertaken by the private waste sector? [Minimising? Reusing? Recycling? Composting? Incineration? Landfill?]
- 2.4 In your opinion, what would encourage the private waste sector to move up the hierarchy?
- 2.5 Where does the company landfill waste materials?

Section 3. Waste minimisation and recycling

- 3.1 Does your company currently have any goals or policies to help businesses reduce their waste? If so, can you please tell me about these targets? If not, why not?
- 3.2 If the company has a recycling scheme then:
 - Does the company provide any kind of support to businesses in order to recycle waste? If yes, what are the incentives provided?
 - Where is the material taken for recycling? (Operating MRF, Recycling Centre or Local authority)

- What materials does the company recycle? Why the company focus only on recycling these waste streams and not providing a complete packaging of recycling?
 - What are the motivations beyond the implementation of the recycling system?
- 3.3 If the company does not make any recycling or just recycle a specific waste stream then, what are the obstacles for recycling all businesses' waste?
- 3.4 Does the company run a composting plant? If yes, tell me please about it? If not, then:
- How does the company handle all food, green and organic waste?
 - What are the challenges for making composting?

Section 4. Working in liaison with businesses and local authorities

- 4.1 Does the company work in liaison with the customers or with other private waste companies on behalf of environmentally disposal of solid waste? If not, why not?
- 4.2 Does the company work in a partnership with the local authority on the matter of commercial sector and sustainable waste management? If not, why not?
- 4.3 To which extent RM-based contracts fit the company's objectives? (RM contract is an emerging alternative to traditional disposal contracting, provides longer-term relationships with customers by creating an opportunity to provide additional environmental services).

Appendix 6: Interview schedule for small hotels committee to GDES

Section 1. About you

- 1- Name of the hotel:
- 2 - Contact person (OPTIONAL).....
- 3- Age:
- 4- Position:
- 5- Standard of the hotel:
- 6- Age of the hotel:
- 7- No. of rooms:
- 8- No. of full-time staff Part-time/

Section 2. Achieving GDES Level Two

- 1- Does your hotel have written environmental policy? If yes, can you please tell me more about the hotel's environmental policy? What are the targets of that policy? Why it is not registered in the hotel's website?
- 2- How did the hotel achieve GDES Level Two? What are the environmental practices undertaken?
- 3- Does the hotel employ someone with sole responsibility for environmental issues? If yes, tell me more about his responsibilities?
- 4- What are the negative impacts does your operation cause to the environment?
- 5- Has your hotel conducted environmental audit? If yes, How often?
- 6- Has your hotel undertaken any measure to reduce the negative influence of the operation on the environment? If yes, please specify?

Section 3. Drivers for achieving GDES

- 1- What motivate the hotel to achieve GDES?
- 2- Does the standard save the hotel money? If yes, please explain
- 3- What are the attitudes of customers towards green hotels? Do you think that customers prefer to stay in hotels that show concern for the environment?
- 4- What are the main characteristics used for marketing to the hotel? Does the environmental attribute considered in marketing to the hotel? If yes, please explain
- 5- How do you see the importance of adopting environmental practices?
- 6- Have you ever measured the effectiveness of the environmental performance of your hotel? If yes, How?

Section 4. Aspiration to benchmark with higher levels of GDES

- 1- Does your hotel have any intention to progress further to achieve Level Three? If not, why not?
- 2- Is it difficult for the hotel to meet the requirements of GDES Level Three? If yes, tell me more about the challenges?

- 3- How do you see the advantages gained from Level Three or Level Four? Is it equivalent to that of Level Two?
- 4- Does Level Two appropriate and adequate to assist the hotel implement environmental management? If yes, How?
- 5- Has your hotel considered introducing environmental management system? If not, why not?
- 6- Does Green Dragon organisation continuously assess the environmental performance of your hotel? If yes, how is the assessment support the hotel to progress further?

Section 5. Motivation and support

- 6.1 How do you know about the techniques used for saving water, energy and reducing waste?
- 6.2 What are the facilities provided by GDES to support the hotel regarding green issues and specifically for SWM? Is there any positive impact of the GDES on SWM practices in the hotel? If yes, tell me more? If not, why not?
- 6.3 Does the hotel receive any support from the local authority to manage the hotel waste in a sustainable way? If yes, please specify
- 6.4 What are the services provided by the waste carriers that help the hotel reduce and recycle waste?
- 6.5 Does Level Two of GDES appropriate to make the hotel manage its waste in a proper way?
- 6.6 What are the requirements of the GDES Level Two regarding the hotel SWM?
- 6.7 In your opinion, what could influence small hotels to undertake sustainable SWM practices?

