



# Joint Contract Work Programme 2022-23 Progress Update

**01 December 2022**

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## Introduction

A report has been produced below (**Annex 1**) to keep members of the Joint Waste Collection Services Committee (JWCSC) updated on progress with the individual projects and activities under each objective of the joint contract work programme 2022-23. This report period covers mid-August to mid-October 2022. A summary of the key highlights from this report has been provided in the section below.

Principal officers of the Joint Waste Contract Partnering Board (JWCPB) received a briefing on this report on 10 November 2022.

More information on what each project and activity entails can be found in the joint contract programme of work 2022-23 document, which was approved at the JWCSC on 3 March 2022.

## Key highlights for this period

- Mapping of types of complaint processes has been completed, identifying key constraints. Recommendations for process changes are being developed and should be ready by Christmas.
- The Amey staff induction training video on reducing dry mixed recycling (DMR) contamination has progressed significantly with it planned for release in early December.
- Collections have been setup at several new developments across the joint contract area.
- The rollout of new food waste collection services to 2,700 flats in Surrey Heath began on 3 October and is on course to be completed by mid-November.
- Measures to reduce the contamination of communal recycling bins at flats with significant issues has been introduced to around 350 properties at the Heart in Elmbridge.
- Letters on what can and can't be recycled went out to around 170 households where contamination has been identified as a problem in the joint contract area.
- The final design on the redevelopment of the Doman Road depot has been completed.
- The Surrey Environment Partnership (SEP) 'Own Your Impact' campaign focus in September switched to encouraging residents to recycle as much food waste as possible, but reduction messaging has been included particularly in light of the rising cost of living. This has been amplified in the joint contract area and will run until November.
- Sign-ups to the Rethink Waste scheme in Elmbridge are now up to 1,740 residents, who are committing to reduce the amount of waste they produce.
- Recycling guides have been delivered to all households in Elmbridge and Surrey Heath, and will be delivered in Mole Valley and Woking by mid-November.
- Communications to encourage residents to recycle food waste went out during October to houses identified as not regularly using the service in Elmbridge and Mole Valley.
- A draft protocol document to protect those who work alone on behalf of Joint Waste Solutions (JWS) has been produced and will be finalised in November.

## **Recommendations**

It is recommended that members note this update.

## Annex 1: Joint contract work programme 2022-23 progress update mid-August to mid-October 2022

<b>Objective 1:</b> Improve the efficiency and effectiveness of the service enabling a better customer experience.	
<b>Projects/ Activities</b>	<b>Progress update</b>
Customer enquiries and complaints	<p><u>Management of customer enquiries and complaints</u></p> <ul style="list-style-type: none"> <li>• The JWS Operations East Team estimate that they dealt with an average of 200-250 complaints each week during this period in Elmbridge and Mole Valley<sup>1</sup>. This up by an estimated 50 complaints a week compared to the last period.</li> <li>• In this period, Amey have recorded 217 complaints in Surrey Heath of which 9 were stage 2 complaints, and 357 complaints in Woking of which 24 were stage 2 complaints.</li> <li>• The JWS Operations West Team estimate that they've directly received an average of 80-100 complaints a week during this period across their two areas. This is the same as the last period.</li> <li>• Since the last update a further 5 FOI requests have been responded to by the JWS Operations Teams.</li> </ul> <p><u>Complaints process review</u></p> <p>Mapping of types of complaint has been completed and processes have been mapped, identifying key constraints. Next steps are to make recommendations for process change to be taken forward as part of Whitespace improvements, or CRM integration, where appropriate. This will include looking to align the categories used for recording service complaints across all four areas so this data can be collated more consistently. Individual processes will be taken forward and worked on in priority order, work has commenced on improving developer bin orders to reduce issues with residents moving into properties prior to bins being delivered.</p>
Contract management and performance monitoring	<p><u>Contract management and performance reporting</u></p> <ul style="list-style-type: none"> <li>• Q2 litter and detritus surveys have been completed in Elmbridge, Mole Valley and Surrey Heath.</li> <li>• Contract meetings have been held, including weekly depot/operational discussions, and the monthly Operations Board.</li> <li>• KPI data for the period April to July has now been thoroughly reviewed to enable this to be agreed and relevant deductions applied to the monthly variable invoices.</li> <li>• Quarterly performance reports have been produced for the JWCPB and JWCSB meetings held in September.</li> <li>• Statutory data returns have been completed on behalf of the four partner authorities (including Waste Data Flow reporting).</li> </ul>

