

Annex 1: Joint contract work programme 2022/23 progress update April – mid-August 2022

Objective 1: Improve the efficiency and effectiveness of the service enabling a better customer experience.	
Projects/Activities	Progress update
Customer enquiries and complaints	<p><u>Management of customer enquiries and complaints</u></p> <p>The team continue to work with the relevant customer services teams in the joint contract authorities and Amey's Contact Centre, to respond in a timely and attentive manner to the hundreds of enquiries we receive about the services that we deliver.</p> <ul style="list-style-type: none"> • In Elmbridge and Mole Valley customer enquiries are managed via their own authority customer relationship management systems (CRMs). Unfortunately, it's not straightforward to compare information from these systems, as different categorisations are used by the customer services teams. However, the JWS Operations East Team estimate that they dealt with an average of 150-200 complaints each week across these areas. • Customer enquires in Surrey Heath and Woking are managed by the Amey contact centre via Whitespace. Amey have recorded 472 complaints in Surrey Heath of which 24 were stage 2 complaints, and 644 complaints in Woking of which 44 were stage 2 complaints. In addition to this, the JWS Operations West Team estimate that they receive an average of 80-100 complaints a week directly to them for these areas. • Part of the team's role also involves investigating and responding to Freedom of Information (FOI) requests. Since 1 April 2022, the JWS Operations Teams have responded to 20 FOI requests. <p><u>Complaints process review</u></p> <p>Work has started on a complaints process review. An assessment of complaint routes has been completed, and are being mapped to identify the pressure points in the process, and where improvements could be made. As a quick win, the team have set up new auto responses on the joint email inboxes to help manage customer expectations.</p>

Amey Improvement Plan	<p>The JWS Operations Teams continue to support Amey in delivering their improvement plan where required. Progress against this will be reported separately by Amey.</p>
Contract management and performance monitoring	<p><u>Contract management and performance reporting</u></p> <p>The JWS Operations Teams are responsible for analysing and managing contract performance by Amey. They do this by reviewing performance reports that are submitted by Amey, checking if Key Performance Indicators (KPIs) and local performance indicators (including litter and detritus surveys) are being met, and carrying out checks on contamination and street cleaning.</p> <p>The team have attended regular contract meetings with Amey to discuss performance ensuring these sessions are documented, and that they work with Amey to resolve any performance issues in a timely manner.</p> <p>Quarterly performance reports have been produced for the Joint Waste Contract Partnering Board (JWCPB) and JWCSC meetings held in June and July respectively. Statutory data returns have been completed on behalf of the four partner authorities (including Waste Data Flow reporting).</p> <p><u>Contract monitoring processes</u></p> <p>To ensure that the team carry out best practice in contract management, they are working to ensure all work processes are defined, documented and maintained, and opportunities for process improvement are identified.</p> <ul style="list-style-type: none"> • An annual work schedule continues to be used to help prioritise work. • A series of operations processes are to be defined in a contract manual. Sections have been assigned within the team to draft. It's hoped that the high priority sections of this manual will be drafted by the end of September.
Contract IT system improvements	<p><u>Whitespace</u></p> <p>The Whitespace system has been introduced which has brought significant resilience, as demonstrated by the cross boundary work to support Surrey Heath depot during industrial action. A snagging list of issues continues to be managed between Amey and Whitespace with support from the JWS Operations Teams.</p> <p>A new project has commenced, alongside Amey to look at how the data in Whitespace will be used to improve invoicing and KPI's. The first phase will agree the process for creating the variable invoice, allowing for a quicker</p>

