

**Wiltshire Municipal Waste Contract
Annual Service Review 2011/12**



Services for everyday life

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Cover: Construction workers at the Northacre resource recovery centre

Executive summary

Contract year 16 (2011/12) was a particularly challenging year for both the public and the private sector, with significant changes occurring within Wiltshire Council in particular. Despite this challenging climate, the amount of waste recycled under the contract was, at 116,651 tonnes, an increase of 5,000 tonnes on year 15. Overall, municipal waste tonnages rose from under 243,000 last year to 245,189.

The second full year of the Lakeside Energy from Waste contract saw another 50,300 tonnes of municipal waste diverted from landfill, thereby reducing the amount of waste sent to landfill to below 75,500 tonnes, only 31% of the total municipal waste arising.

Negotiations were completed on the contract in respect of the mechanical biological treatment (MBT) facility at Westbury, and the contract was signed at the end of April 2011. Works are well underway on the facility, and construction completion is expected before the end of calendar year 2012. Commissioning of the plant will be undertaken throughout the first half of 2013, and the plant is expected to reach full operational capacity in August, further reducing Wiltshire Council's reliance on landfill.

The new Porte Marsh recycling facility opened in October to coincide with the commencement of the county-wide plastic bottles and cardboard collection service. Equipment has been installed at Porte Marsh to process the material locally ready for sale to reprocessors, rather than transporting it to Southampton, improving the carbon footprint of the operation significantly.

The harmonisation of waste collection services in the county also saw Hills take on the black box collection service in the east of the county from the Council's in-house team, freeing up staff to be re-deployed on the plastic bottle and cardboard service as well as the expanded, free garden waste collection service. The new garden waste service is expected to generate additional landfill diversion tonnage, and to facilitate the recycling of this material, composting operations were relocated from Lower Compton to a new, purpose built, composting facility near Purton.

Hills Waste Solutions maintained OHSAS18001, ISO9001 and ISO14001 in the year, further demonstrating the company's commitment to providing quality waste management services for the people and businesses of Wiltshire.

Mike Webster
Group director - Waste Solutions

Introduction

This tenth annual service review produced by Hills relates to the contract year April 2011 to March 2012. It reviews the waste management and recycling service provided by the company to Wiltshire Council and highlights particular challenges and successes during the year.

Diversion rate

The total municipal waste arising for the year was 245,189 tonnes of which 116,651 tonnes was diverted from landfill resulting in a diversion rate of 47.57% for 2011/12.

Whilst the total amount of waste non-landfilled this year increased by 2,313 tonnes (0.09%) compared to that in 2010/11, tonnages are 7.4% lower than the highest non-landfilled rates in 2004/05.

A breakdown of statistical data can be found on pages 4-6.

A significant milestone was reached during the year when the company marked the occasion of diverting one million tonnes of waste from landfill, including recycling 150,000 tonnes of paper, since the beginning of this contract.

Landfill diversion

Hills used alternative waste technologies alongside traditional recycling methods to maximise the amount of waste that could be diverted from landfill. The company continues to work closely with Wiltshire Council to ensure that landfill diversion targets set for 2013 and beyond are met.

The Lakeside contract (under which waste from households in the south of Wiltshire is delivered to an energy from waste plant at Colnbrook, Slough) completed its third contracted year fulfilling its annual target of 50,000 tonnes.

Construction of the mechanical biological treatment (MBT) plant in Westbury, (which will process 60,000 tonnes of household waste from the west of Wiltshire) is progressing and further details are provided on page 7.

Analysis of recyclate

An analysis of the materials received for recycling during the year shows notable tonnage reductions compared to 2010/11:

- dry recyclate such as cans (-9.04%)
- large white goods (-12.08%)
- scrap metals (-6.87%)
- TVs and computer monitors (-23.41%)

Some recyclate materials continue to show an increase in tonnage compared to the previous year's performance:

- cardboard (+16.91%)
- plastic bottles (+23.87%)
- plasterboard (+13.83%)
- timber (+7.6%)
- green waste (+10.03%) despite the unsettled weather experienced in the county



Household recycling centres (HRCs)

2011/12 saw the volume of material recycled increase by 2.61% to 52,253 tonnes from 50,920 tonnes in 2010/11.