<sup>1</sup> 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. Customer enquires in Surrey Heath and Woking are managed by the Amey contact centre via Whitespace

	<p><u>Contract monitoring processes</u>  Work to document a series of operations processes in a contract manual has been paused to ensure any changes in process, resulting from the complaints project are captured. However, when completed this will support business continuity and efficient ways of working, as well as improving the customer journey by providing consistent levels of services derived from the manual. Key processes shall be documented by the end of March 2023, such as review of planning permission requests and use of remediation notices alongside street cleaning guidance and non-domestic charging.</p>
<p>Contract IT system improvements</p>	<p><u>Whitespace</u>  Meetings have been held to prioritise the improvements that can be made to Whitespace. There is also progress on the SMS alerts element, which is now in the final testing stages.</p> <p>Work has continued alongside Amey to look at how the data in Whitespace will be used to improve invoicing and KPI's, both through amendments to the system set up, and the reporting functionality. As additional invoice data has now been submitted by Amey, this is being checked and audited, which will generate a set of recommendations from JWS for additional changes. The KPI auditing processes remain unchanged, although discussion has started on the use of Power BI as a tool for improving the reporting of these.</p> <p><u>CRMs</u>  Weekly meetings have been taking place between JWS, Elmbridge, a software company called IEG4 and Whitespace to progress the integration of webforms being developed by IEG4. Separate meetings have been held between Elmbridge and JWS to review processes for the forms which will be built in-house.</p> <p>Mole Valley District Council (MVDC) are in the process of appointing external resource to support the integration work and JWS will support this project as required.</p>
<p>Future service delivery</p>	<p><u>Resources and Waste Strategy (RaWS)</u>  We have received a bit more information from Defra on how Extended Producer Responsibility (EPR) in terms of the payment scope, the effective and efficient guidance, decisions on payments, and when payments will be received. This was presented at the SEP Officers and Members Group meetings in September. We have been invited to attend an EPR workshop with Defra on 16 November to discuss how efficiency and effectiveness will be assessed, the approach to model local authority costs and the latest thinking on how the digital service will interact with the scheme on data and payments. We'll provide an update on this in the monthly update that is due to go out at the end of November.</p> <p>We continue to wait on the Government to publish its responses to the previous RaWS consultations on the deposit return scheme (DRS) and consistency in household and business recycling collections. We understand that the Government</p>

	hope to release these by the end of 2022. It has been confirmed that, together with EPR, these proposals will now be collectively known as the collection and packaging reforms (CPR).
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 including reviewing non-domestic collection data in Surrey Heath and planning the review of assisted collections requested more than two years ago. The review shall be undertaken from November.</p> <p>Additionally, by the end of March 2023 all-round data shall have been reviewed, identifying properties with missing or duplicate round information. The Quantum Geographic Information System (QGIS) shall support identification of properties on the wrong collection round.</p> <p>Work has progressed on the alignment of the folder structure across the four authority areas, to support oversight and reporting as well as increasing service resilience. This shall be completed by the end of December.</p>

<b>Objective 2:</b> Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling	
<b>Projects/ Activities</b>	<b>Progress update</b>
Amey staff training video on reducing contamination of DMR	The Amey staff induction training video has progressed significantly in recent weeks. Some final edits are currently being applied to the video and we are liaising with Amey to arrange for collection operatives to be filmed at work for inclusion within the clip. It is expected that the video will be available for use from early December and will be used not only for the induction of new Amey staff, but also as a refresher video for existing staff.
Review of collection services at existing developments	Work to document guidance for managing agents that lays out the roles and responsibilities for managing agents and other parties had been paused due to other priorities. More information has now been captured on the project in an outline brief, and resource will start to focus on this from November. The guidance once drafted will assist when working with managing agents to resolve issues that are affecting services for residents.
Set up of collection services at new developments	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 60-65 planning applications a month, across all four areas. This is up by about 10 applications a month compared to the last period.

