

# Wiltshire Municipal Waste Contract Annual Service Review 2010/11



Services for everyday life

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# Executive summary

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Year 15 of the Wiltshire Municipal Waste Contract saw the amount of municipal waste arising fall to below 243,000 tonnes from 245,000 tonnes in 2009/10. Despite this decrease the 111,606 tonnes of municipal waste recycled under the contract was 468 tonnes higher than the previous year.

The increased recycled tonnage, together with 50,418 tonnes of municipal waste diverted from landfill under the Lakeside Energy from Waste (EfW) contract resulted in less than 81,000 tonnes of waste being sent to landfill – only 33% of the total municipal waste arising.

Negotiations between Hills Waste Solutions and Wiltshire Council continued throughout 2010/11 in respect of the proposed Hills Northacre resource recovery facility at Westbury where mechanical biological treatment (MBT) will be used to treat municipal waste. The contract was signed at the end of April 2011.

The new Marlborough household recycling centre (HRC) opened on the Salisbury Road Business Park at the end of March 2011. It is hoped this new HRC will further enhance the landfill diversion performance in the remaining years of the Wiltshire Municipal Waste Contract.

Following Hills' achievement of ISO14001 certification in 2009/10, the company went on to gain OHSAS18001 and ISO9001 certification in 2010/11, further demonstrating its commitment to providing quality waste management services for the people and businesses of Wiltshire.

In recognition of the financial difficulties being faced by the public sector, Hills worked closely with Wiltshire Council to identify savings on the contract, particularly in relation to the new harmonised waste and recycling services being introduced by Wiltshire Council during 2011/12.

Looking forward, 2011/12 will see a number of planning applications being submitted by Hills in preparation for the operational changes and additional waste streams to be generated by the harmonisation of waste and recycling services. Hills has carried out significant preparation work to identify equipment and new sites capable of handling the additional waste streams locally in preference to transporting materials to regional facilities outside of the county.

# Introduction

Hills is working with Wiltshire Council to reduce reliance on landfill by including alternative waste technology and improving recycling and diversion rates to ensure that targets set for 2013 and beyond are met.

The operational issues at the Lakeside EfW plant which were reported in the 2009/10 Annual Service Review were resolved by the end of June 2010 with regular deliveries made thereafter. A total of 50,418 tonnes of municipal waste was delivered to the plant in 2010/11, the second year of the contract.

## Recycling rate

The recycling rate for the year is 45.97% which equates to a diversion from landfill of 111,606 tonnes of municipal waste arising (a marginal 0.42% increase on 2009/10).

The amount of waste sent to landfill this year remains on a downward trend. A breakdown of statistical data can be found on pages 4 – 6.

## Landfill diversion

Hills is working with Wiltshire Council to reduce reliance on landfill by including alternative waste technology and improving recycling and diversion rates to ensure that targets set for 2013 and beyond are met.

The operational issues at the Lakeside EfW plant which were reported in the 2009/10 Annual Service Review were resolved by the end of June 2010 with regular deliveries made thereafter. A total of 50,418 tonnes of municipal waste was delivered to the plant in 2010/11, the second year of the contract.

The contract for the Hills Northacre resource recovery facility in Westbury (which will process residual municipal waste from the west of the county using MBT technology) was formally signed by Hills and Wiltshire Council. Further details on page 7.

## Analysis of recyclate

The 111,606 tonnes of recyclate processed during 2010/11 increased by 0.42% compared to 2009/10. There were notable volume reductions in the following materials:

- dry recyclate such as paper
- wood
- soil

Certain recyclate materials showed an increase in volumes processed compared to 2009/10:

- cardboard
- textiles
- plastic bottles
- glass
- cans
- WEEE small domestic appliances
- Green waste despite the severe winter experienced in the county.

## Household recycling centres (HRCs)

2010/11 saw a slight fall in the volume of material recycled to 50,920 tonnes. This reflects the downward trend of waste received from residents.