The HRCs experienced a notable reduction in volumes of plastic bottles and cardboard following the launch of the new Council kerbside collection service. This has resulted in a reduction in the number of vehicle movements that were previously generated when collecting bins from HRCs for transport to Lower Compton.

The used cooking oil service, introduced in 2010/11, and the book recycling service introduced in late 2011 have both showed good results.

Kerbside black box recycling

Numerous changes were made to the kerbside recycling service during the year as a result of the harmonisation of waste and recycling services by Wiltshire Council, including the introduction of a new plastic bottle and cardboard collection scheme and free garden waste collection.

Mini recycling sites (MRS)

The volume of material received at mini recycling sites fell this year by 14% (1,036 tonnes) compared to 2010/11.

This reduction in tonnage can be attributed to two factors. Firstly a number of private landlords withdrew sites from use and secondly, residents were able to recycle more of their materials through the kerbside black box scheme and the new plastic bottle and cardboard collection service.

A countywide consultation to review future collections from the remaining mini recycling sites will be undertaken by the Council to see what other opportunities can be considered.

Performance data

Numbers that add up to a quality service and overall performance for the year (to 31st March 2012)

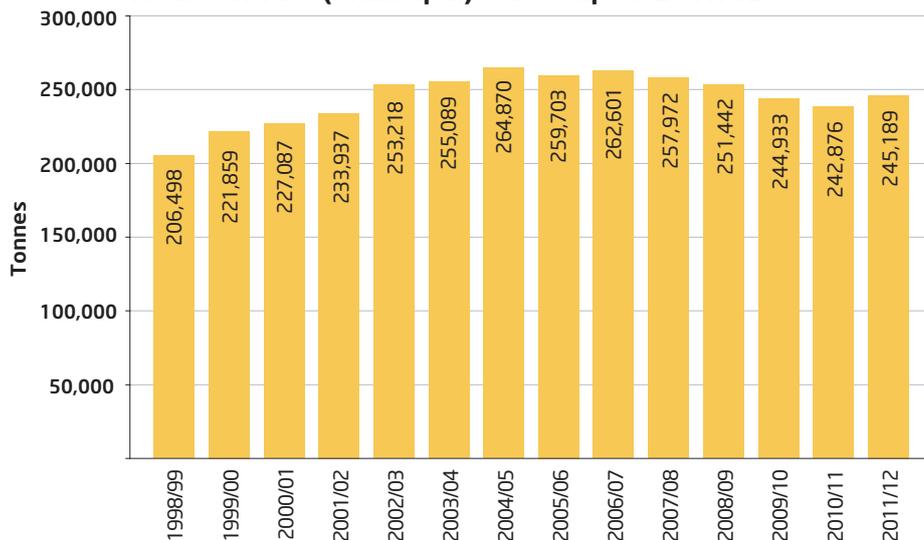
2011/12 Non-landfill achievements

Recycling initiative	North tonnes	East tonnes	South tonnes	West tonnes	Wiltshire tonnes
Bring sites scheme	1,742	751	1,443	1,809	5,744
Kerbside mixed plastic/card	1,482	669	4,115	1,152	7,418
Multi-material kerbside	6,000	5,196	6,435	6,235	23,867
Kerbside green waste	4,084	4,559	2,500	11,592	22,735
Bulky collections	78	152	0	0	230
Street sweepings	1,570	1,050	1,583	1,591	5,794
DC depot tyres	0	0	0	0	0
Everleigh HRC	0	2,009	0	0	2,009
Devizes HRC	0	4,099	0	0	4,099
Marlborough HRC	0	2,126	0	0	2,126
Stanton HRC	6,155	0	0	0	6,155
Purton HRC	4,863	0	0	0	4,863
Honeyball HRC	3,044	10	0	0	3,054
Melksham HRC	0	0	0	4,774	4,774
Warminster HRC	0	0	0	5,300	5,300
Trowbridge HRC	0	0	0	6,902	6,902
Salisbury HRC	0	0	8,187	0	8,187
Amesbury HRC	0	0	4,679	0	4,679
Thorny Down transfer station	0	0	98	0	98
Household clinical waste	0	6	0	0	6
Green waste rejects	0	0	0	0	-1,010
Wood waste rejects	0	0	0	0	-57
MRF rejects	0	0	0	0	-323
Non-landfill achieved	29,018	20,626	29,040	39,356	116,651

