

2023-25

Business Plan



LARAC Ltd

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Executive Summary

This is the latest business plan for LARAC and is to help guide the work of the LARAC Executive and support staff towards a stated vision and mission.

This business plan follows the previous four-year plan for 2019-2023 which suffered delivery disruption due to the emergence of COVID-19 in December 2019 and the effects of the ensuing pandemic until summer 2022.

The last business plan foresaw a great deal of change in waste policy in the UK following the new DEFRA Resources and Waste Strategy (RWS) published in December 2018 and the devolved governments moving even further forward with their resource ambitions. Layered over this was the UK withdrawal from the European Union, where most of the waste policy relevant to local authorities has emanated from in the past 20 years.

But as mentioned, the worldwide COVID-19 pandemic tore a hole through the best plans and strategies as the world went into emergency response mode. It is fair to say, four years after the publication of DEFRA's Resources and Waste Strategy, that the world is only just limping out of the new reality that was the pandemic.

Local authority budgets have been through a sustained period of reduction since 2010 and local government reorganisation has impacted on membership numbers for LARAC, with a slow decrease in members between 2015 and 2021 as the number of councils across the UK were reduced. Many of these councils continue to be members of LARAC following their reorganisation. During 2022 LARAC has seen an increase in membership levels, partly due to a more proactive approach by the new staff team to chase up lost contacts and outstanding membership fees. Maintaining a fast reactive response to emerging policy issues may also be a contributory factor as this keeps LARAC in the media spotlight and provides our members with timely information they can use in their workplaces. Externally LARAC is well regarded within the industry and by governments.

This business plan contains a slightly revised vision and aims to take forward progress on two priority areas. The priority areas cover membership services for information provision and secondly, training support. The information provided on our website is based on commercial web platform software and the functionality and content it provides is being reviewed against other products on the market and our affordability envelope. The Executive are keen to support the personal development of our individual members and want to review the role that LARAC could take in supporting them.



Section 1 - About LARAC

LARAC (Local Authority Recycling Advisory Committee) was formed in 1985 to represent the then emerging voice of local government recycling officers. Since then, it has continued to represent local authority views on waste, recycling, and resource issues.

LARAC is a membership organisation, and our members are drawn from local authorities across all four governments of the UK. Membership currently stands just above 300, and, whilst the local authority holds the actual membership of LARAC, the organisation represents the viewpoint of professional officers and so operates as an apolitical organisation. Through its existence LARAC has sought to be the premier and recognised voice for local authority recycling officers.

The organisation is run by an [Executive Board](#) of up to 24 people who are all local authority waste management professionals, giving their time to LARAC on a voluntary basis. These are a mixture of regionally and nationally elected and co-opted people. The Chair of LARAC is elected from the Executive and can serve a maximum of four years in the role. The Chair is supported by two Vice Chairs and a Treasurer/Secretary who then lead a policy team drawn from other members of the Executive. The Executive meet four times a year (twice in person and the others are virtual) and the policy team hold additional meetings.

Full membership of LARAC is open to all local authorities in the UK, and associate membership is also available to other related organisations. Despite starting up as an organisation formed by recycling officers, LARAC members now cover a range of posts within their own authorities, from Heads of Service, operations managers, to technical and communications officers. They are all responsible for advising their authorities and delivering day to day municipal waste and recycling services to households and businesses.

LARAC still maintains that founding principal of representing local authorities on waste and resource management issues. It responds to government consultations and works with the wider industry to take the resource agenda forward and present the views and interests of its members.

LARAC provides several services for the members, including regular E-newsletters, policy briefings, and information and bulletin services through the LARAC website. During the last business year LARAC has developed a webinar offering where members have the opportunity to listen to opinions and information on current issues, followed by a Q&A session to help them resolve any concerns.



Achievements during the last business plan 2019-23

Membership Services

Priority Areas	Progress
Increase membership numbers	Jan 2019 - 263 paying members representing 291 authorities Oct 2022 - 285 paying members representing 307 authorities
Improve satisfaction in services	LARAC conducted annual satisfaction surveys from 2014 to 2020 and the results are shown in Appendix A. Satisfaction levels remained high
Improve value of services to members	The annual satisfaction survey (Appendix A) shows that members scored the value of the subscription and individual services higher in 2020. This may be because of the engagement work done to support understanding of and formulate consultation responses to the Resources & Waste Strategy
Increase the breadth of services to members	LARAC ceased production of a printed version of the LOOP in 2019 The first subject-based webinar was held in December 2021 and three others have been held (March, June, July 2022)

Policy Work

Priority Areas	Progress
Expand and enhance policy capacity and capability	P/T Policy Officer role until Aug 2021 New staffing structure from May 2022
Regular contact with relevant government departments	COVID pandemic severely reduced contact from Dec 2019 through to summer 2022. Regular contact forums are only just restarting in autumn 2022
Comprehensive consultation responses	Full consultation responses submitted for first and second rounds of DRS, EPR and Consistency consultations, plus other consultations Complete list of consultation responses is shown in Appendix B