	<p>approval process, and the second phase will review how KPIs are calculated to develop an agreed methodology for KPI reporting moving forward. Amey hosted a workshop on the variable invoice for us to understand the process on how they calculate the variable invoice with Whitespace. We now have a better understanding on this process and have been given a “how to” guide. The next step for us is an internal action to replicate and compare Amey’s figure to ensure we get the same results. This process is still being finalised. Once the variable invoice process has been fully checked and agreed, the project will move on to KPI’s. At this stage, the KPI process will remain unchanged.</p> <p><u>CRMs</u></p> <p>Elmbridge have begun the process of moving the resident facing waste forms to their new CRM provider, IEG4. Whitespace and Amey are looking forward to supporting the integration of these forms directly with the Whitespace system. Doing so will bring increased resilience and improved customer service and as such it is hoped integration will be expanded to cover all forms, including street cleaning. Meetings are being scheduled in September.</p> <p>Mole Valley are reviewing resource available to deliver the integration, including whether external resource may be necessary. JWS will support this project as required.</p>
<p>Future service delivery</p>	<p><u>Resources and Waste Strategy (RWS)</u></p> <p>At the end of March, Defra published its response to the extended producer responsibility (EPR) consultation that was held in the spring of 2021. A full report on our evaluation of this response was presented to the SEP Members Group on 15 June. The key takeaways from this are that the implementation of EPR has been delayed to 2024 (from 2023), business packaging waste and payments for managing ‘on the ground litter’ have been dropped from the scheme and local authorities will be required to collect plastic film and flexible packaging by 31 March 2027.</p> <p>We have also learnt a bit more from Defra on how EPR payments to local authorities will work. Local authorities will be compensated for the necessary costs for managing packaging waste from households, HWRCs and street bins. However, deductions will be made from these payments on the income from packaging sales to re-processors and where a local authority delivers an ineffective and/or inefficient collection service. Defra haven’t confirmed yet what ‘effective and efficient’ actually means, but models of effective and efficient systems will be created to generate performance benchmarks against similar local authorities, and there will be guidance on this for local authorities to follow. Defra have confirmed though that no performance deductions will take place in year one of the scheme whilst they get this established. Also, if a local authority is deemed ineffective and/or inefficient, the expectation is that an</p>

	<p>improvement plan will be agreed with them, and adequate time given to make improvements before deductions are made. There will also be a complaints procedure and an appeals process. In summary though, there is still a great deal left to determine with local authority payments, and we should find out more in the coming months and year.</p> <p>We continue to wait on the government to publish its responses to the previous RWS consultations on the deposit return scheme and consistency in household and business recycling collections. Once the direction of travel is clear on this, we can begin work on developing an implementation plan (linking in with the work already being carried out on SEP 2025 mentioned below) of the changes that we'd need to bring in to align with this emerging policy. As part of this, it's very likely we'll need to carry out an exemption assessment, as we'd be required to evidence that moving from a comingled dry-mixed recycling collection is not technically or economically practicable or there is no significant environmental benefit in doing so.</p>
Data management	<p>Ensuring we have accurate data and agreed processes helps support the management of the joint contract, which gives improved oversight of the contract including a more robust procedure for annual sum setting. The team in this period have focused on working with Amey to ensure data within the Whitespace system is accurate.</p> <p>In addition there has been a progress on:</p> <ul style="list-style-type: none"> • Alignment of the folder structure across the four authority areas, to support oversight and reporting as well as increasing service resilience. • Developing a performance dashboard and use of automated exception reports. • Utilise data to identify where improvements to the service can be made, both by identifying crews that need greater supervision or additional training, and residents to target in targeted interventions. <p>Within quarter three work shall be directed at the integration of data from Whitespace with GIS (e.g., street priority zones and litter bins) and integrating information with other datasets owned by the authorities, such as park litter bins to enable clearer reporting by residents.</p>

Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling

Projects/Activities	Progress update
<p>Dry mixed recycling (DMR) contamination reduction</p>	<p>In response to contamination impacting DMR in the joint contract area (either through rejected loads or extracted from the sorting process) several activities were designed to address the issue. Unfortunately, a great deal of the planned engagement and improvement work continues to be on hold due to temporary resource constraints within the team and capacity from Amey. The latest updates are:</p> <ul style="list-style-type: none"> • Crew training is currently paused and will not resume until collection services are resilient. • The Amey staff induction training video isn't ready to release yet, but the recording is available to use in Surrey Heath where required. • Work has continued with the JWS Operations Teams and the Surrey Heath depot on contamination rejections. We are currently analysing exceptions data to understand the problem areas and address these. <p>Updates on the SEP funded initiatives to reduce contamination of DMR that have been delivered in the joint contract area are included in the relevant section below.</p>
<p>Review of collection services at existing developments</p>	<p>Work is being scoped to document guidance for managing agents, including a collection policy, that lays out the roles and responsibilities for managing agents and other parties. This will assist when working with managing agents to resolve issues that are affecting services for residents.</p>
<p>Set up of collection services at new developments</p>	<p>The JWS Operations Teams have provided comments on requirements for waste storage and collections as part of submitted planning applications on new developments, to ensure they are fit for purpose. As part of the planning process, site visits are often undertaken to confirm requirements or answer developers' queries. The team estimate that they are reviewing about 50-55 planning applications a month, across all four areas. The team will then liaise with developers/agents to commence collections as new developments are occupied.</p>
<p>Waste reduction</p>	<p>We are seeking to target where waste can be reduced by developing a strategy and action plan for waste reduction in the joint contract area. However, before we can do this we need further direction from the government on their proposals to introduce consistency in household and business recycling collections, as to ensure we don't develop anything that is at odds with this. We expect to have more clarity on this by the end of the year.</p>

<p>Benefit from countywide service improvement initiatives.</p>	<p>The joint contract area is benefitting from the delivery of the following key countywide service improvement initiatives:</p> <p><u>Improving food waste recycling for flatted properties with collection services</u></p> <p>Trials took place at the start of June in several areas across Surrey including Woking to increase the use of food waste recycling services. The trials used a letter or leaflet to promote the benefits of using the food waste service, with bin labels and signage also updated. The impact of the different forms of communication will be compared to see which is most effective with a full project rolled out more widely later in the year. The results of the trial are expected imminently, which will tell us how many food caddies were ordered, and using this, the estimated tonnages of food waste that could be collected.</p> <p><u>Introducing food waste collection services at flatted properties where there is currently no collection.</u></p> <p>Work is underway to introduce additional food waste collection services to flatted properties across Surrey. The updates for the joint contract area:</p> <ul style="list-style-type: none"> • The plan for the rollout in Elmbridge should be finalised soon. • Work will be restarting soon to survey properties in Mole Valley to help inform the plan for rollouts in this area. • Plans are being agreed to introduce services to around 3,000 flatted properties in Surrey Heath this autumn. • No rollouts are planned for Woking at this stage, but discussions will continue with the borough council to establish a plan. <p><u>Contamination reduction at flats</u></p> <p>Work has continued to rollout measures to reduce the contamination of communal recycling bins at blocks of flats with significant issues. This includes reviewing bin capacity, introducing reduced aperture lids and locks or providing one-off replacements of broken locks, updating signage and providing communication materials to encourage residents to recycle the right items. Improvements were rolled out in Surrey Heath at the end of April.</p> <p><u>Contamination reduction targeted interventions</u></p>
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A second phase of the contamination reduction targeted interventions project is underway. The second phase is repeating what happened in the first phase with targeted letters to houses where bins had been contaminated on multiple occasions. However, adjustments have been made to the method using lessons learned from the first phase including revised wording in the letter for a sterner approach. The joint contract area is again signed up for this. The necessary data has been compiled, letters drafted, and the first batch of letters went out the week commencing 8 August to households in Mole Valley and Woking. It's not been possible to send letters to households in Elmbridge and Surrey Heath due to strike action in these areas. This will be revisited at a later date.