	<p>The team are then liaising with developers/agents to commence collections as new developments are occupied. In recent months, some significant developments have become occupied across the joint contract area. The JWS Operations Teams have supported developers in specifying bin requirements, and overseeing the delivery of containers and start of collections at sites including:</p> <ul style="list-style-type: none"> <li>• The former Birdseye Building, (Walton-on-Thames) in Elmbridge.</li> <li>• Opus Court (Leatherhead) and Hopewood Court (Dorking) in Mole Valley.</li> <li>• New phases of development occupied at Mindenhurst (Deepcut), Waterers Way (Bagshot) and Waters Edge (Mytchett) in Surrey Heath.</li> <li>• Further phased occupation of The Marches (Woking town centre) and the ongoing regeneration in Sheerwater in Woking.</li> </ul>
<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>  The results of the previous trial that took place in several areas across Surrey including Woking to increase the use of food waste recycling services are still being analysed. 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 results of the trial should be ready in November and will help determine whether this project could be rolled out in full.</p> <p><u>Introducing food waste collection services at flatted properties where there is currently no collection</u>  Work is underway to introduce additional food waste collection services to flatted properties across Surrey.</p> <ul style="list-style-type: none"> <li>• The Surrey Heath rollout to 2,700 properties began on 3 October and will be completed by mid-November. Letters to residents for week one deliveries were sent in advance at the end of September and the first collection took place on 14 October.</li> <li>• Pre-monitoring to survey properties in Mole Valley is being delivered as part of the shared contamination monitoring team mentioned below. The data from this is expected by this Christmas and will help inform the rollout plan for the area.</li> <li>• No rollouts are planned for Elmbridge and Woking in the remainder of 2022. However, discussions will continue with the borough councils and the JWS Operations Teams to establish a plan for rollouts during 2023.</li> </ul> <p><u>Contamination reduction at flats</u>  Improvements to reduce the contamination of communal recycling bins were rolled out to approximately 350 flats at The Heart in Elmbridge. New bins were delivered and staff at the site were engaged with. Training for Amey crews at this site will happen by this Christmas. Monitoring to see how these changes are performing will be carried out from November with results due in January/February 2023.</p>

Monitoring is almost complete for the previous improvements delivered in Surrey Heath with results expected in January 2023.

#### Contamination reduction targeted interventions

Three rounds of letters providing information on what can and can't be recycled went out during August, September and October to around 170 households where contamination has been identified as a problem in the joint contract area. A final batch to 24 households will go out at the beginning of November and the results will then be monitored with the analysis of the results and future recommendations to be shared with SEP officers in February 2023.

#### Shared contamination monitoring resource team

The project that will seek to identify problem areas for contamination of recycling bins commenced from mid-September in several areas of Surrey including the joint contract area. A monitoring officer has been focussing on communal bin stores initially. These bins are being monitored to identify where improvements need to be made. The other monitoring officer in the team started in mid-October and will conduct the inspection of kerbside DMR bins and put tags on bins that are contaminated to communicate with residents. The project is to be shortened from 12 to 10 weeks to accommodate the resourcing delays and allow completion of the monitoring by Christmas. An evaluation of the project will then be conducted with findings and recommendations captured in a report to be shared with SEP officers in February 2023.

#### 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). We met with the SEP 2025 steering group on 27 September, where we agreed the priorities and provisional targets for the next three years for this work. The targets were provisional at that stage, whilst we quality assured the Eunomia waste flow model which was used to establish them. This checking has now been completed and resulted in some slight adjustments to the targets, which are reflected in the latest documentation included in this agenda pack to the JWCPB.

On 5 October, we shared the approach document and supporting annexes with the steering group and lead SEP officers for review and comment by 21 October. We received feedback from these groups which has enabled us to refine and finalise the documentation (as above). Following any final feedback from the SEP Officers Group on 2 November, this will go to the SEP Members Group for approval on 23 November. Providing sign off is achieved here we'll begin the process with individual authorities to get this adopted via their governance processes by the end of March 2023. To support this process, we'll be producing an adoption pack of documents that can be used to help obtain approval.