2011/12 Non-landfill by material

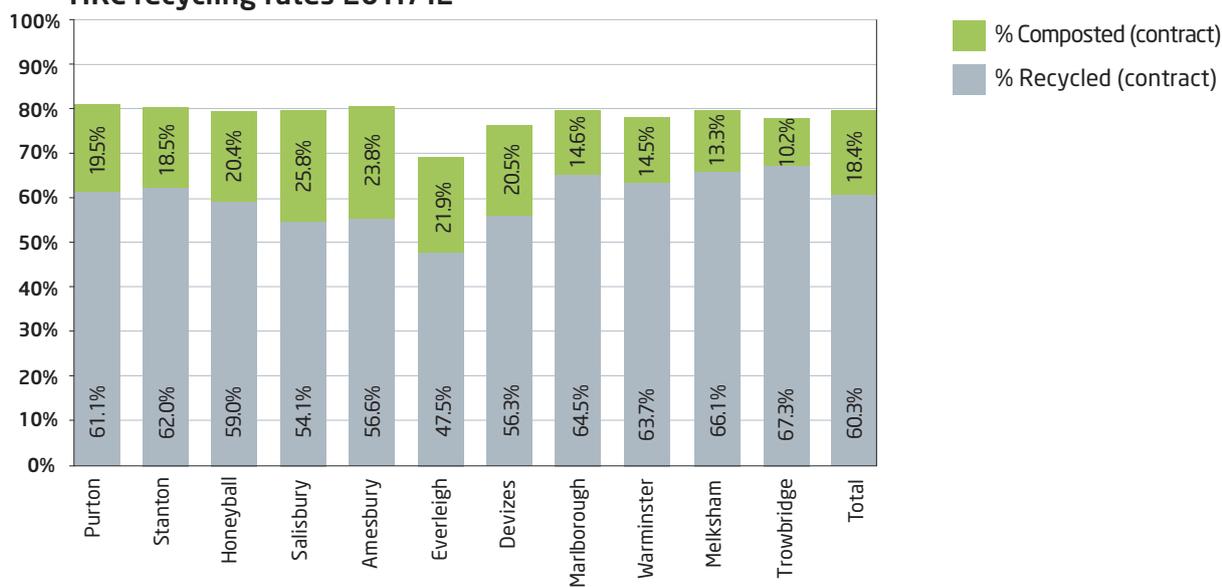
	Wiltshire tonnes	Year 10/11
Paper	15,228	15,911
Cardboard	9,225	7,665
Glass	13,142	12,798
Cans	2,187	2,385
Plastics bottles	2,287	1,741
Tetra Pak	43	42
Rigid plastics	0	46
Scrap metals	2,938	3,140
Garden waste	34,945	31,440
Chipboard/MDF	8,540	7,934
Plasterboard	809	697
Rubble	13,840	12,962
Soil	3,129	2,944
Gully sweeping	5,794	6,501
Car batteries	142	158
Domestic batteries	22	24
Printer cartridges	3	2
Cooking oil	6	0
Oil	69	66
Textiles	978	1,007
Carpet	0	135
Furniture	75	43
Tyres	209	221
Gas bottles	59	53
WEEE (A) - Large household appliances	937	1,050
WEEE (B) - Fridges/freezers	743	774
WEEE (C) - TVs/PC monitors	1,208	1,491
WEEE (D) - Gas discharge lamps	6	6
WEEE (E) - Small domestic appliances	1,469	1,467
Clinical waste	6	10
Green waste REJECTS	-1,010	-314
Wood waste REJECTS	-57	-537
Residual tonnage ex MRF	-323	-258
Sub-total	116,651	111,606