Shared contamination monitoring resource team

A shared contamination monitoring resource team project has begun. This team will split their focus on two areas; kerbside DMR bins (Part A) and communal property bins stores at flats (Part B). Inspections will take place at properties and areas/rounds determined by each D&B involved in the project. The joint contract area is signed up to this project. In Part A the team will travel ahead of collection crews inspecting and rejecting DMR bins on their behalf. This element aims to improve contamination performance by triggering behaviour change in residents in the short term and collecting data to inform future projects in the medium to long term. In Part B, the team will inspect bin stores for aspects that could impact contamination performance. The aim is to provide information on where further work might be required in the longer term to improve contamination performance. It is hoped both parts of the work will start by the end of September, but this is dependent on securing two temporary employees that have yet to be confirmed.

SEP 2025: A partnership approach to waste prevention and recycling

Work has continued on developing the SEP approach to waste prevention and recycling in Surrey for the next three years (SEP 2025). Independent sustainability consultant, Eunomia, was appointed to help develop a waste flow model. This model will help SEP understand what impact different proposed national policy scenarios, and what we are planning to implement and could introduce locally, would have on the quantities of recycling and waste in Surrey over the next 20 years. This modelling is set to be complete by the end of August.

The completion of the modelling will enable us to finalise an approach document (essentially a high level plan) for SEP 2025, which we'll seek partnership sign off on during November. We'll then begin an adoption process with individual authorities via their democratic processes.

Doman road redevelopment

We have undertaken a project with Surrey County Council (SCC) and Surrey Heath Borough Council (SHBC) to understand the potential costs and benefits to the options available for modernisation of the depot and waste transfer station at Doman Road, Camberley. Eunomia have been appointed to provide support in developing operational site designs and costings on the redevelopment. The aim is to then create a business case which will support the case for redeveloping Doman Road. It's hoped this business case will be ready to be signed off through the necessary democratic processes this autumn.

Waste data system

We have continued to manage the waste data system in this period to help ensure it is acting as the single source of accurate and timely tonnage data for the partnership. This work includes managing both the contract with OpenSky and the relationship with Suez, and also involves effective stakeholder engagement with SCC and the D&Bs.

Engagement with SCC and Suez has been productive with agreements on how processes will work. This includes expanding the recording of round codes to all waste transfer stations, which we understand should now be happening. We will be monitoring performance at each site.

Work with OpenSky on the data system has continued, and largely all fixes have been implemented. We continue to work closely with OpenSky to manage small tweaks that are required.

Work has also started on the future data management system. We have discussed the system requirements with SCC and defined these into two proposals. The short-medium term plan is to renew with OpenSky while the medium-long term plan is to either build an in-house product or procure a new contract on the basis that the functionality we require will be captured. In principle we are looking to align the new data contract with the general SCC procurement.

Objective 3: Ensure residents are informed about their collection service

Projects/Activities

Progress update

Service delivery communications

The initial focus for service communications during this period was the restart of the fortnightly garden waste collections in April and early May, following the suspension caused by the HGV driver shortage. Residents were advised via email or letter and the information was posted on the JWS website and social media. The website's garden waste and local service information pages were also updated to reflect the change.

In July, the communications focus turned to the planned industrial action and this continued throughout the period of action and the recovery period. Work undertaken included.

- JWS website updated as follows:
 - o Main news post, highlighted and linked to from the home page banners and updated as new information was available.
 - o Service update pages for each area updated with localised information about collections that were taking place or suspended and links to local information such as pick-up points for clear plastic bags.
 - o Q&A page created with answers to common questions.
 - o Advice page created to encourage waste reduction and provide guidance about what to do with recycling that was not collected.
- Use of social media to share messages.
- Updates, copy, social posts, images and Q&A provided to local comms teams and contact centres so messages could be shared via council channels.
- Information also shared with Amey comms and customer service teams.
- Ongoing monitoring of GMB website for news statements.
- Weekly briefing for all members in the four authorities.