Notable recycling streams that contributed to the overall tonnage at HRCs were:

- domestic batteries (24 tonnes)
- food and drink cartons (up from 38 tonnes in 2009/10 to 42 tonnes in 2010/11)

Residents welcomed the opening of Marlborough HRC on the Salisbury Road Business Park, increasing the number of centres to 11 across the county.

## Kerbside black box recycling

Hills continued to work closely with Wiltshire Council to harmonise the collection services across the county. A review of the vehicle collection rounds is being undertaken in preparation for the transition to alternate weekly collections in 2012. Discussions between Hills and Wiltshire Council are continuing in relation to the provision of a centralised call centre to deal with public enquiries.

The kerbside fleet replacement programme saw five 18 tonne kerbside vehicles, one 7.5 tonne vehicle, one 26 tonne refuse collection vehicle and one transit van replaced in 2010/11.

## Mini recycling sites (MRS)

Overall tonnage fell this year by 9% (647 tonnes) compared to 2009/10.

The loss of a number of sites provided by private landlords may have contributed to the reduced tonnage along with residents making use of the kerbside black box scheme.

Below: Representatives from Hills, Wiltshire Council, Entsorga Italia, Interserve plc with a model of the new Northacre resource recovery facility



# Performance data

Numbers that add up to a quality service and overall performance for the year (to 31st March 2011)

## 2010/11 Non-landfill achievements

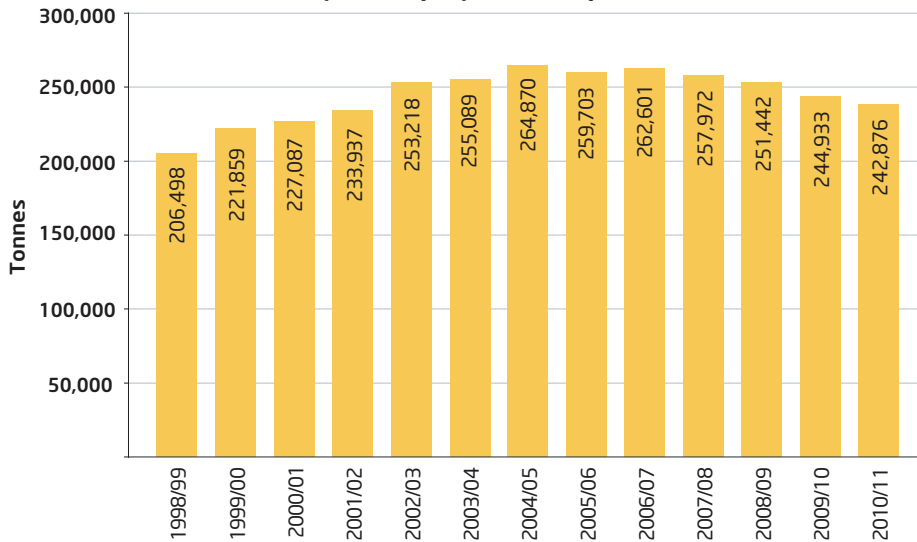
Recycling initiative	North tonnes	East tonnes	South tonnes	West tonnes	Wiltshire tonnes
Bring sites scheme	1,963	1,310	1,168	2,230	6,671
Kerbside mixed plastic/card	0	0	4,366	0	4,366
Multi-material kerbside	5,834	5,247	6,516	6,285	23,882
Kerbside green waste	3,478	4,040	2,301	10,430	20,249
Bulky collections	22	279	117	0	418
Street sweepings	1,506	1,739	1,750	1,507	6,502
DC depot tyres	0	0	2	0	2
Everleigh HRC	0	2,476	0	0	2,476
Devizes HRC	0	4,435	0	0	4,435
Marlborough HRC	0	17	0	0	17
Stanton HRC	6,367	0	0	0	6,367
Purton HRC	4,875	0	0	0	4,875
Honeyball HRC	3,391	0	0	0	3,391
Melksham HRC	0	0	0	4,810	4,810
Warminster HRC	0	0	0	5,056	5,056
Trowbridge HRC	0	0	0	7,053	7,053
Salisbury HRC	0	0	7,668	0	7,668
Amesbury HRC	0	0	4,467	0	4,467
Thorny Down transfer station	0	0	117	0	117
Household clinical waste	0	10	0	0	10
Green waste rejects	-54	-63	-36	-161	-314
Wood waste rejects	-155	-70	-123	-189	-537
MRF rejects	-53	-47	-98	-60	-258
<b>Non-landfill achieved</b>	<b>27,174</b>	<b>19,373</b>	<b>28,098</b>	<b>36,961</b>	<b>111,606</b>