High levels of member engagement in policy work	<p>In person workshops held during 2019 for first DRS, EPR and Consistency consultations</p> <p>Virtual workshops held via webinar during 2021 for the second consultations on DRS, EPR and Consistency</p>
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In February 2021 LARAC became a company limited by guarantee. The change was carried out to increase the flexibility with which LARAC can engage staff to meet work demands and to simplify our VAT dealings. The company directors are drawn from volunteers from the Executive. Following the change to a company and the resignation or retirement of the previous two full time employees, a new staffing structure was approved and recruited to at the start of 2022. The new team has three positions which were all filled and the new staff took up their posts in May and June 2022. In December 2022, a new staffing structure was agreed by the Executive.

The LARAC employees manage the day to day running of the organisation and support the Executive. This includes the process and governance of the company, media responses, membership services and promoting LARAC at events.



Section 2 - About the new Business Plan and Looking to the Future

This latest LARAC Business Plan builds on previous plans and follows a review in the operating environment since the previous plan was produced in 2019. From a policy context there was an initial burst of policy activity following the publication of the Resources and Waste Strategy (RWS) for England at the end of 2018, but the follow up of implementing legislation and statutory guidance has been slow. Northern Ireland, Scotland and Wales already had enabling legislation in place and so they continued with their change programmes. UK wide initiatives for Extended Producer Responsibility (EPR) and Deposit Return Schemes (DRS) were proposed within the RWS and these have developed further than the changes for England proposed in RWS, which have seen significant delays. There has been a shift in focus by all the national governments towards viewing waste and recycling within a circular economy perspective and measuring change against carbon emissions rather than just volumes of material.

The level of public and media interest in waste destinations and recycling continue, following some high-profile television programmes and campaigns which have seen industry and politicians keen to be seen to be taking note and action.

The business plan is designed to guide the work of LARAC and move it towards achieving the vision statement. Over the period of the last plan, LARAC membership numbers varied due to the merging of authorities or partnership working. More recently our membership levels are growing and our value to members is being recognised, so we need to build on these. Local authorities are not out of the period of austerity measures and are likely to face new financial pressures given the national budget black hole revealed in late 2022, so it is vital that the LARAC membership fee remains competitive and our services highly valued by our membership.

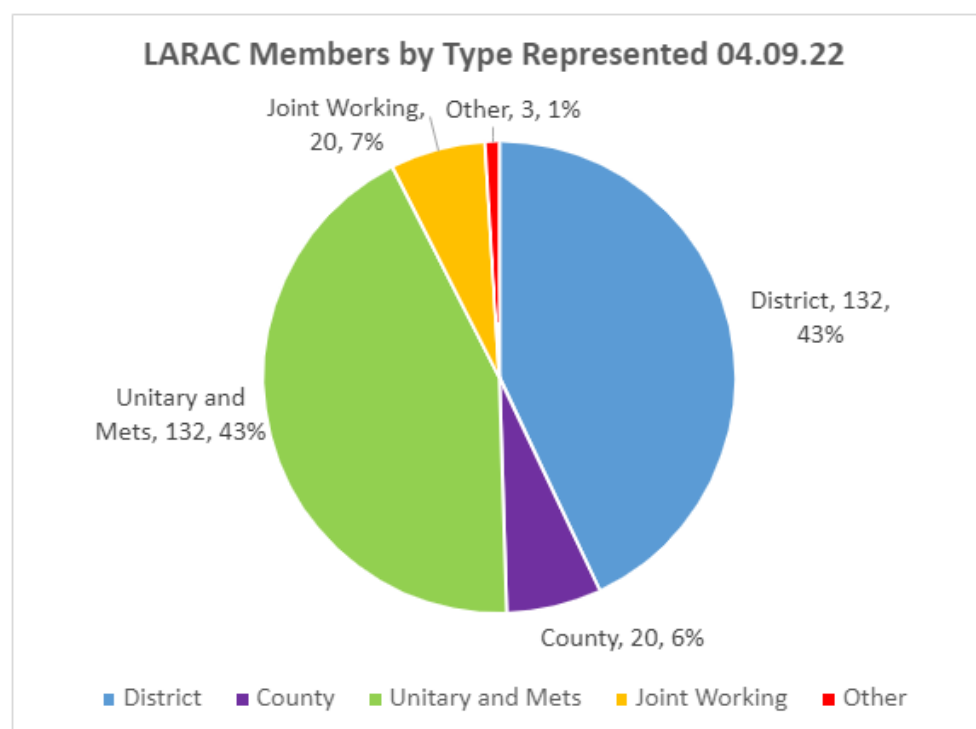
Whilst seen and regarded as a prominent “waste” organisation LARAC is first and foremost a membership organisation, without any members it does not exist. LARAC must therefore demonstrate the value of being a member to local authorities to maintain membership levels at a viable level and have a mandate to speak on behalf of local authorities. Certain aspects of LARAC membership are already well valued by members, such as reduced rates to the Conferences, job vacancy advertising and the information newsletters. LARAC remains an attractive opportunity for private companies to engage with local authority officers and our partnership programme and sponsorship levels are buoyant now.