Appendix 7: Interview schedule for Arena network's officials

1. How is Arena network structured? How many staff?
2. Does Arena network only do GDS?
3. What are the requirements from small hotels regarding SWM in order to certify with GDS at Level Two?
4. What more do businesses have to do with respect to SWM at Level Three and Level Four?
5. Do you think that Level Two is appropriate and sufficient to help small hotels manage their solid waste in a sustainable way and in accordance with legislative requirements?
6. Does the training for GDS at Level Two explain legislative requirements on small businesses with respect to SWM?
7. Why do most small hotels benchmarked at Level Two have no intention of achieving Level Three or Level Four?
8. Does Arena network continuously monitor businesses maintaining the standard? And what frequency and at what level of detail does monitoring take place?
9. What support is provided by Arena network to help GDES hotels implement environmentally-friendly practices? Prompts: Training? Site visits? Brochures, newsletters and telephone help lines?
10. Most of small hotels I have interviewed claimed that they had not received any support from Arena network regarding green issues?
11. Does Arena network have any responsibility for supporting non-GDES businesses regarding green issues? What level of support is provided? And to what extent small businesses respond?
12. How can non-GDES small hotels find out about the GDES? How can they start the process of accreditation?
13. What are the challenges facing Arena network in promoting GDES and providing more support to businesses?
14. Do you think that general public are aware of GDES and what it means? Do you think that businesses can use it as a marketing tool?
15. How is the GDES promoted to the general public?

16. What do you suggest would motivate and/or pressure small hotels to manage their solid waste effectively?
17. Does Arena Network work with small businesses to help them reduce and recycle their waste?
18. To what extent is GDES a paper based exercise or does it involve practical inspection of businesses environmental practices?
19. Is Arena network aware that many businesses are operating illegally and disposing of their solid waste through domestic/community recycling?
20. How can businesses disposing of their waste illegally be awarded the GDES?
21. Is there financial support to a business for doing GDES? What costs are eligible?

Appendix 8: Interview schedule for small hotel owners/managers after 18 months

1. How do you dispose of hotel waste?
2. How much does it cost you to have your waste collected? e.g. the cost of landfill and recycling
3. Does your hotel have a recycling program?
If yes:
 - How do you recycle?
 - How much waste does your hotel recycle and which waste streams?
 - How much savings are achieved?
 - What motivates the hotel to recycle?If No:
 - What are the barriers facing you?
 - What would motivate you to recycle?
4. Do you know that the local authority has a recycling system for commercial businesses? Has the council asked you to recycle?
5. Have you received any support from the council to help you reduce and recycle waste? If yes, please tell me more
6. Has the hotel assessed the possibilities for minimising waste generation?
 - If yes: what are the practices adopted to reduce the quantities of solid waste generated?
 - Does your hotel currently have green purchasing policy?
 - If No: what are the barriers facing you? What would motivate you to reduce waste?
7. Do you consider reusing items? If yes, please tell me more
 - If No: what are the barriers facing you? What would motivate you to reuse items?
8. Does the hotel compost organic waste? If yes, please tell me more
 - If No: What are the barriers facing you? What would motivate you to make composting?
9. Did you seek advice or information from the local council or any other environmental organisations regarding SWM?
10. What are the most factors that may enhance the hotel environmental performance?

Appendix 9: Interview pattern with a small hotel owner

Can you tell me little bit about your position and responsibilities in the hotel?

Sure, I am the general manger/owner so it's my self, my father and my brother.

What are the facilities provided to customers?

We are 28 bedroom hotel. We have 60 seat restaurant and bar with a capacity of a hundred, a function room up here which we are sitting in with a hundred which is also used as a breakfast room. Mostly, the hotel with a busy bar and restaurant. We serve three meals a day, breakfast is upstairs but then in barJas downstairs which is our restaurant and bar there is lunch and dinner. So it is three meals a day.

How do you dispose hotel waste?