Communications messages have also been developed to advise residents about bank holiday collections, changes to round times due to the heatwave conditions and a change to the Woking start time to help mitigate the ongoing driver shortage.

In addition, materials such as bin tags and stickers have been produced as required for use by the crews.

<p>Digital channel management</p>	<p>As highlighted above, the JWS website was updated regularly in response to the service issues caused by the HGV driver shortage, the industrial action and the heatwaves.</p> <p>From 1 April to 14 August there were 256,310 page views of the JWS website. The most visited page was where residents can check their collection day, followed by the page to report missed collections. The service update pages for Surrey Heath and Woking also feature highly in the web analytics and the news post about the strike action, published on 21 July, had received 17,937 views up to 14 August.</p> <p>Managing the JWS Twitter account involves responding to customer queries and complaints. Wherever possible this is done by diverting the resident away from the public Twitter feed and into direct messaging. From 1 April to 14 August, 148 customer queries were received via Twitter and responses were managed in conjunction with the Operations Team.</p>
<p>Media management</p>	<p>Media enquiries during this period were primarily related to the industrial action and media were directed to the statements published on the JWS website, or to Amey if the query was directly related to the pay negotiations. Ongoing liaison took place with Amey comms to discuss and share statements.</p> <p>A query was also received from Surrey Live about recycling of pizza boxes and a response was drafted and provided to the journalist.</p>
<p>Provide content for partner channels</p>	<p>Toolkits related to the topics listed above were created for the joint contract partner communications teams to share via each council's own channels. Content has also been drafted for two issues of Surrey Heath's resident magazine Heathscene.</p>

Objective 4: Inspire and encourage residents to prevent, reduce, reuse and recycle

Projects/Activities	Progress update
Own Your Impact campaign amplification	<p>The new SEP Own Your Impact campaign launched in May, with an initial focus on food waste reduction. This was further amplified in the joint contract area including additional online advertising on websites, Google and YouTube and promoted posts on social media, all targeted to postcodes in the joint contract area. Evaluation of this additional activity showed that during the campaign period there were 66,919 views of the campaign video, online ads were seen 1.8 million times, social media posts were seen more than 90,000 times and posts were shared in Facebook groups with almost 60,000 members.</p> <p>The focus then switched in late June to reducing the contamination of DMR which was also amplified in the joint contract area. As part of this, residents were encouraged to understand what is meant by 'wish-cycling' and how they can avoid it. Evaluation for this phase is underway and results will be included in the next report. The campaign also promoted Plastic Free July including Plastic Bag Free Day and SEP's August compost bin sale. In September, the campaign will focus on encouraging residents to recycle as much food waste as possible and promoting WRAP's Recycle Week, which this year has a theme of 'let's get real about recycling'.</p>
Contamination communications	<p>As referenced under objective 2, work has been undertaken to develop a training film to educate crews about contamination. Additionally, communications materials were developed to target households who have contaminated more than once as part of the SEP-funded targeted intervention trials.</p> <p>Additionally, a contamination campaign is planned to run in the joint contract area during September and October. This will coincide with WRAP's Recycle Week, 19-25 September, where this year's theme will focus on busting recycling myths and targeting contamination to improve recycling. We will use some of the template artwork from WRAP's new Let's Recycle Right toolkit and adapt it to reflect the kerbside recycling collections in the joint contract area.</p>
Social media	<p>As mentioned above, promoted (paid) posts on social media are used to amplify the SEP campaigns. This is primarily done through the SEP Facebook channel targeted to postcodes in the joint contract area and through JWS Twitter. Organic (non-paid) posts which communicate key messages about recycling and reducing waste are also regularly shared on JWS Twitter, alongside service-related messages.</p>