This next business plan period is shorter than the usual four-year period. This recognises that the return to normality, to pre-COVID levels of activity by Governments and member councils, is not yet here. The Executive has decided to concentrate on just two key areas over two years– website information and the training provision for our member councils.



LARAC is well respected by the industry and by the members it works hard to represent. This means there is a sound base on which to continue to move the organisation forward. However, major policy changes that were delayed by the COVID-19 pandemic such as EPR and DRS and consistency in England, should now be implemented during the lifespan of this plan. These will be some of the biggest changes in waste policy across the UK in the past 20 years and could have any number of impacts on local authorities and how they provide their services. As a lean organisation relying largely on volunteers, LARAC has to ensure it can help its members shape and react to these changes as well as evolving itself.

LARAC Members by Type - 04.09.22				
Paying Members			Represented Members	
District	119		District	132
County	20		County	20
Unitary and Mets	132		Unitary and Mets	132
Joint Working	11		Joint Working	20
Other	3		Other	3
	285			307
Councils only			Councils only	
Non-members	98		Non-members	98
Members paying	282		Rep members	304
Total number	380		Total number	402
% paying members	74%		% rep members	76%





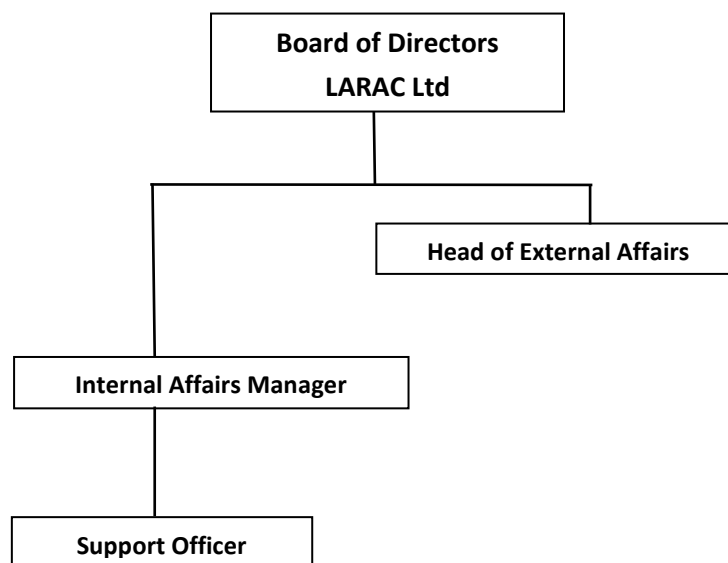
Membership numbers have held up well over the last four years and are increasing during 2022. This may reflect the strategy of LARAC with new approach to webinars, the loosening of COVID restrictions and the ability of members to travel to events again, or the expected consultation responses for DRS and Consistency and members' desire for the best support and information to comprehend the proposals and be able to prepare advice within their workplace.

LARAC, in common with many organisations, had to change its operating model during the restrictions brought about by the COVID pandemic and move to more virtual support for our members. The 2020 UK conference was delivered through virtual software, and this proved difficult for some attendees when changing to break out rooms, or for sponsors who wanted direct engagement with delegates. The 2021 conference returned to being in person and was very well attended by delegates and sponsors. The 2022 event was our most successful ever regarding delegate numbers and sponsorship. The LARAC UK conference is held in very high esteem within the sector and is one of the "must attend" conference events of the year.

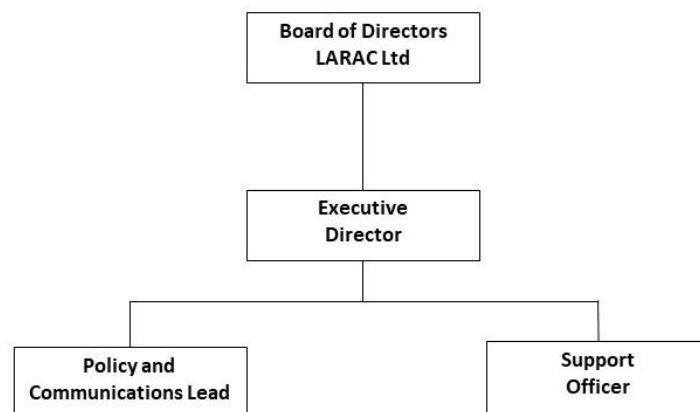


Section 3 - LARAC Operational Model

2021 was a big year of change for LARAC on the staffing front, as all the employed staff left the organisation in one way or another. The part-time seconded Policy Officer left in August, the CEO in November, the part-time seconded Chair in December, and the Executive Officer gave notice of her retirement in May 2022. An interim CEO was brought in from November 2021 to work with the Executive Officer to maintain LARAC services and to propose a new staffing structure to the LARAC Executive. A new structure was approved (see below) and appointments made for all new staff to be in place during May/June 2022.