	<p><u>Doman Road depot redevelopment</u>  Due to the constraints with the site, additional work was undertaken by an architect who supports Suez on the redevelopment of Doman Rd to peer review the concept designs. This was necessary to ensure that the site layout is robust, and that the work can feed into the Surrey County Council (SCC) Infrastructure Strategic Plan. This work has now been completed by Suez’s architect and revealed that the site should be able to provide the required space. Eunomia have completed the final designs, and their sub-contractor Stantec are developing estimated costs to feed into the business case. The SCC Infrastructure Strategic Plan is going to members in February 2023, so the project timeline has been adjusted to reflect this.</p> <p><u>Waste data system</u>  OpenSky have made several fixes to the waste data system and additional fixes and improvements are in progress. Also, SCC have spent time at the transfer stations weighbridges to review how the system is being used, as part of the work on round code recording. Work is ongoing to identify procedures to ensure that data is entered consistently. We are continuing to monitor performance at each site.</p> <p>The current OpenSky contract is due to expire in February 2023. With this in mind, a review of the system has been carried out. In summary, vast improvements have been made to the system, which now has data coming in daily from Suez. This has markedly improved data accuracy. The JWS Performance and Business Intelligence Team are also carrying out weekly checks of vehicle registration numbers looking for errors in the system. To that end, we are planning to continue with OpenSky with a new contract from February 2023 for a period of two years. The contract has been drawn up and is with OpenSky for review.</p>
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<b>Objective 3:</b> Ensure residents are informed about their collection service	
<b>Projects/ Activities</b>	<b>Progress update</b>
Service delivery communications	<p>The initial focus during this period was communicating the end of the industrial action and how the missed work would be recovered, and services restored. Work undertaken included updates to the news post and service update pages on the JWS website, social media messages and a member briefing. Web pages created specifically in response to the strike action were also taken down and archived for future use.</p> <p>Communications messages were also developed and shared about heatwave conditions, the August bank holiday collections and the change to services due to the additional bank holiday given for the funeral of Queen Elizabeth II on 19 September.</p>



	<p>More recently communications about the leafing work were created and information was added to the JWS website and shared with the partner comms teams; an assisted collection review briefing, and letters were reviewed from a comms perspective and a webpage is being created.; and a postcard and bin hanger were created to help communicate with residents about garden waste renewals.</p>
Digital channel management	<p>As highlighted above, the JWS website was updated regularly in response to the service issues caused by the industrial action and the heatwaves. It was also updated when Elmbridge were able to take new garden waste subscribers and a list of residents who had signed up to be alerted was provided to the customer service team.</p> <p>From 1 April to 18 October there were 365,362 page views of the JWS website. The most visited page was where residents can check their collection day, followed by the page to report a missed collection and the pages related to the industrial action.</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 16 October, 190 customer queries were received via Twitter and responses were managed in conjunction with the JWS Operations Teams.</p>
Media management	<p>There were no media enquiries during this period.</p>
Provide content for partner channels	<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 was also drafted for the November issue of Surrey Heath's resident magazine Heathscene and their fortnightly member briefing.</p>

<b>Objective 4:</b> Inspire and encourage residents to prevent, reduce, reuse and recycle	
<b>Projects/ Activities</b>	<b>Progress update</b>
Own Your Impact campaign amplification	<p>The SEP Own Your Impact campaign started its focus on food waste recycling in September and this is currently being amplified with additional activity in the joint contract area. This phase will run to early November and from mid-November the pre-festive comms messaging will start to be shared.</p> <p>The amplification of the campaign phase that focused on reducing the contamination of DMR and ran from late June to early August has now been evaluated and results include 57,971 video views and over 9,000 website visits resulting from adverts on Google results pages and in the Google Play app store.</p> <p>The Waste and Resources Action Programme's (WRAP) annual campaign, Recycle Week, was originally scheduled for late September but was postponed due to the sad passing of Queen Elizabeth II. The campaign ran instead from 17–23</p>