## 2010/11 Non-landfill by material

	Wiltshire tonnes	Year 09/10
Paper	15,911	17,928
Yellow pages <sup>1</sup>	0	3
Cardboard	7,665	7,481
Glass	12,798	11,909
Cans	2,385	2,099
Plastic bottles	1,741	1,684
Food and drink cartons	42	38
Rigid plastics	46	2
Scrap metals	3,140	3,073
Green waste	31,440	31,200
Wood	25	53
Chipboard/MDF	7,909	7,983
Plasterboard	697	466
Rubble	12,962	12,139
Soil	2,944	3,271
Gully sweeping	6,501	6,158
Car batteries	158	187
Domestic batteries	24	0
Printer cartridges	2	0
Oil	66	65
Textiles	1,007	992
Carpet	135	814
Furniture	43	41
Tyres	221	206
Gas bottles	53	51
WEEE (A) - Large household appliances	1,050	1,395
WEEE (B) - Fridges/Freezers	774	832
WEEE (C) - TVs/PC monitors	1,491	1,283
WEEE (D) - Gas discharge lamps	6	6
WEEE (E) - Small domestic appliances	1,467	979
Household clinical waste	10	7
Green waste REJECTS	-314	-686
Wood waste REJECTS	-537	0
Residual tonnage ex MRF	-258	-522
<b>Total</b>	<b>111,606</b>	<b>111,137</b>

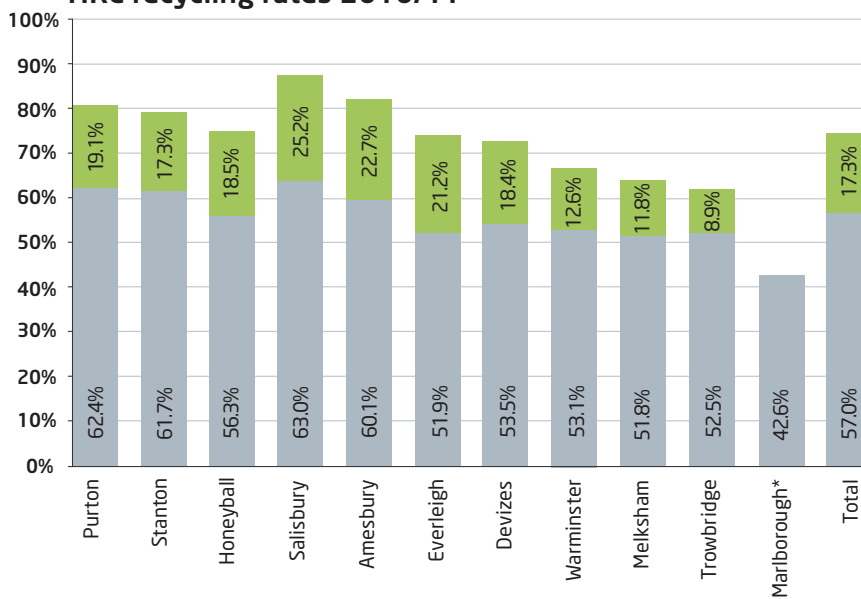
<sup>1</sup> Now included in tonnage for paper