In addition, a new Chair was appointed in January 2022, as a replacement for the outgoing part time seconded chair. The staffing structure was revised in December 2022 following the resignation of the Head of External Affairs. The revised structure is as follows:





As has already been mentioned, LARAC became a company limited by guarantee in February 2021. The Board of Directors, required under company law, were drawn from the Executive. Not every member of the Executive received approval from their employing council to be able to stand as a director. The original articles of association used to form the company were amended in 2022 to provide a less direct link between the functioning of the LARAC Executive and the Board of Directors. LARAC now has a constitution to govern the functioning of the Executive and the new articles of association for the management of the limited company by the directors in accordance with company law.

A workshop was held with the Executive in April 2022 to review the current business plan and agree any revisions to the vision and mission statements and to prioritise the business activities for LARAC between January 2023 to December 2024. The vision and the mission statement were changed slightly.

Vision Statement 2023-2025

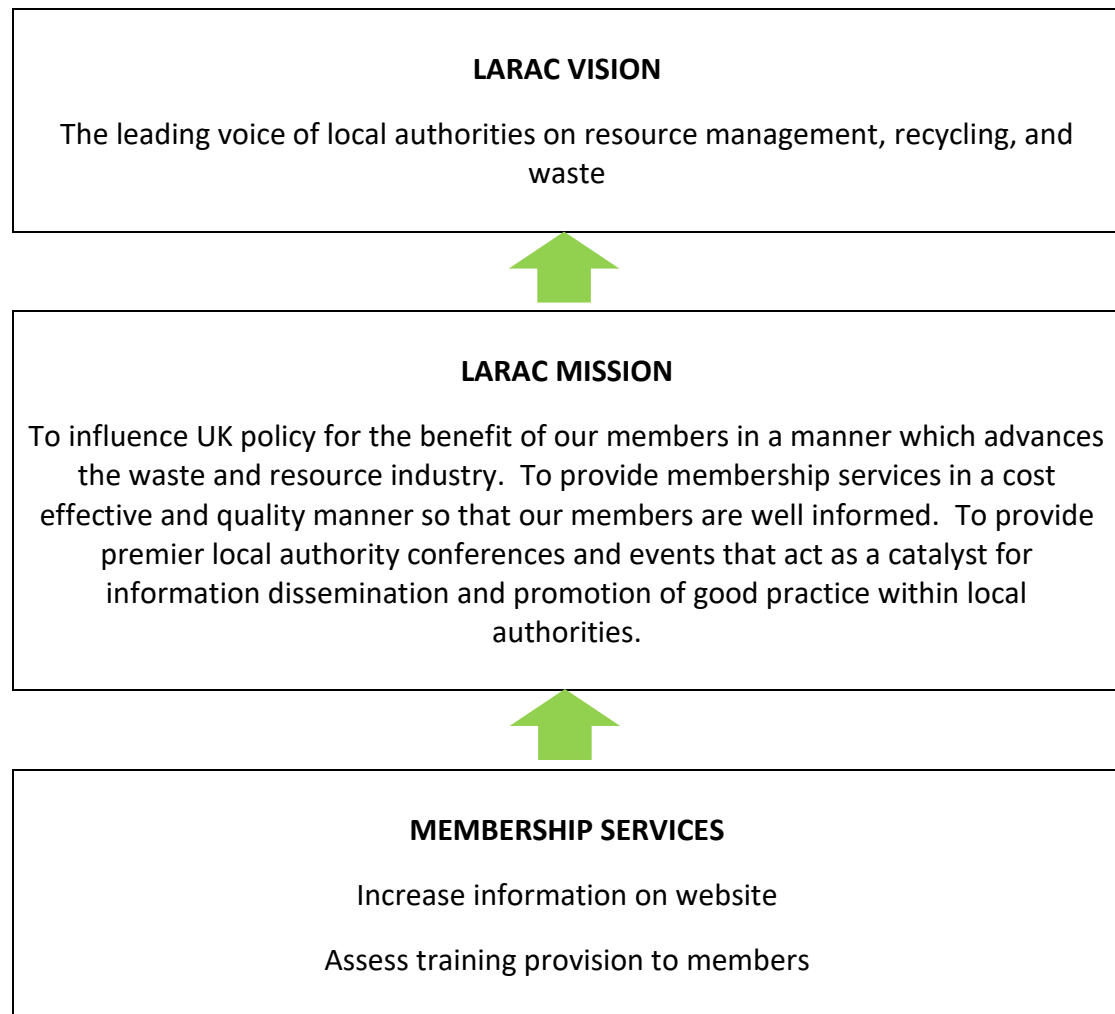
The leading voice of local authorities on resource management, recycling and waste

Mission Statement 2023-2025

To influence UK policy for the benefit of our members in a manner which advances the waste and resource industry. To provide membership services in a cost effective and quality manner so that our members are well informed. To provide premier local authority conferences that act as a catalyst for information dissemination and promotion of good practice within local authorities.



