



ANNUAL ACTION PLAN 2017

Introduction

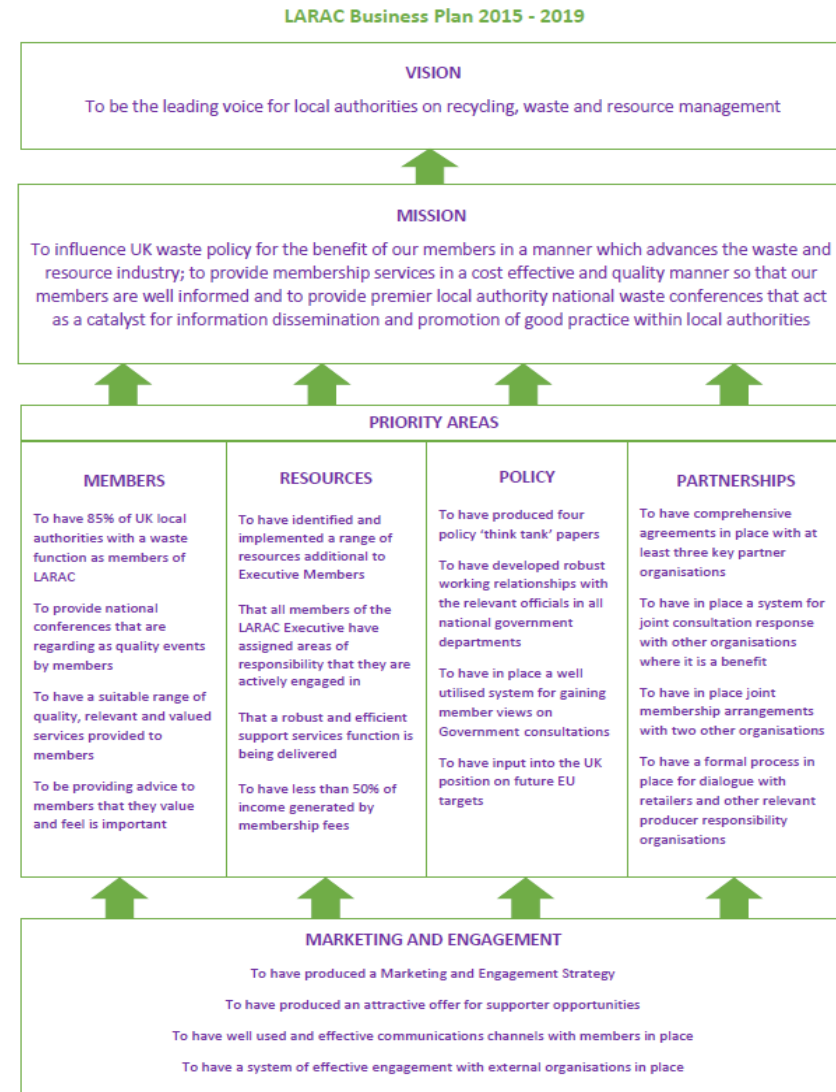
The action plan is the third that has been produced to support the LARAC Business Plan 2015 – 2019. It will help LARAC achieve the vision, mission and key outcomes it has set itself over the four years of the Business Plan. These are shown in the chart on the right.

The action plan contains actions in some of the four priority areas, as well as the cross cutting theme of marketing and engagement. The actions will help the organisation achieve one of the four key objectives in each area and so over the course of the business plan, the vision and mission.

This is the third action plan of the four-year period and it builds on the outcomes from the previous year. There is now a recognition that the previous Action Plans have been ambitious and this ambition has not matched the resources LARAC has available to it. As a result, this Action Plan is more focused and designed to progress some of the key priority areas that LARAC believes are key to its members as well as the health of the organisation itself. This approach is intended to make significant progress in a couple of the priority areas.

At the end of this action plan, a new one will be produced for 2018 and will take into account the progress of this plan as well as any changes in the internal and external environments that LARAC operates in.

The following pages contain details of the actions that LARAC intend to complete during this year, what resources will be applied to them and who will be involved and leading each action. Progress on the action plan will be given to LARAC members each year and monitored by the LARAC Executive on a quarterly basis at their Executive meetings.