Total contract (municipal) waste up to 2011/12



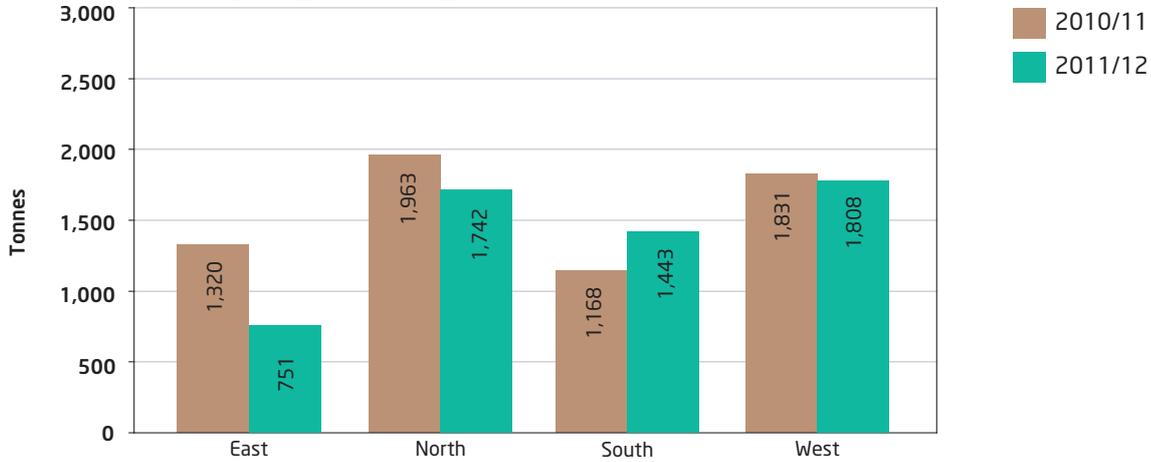
Note: Municipal waste includes all household waste, commercial waste collected as part of the household round, rubble, soil, and waste arising from parks and highways.

HRC recycling rates 2011/12



Performance data (continued)

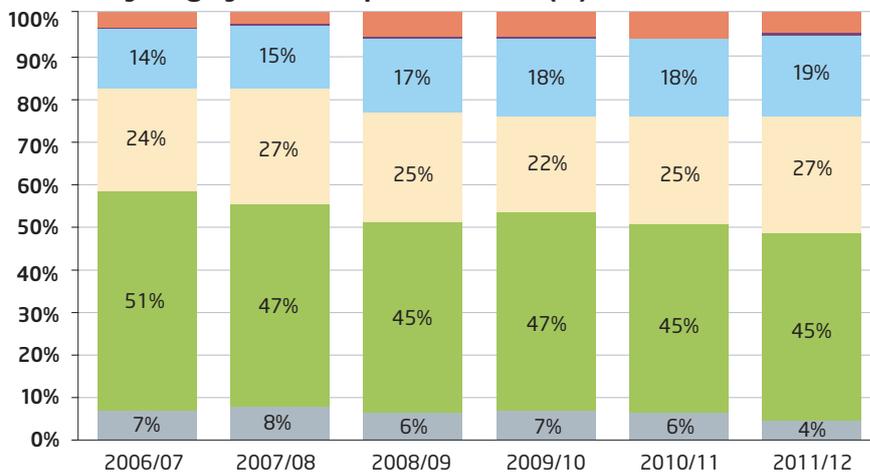
Mini recycling sites - recycled tonnes



Recycling by service up to 2011/12 (tonnes)



Recycling by service up to 2011/12 (%)



Performance overview

Developments in 2011/12



Construction begins at Northacre resource recovery centre

Negotiations between Hills and Wiltshire Council were concluded in April 2011 with the signing of contracts for the construction and operation of the Northacre resource recovery centre (RRC).