Business Plan Structure





Section 4 - Financial Performance 2019-23

Year	Original budget			Final outturn		
	Income	Expenditure	Net	Income	Expenditure	Net
2018-19	-180,447	180,588	141	-174,993	164,881	-10,112
2019-20	-180,382	183,878	3,496	-203,481	155,171	-48,310
2020-21	-215,024	184,480	-30,544	-141,185	128,415	-12,770
2021-22	-147,000	162,190	15,190	-205,932	157,422	-48,510

Original budget is the budget approved at the April meeting of the Executive Board.

Final outturn is the accounts filed at Companies House.

The financial performance over the course of the last business plan period shows the volatility that the COVID pandemic brought to LARAC's operations. 2019-20 shows the impact of COVID restrictions on expenditure for the final quarter but with a healthy income from the in-person conferences held during the year. The original budget for 2020-21 anticipated a relaxation of these restrictions but they lasted through the whole year resulting in no significant conference income but also very little expenditure on meetings due to the travel and face to face restrictions. A conservative estimate for 2021-22 saw a return to in-person conferences and a healthy income for the national conference in October.

Despite the challenges brought about by COVID, LARAC's financial position has been strong through the four-year period and surpluses have been generated every year.



Section 5 - Planned Activity 2023-25

Whilst LARAC is focused on waste management in the UK, it is a membership organisation and as such must give its members a reason to join LARAC, to give them a sense of “value” for their membership fee.

The types of membership services and how they are delivered has evolved over the course of the previous business plan. The previous slow decline in the number of members seems to be reversing, suggesting that membership of LARAC is being valued enough for members to return.

This business plan must look to demonstrate the value for a local authority of being a member of LARAC. This may come through the policy work that the organisation undertakes but mainly through the services and opportunities that LARAC can offer to its members in return for a membership fee.

The ability to offer a greater range of services may mean a rethink of the current resources that LARAC employs and has available to it. These may well need to evolve for LARAC to achieve enhanced membership services and will be looked at as part of the business plan over the next two years.

From the business planning activity workshop held in April 2022 the Executive prioritised two activities for membership services:

- Increasing information on the website
- Assessing the training provision to members

These have been further split into the following actions:

- Review the information providing functionality of the website platform
- Improvement of website to increase member use of it
- Increase information holding on website
- Provision of online training/webinars
- Survey members on their training needs
- Designate Policy Lead for policy areas

Each of these actions will be transferred into the Action Plan template with sub-activities and milestones with owners assigned. These will be reviewed by the Executive at future meetings to ensure progress is being maintained.

EXECUTIVE
21 January 2021

REPORT AUTHOR: Lee Marshall - Chief Executive Office

SUBJECT: Annual Membership Survey

REPORT FOR: Information/Discussion

Summary

The purpose of this report is to provide the Executive with the results from the sixth annual membership survey undertaken in December 2020.

Background

As part of the formation of the previous Business Plan it was agreed that we would undertake an annual membership satisfaction survey. The results would be used to inform the yearly action plans and to help measure progress towards achieving the LARAC vision that is set out in the Business Plan.

This is the sixth year the survey has been done in this format and with the intention of being specifically linked to the business plan and measuring progress to it. It was promoted in separate emails this year and a reminder given in December LARAC Online and was an online survey using Survey Monkey.

Survey Results

A more detailed set of results of the questions are contained in Appendix A

Numbers Responding

The survey was completed by 56 member authorities, 22 WCA, 11 WDA and 21 Unitary and 2 waste partnerships.

General Satisfaction

Appendix B shows the results over the past six years in areas where we have consistently asked about satisfaction in LARAC and some of the services we provide. These show that results this year are broadly in line with previous years, although there is an increase in the higher levels of overall satisfaction with LARAC.

Conferences

The biggest reason people could not attend LARAC conferences was because they could not spare the time away from the day job (66%). 16% said the content did not appeal and 8% said the format did not appeal.

Covid Information

A question was asked about the level of information LARAC provided regarding the Covid-19 pandemic between March and July. The responses showed:

6% - Too Much

94% - About Right



Policy

As in previous years it was felt that the policy briefing helped people keep up to date with policy developments and supported their work in this area.