	<p>The total reach from 1 April to 14 August was 57,294 and there were 3,100 engagements which are retweets, likes and comments. The biggest spikes were for strike comms, bank holiday messages and service changes due to the heatwaves.</p>
<p>Community events</p>	<p>The JWS team presented a recycling talk on 7 April 2022 to a WI group in Mytchett and delivered workshops and created an activity for children at two eco-school summit events (Hosted in Reigate on 16 March and in Woking on 23 March 2022). The aim of the eco-summit session was to discuss recycling and explain a waste related activity that could help Schools across Surrey gain their green flag accreditation.</p>
<p>Gain maximum benefit from countywide engagement initiatives</p>	<p><u>Rethink Waste</u></p> <p>Work has continued to promote the SEP funded waste reduction engagement and incentive scheme Rethink Waste to residents and schools in the trial area of Elmbridge. The scheme includes a schools' donation initiative and in the first phase, 11 schools in Elmbridge signed up with each receiving a share of £2,500. The winning school that received the most points donated by residents was Grovelands Primary School in Walton-on-Thames. The school was awarded nearly £1,000 to fund the development of an outdoor area to help the children learn about the environment and sustainability. Funding has also contributed to projects at other schools including the development of a litter picking scheme, the building of a sensory garden and the introduction of compost and recycling bins.</p> <p>A second schools' donation phase is now underway with five more schools in Elmbridge taking part. They will be encouraging their pupils' families to sign up to Rethink Waste and donate points to help them win a share of funding for an environmental project. It's expected that this further promotion by schools and a proposed email to subscribers of Elmbridge's garden waste collection service (which we are awaiting permission from Elmbridge Borough Council to use) will lead to an increase in sign-ups to Rethink Waste. As of 18 August, 1,690 Elmbridge residents had signed up to the scheme (an increase of 367 since 25 March).</p> <p>The scheme was due to finish at the end of October, but we don't want to lose the engaged subscribers, whilst we evaluate the scheme and determine whether this could be rolled out to other areas in Surrey next year. Therefore, we'll keep activity going in Elmbridge at a reduced level until the end of the financial year.</p>

Recycling guides

Work is underway on the SEP-funded recycling guides and calendars for 2023. The guides are based on a consistent template but localised with relevant service information and calendars. They are due to be delivered in November.

Food waste targeted interventions

In addition to the contamination interventions outlined under objective 2, work is also underway on a SEP project to increase food waste recycling participation and capture. This follows trials undertaken over the past two years and is now being rolled out more widely in the five areas that are capturing less than the average for Surrey according to the recent composition analysis. That includes Elmbridge and Mole Valley where properties to target will be identified using in-cab data reports. The interventions are expected to be delivered in October.

Additional information about SEP projects that benefit the joint contract area can be found in the SEP progress reports which are distributed with SEP meeting agendas.

Objective 5: Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.

Projects/Activities

Progress update

Operational Health and Safety monitoring

A variety of work has been undertaken to ensure the joint contract operates safely including:

- Further depot audits have been carried out during July, meaning that all four sites have now been visited and assessed. The reports detailing the outcomes from this round of audits is being compiled.
- The Health and Safety protocol has reached its final draft stage and has been circulated with September meeting papers for feedback from the JWCPB members.
- Work has progressed with Amey to ensure that close calls requiring authority support are being addressed. The next stage of this is to try and get access for JWS employees to the Amey management system for more timely and accurate response.
- JWS have attended SHBC's quarterly Health and Safety committee meeting