Key Outcome Action Plan

Ref:

1-17 Priority: Low

Key Action	Explore potential commercial opportunities		
Key Outcome Action Supports	To have less than 50% of income generated by membership fees To provide advice to members that they value and feel is important		
Target Date for Completion	December 2017		
Action	Responsible Person	Milestone: Dates / Indicators of significant progress	Planned Completion Date
Investigate development of Partners scheme	CEO	Initial discussion with EMG - Feb 17 Draft proposals to Exec – Apr 17 Apr – Jul – explore potential proposals Jul - report back to Exec Aug – implement where appropriate	Aug 17
Explore potential webinar and associated events	CEO	Apr – Jul - Research market Jul – Present findings to Exec Jul – Sept – refine options Oct – Present options to Exec Oct – Nov – develop options (with partners) Dec - launch	Dec 17
Develop options for expanded membership categories	CEO	Jan – Apr – research and draft proposals Apr – present proposals Apr – Jul – refine proposals Jul – agree any new categories (Exec) Oct – present to AGM	Oct 17

Key Outcome Action Plan

Ref:

2 - 17 Priority: Med

Key Action	Review and rewrite Constitution		
Key Outcome Action Supports	That a robust and efficient support services function is being delivered		
Target Date for Completion	October 2017		
Action	Responsible Person	Milestone: Dates / Indicators of significant progress	Planned Completion Date
Agree principles of revisions	Exec	Jan 17	Jan 17
Gather examples of well written constitutions	SSO	Jan - Feb	Feb 17
Source appropriate legal input	CEO	Jan - Feb	Feb 17
Redraft Constitution	CEO	Feb – Apr – 1 st draft Apr – Jul – 2 nd draft Jul – legal input Jul – Exec sign off	Jul 17
Member Agreement	CEO	Oct - present to AGM	Oct 17

Key Outcome Action Plan

Ref: 3 - 17 Priority: High

Key Action	Produce external affairs process and strategy		
Key Outcome Action Supports	<p>To have input into the UK position on future EU targets</p> <p>To have a system of effective engagement with external organisations in place</p> <p>To have developed robust working relationships with the relevant officials in all national government departments</p>		
Target Date for Completion	July 2017		
Action	Responsible Person	Milestone: Dates / Indicators of significant progress	Planned Completion Date
Develop key messages for/issues for engagement	Policy Off/CEO	Jan 17	Jan 17
Compile list of Government and industry stakeholders	Exec/Policy Officer	Jan 17	Jan 17
Draft processes and strategy	CEO/Policy Officer	Jan – Apr (Apr Exec consider)	Apr 17
Hold initial meetings	Exec	Apr - Jun	Jun 17
Refine processes and strategy	CEO	Jun – Jul (Exec sign off Jul)	Jul 17
Instigate quarterly meetings with DEFRA officials	Chair	Jul – Dec	Dec 17

Key Outcome Action Plan

Ref: 4 - 17 Priority: High

Key Action	Produce and promote policy papers on ERP and Direct Charging		
Key Outcome Action Supports	To have produced four policy 'think tank' papers		
Target Date for Completion	December 2017		
Action	Responsible Person	Milestone: Dates / Indicators of significant progress	Planned Completion Date
Gather evidence from other countries	Policy Off	Nov 16 – Mar 17	Jan 17
Produce high level position paper	Policy Off/CEO	Jan – Exec review evidence Feb to Apr – refine Apr – Exec sign off and publish	Apr 17
Identify possible partners for the work	CEO	Jan – Apr – engage possible stakeholders and partners Apr – update to Exec, decision on any partners	Apr 17
Produce policy papers	Policy Off/CEO	Apr – Jul – produce first drafts Jul – Exec review Jul – Sept – revise and produce final papers Oct – launch at Conference	Oct 17
Engage policy makers	Exec	Oct - Dec	Dec 17

Key Outcome Action Plan

Ref:

5 - 17 Priority: Med

Key Action	To develop and deliver key messages on the operating environment for local authority waste services		
Key Outcome Action Supports	To have well used and effective communication channels with members in place To have a system of effective engagement with external organisations in place		
Target Date for Completion	October 2017		
Action	Responsible Person	Milestone: Dates / Indicators of significant progress	Planned Completion Date
Develop messages	Policy Team	Jan – Apr – messages to Councillors Jan – Apr – messages to external industry Jan – Apr – messages to Governments Apr – Exec sign off	Apr 17
Identify relevant stakeholders	Policy Team	Jan - Apr	Apr 17
Plan delivery methods	CEO	Jan – Apr – draft proposals Apr – Exec report	Apr 17
Deliver messages	CEO/Exec	Jun – Oct – Councillors Apr – Jul – Industry Apr – Oct – Governments	Oct 17