Hills' appointed contractors, Interserve, moved on-site in July 2011 to begin construction work which is scheduled to continue for 18 months with a commissioning phase of six to nine months starting in December 2012. The site is expected to be fully operational by September 2013.

In addition to regular on-site meetings with Wiltshire Council and the various contractors on the project, Hills created a website which allows local residents and other interested parties to be kept up to date on progress at the site. www.northacrerc.co.uk

Hills has also formed a local liaison committee to provide a point of contact for local residents and businesses during the construction phase and ultimately the operational activities at the Northacre RRC. The liaison committee is made up of representatives from Hills, local parish councils, Westbury Town Council, Wiltshire Council and neighbouring businesses. Minutes of the liaison meetings are published on the Northacre RRC website together with details of any additional planning applications which need to be made as construction progresses.

Regular updates on the Northacre RRC are also provided to the Westbury Area Board meetings.

Harmonisation of services

In February 2011, following a public consultation, Wiltshire Council made the decision to move to a harmonised waste and recycling collection service across the county.

Review of vehicle rounds and call centre

Hills worked with Wiltshire Council to support this new initiative and undertook a major review of vehicle rounds to accommodate the transition to alternate weekly collection (AWC) in 2012.

Meetings were also held to discuss a centralised call centre to handle the anticipated increase in calls as a result of the service changes. Hills' kerbside customer service team worked with Wiltshire Council's call centre staff to improve the way the team handle enquiries and created a system to allow both parties to deal with enquiries in real time. This has reduced the time to action customers' requests and provides one point of contact.

Planning for new facilities

The harmonised waste and recycling service also resulted in Hills undertaking a review of its facilities and the submission of a number of planning applications to accommodate new technologies and handling methods.

Extensive consultation exercises were conducted where Hills listened to both public and political concerns to find the right solution to various issues. Consultation methods included briefing parish councils and Area Boards, holding public exhibitions, speaking to local business and other interest groups, and the creation of a website where details of all planning applications were published for public comment.



A planning application was submitted in August 2011 for the development of a waste recovery facility at Lower Compton to further increase the amount of waste that can be diverted from landfill. The proposals provide a total waste recovery capacity for the management of approximately 285,000 tonnes per annum of non-hazardous waste from municipal, industrial and commercial sources. The outcome of this application is still to be determined.

Further planning applications were made and permissions granted for a temporary waste transfer station and recycling centre at Porte Marsh, Calne in August 2011 and for a permanent waste transfer station and recycling facility at Mills Way, Amesbury, in April 2012.



Performance overview (continued)



Kerbside collection services

New materials

A temporary materials recycling facility was opened on Porte Marsh Industrial Estate, Calne, in October 2011 to handle the material being collected by Wiltshire Council following the roll out of a new co-mingled plastic bottle and cardboard collection.

What was initially a bulking station was transformed in January 2012 when Turmec Engineering Ltd commenced the installation of a dry mixed recyclables line, which was commissioned in February 2012.

This state-of-the-art sorting equipment uses a series of conveyor belts fitted with specialist sorting systems to remove cardboard. An optical separator ejects plastics by polymer type (PET and HDPE) using near infra-red technology and high pressure air jets. Hand sorters remove waste items from the material.

The plant is designed to sort an estimated 12,500 tonnes of mixed plastic bottles and cardboard that will be delivered to the site each year. All materials are baled on site for dispatch to a reprocessor. It is anticipated that the facility will achieve a 95% recycling rate.

Local councillors and Wiltshire Council officers were given a tour of the facility in April 2012. Members of the public were also offered a tour as part of a campaign to support Recycle Week 2012.

Garden waste

The anticipated increase in green waste tonnages following the roll-out of a free garden waste kerbside collection across the county, together with the proposed extended waste recovery facility at Lower Compton, saw the composting operations at Lower Compton relocated to Parkgate Farm near Purton in April 2012.

This 90m x 150m facility had existing planning permission to process 25,000 tonnes of compost. Local councillors and Wiltshire Council officers were given a tour of the new site where green waste will be processed into a PAS100 certified product for resale.