### Total contract (municipal) waste up to 2010/11



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 2010/11

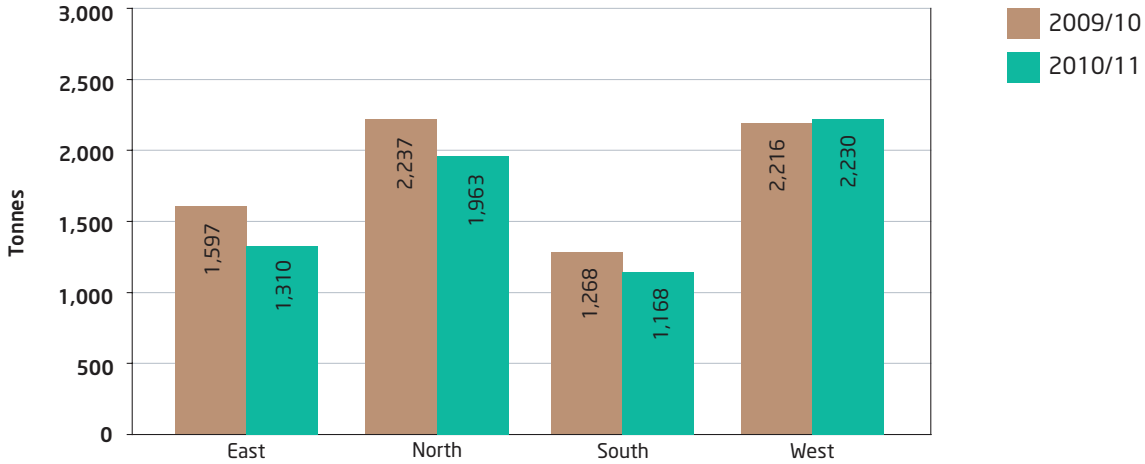


■ % Composted (contract)  
■ % Recycled (contract)

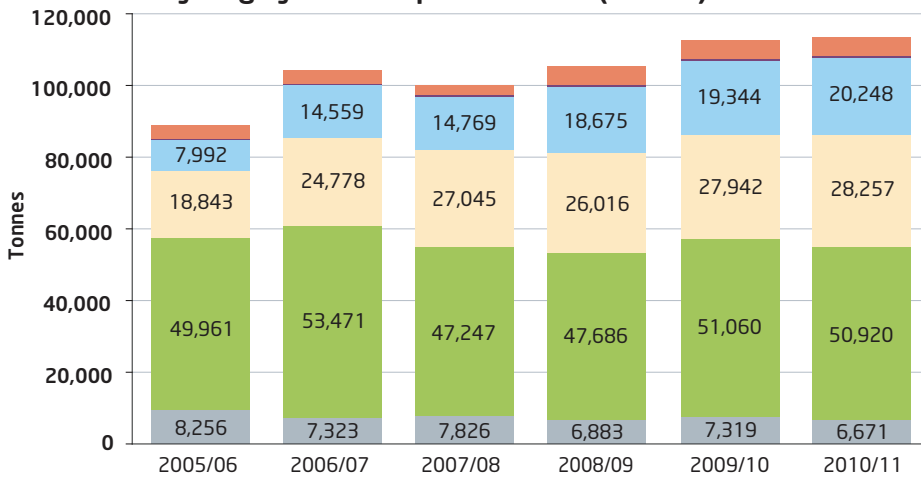
\*Figures for Marlborough HRC reflect tonnages from 23-31 March 2011

# Performance data (continued)

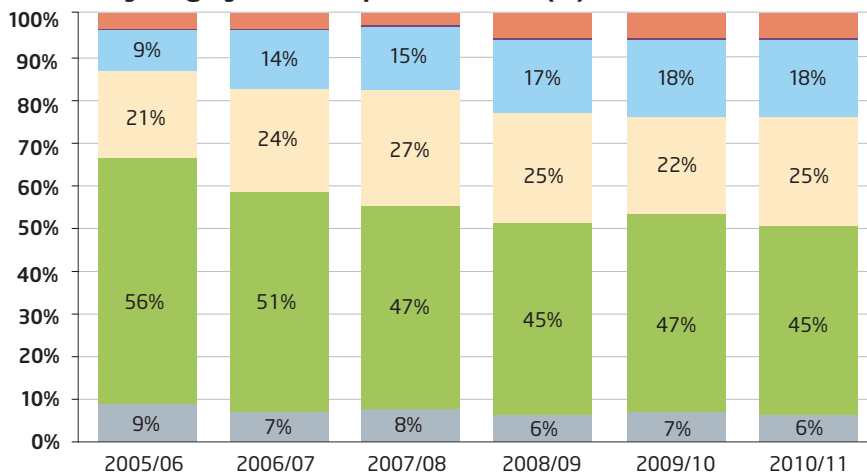
**Mini recycling sites - recycled tonnes**