	<p>October. The theme of the week was ‘let’s get real’ and challenged perceptions and myths around recycling, and targeted contamination to improve recycling behaviours. A communications toolkit was shared with partners to help them promote the campaign via their channels.</p> <p>Other ongoing communications as part of the Own Your Impact campaign have focused on promoting Zero Waste Week, upcycling and SEP’s leftover recipes. In October, communications also focused on how to reduce waste and recycle more during Halloween.</p>
Contamination communications	<p>A contamination campaign ran in the joint contract area during September and October. We used some of the template artwork from WRAP’s new Let’s Recycle Right toolkit and adapted it to reflect the kerbside recycling collections in the joint contract area. This will now be evaluated to determine how residents engaged with the content and decide if another phase should run in the last quarter of the financial year.</p>
Social media	<p>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 16 October was 76,882 and there were 3,901 engagements which are retweets, likes and comments. The biggest spikes were for strike comms, bank holiday messages and the Own Your Impact food waste campaign.</p>
Community events	<p>The JWS Operation East Team presented a recycling talk to a community group in Newdigate on 12 September. The JWS Operations West Team have a school assembly booked in for November and we will continue to support these types of events where requests are made. Materials for use at events are also in development.</p>
Gain maximum benefit from countywide engagement initiatives	<p><u>Rethink Waste</u>  Work has continued in this period to promote the <a href="#">waste reduction engagement and incentive scheme called Rethink Waste</a> to residents and schools in the trial area of Elmbridge. In August, a campaign focused on how residents can reduce their impact on the environment in the summer. This looked at carbon footprints, waste reduction, sustainable transport and future adventures. The focus in September then switched to food upcycling bringing new recipes and ideas to upcycle food waste. The second phase of the local school’s initiative was put into place and will close at the end of October. Five local primary schools are taking part and encouraging parents of their pupils to sign up and donate points to them that they win by completing waste reduction activities. A share of a funding pot will be allocated to these schools based on the number of points they receive. This funding will be spent on environmental projects that the schools put forward.</p> <p>As of 30 September, 1,740 Elmbridge residents had signed up to the scheme (an increase of 50 since 18 August) who are committing to reduce the amount of waste they produce. To encourage further sign ups, an email will go out in mid-November to subscribers of the Elmbridge garden waste collection service for a chance to win a host of great prizes</p>

including £50 garden centre vouchers if they sign up to the scheme. The evaluation of the Rethink Waste scheme will start in November to determine success overall and reflect on the knowledge gained to see if this could be rolled out to other areas in Surrey during 2023-24. Whilst this happens, and as reported before, the scheme will continue in Elmbridge until the end of March 2023, but at a reduced level of activity.

Recycling guides

The service guides and calendars for 2023 were sent to print and have been delivered to all households Elmbridge and Surrey Heath during October. Households in Mole Valley and Woking will receive them in the first two weeks of November.

Food waste targeted interventions

A series of targeted interventions to increase the amount of food waste captured for recycling are underway. Communications went out during October to houses in Elmbridge and Mole Valley identified using in-cab data as ones not regularly using the service. Post-intervention monitoring will then take place to collect data on bin presentation after communications have been delivered. The data will then be analysed with an evaluation report to be produced by February 2023.

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

<b>Projects/ Activities</b>	<b>Progress update</b>
Operational Health and Safety monitoring	<p>A variety of work has been undertaken to ensure the joint contract operates safely including:</p> <ul style="list-style-type: none"> <li>• The completion of the depot audits with the draft final report due to be shared with Amey w/c 31 October.</li> <li>• The Health and Safety protocol has been finalised.</li> <li>• Work has progressed with Amey to ensure that close calls requiring authority support are being addressed and JWS employees now have access to the Amey management system for more timely and accurate responses.</li> <li>• A review of the route round risk assessments is underway and are due to be completed by end of March 2023.</li> <li>• JWS have attended Surrey Heath Borough Council's (SHBC) quarterly health and safety committee meeting.</li> </ul>