Communications

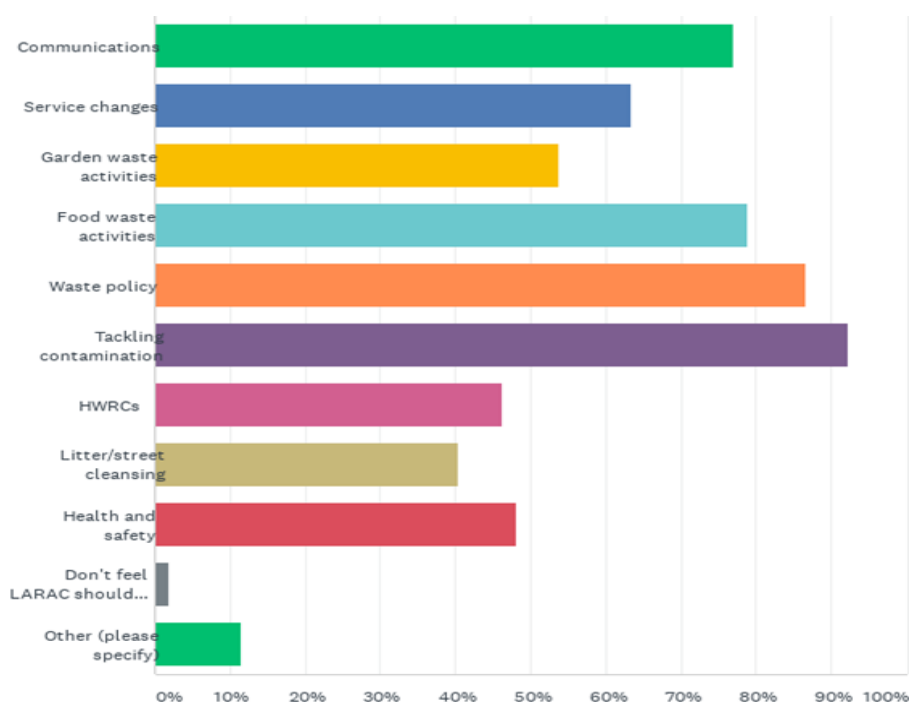
Levels of satisfaction in how LARAC communicates with members remains high.

There was a specific question asked about what aspects of LARAC Online members found most useful. As can be seen, general news was found most useful and tweets the least useful, which is the same as last year. Of those who said they receive it don't read it (only one) they said it was because they didn't have time.

ANSWER CHOICES	RESPONSES	
LARAC Blog	74.51%	38
WRAP Piece	64.71%	33
Partner Blog	21.57%	11
Member News	70.59%	36
General News	82.35%	42
Tweets	5.88%	3
Vacancies	45.10%	23
Discussion Forum	50.98%	26
Events	62.75%	32
Feature Articles	60.78%	31
Total Respondents: 51		

Webinars

A question was asked about LARAC providing webinars and what subjects people would like to see. Only one respondent said that LARAC should not be providing webinars. Street Cleansing/Litter and HWRCs attracted lower responses and contamination, waste policy and communications scoring highest. Even the lower scoring topics had 40% support though.



Membership Services

When it came to what members found most useful in their LARAC membership it was consultation responses that came out top, just above information which may reflect the work we did on disseminating Covid-19 information this year.

ANSWER CHOICES	RESPONSES	
Reduced Conference Fee/Free Conferences	76.47%	39
Policy responses to governments	94.12%	48
Representation by LARAC on industry working groups	72.55%	37
Information to you (LARAC Website, LARAC Online, Policy Briefing)	92.16%	47
Representing local authorities in the trade media	37.25%	19
A network of information and sharing	68.63%	35
Total Respondents: 51		

We also asked what was the one thing members thought LARAC did best. The responses nearly all fall in to one of five areas:

- 31% - Representing local authorities
- 28% - Policy and consultation responses
- 21% - News and information
- 10% - Conferences
- 10% - Sharing best practise

Conclusions

Overall satisfaction in LARAC and the services its provides remains high and there are very low levels of dissatisfaction.



Appendix A Member Satisfaction Survey

Appendix B - Survey Trends

		2015	2016	2017	2018	2019	2020
Responses		23	87	69	62	80	56
Office Support via website	Satisfied and Very	40%	50%	52%	58%	60%	60%
	Dissatisfied and Very	0%	0%	0%	0%	0%	0%
	Didn't use	60%	50%	48%	42%	40%	40%
Office Support via email	Satisfied and Very	75%	50%	67%	68%	66%	74%
	Dissatisfied and Very	0%	0%	0%	0%	0%	0%
	Didn't use	25%	50%	33%	32%	34%	26%
Office Support Via Phone	Satisfied and Very	25%	20%	21%	30%	28%	20%
	Dissatisfied and Very	0%	0%	0%	0%	0%	0%
	Didn't use	75%	75%	79%	70%	72%	80%
Support Via Regional Rep	Satisfied and Very	55%	43%	53%	48%	44%	38%
	Dissatisfied and Very	0%	0%	0%	0%	0%	2%
	Didn't use	45%	57%	47%	52%	56%	60%
LARAC Online	Useful and Very	95%	95%	95%	90%	92%	96%
	Not useful and Very	0%	2%	2%	4%	0%	2%
	Don't use	5%	3%	3%	6%	8%	2%
Website Overall	Excellent and Good	90%		75%	90%	89%	86%
	Adequate and Poor	10%		14%	10%	8%	7%
	Don't Use	0%		11%	0%	3%	7%
Website Design	Excellent and Good	85%		84%	84%	87%	87%
	Adequate and Poor	15%		16%	16%	13%	13%
Website Content	Excellent and Good	90%		93%	92%	92%	94%
	Adequate and Poor	10%		7%	8%	8%	6%
Policy Briefing	Useful and Very	85%	90%	92%	100%	93%	96%
	Not useful and Very	0%	1%	2%	0%	0%	0%
	Don't use	15%	9%	7%	0%	7%	4%
LARAC Consultation Responses	Satisfied and Very	95%	100%	100%	100%	99%	100%
	Dissatisfied and Very	5%	0%	0%	0%	1%	0%
LARAC Representing to Industry	Satisfied and Very	95%	99%	100%	98%	99%	100%
	Dissatisfied and Very	5%	1%	0%	2%	1%	0%
LARAC Subscription	Really Good Value	50%	39%	41%	45%	45%	39%
	Good Value	40%	50%	52%	50%	50%	59%
	A Little Expensive	5%	11%	7%	5%	3%	2%
	Too Expensive	5%	0%	0%	0%	2%	0%
Overall Satisfaction with LARAC	Very Satisfied	70%	47%	53%	45%	51%	61%
	Satisfied	30%	53%	46%	54%	46%	39%
	Dissatisfied	0%	0%	0%	0%	3%	0%
	Very Dissatisfied	0%	0%	0%	0%	0%	0%