**Recycling by service up to 2010/11 (tonnes)**



**Recycling by service up to 2010/11 (%)**



# Performance overview

## Developments in 2010/11

### Contract signed on Northacre

In April 2011 Hills and Wiltshire Council agreed final terms for a 25 year contract and the construction of the Northacre resource recovery facility in Westbury. Building work on the new facility will commence in the summer of 2011 and it is expected to be operational by the late summer of 2013. Entsofga Italia is providing technology for the plant and Interserve plc has been awarded the design and construction contract.

The Northacre resource recovery facility will use MBT technology to process 60,000 tonnes of municipal waste per year from the west of the county. It forms an integral part of Wiltshire Council's strategy to reduce to a minimum the county's reliance on landfill as a disposal option.

One of the key outputs of the Northacre resource recovery facility will be around 28,200 tonnes of refuse derived fuel (RDF) each year. Initially the RDF will be transported by road to port and then shipped to Europe for use in renewable energy plants until a local market has been established for this type of fuel. On average 10,000 tonnes of bio-stabilised residue will be sent to landfill.

MBT uses natural microbes within waste to accelerate the decomposition process. The MBT process to treat waste takes up to 14 days and is carried out in a sealed building with a filtration system to control odours. As the waste dries, it loses over 30% of its original weight. Once dried, it is further processed to remove metals for recycling. It is from the remaining material that RDF is manufactured into a dry and sanitised material that can be safely handled.



### Certification success

Hills has successfully achieved certification to both OHSAS 18001 for Occupational Health and Safety Management and ISO 9001 for Quality Management.

These two certifications, together with ISO 14001, are key to Hills' commitment to achieve good environmental performance, provide a quality service to customers and look after the health and safety of its employees and others. All three international standards have been implemented across the company.

**OHSAS 18001** provides a framework to consistently identify and control health and safety risks including ill health. It also reduces potential for accidents, aids legislative compliance and improves overall performance.

**ISO 9001** demonstrates commitment to service quality and customer satisfaction through measuring, auditing and setting objectives for improvement. It is particularly relevant to sales and contract bidding/management, waste brokerage and the processing of waste into products for sale such as compost and woodchip.



Above: Hills achieves triple ISO and OHSAS certifications  
Left: A computer generated image of the new Northacre resource recovery facility

# Performance overview (continued)

## Remote controlled compaction system at Amesbury HRC

The country's first remote controlled compaction system was installed at Amesbury HRC during 2010/11.

Mounted on rails, the Bergmann Jumbo Roll Packer has the ability to service multiple bays. Its remote control capability provides an extra safety feature whereby the operator is able to stand in front of the container and monitor the public access walkways at the same time.

A giant roller on a hydraulic arm, with blades on the roller drum, breaks up and tears the product, maximising the amount of material that can be held in the containers. The versatility of the machine allows for a wide range of materials to be compacted, from lightweight cardboard to heavier products such as wood.

Increasing the capacity of containers through compaction has reduced the number of container collections at Amesbury HRC, resulting in fewer traffic movements and less disruption to site users. The Roll Packer machinery has also been used successfully at four other HRC sites.



Above left: Bergmann Jumbo Roll Packer  
Above right: Used cooking oil recycling



## Cooking oil recycling

A used cooking oil recycling scheme was introduced at all the HRCs in the county.