Black box service

The introduction by Wiltshire Council of plastic bottle and cardboard collections from the kerbside starting in October 2011, enabled Hills to take on the black box collection from the east of the county which had formerly been undertaken by Wiltshire Council under a local service agreement with Hills.

An additional six vehicles joined the existing kerbside fleet to service these additional black box collections from 36,000 properties. With the introduction of AWC, Hills worked with Wiltshire Council to harmonise rounds and mirror collection services routes. This has resulted in re-routing and consolidation of rounds, predominantly in the south of the county.

Milestones

Million tonnes diverted from landfill

In August 2011 it was announced that a million tonnes of household waste had been diverted from landfill since Hills undertook its contract with Wiltshire Council.

It took from 1996 to 2007 for the first 500,000 tonnes to be diverted but only four years to make it to a million. That has coincided with an increase in the number of recycling facilities available.

The milestone was used to promote these facilities to Wiltshire residents and inform the media about waste collection services in the county.

A competition was run aimed at primary school children asking them to design a poster to encourage recycling. This attracted nearly 300 entries from across the county. The winning design was displayed on the side of a truck. Hills also gave away 100 bags of compost on a first-come first-served basis at each HRC.

All these activities generated widespread positive media coverage.

Print material

Figures released in September 2011 showed that over the last decade 150,000 tonnes of newspapers and magazines have been recycled by Wiltshire residents.

Staff from Hills visited Aylesford Newsprint in Kent which handles Wiltshire's recycled print material. The object of the visit was to better understand the processes involved and so ensure that as material sent from Wiltshire was of as high quality as possible.

The milestone was also used to encourage and inform Wiltshire residents about recycling options.

Household recycling centres

ISO for Marlborough HRC

The recently opened Marlborough HRC was audited on 15 December 2011 and achieved certification to the international ISO14001 standard. All Hills' existing facilities are certified to this standard and the company is committed to extending it to new sites as they come on line.

The standard identifies key environmental issues and puts procedures in place to deliver effective management, prevention of pollution, environmental improvements and legal compliance.

The benefits of the system include financial savings from energy efficiencies and improvements in both environmental performance and staff competency. The achievement of the ISO certification shows Hills' commitment to continually improving and managing its environmental responsibilities effectively.

The Environment Agency has also recognised the achievement of good environmental standards at Marlborough HRC. In a recent inspection it described the management system, the site infrastructure and the staff as excellent.

Cooking oil results

Over 8,000 litres of used cooking oil was collected at HRCs in the year following the introduction of this new service in 2010/11. When reprocessed, this used oil was sufficient to generate 30,075 KWh of green electricity.

Books collected

The ability to recycle additional waste materials at household recycling centres is always welcomed by the public. During the year a contract was secured with a company in Purton to recycle reading books. Nearly two tonnes of books have been diverted from landfill since collection commenced on 1 November 2011.



Lakeside contract

The past three years of this contract has seen household waste collected by Wiltshire Council from the south of the county making up the majority of the contracted 50,000 tonnes of waste sent from the waste transfer station at Thorny Down to the Lakeside EfW facility at Colnbrook.

There is a possibility that the volume of household waste from the south of the county may decrease as householders in that region recycle more following the changes made to the types of materials that can be recycled through the kerbside collection service. Whilst this potential increase in recycling will be welcomed, the requirement to fulfil the contracted household waste tonnages into Lakeside need to be maintained. Hills will monitor any such impact and this may result in the company seeking agreement with Wiltshire Council to include waste from the Lower Compton transfer station to fulfil the contracted tonnages.

Audits and legal compliance

ISO14001 audits of the following sites were undertaken during the year:

- Chapel Farm – leachate treatment plant, landfill, recycling sorting and transfer operations
- Lower Compton - Honeyball HRC, landfill, MRF, kerbside and general transport, composting, woodchipping and manual skip sorting operations
- Purton and Parkgate Farm – landfills, Purton HRC, transport and fleet operations
- Devizes – HRC
- Barton Court – transfer station and transport operations

All these facilities passed their audits and Hills was complimented on the attention the company pays to maintaining ISO compliance. More than 300 individual actions were recorded during the year demonstrating a commitment to continual system improvement.