Hotel waste at the moment obviously, clinical waste is taken by company called Initial and that would be obviously ladies waste, they would also come out if there were any sort of needles or that sort of things found and they would come and collect those kinds of products. The general waste like bottle waste, we have a recycling with a firm called Green Berg. They come twice a week to collect all that bottles and glass waste. Then, general waste would be collected by the Council. At the moment, we do not recycle paper unfortunately, only there is no safe place to put it. At the moment our main bin is underneath to fire exit in a secure area but obviously the fire officers will not allow a collection of paper to be on the fire exit, so yes the County Council collects the majority of that waste.

On which measures does the hotel contract the local authority?

I think we always had, we have not really decided to go to biffa or any of those. It always was the Council. Council was here and we just continued with them.

How much does it cost you to have your waste uplifted?

I am not quite sure. I think £15 our bin daily, it is taken daily. So we virtually only fill one bin, regardless we fill it or not it is a hire of the bin and it is £15 charge. And for the glass is only £100 a year, two pounds a week, that is almost extremely fair price. The glass has been lifted by bin and collected twice a week. How do you control disposal costs? Well, that actually something that I control personally because there was a stage where the staff were not ripping boxes or were not doing certain things. So we constantly have six or seven bags on top of the bin. In the past the council used to, if you put bags in the top of the bin they would just take that away as well, now of course they do not handle that anymore. They take all of the bin and if you put bags on top, they just take that bags off, they empty the bin, they put the bags back in the bin and leave it. So, this is a stage where you have almost a full bin at the start of the day before we have not started but now I take a personal look at that you know. I mean of staff ripping boxes and

different things like that, compress as much as possible, obviously the glass recycle is very recent so that assists this as well. So, the control measures in place I mainly by me five days a week checking that has been crushed in the boxes so that we do not have any excess waste.

How much waste does the hotel produce?

It is one bin, I am not sure the latest size, and it is probably got to be 15 black bags daily.

What is the real value of the waste mean to you?

It is a cost you know, it is a heavy cost and this (cost) is going to go up constantly and I believe that they are talking about making plate waste being separated as well and different example apparently like T-bone from the steak may have to go to separate bags and different example like that. I believe that this apparently coming in. So, yes it is a serious problem, we have to look as many avenues as possible to at least control our cost, to be honest in some occasion now we do have excess waste where we would had buy so many orange bags which is produced by the council. I think you buy them at sum of £1.03 each which is almostly for the bag and that involves the collection of it you know. My staff in the past they were coming just have five of those a day just keep on top when I explain to them that was five pounds a day and over 365 day that is another £1800 on waste, almostly they were shocked by that because that is expensive. They all believe that the council was just want the city cleaner with just collecting but obviously there is only so much waste that everyone can produce before someone says enough is enough, so yes it is a very important issue to us. We do not use many orange bags because we have to control our costs but black bags we buy them; they are not supplied by the council at all (black or orange).

Does the hotel maintain a plan or procedure on how you manage solid waste?

No, probably not as I say the procedure is me physically checking five days a week and if not myself then when I am in a holiday my colleague does as well and the head chef is training to do it now. Obviously, the effect if you get managed five days a week going there. The staff we fortunate enough to retain for seven years plus obviously they are switched on to do it as well and our hotel realizes that we cannot have any waste on the side or any thing like that; they have got to try and get it in that bin. So, this is not over written procedure on it (no). We keep the WTN from the council and things like that but it is not actually a staff procedure other than marking bottle bins for the bars so the staff knows that bottle bins go in there and that sort of things, so I suppose it is more verbal than written.

Does the hotel maintain records of waste generation and disposal costs?

It records in as much as regarding clinical waste. The clinical waste like the ladies boxes that record in as much as the firm will tell us how often they are

coming or how often they collected and so on. With regards to the council, what we do, we have WTN which we have to keep for minimum two years. We do not control anymore than checking the bill to make sure that they do not charge us for two bins or three bins or anything like that. We only have one bin as long as the cost is the same each week and then that is our way of controlling.

Have you ever thought to measure the effectiveness in managing solid waste?