LARAC RESPONSES TO CONSULTATIONS 2019-2022		Appendix B
LARAC Ref.	Title	
2019		
424	DEFRA Consultation on the proposal to extend the Single-use Plastic bag charge to all retailers and to increase the minimum charge to 10p	
425	HMT Consultation on Plastic Packaging Tax	
426	Defra Consultation on reforming the UK packaging producer responsibility system (EPR)	
427	Defra Consultation on Consistency in Household and Business Recycling Collections in England (Consistency)	
428	Defra Consultation on Introducing and Deposit Return Scheme (DRS) in England, Wales and Northern Ireland	
429	Defra Consultation on Producer Compliance Scheme (PCS) Balancing System (PBS) consultation	
430	Welsh Government Consultation on Environmental Principles and Governance in Wales post European Union exit	
431	DCLG Inquiry - Waste Strategy: Implications for local authorities	
432	HoC Env Audit Committee Inquiry: Electronic waste and the Circular Economy	
433	HoC EFRA Committee Inquiry: Plastic Food and Drink Packaging	
434	SG Consultation: The deposit and return scheme for Scotland regulations 2020	
435	WG Consultation: Increasing recycling by businesses	
436	SG Consultation: The deposit return scheme call for evidence	
437	DEFRA Consultation: WEEE Compliance Fee	
438	Hoc EFRA Committee Inquiry: Environment Bill	
439	Defra Consultation : Draft legislation: The Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020	
440	SG Consultation: Developing Scotland's circular economy: consultation on proposals for legislation	
2020		
441	EA Consultation: Standard rules consultation no 20: revision of standard rules sets for biowaste treatment	
442	DAERA Consultation on the Northern Ireland Environment Strategy	
443	Welsh Government Consultation on Circular Economy Strategy	
444	Waste Prevention Programme for Northern Ireland	
445	HMRC: Plastic Packaging Tax: Policy Design	
446	EAC: Relaunch of Inquiry into Electronic Waste and the Circular Economy	
447	Revision of the technical guidance on the identification and environmentally sound management of plastic waste and for their disposal	
448	Discussion on the "Future Recycling and Separate Collection of Waste of a Household Nature in Northern Ireland".	
449	HOC Consultation: Post-Pandemic Economic Growth super-inquiry launched by BEIS Committee	
450	WG Consultation on Reducing Single Use Plastics: proposals to ban 9 single use plastic products in Wales	
451	Defra consultation on the waste management plan for England	
452	Ministry of Housing, Communities and LG consultation on Planning for the Future	
453	Scot Gov: Scottish Planning Policy and Housing: Technical Consultation on Proposed Policy Amendments	
454	Scot Gov: The management and disposal of Polychlorinated Biphenyls (PCBs) in Scotland	
455	EA: Non-hazardous and inert waste: appropriate measures for permitted facilities	
456	Scot Gov: Consultation: Introducing market restrictions on single-use plastic items in Scotland	
457	Defra Consultation on WEEE Compliance Fee Methodology	
2021		
458	Litter and Fly-tipping Prevention Plan for Wales	
459	Environmental Audit Committee : Deposit Return Scheme Inquiry	
460	Kent Joint Municipal Waste Management Strategy	
461	Scottish Govt draft Env Protection (Single-use Plastic Products and Oxo-degradable Plastic Products) (Scot) Regulations 2021	
462	Defra consultation on waste prevention programme for England 2021	
463	Defra Consultation: Introducing a DRS in England, Wales and NI	
464	Defra consultation on Extended Producer Responsibility for Packaging (Eng, NI, Scot, Wales)	
465	EA - pre consultation questions: Attendance requirements for technically competent managers	
466	Environmental permit competence requirements: changes to technically competent manager attendance	
467	Defra consultation on Consistency in Household and Business Recycling in England	
468	Defra Pre-Consultation on single-use plastic policy proposals	
469	Daera Public call for evidence on a plan to eliminate plastic pollution in Northern Ireland	
470	UK Parliamentary Inquiry - Plastic Waste	
471	Defra Consultation on WEEE Compliance Fee Methodology 2021	
2022		
472	DAERA Consultation for the reduction of single-use plastic beverage cups and food containers	
473	Technical Engagement: Health Technical Memorandum 07-01 - Safe and Sustainable Management of Healthcare Waste	
474	Landfill tax reforms - HM Treasury	
475	Defra Consultation: banning the supply of commonly littered single-use plastic items	
476	National Litter and Flytipping Strategy for Scotland	
477	Consultation on the reform of the waste carrier, broker, dealer registration system in England	
478	Consultation on the introduction of mandatory digital waste tracking (UK)	
479	The OEP Strategy and Enforcement Policy	
480	Consultation on Guidance for Healthcare Waste - Scotland	
481	Defra Consultation on environmental targets (England)	
482	Developing the UK Emissions Trading Scheme (UK ETS)	
483	Consultation on Reforms to the Packaging Waste Recycling Note (PRN) and Packaging Waste Export Recycling Note (PERN) System and Operator Approval	
484	Defra Consultation on preventing charges for DIY waste at household waste recycling centres and call for evidence on booking systems at household waste recycling centres	
485	Consultation on WEEE PCS balancing scheme	
486	Scottish Govt call for evidence - single use plastics	
487	Defra Consultation on improved reporting of food waste by large food businesses in England	
488	Delivering Scotland's circular economy: a consultation on proposals for a Circular Economy Bill	