Business Continuity	<p>Action to review our response to the industrial action is ongoing. A questionnaire was produced and shared with partners to gather feedback, the responses have been collated and follow up report has been developed, with the lessons learnt report being finalised in the first half of November.</p> <p>Amey submitted their revised business continuity plan, and it has been agreed a risk workshop shall be held in November to strengthen the range of scenarios covered.</p>
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<b>Objective 6:</b> Support the joint contract authorities' carbon reduction plans	
<b>Projects/ Activities</b>	<b>Progress update</b>
Reporting emissions from waste collection activities	Data requests were sent to D&Bs in September to collate the 2021-22 emissions data. In the joint contract area, we get this mainly from Amey, but we need the joint contract authorities to provide some details too. Once all data has been received this will be collated and reported as part of the quarterly performance report.
Working towards a net-zero emissions vehicle fleet	<p><u>SEP Infrastructure &amp; Transport Delivery Plan</u> Project work has been initiated to develop an infrastructure &amp; transport delivery plan for Surrey. The focus of this project will be to develop a delivery plan for infrastructure and transport needs of an alternatively powered service offering, which will address the requirement to decarbonise waste collection and street cleansing vehicle fleets. Initial stages of the project delivery which are upcoming include scoping procurement to appoint external consultancy support to baseline our current services and model future options; and to set up a SEP working group. The target is to have a delivery plan ready for approval and adoption from April 2024.</p> <p><u>Amey low carbon fleet replacement</u> As part of the original schedule 27, several street cleaning assets including sweepers and cages are due for renewal either in 2022/23 or 2023/24. Prior to bringing forward the details of vehicles Amey wish to purchase; they are reviewing options for low carbon fleet replacements. It is expected that their proposal will be submitted by the end of December.</p>

<b>Objective 7:</b> Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.	
<b>Projects/ Activities</b>	<b>Progress update</b>
Joint contract governance	<ul style="list-style-type: none"> <li>• Officers have attended EBC's O&amp;S Committee in September.</li> <li>• JWCPB and JWCSC meetings were held in September, with briefings for partner authority officers and members also provided beforehand.</li> </ul>

	<ul style="list-style-type: none"> <li>Regular meetings have been held with Board members to update on discussions with Amey regarding service improvements and efficiencies across the contract.</li> </ul>
Networking	We have continued to gain insight and intelligence from authorities and the wider industry by contributing to SEP working groups and sharing/obtaining best practice (WORG, SEP Officers). We have taken part in a food waste summit, organised by SCC to bring stakeholders together to contribute to the development of a 'whole food system strategy' for the county. This took place at the end of September.
Financial management	<p>Quarterly budget update reports are produced in conjunction with SHBC's Finance Team to present to the JWCPB and JWCSC meetings.</p> <p>Budgets for 2023-24 have been developed so that proposals can be brought to the November cycle of JWCPB and JWCSC meetings. As part of the preparation this was reviewed with the finance leads from the joint contract authorities.</p>

<b>Objective 8:</b> Enhance our ways of working to deliver organisational efficiencies.	
<b>Projects/ Activities</b>	<b>Progress update</b>
Review ways of working	<p><u>Savings opportunities</u> A paper on fees and charges was reviewed at the JWCPB meeting in September. Further action is required to develop other potential income generation and saving options to then discuss further with the JWCPB and then the JWCSC.</p> <p><u>Future office working</u> We have heard back from most of the partnering authorities (except Woking Borough Council) on what office space they can offer, and site visits have been undertaken to look at external offices in Woking. This work is being finalised and will feed into an options decision paper which is to be presented internally by the end of November. We hope to be able to recommend a decision by Christmas with an implementation plan to be taken forward in the new year.</p> <p><u>Lone worker review and protocol document</u> A project is underway to identify all best practice information and measures available to JWS to protect its lone workers through the creation of an accessible protocol document. This will ensure a consistent approach is followed to protect those who work alone on behalf of the organisation. Information has been gathered and a draft of the protocol document has been produced. This has been reviewed internally and we are aiming to have the document signed off by mid-November. Once signed off, the document will be published on the JWS intranet.</p>