Not overly you know as I say from what we can see at the moment the way that I am effectively managing it is that is keeping it to one bin if we reduce that to half a bin the council is still going to charge me for one bin. So as long as it is not going above one bin then I am comfortable. My own personal way to control it is by checking that there is no more than one bin. I mean obviously if we effectively, fantastically did it to half size of a bin and they would reduce the cost. So, there is a chance but I struggle to see how we could physically cut our waste by half in this type of unit. We have an old building has been opened here for over 200 years, this building has been going for now. So, there is a limited places otherwise we can recycle paper again will help our general waste that taken by the council but physically no way even if we try to store in the hotel I suppose the only thing that we can do on the flat roof is build a fire proof shouter may be for paper or something like that. I am not quite sure how we can do paper to be honest unless the council provides collection on a daily basis, provides a wheelie bin that could collect paper waste on a daily basis which we would like to have them one day. What can we do, I do not know almostly. A lot of guests leave things in the bedrooms they will leave rubbish bags, they will leave food cartons. So, they will leave waste in the rooms and obviously that is not too much we can control. We do use these types of paper cloth which are wipeable, so they are slightly more expensive, so at least we can get more use out of them you know we do quite a lot of things like that you know, renewable long life light bulbs and things like that. So, I know that is not to do with waste we are actively trying to use things which last bit longer. So, we are not throwing things away faster. I do not know what else it can be done.

Can you tell me about your concept of waste legislation?

Well, as I say I think the only concept I have on more recent things, this plate waste this has to be done shortly, I am not sure when they bring that in but I believe they are making legislation that any food kind waste because of B.S.E. (disease happened in cows in this country a few years ago and make lots of people worried about eating beef) or different things like that would have to have different storage and different ways of disposal and above from that is the legislation. Well, we get updated as much as we can, as I say personally there should be bins provided by the council for glass because is not at the moment we have to go to different companies and it should be provided by the council, paper is not at the moment as well. We had enquired by the council and they told us that it was six month away. So, it is quite surprising that we do not have a lot of recycled things. So, legislation over

about that you know, it certainly has not effected us and you know as I say whether is going to change in a couple of years because obviously everybody is talking about the amount that everyone is producing and you cannot keep producing so much. So, on the same token we have got to find an answer and I am not sure of the answer.

How do you comply with the waste legislation?

We would not allowed to just employ anybody to come and pick our rubbish we have to employ people who are licensed and correctly throw of course otherwise they can just go and tip it anywhere and charges us for it. So, as I say we do get our WTN which we legally have to keep for the council; that says that they are legally bound; they do collect and dispose in a responsible manner.

What does recycling mean to you?

Reusing to be honest reuse of something to us, at the moment is glass as I say and we would love to be able to do paper but there is no way to do it. We do not really have a great deal of tins like cups and cans or anything like that to be honest really. Yes, glass which we start doing as I say we also encourage laundry we have signs in rooms asking people to reuse or recycle towels if they can do if they want them change to put them in specific place.

Whether the local council invited or asked the hotel to recycle?

No, as I said earlier the council from my last conversation with them which may be a few months ago they still were not able to running to do commercial recycling though. I might be wrong on that now but certainly the last one I ask my details to be put on their database and I have certainly not had a phone call, so the last conversation I had with them that they were getting used to do domestic waste and domestic recycling to be outside the houses but for commercial waste they still have not got a system. So, that is why we have gone out to a different company for glass.

What are the reasons or the motivations for making recycling?

A few reasons, one of course, the council do not do it but a part from that I think we all changed now and we realise that we should be recycling as much as possible at home or in work or whatever we can that should be doing; that makes a perfect sense. So, that is our main concern with the waste and then of course I suppose equally as important 50-50 obviously can control the cost you can take three or four bags out of the bin then we can fit three or four bags full waste or whatever exactly. We only fill in one bin so that is not producing extra waste.

What are the obstacles facing you in recycling?

We do recycle glass anyway our biggest problem for recycling paper, cups, tins and anything like that is the fact that we do not have store somewhere safe to store them. Separation of the waste? I am sure it is difficult but it would be a minor obstacle, I am sure it is a one that we could overcome, you know. I am sure the staff, it might be a bit of a pain up first but I am sure that