Specially designed tanks were installed for collecting used cooking oil. At the time of publishing this report 1,500 litres of oil had been collected. The oil is refined into a biofuel used for generating electricity. One litre of biofuel generates enough clean electricity to make 240 cups of tea, whilst one tonne\* will power the average home for an entire year.

\*1,000 litres = 1 tonne (based on density of 1g/cm<sup>3</sup>)

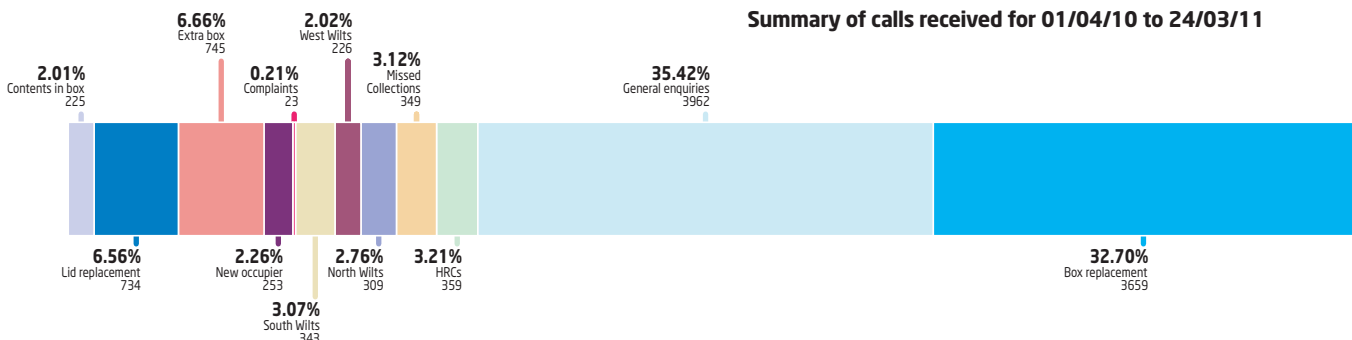
## Customer awareness training

Customer awareness training for Hills staff continues to take a high priority and now forms part of the ISO 9001 Quality Management System.

Call logging of customer complaints and compliments is closely monitored and trends are reported to both Wiltshire Council and Hills staff by way of regular meetings and training sessions.

The 0845 6032085 helpline operated by Hills was kept busy with calls from customers requesting additional or replacement black boxes, information on the kerbside collection service and HRCs (see chart below for breakdown). A noticeable increase in the number of calls received by the helpline was experienced around bank holidays and during periods of inclement weather when the kerbside recycling collection service was disrupted.

## Summary of calls received for 01/04/10 to 24/03/11





**Trial of mixed rigid plastic recycling**

Hills trialled the collection of mixed rigid plastics – such as garden furniture and toys – at the Trowbridge HRC from September 2010 to January 2011 with a view to rolling out the service to all 11 HRCs in the county.

After analysing the results of the trial it was agreed with Wiltshire Council that implementing this service was not cost effective. Hills will continue to review this situation and look for options to increase the range of materials collected for recycling at HRCs.

Plastic bottles and containers will continue to be collected at HRCs and this will complement Wiltshire Council's plans to add this material stream to the kerbside recycling service over the course of 2011.

**Upgrade of communication links with HRCs**

A project to install communication links and IT equipment across all 11 HRCs and conduct staff computer training, was completed during the autumn of 2010. This resulted in improved scheduling of transport for container change over at HRCs and helped the sites to operate at optimum capacity.



**Marlborough HRC opens**

The new HRC in Marlborough opened to the public on 23 March 2011 bringing the total number of HRCs in the county to 11. It was officially opened by Councillor Toby Sturgis, Wiltshire Council cabinet member for Waste, Property and Development Control Services, and Mike Hill, chief executive of Hills.

Marlborough HRC forms an important part of Wiltshire Council's strategy to increase recycling and reduce waste being sent to landfill. It has been welcomed by residents in the town and surrounding areas as it saves time and miles travelled for regular recyclers.