Business Continuity	<p>Quarter two has shown the importance of business continuity planning, both with the continued monitoring and review of the reintroduction of garden waste and the response to the industrial action held in Surrey Heath and Elmbridge.</p> <p>The industrial action demonstrated our management of and response to events which impact service resilience and/or have the potential to result in service disruption. The continuity of services during industrial action shall be reviewed as part of a debriefing process, covered by a separate report.</p> <p>While cross-authority cooperation was required less than in relation to the pandemic, it was used to great effect in the preparation for industrial action, with JWS joining a group of authorities from the region who have been impacted by industrial action to understand best practise.</p>
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Objective 6: Support the joint contract authorities' carbon reduction plans	
Projects/Activities	Progress update
Reporting emissions from waste collection activities	<p>JWS continues to lead on delivering the reporting on emissions associated with waste collection and disposal in Surrey. This includes reporting on emissions from the depots, collections, and disposal of material from the joint contract areas.</p> <p>The calculations for 2021-22 will start in September, and requests for updated date will be sent to D&Bs shortly.</p>
Working towards a net-zero emissions vehicle fleet	<p><u>SEP Infrastructure and Delivery plan</u></p> <p>Work will start shortly on the SEP project which will look to develop an infrastructure & transport delivery plan for Surrey. This project will seek to review and document existing recycling and waste infrastructure, it's capacity and usage, and understand existing vehicle fleets and fleet renewal dates for all partners in SEP. It will then consider what future infrastructure and vehicle requirements are needed in Surrey to deliver collection, disposal and street cleansing activities across the county to effectively manage recycling and waste, taking into account the RWS, and the need to decarbonise vehicle fleets.</p> <p><u>Amey low carbon fleet replacement</u></p> <p>Amey are reviewing options for low carbon fleet replacement for the street cleaning vehicles that are due for replacement on the contract and will bring a study forward for consideration by the authorities.</p>

Objective 7: Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.

Projects/Activities	Progress update
Joint contract governance	<p>With support from SHBC, we have assisted in agenda planning and administration of the JWCPB and JWCSC meetings held in June and July respectively. Briefings for partner authority officers and members were also provided beforehand.</p> <p>In addition ad-hoc meetings were held, as required by the circumstances – such as the daily officer briefing in the lead up to and during the industrial action.</p> <p>Work is also underway on a short film to explain the joint contract and the work undertaken by JWS on behalf of the partner authorities to council members.</p>
Programme management	<p>We have continued to manage the programme behind the scenes. This has included administering a process to plan and design projects and other work in the programme and making sure that project managers report progress monthly so that accurate progress reports can be reported back to the JWCPB and JWCSC. This process also ensures that risks are identified, and mitigations put in place, and that any issues can be identified as they arise and escalated accordingly.</p>
Networking	<p>We have continued to gain insight and intelligence from authorities and the wider industry by:</p> <ul style="list-style-type: none"> • Contributing to SEP working groups and sharing/obtaining best practice (WORG, SEP Officers) • Attending meetings and monitor updates from groups such as ADEPT, South East Waste Partnership Managers, NAWDO and LARAC.
Financial management	<p>End of finance process were completed, and details of accruals linked to JWS and contract budgets supplied to all authority budget holders/finance teams.</p> <p>As already documented in the IT improvements section, work is underway to review the processes of producing and auditing the Amey variable invoices, now that this is being produced using the Whitespace system. While this has impacted the timing of invoice payments, progress has been made and invoices for the current year are expected to start being agreed and paid during September.</p>

	<p>Quarterly budget update reports are produced in conjunction with SHBC's finance team to present to the JWCPB and JWCSC meetings.</p> <p>We have commenced the preparatory work required to review and build the contract and CMO budgets for 2023-24, so that these can be brought to the November cycle of meetings for approval.</p>
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<p>Objective 8: Enhance our ways of working to deliver organisational efficiencies.</p>	
<p>Projects/Activities</p>	<p>Progress update</p>
<p>Review ways of working</p>	<p><u>Savings opportunities</u></p> <p>We are currently working with the joint contract authorities to identify and develop a range of potential savings opportunities, service efficiencies and options for increased income generation without impacting on performance. This will then be developed into a shortlist to be considered by the JWCPB and JWCSC.</p> <p><u>Future office working</u></p> <p>A review is being undertaken to determine future requirements for office space and storage for all JWS staff. The plan is to produce an options document to outline the possibilities which could include a move away from the main office at Dukes Court, Woking. It's expected that this document should be ready by the end of September to help inform a decision moving forward.</p>