we could overcome it. No space to put different bins? Yes, that is a major obstacle, that is a big obstacle. Basically, at the moment we do have waste paper and things like that goes into the main bin which is fire protected underneath a certain area; there is no where else for us to put that we cannot put another bin or anything like that. There is no more in there at all, so rustications of where that put second bin is the reason why we are not doing that at the moment because there is no way to put another bin for it. Providing little waste services? I am not aware of them that they provide any recycling services at all to commercial accommodation, I have not checked again recently but I did ask to be put in on a database whether they have and then they certainly have not contacted me yet. But since the last call I had with them they are not able running to collect commercial recycling. Costly to make recycling? No, I think if it is anything like the glass then I think it will be better for us because obviously if we get a lot of waste been recycling that just two pounds a week then it is going to reduce the amount we put in our main bin. So, no I would say it would save; the cost will be reduced if we were able to recycle. No time for making recycling? I suppose it could be a minor obstacle, of course we are small businesses and we try to make money and obviously if staff have to start separating things here in there; I think in general that would be a minor obstacle. I am sure we could overcome that but I know it is mean that it is obviously we want the staff to get the rooms done as fast as possible. Obviously, to do it properly, of course if they are putting things in different bags, it is going to slow them up a little bit but I think we could overcome it.

Do you consider reusing waste materials?

No, we certainly would not,

Have you ever thought to reduce hotel waste?

As I say in the past probably twelve months ago the council used to take whatever on top but now they would not. I suppose you could say that makes us managing better because they say no we take one bin and that is it you know. If you produce anymore then you have to get pay for it by using orange bags or by having a second bin or whatever. So, I suppose that makes us managing better indirectly without actually speaking to us about it. They have never come and spoken to us about it or send us a letter or anything but the fact that they do not take any extra waste this is making us managing better because it is not a situation we cannot have a full bin at the start of the day because it kept underneath the fire exit protected but if you then produce another eight or nine bags in top then where can we put that, they left in the kitchen which just someone is going to full or put it under the fire exit which that is potentially dangerous. So, it is something that we cannot allowed to have in the building. So, I suppose by doing that indirectly they forced us to mange our waste because we can have the staff aware that they cannot have five bags on the side, all has to go into the bin. So, they did not actually come or send us any literature. Honestly I do not know much about how to recycle paper; how we could reduce it too much more you know. Our chefs are working on a GP (Gross Percentage), they do get a bonus with GP. So,

when you are talking about cooking less food and exactly they do have to achieve a percentage of gross percentage profit on their food. I think our waste is certainly to a minimum with regards to over-cooking. I am fairly confident that the waste is fairly minimum from people eating because obviously if we were not, if people were leaving lots of food then we would not be doing very good job. So, I do not think people leave anything. I think we reduce our waste as much as possible.

What are the considerations taken into account when you make any purchasing to the hotel?

We do not believe in buying cheap products for bedrooms or anything like that, we do not believe in buying domestic products to go in a commercial property for instance, we would not do that. So, we would not encourage just to buy things that would be thrown away quickly. We would be looking to buy things that would last a lot longer although it would be more expensive. We employ a maintenance manger to try and fix things and you know is not a case of you want things to be binned even these days apparently it is a cheaper to buy a new one but to be fair we are trying to maintain and keep our current TV system, so all the rooms look the same. So, we do trying limited things that way. Are there any environmental considerations you take into account when you make any purchases to the hotel? I think that is coming a new now, I think perhaps may be more responsive to that not to the hotel but to my own expenses, you are going to electrical stores now and you see different graded wash machines or energy efficient and is me aware of that and yes I will probably take that into a part of a decided practices of what we bought, some of that on my own mind but not as a director of the hotel but just as my own personal level.

What do you think of taking packages back to the producer?

Yes, that goes back as well to the beer and soft drinks company as I say I am shocked at the moment I will ask few years that they just make all glasses, empty bottles that you know they throw the plastic because plastic crate you have to send it back and then they reuse the bottles, they do not at all now. We used to send it back to reduce our. From the hotel's point of view is it possible to take these packages to the original producers? No, I would not, I am not aware that any company I mean we were buying from brake brothers company if we open up the chips and given them the box back I do not know I imagine if they would unless they have someone come around and collect, certainly they would not be having the advantages to drive and it is not alike it is a local premises, brake brother I think it is Bristol. So, no it would not be a case that we could store boxes and then we drive to Bristol and I am quite sure they would not collect them up, they would not be pleased a full of deliveries and I am sure they are not start taking back empty boxes.

Have you ever thought to make composting?

No, I have never got any advice to do it or how and where to do it in this type of business, but are you willing to do it? Yeah, if someone could show me

how to do it, until I just have your question I have never come across anybody trying to advise us.

