

**HDC TRANSFORMATION PROGRAMME**  
**WORKSTREAM: TRADE WASTE**

**HIGHLIGHT REPORT: 28<sup>th</sup> February 2013**

**Project Sponsor: Norman Proudfoot**

**Lead Officer: Matthew Bradford**

**Member Oversight Group: Cllr Graham Spendlove-Mason &  
Cllr Simon Galton**

**Brief Description of Workstream**

Service Review of Trade Waste Service:

- Consider future options for the service delivery of Trade Waste.
- Options to be considered that meet our service obligation under section 45(1)(b) of the Environmental Protection Act 1990

**Period Covered To: 21<sup>st</sup> January to 28<sup>th</sup> February 2013**

**Current Status:**    **Red**        **Amber**        **Green**   

Project Plan (Summary)		Date(s)	Status RAG/✓
<b>MILESTONES</b>			
<b>RECOMMENDATION</b>	<b>ACTION</b>		
Introduction of an ongoing contract (similar to a magazine subscription) that does not require an annual renewal. Annual price increase clause written into the contract to allow for price increases over time. The contract to contain a minimum initial 12 months period, followed by a three month notice clause.	Revised Contract Drafted	21/12/13	<b>GREEN</b>
	Revised Contracts Printed	28/02/13	<b>AMBER</b>
	Sale of new contracts	From 28/02/13	<b>AMBER</b>
Agree new pricing structure with 3 band per container type	Pricing structure agreed with Finance Dept. (3 bands per container type)	28/12/12	
HDC to get VAT advice regarding historical VAT payments.	HDC to seek VAT advice	TBC	Discussions required with S151 officer to schedule this in
To amend the pricing structure with FCC in order that it reflects actual demand for the service	Revised pricing agreed with FCC	04/01/13	<b>RED</b>
Introduction of a co-mingled trade waste collection service.	Sale of new comingled service starts	18/01/13	<b>AMBER</b>
	New co-mingled service commences	05/04/13	<b>GREEN</b>

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More effective account control including invoicing and chasing of debts.	New payment and account control in place	28/02/13	AMBER
Annual Plan for the Trade Waste Service inc. revenue targets and marketing strategy.	Drafting of Annual Plan for Trade Waste.	15/02/13	AMBER
	Adoption of Plan by CMT	08/03/13	GREEN

**Update**

Progress on the Trade Waste project has not been as quick as expected due to a number of factors:

- Staff committed to resolving post-live issues on the new domestic recycling system.
- Implementation of new customer services arrangements has been more resource intensive than anticipated.
- Relocation of staff to other offices.
- Problems with the customer database during the decant period.

It is expected that these delays will not lead to an overall delay for the implementation of the new service in April 2013.

New contractual arrangements have been finalised.

Revised pricing has been agreed.

FCC has formally written to HDC with regard to the contract pricing issue and negotiations are taking place to agree an approach for the revised service.

Next Actions	Date	Status
Revised contracts printed	28/02/13	GREEN
Sale of new contracts	28/02/13 (revised)	GREEN
Revised pricing agreed with FCC (see above)	28/02/13 (revised)	GREEN
Production of a business and marketing plan for 2013/2014	28/02/13	GREEN
New payment and account control in place	28/02/13 (revised)	GREEN

**Other Info**

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<b>Key to Risks</b>			
<b>L = Likelihood</b>	1 Almost Impossible	3 Low	5 High
	2 Very Low	4 Significant	6 Very High
<b>I = Impact</b>	1 Negligible	3 Critical	
	2 Marginal	4 Catastrophic	

<b>Significant Risks to Achievement of Objectives</b>				
<b>Risk</b>	<b>Mitigating Actions</b>	<b>Owner</b>	<b>L</b>	<b>I</b>
Capacity of team to delivery changes whilst changing domestic collection arrangements.	Carefully resource management through change programme	Matthew Bradford	3	2
Continued loss of market share.	Close monitoring of business sales and customer retention	Matthew Bradford	4	2