Appendix C

2019			Q1		Q4	
Key Action	Responsible Person	Target Date		Comment		Comment
Review and enhance communications with members	CEO	Dec-19	N/A	Due to commence in June		Completed initial review but work on new comms is ongoing with Resource
Review of LARAC working, delegated powers to Chair/CEO /Others	Chair/CEO	Dec-19	N/A	Due to commence in July		
Review of policy team function	CEO	Oct-19		Consultations have delayed this, likely to finish one quarter late		New working to commence in 2020
Review of policy resources and work areas within LARAC	CEO	Dec-19	N/A	Due to commence in July		Restructure completed Jan 2022
Review of consultation response process	CEO	Jul-19		Consultations have delayed this, likely to finish one quarter late		Process in place
Develop consultation template process for members	CEO	Oct-19		Consultations have delayed this, likely to finish one quarter late		No template but member assistance included in new process from action above
2020			Q1		Q4	
Key Action	Responsible Person	Target Date		Comment		Comment
Increase information holding on website	CEO	Jul-20		Explored option with WRAP and Resource but on hold pending C19 work		Some information expanded, still working with WRAP regarding LARSU. Website upgrade work in 2023 so will be in 23/24 plan
Have Peer Review of LARAC	CEO	Oct-20		On hold while structur of LARAC is progressed		Was not progressed due to work on change in LARAC structure. Consider for 2022. April 22 - Exec agreed to omit this
Designated policy leads for policy areas	CEO	Jul-20		Leads confirmed but C19 means follow up from them has not been possible		Leads confirmed but continued impact of C19 meant contacts delayed generally, although- some calls with materials have taken place. Put in 2023/24 plan
Review of human resources currently used	CEO	Oct-20		Skills audit of exec undertaken but not support services		Skills audit of exec undertaken but not support services.
Review of non human resources	CEO	Jul-20		Due to commence Mar but not yet started		Not completed. Delete
2021			Q1		Q4	
Key Action	Responsible Person	Target Date		Comment		Comment
Review of non-human resources currently used and financial arrangements	CEO	Jan-22		Audit of current systems put back but plan to catch up with timetable next quarter		Explored options with external bodies
Assessment of training provision for members	CEO	Oct-20		Webinars being progressed around the consultations, further work needed on assessment for training		Deferred while structure of LARAC was progressed. Put in 2023/24 plan
Review of human resources and areas of work	CEO	Jul-20		Initial review not done in this quarter, will combine this and next step in the next quarter to get back on the timetable.		Organisational review commenced December 2021 and completed 2022
Identification of policy areas for think tank papers	CEO	Oct-20		No actions due until July		Webinars being progressed
2022			Q1		Q4	
Key Action	Responsible Person	Target Date		Comment		Comment
Agree new staffing structure	CEO	Jan-22		Design new staffing structure and obtain Exec approval		New structure approved
Complete recruitment to new staffing structure	CEO	May-22		Design job descriptions and draft contracts		Recruitment to all posts completed. HR support engaged to ensure compliance with legal requirements
Review LARAC Ltd Articles of Association	CEO	Sep-22		After one year operating as Ltd company, now time to review and test if fit for purpose		AOA review completed and revised version approved by AGM in October
Provision of online training/webinars	CEO	Oct-20		No actions due until July		07.04.22 This is now the Webinars