Twenty-two internal and duty of care audits were carried out over the year on reprocessors and suppliers.

It is also the responsibility of the Environment Agency to carry out audits and inspections of Hills' facilities. The Environment Agency's findings are recorded on CAR1 forms and the CAR1 register and any actions required are implemented through Hills' management system. Each inspection may generate what is called a CCS score (a lower score is preferable). Hills' performance as measured by the Environment Agency has improved from 36.4 points to 12.2 points this year. Points per inspection have also reduced by 46% overall.

There have been no prosecutions, fines or notices served on Hills during the 2011/12 year.

Performance overview (continued)



Health and Safety achievements

It has been another year of ongoing success in health and safety at Hills with no enforcement action taken against the company by the Health & Safety Executive (HSE).

In 2011/12 Hills reduced its employee RIDDOR reportable incidence rate by 30% and had no major reportable injuries. This shows ongoing improvement for the fifth consecutive year which is particularly rewarding considering the number of high risk operations within the waste business.

Hills has maintained its OHSAS18001 Health & Safety Management Systems certification and continues to deliver improvements on a range of health and safety issues as a result of these management systems.

Improvements have been introduced to Hills' health and safety training programmes and the systems used to monitor the delivery of the training. One area of particular improvement was the provision of improved asbestos awareness and handling training to more than 40 staff.

Hills has also developed and rolled out a new contractor/supplier approval procedure. This has significantly improved how the company assesses and manages suppliers and contractors who undertake tasks on Hills' sites. It has made the process of gaining approval less onerous for the companies involved.

During the year a major review of Hills' internal audit programme and protocol was completed. This has reduced the burden which the auditing process places upon staff while maintaining a robust monitoring programme.

Reflecting Hills ongoing commitment to health and safety, the company has joined the Environmental Services Association (ESA) Health & Safety Working Group. The ESA is the UK trade association for the waste and recycling industry and this group provides information on best practice, liaises with the HSE to provide good practice and guidance and sets accident reduction targets.

Well Driven scheme

During the contract year, Hills signed up to the national Well Driven? scheme established by the Freight Transport Association, Road Haulage Association and Confederation of British Industry. The scheme aims to enhance road safety and encourage better driving.

Hills' vehicles display a sticker with a freephone number which members of the public can call to report poor driving. The calls are handled by an independent call handling centre which then follows up on the complaint.

Taking part in the scheme also means Hills' drivers agree to abide by a charter for good driving. Nationally around 40,000 company vehicles from a range of firms belong to the Well Driven? scheme and at Hills it covers all the company's vehicles that deliver goods and services.

Training and communications

Three large goods vehicle (LGV) kerbside service drivers were placed on a five-year driver's training programme, the 'Drivers Certificate of Professional Competence' (DCPC). Once completed, these drivers will be able to train other drivers.

The training is an important part of ensuring Hills' drivers are kept fully appraised of all current legislation, use best driving practice to reduce fuels costs and increase safety.

Further improvements have been achieved with the large workforce through monthly team communication meetings which encourage two way communication and provide a consistent approach to improved service delivery.

Move to Improve

Following the launch of the Move to Improve initiative at the start of the contract year, 131 ideas were generated in the first 12 months, 60 of which qualified for the scheme and 23 of these were relevant to the contract.

Examples of the ideas implemented include:

Idea	Benefit
Change to the opening hours for HRCs.	Providing service to the public during the hours they most require it and thereby saving money for Wiltshire Council by not being open unnecessarily
Installation of speed ramps and improvements to the visibility of the site barrier at Everleigh HRC.	Improved traffic safety on site
Installation of taller bollards to make them more visible to members of the public when reversing at Honeyball HRC.	Improved traffic safety on site
Public-facing staff such as collection and HRC operatives to wear name badges.	Improves communication between Hills and its customers and increases the accountability of staff for their actions.
Improvements to the sheeting of roll-on roll-off bins	Reduce the likelihood of waste escaping from the containers.