Do you ask guests to reduce and separate waste?

No, what do you think of their attitude if we ask them to reduce and separate waste? I think it is going to be already on them I think we can put signs up and hopefully appeal to them then may be it will just a remind them or may be I just suppose when they say minimum waste they probably go and think how those two bins in the room one was paper and one was something else and then perhaps they would do it you know. It is a case as I said the towels we do encourage them to recycle them it just get the message to everybody isn't it? I suppose whether it be guest or whether it be at home or whatever. So, from the hotel's point of view is it possible to put more than one bin in the room? Yes, it is possible as I said at the moment unfortunately there is no one to style paper that would be one of the things that we could look at. If you know it is not obstacle to the staff because the customers are doing it. So, if there were a daily collection from the council of paper waste then we would use them.

What could influence small hotels to reduce and recycle waste?

To be honest the encouragement is the effect of our cost. The cost of the main bin would go down if we could reduce it because we could potentially get a smaller bin and a small charge. So, what is preventing us at the moment is the fact that there is no out there efficient recycling system for paper. Increasing charges for landfill waste? Definitely. Competition? I would say no, I would not say that because my competitors are doing it we would do it, if he is doing it I would like to see how he is doing it and I would like to do it. I do not know whether I can get the message over to the customers to make them aware that we are doing it. It is interesting if the customers can get the message over. I am just not sure how can we get the message over to customers that we are doing it. So, I do not think so but possibly it is possible if someone else was doing it and was getting the message over that we are not only a nice hotel but we are responsible business. You would love to think that customers would come for that hotel and would rather compare it with your competitor. I am not sure obviously. Legislation? I do feel it is getting more and more and more legislation and I understand why we have lots of the council's people come around from different walks of life to the health and safety or the food management or obviously whatever, It might be ending coming up with different directives all the time and we are just small family businesses. It is hard to continue producing all these extra things and these risk assessment and different things and every single subject got so much opinions and say that should be written down and everything should be this and this and this...etc. You enter a stage where you cannot actually run the business. Obviously, I get too much paper that actually I write down all these directives. Our hope that there is not too much legislation without at least giving us guidance you know, it cannot be legislation unless you come and tell us this is what you can do, this is what you can do. We can do something fair enough or assist in as I said by giving us good quality

recycling collection but by just putting legislation and say you have to reduce your waste by 20% it is not workable. It will not be effective unless they tell us how we reduce it. I would not be surprised when they did something like that, we would go on because a lot of things were getting done at the moment and it would be a case of do it otherwise you would be fined. Businesses, they would just not last the pace because of all these different things that people had to do or they will unfortunately go passed because there is more and more legislation, however as I say I do understand it. I understand what the legislation is. It is trying to protect us and insurance from paying stupid claims because people have not decided that this is the way to go through. Legislation will only be effective either give us an option or give us some guidance. Social responsibility? Yeah, definitely that is why I am taking an active role in managing it personally. It is not just the cost but I believe that socially. The social effect certainly something that I believe in. It has to be something that managed effectively across the city.

What should the council do to encourage small hotels to reduce and recycle waste?

Certainly, I need more recycling services as I said earlier I am not aware of the council doing any recycling services (glass or paper) for commercial properties that is a first and foremost, something I said earlier, so that is the virtually only contribution to your question is good quality recycling/reduction services. If they did that then I am sure you know I am certain we could half our actual normal waste if we could recycle products on a daily basis or at worst every two days; we could get rid of glass and paper every two days. It is still the same amount producing you know what I mean but it would be a less because some of these will get a recycled. Providing more recyclable collection? Super, Providing awareness and education to businesses? I think so to bigger businesses. Nobody has ever come to me from the council and said look you know, you need to start recycling these products as you say if someone started to come and say it, but I think the reason they have because they cannot follow it up an effective services. I do not suppose they can ever put any legislation in, until they have got the service. We certainly provide awareness to our staff. Providing incentives? Yeah, definitely, of course, we would do our best. I am not sure the council provide incentives perhaps the council should provide force for the very big companies like producer of different bottles of beer; they should perhaps forcing them to collect them again. For us as I say controlling our waste is already incentive. So, you know if we control that we do not pay much for the bin. At the moment, as I said the bin is fixed cost but if we ever do any extra stuff; we are buying these orange bags that £1.03 a bag; even if we only use 200 bags a year still £200 cost just on rubbish just on one thing. It is a lot of money and you know gas and electric going up many thousands of pounds, so we have to attempt to reduce. Providing more recycling points? Yeah, certainly, I mean it would have to be local and it would have to be difficult in the city centre I would think. It is not a something that we could; you cannot unload outside the hotel really. It would not be practical for me four days a week taking some bags in my car and then drive it to some point; it is something