The new HRC provides the opportunity to recycle a wide range of materials including paper, glass, cans, textiles, cardboard, green waste, wood, metals, electrical appliances, rubble and soil, drinks cartons and household batteries. It is expected to achieve a recycling rate of around 80%.



Above top: Marlborough household recycling centre  
 Above: Representatives of Hills and Wiltshire Council at the opening of Marlborough household recycling centre  
 Left: Communications links and IT equipment installed at household recycling centres

# Community spirit

## The Landfill Communities Fund (LCF)

In 2010/11 Hills distributed £969,000 of LCF monies to Wiltshire Wildlife Trust, Community First and South Gloucestershire Environmental Trust – all local registered charities.

This innovative tax credit scheme, introduced by the government in 1996, enables landfill operators and enrolled environmental bodies to work in partnership to undertake projects which meet environmental objectives contained in the Landfill Tax regulations and improve the lives of communities affected by waste management activities.

Hills and the Wiltshire Wildlife Trust were the first organisations in the country to take advantage of the LCF. The two organisations began working together in 1990 to support the conservation of biodiversity in the county. They celebrated this 20 year partnership in 2010/11 with the publication of a commemorative booklet.

One of Hills' and the Trust's key partnership projects is the School Paper Scheme which educates young people on how to reduce waste at school, at home and in the community. The Trust's environmental and waste education team provides a range of interactive workshops and assemblies in schools relating to the environment, with a focus on waste and recycling. Hills provides participating schools with paper recycling bins and pays £10 per tonne for paper collected. In 2010/11 the 299 tonnes collected earned these schools £2,990. Tours of Hills' materials recycling facility at Lower Compton are also provided as part of the scheme.

The LCF money provided to Community First during the period 2010/11 saw a total of 37 Wiltshire and Swindon projects supported. These included arts, heritage and church projects, community and environment projects, children's play areas, sports facilities and village hall renovations.

## Penn Wood nature reserve, Calne

Over 100 local residents participated in a community tree planting day on 5 March 2011 to transform a former Hills' sandpit and inert tip outside Calne into a new nature reserve. The 24 acre reserve, which is open to the public all year round, is now home to around 10,000 trees and a wide array of insects, birds and other wildlife.

## Sponsored sites scheme

Hills has continued this scheme for charity and community groups in the west of the county. Sites that collect more than five tonnes of recyclate per annum are paid £10 per tonne in exchange for accommodating the recycling bins and providing a tidying service. The fund paid out £3,842 in 2010/11.

## Charity/Group collections

Five charitable groups in the west of the county receive £10 per tonne for paper and textiles they collect for recycling. Payments for 2010/11 were:

- **Salvation Army - £365**
- **British Heart Foundation - £326**
- **SCOPE - £92**
- **Southwick and North Bradley Scouts - £973**
- **Save the Children - £867**

# Employee initiative

## What's your idea?

Do you have an idea that would help the company to:

- Save money
- Reduce accidents and incidents
- Improve productivity and quality of products
- Reduce energy consumption / conserve resources
- Improve customer service
- Reduce waste

Put your suggestions on the back of this card and post it in the red box



## A 'Move to Improve' and be innovative

A new initiative called 'Move to Improve' was launched during 2010/11. It aims to capture ideas and observations from Hills staff and implement those which are evaluated as viable and bringing improvement to the company.

Ideas on improvements in the following areas are encouraged:

- Reducing costs and improving productivity
- Improving customer service
- Improving the quality of products
- Reducing carbon footprint
- Improving communications
- Reducing waste

An example of a cost saving improvement already under investigation is the potential to negotiate a better rate on fuel through joint purchasing.

Ideas submitted for consideration are assessed by Hills' management team and those adopted go on to form part of the company's management system. Feedback is provided to staff at regular site meetings. Staff are encouraged to participate by being offered rewards which are both financial and in the form of recognition when their ideas are published.

The 'Move to Improve' initiative supports the new ISO certifications which require the company to seek continual improvement across its operations.

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