Community spirit

Sponsored Sites

Hills has continued the Sponsored Sites Scheme for charity/ community groups in the west area of the county. Sites that collect more than five tonnes per annum are paid £10 per tonne in exchange for accommodating the recycling bins and providing a tidying service. The fund paid out £3,268 (2011/12).

School paper scheme

The purpose of the scheme is to support and inspire young people to reduce waste at school, at home and in the community and to demonstrate the links between actions in these three areas.

Hills, via the Landfill Communities Fund, continues to support the Wiltshire Wildlife Trust's work on waste education with schools. We provide and collect paper recycling bins at all participating schools. Tonnage for the year came in at 238 tonnes for which the company presented funds to the value of £10 per tonne to the participating schools. The paper collected by Wiltshire schools is taken to the Materials Recycling Facility (MRF) at Lower Compton for recycling into newspaper.

As well as providing containers and a collection service, Hills hosts a number of visits to the MRF as part of the Schools Recycling Scheme. Similar tours are also provided for local community groups to help raise awareness to manage waste.

Charity/Group collections

There are five* charitable groups in the west area who are eligible to receive payments at £10 per tonne for paper and textiles collected. In 2011/12 the payments to these organisations were as follows:

- **British Heart Foundation - £408**
- **SCOPE - £136**
- **Southwick and North Bradley Scouts - £1,014**
- **Save the Children - £888**

*The Salvation Army have not provided evidence to claim funds during 2011/12.

Landfill Communities Fund

Hills recognises that its activities, whilst beneficial to society, have an impact on both the environment and neighbours in local communities and constantly works to minimise these impacts and give something back.

Hills provides funding to numerous community and environmental projects in Wiltshire through the Landfill Communities Fund (LCF). This government tax credit scheme allows landfill operators to pay a percentage of their annual landfill tax liability to registered Environmental Bodies that deliver benefits to the general public, biodiversity or the environment.

In 2011/12 Hills provided over £1 million of funding through the LCF scheme. Environmental Bodies that received monies include Community First, Wiltshire Wildlife Trust and Cotswold Water Park Trust and the wide range of projects that have been supported are summarised below:

- **Arts, heritage and churches - 4**
- **Community and environment - 4**
- **Children's play areas - 3**
- **Sports facilities - 5**
- **Village and community halls - 15**
- **Wildlife areas, nature reserves and public open spaces - 17**

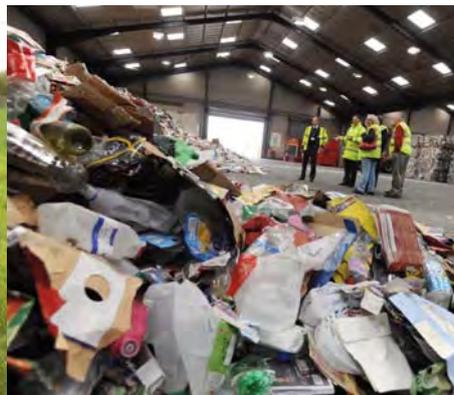
A map showing all the projects supported by Hills can be seen at www.hills-group.co.uk/consult/community.html



Partnerships

Hills has established partnerships with a number of local charitable organisations whose work supports the principles of the waste hierarchy and reduces waste to landfill. Examples include

- **Jole Rider Bikes4Africa** - bicycles collected at household recycling centres are first repaired at a local prison by inmates and then shipped to The Gambia for school children to use as transport to school
- **Refurbiz** - training and employment is provided through the repair of recycled white goods which are in turn offered for sale to those on low income or benefits
- **Tools for Self-Reliance** - reusable hand tools are collected at HRCs and transported by Hills to a refurbishing centre in Southampton. Thereafter they are provided to artisans in rural Africa communities to enable them to earn a living and become self-reliant



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