that could be happen everyday. It would be a nice thought but I do not think it could be happen. In the city centre, it must be difficult but suppose to have storage bins somewhere. I would certainly quite happy sending my staff out, if it took them five minutes walk to take three or four bags.

Have you ever though to ask the council to charge you by volume or by weight rather than just having a fixed charge (by the bin)?

No, I have never thought about it; I am not aware. I do not think the council will allow us to do that. I love to check on other firms if they do. The council gives you the bin and then they charge you by the bin. I am certainly aware that we do fill a bin every time you know we have never a half bin. It is always just about to the top and may be if one day we produce too extra bags then we hold them back to the next day. Certainly, it is not something (volume or weight) that the council offered anyway.

Can you tell me about staff attitude for reducing and separating waste?

Well, I think they been quite good regarding the glass. I think to be fair they are very decent people and they can see that in the past when we threw away so much glass, it was something wrong. So, I think they certainly be receptive to putting glass in different bins. With regards to managing the rest of the waste, of curse it is a pain of them. In the past some of them would not be ripping the boxes so they would be going in the bin and the bin would be full by 2:00 o'clock in the afternoon but only because they have not ripping the boxes. They have not compressed it. So, I think because of that they used to produce more and more waste and the bin would be full and never be around the place and that is why I am checking daily. They know that they have to ripping the boxes; they know if they can help not to produce waste, for example by compressing the waste in the bin. It is a little bit more work for them, so certainly I believe that now after a few months they cannot produce waste and if it is generated; they do some effort to control it.

What kind of incentives that could be given to staff to encourage them to reduce and recycle waste?

As a small family business I do not think we will be looking to give any incentives. If I said to my staff produce less and we can look an incentive, at the end I still have to give them a directive, I have to tell them how they produce less. As I say for instances, what is left in the bedroom is totally out of their control you know, yes we can try encouraging guests to be more sense but if they leave rubbish that totally out of staff control. With regards to the bar, if someone wants a bottle of wine we will have an empty bottle which gladly now can be recycling. They need guidance not incentives to be able to reduce the waste. Obviously it is difficult to give incentive. As I said if we have a good service for collecting recyclable then we will have to look an incentive and that is what I say we would hope the council would pass an incentive and we would pass to our staff. At the moment, there is no a recycling system in place. I am sure if the staff will be encouraged with a slight incentive to separate products in different bags and make them more aware with the environment, of course if there is incentive; there will be more

interested definitely yeah, but again we do not have the service to be able to do that.

What do you think of networking small hotels to separate their waste together or share information about SWM?

Yeah, it could work, of course we are a member of the Hotel Association and every month we got 20-25 of the top hotels in the city meeting and discuss different things. I am sure that could be a topic if they brought up. They could collectively agree or collectively say why this firms are good firms for collecting this and this and this firm for collecting that. Obviously, not acting like a hotel, it still has to be a legal so it has to just debate it and just give a little bit of advice perhaps of which companies are good in recycling and encouraging it and perhaps you know again the council can call award. Certainly, if the council sort of encouraging some kind of award like that for all the hotels and promoting it more, just advertise now or again or send any little sticker to put in your front window; something that says we have this hotel is committed to environmental issues, it could be helpful but again as I say it all comes back to the fact that if the services are there I am sure the majority of the hotels will respond.

Have you ever thought to deal with farmers to come and pick up food waste?

No, I got no advice on that, I have not thought about it. I am not aware that you know whether this is legal or not. If we spoke to someone and if that was legal and option I am sure we would be interested in doing it. It would be a nice idea, no one contact me. I would certainly be interested to speak to farm owners. I am not quite sure if the council or the government bring a legislation to control plate waste and things like that. I would be fairly confident that this is mean you cannot then give it to animals because it goes to control any diseases I only presume that all feed that animals have, you have to know where it comes from.