

2009 - 2012 Development Plan

From Niche to Mainstream



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EXECUTIVE SUMMARY

This Development Plan has been created to update the previous (and second) Development Plan, entitled 'Exploiting the Niche', produced by LARAC in 2005. As part of an ongoing business planning process and the fact that the waste industry has moved at a continued great pace in the past three years the aims, objectives and work of the organisation have been reviewed and revised to ensure that the organisation is still fit for purpose.

As always the driving force of the organisation is the membership and how we go about representation on their behalf. This is reflected in our mission statement and objectives and will remain central to all that we hope to achieve through the period of this plan.

Over the life of the previous plan the organisation has continued to grow and is now at a point where it has consolidated its position as the premier organisation representing local authority officers on recycling and waste management issues. We are respected within the industry to the point where our views are now actively sought out by others. Key to this is the fact LARAC continues to be run and managed by serving local authority officers who deal with waste day in and day out. Conversely that is also our biggest weakness and constricting factor when we look to move the organisation forward to the next level.

This plan will aim to overcome this reliance on the restrictions and goodwill of the Executive members and generate a larger base of human resources that can be used to better represent our members, putting us on the policy front foot. LARAC as an organisation is looking to move from reacting to the industry to a position where it leads in setting and shaping the forthcoming policy agenda.

The plan and resultant actions have been informed by extensive consultation with our members and other external stakeholders to ensure that LARAC continues to grow over the next three years in a controlled and managed fashion.

WHAT IS LARAC?

The Local Authority Recycling Advisory Committee (LARAC) was formed in 1985 to represent the emerging voice of local government recycling officers. There have been many changes in roles and status within local authority recycling since then. During the evolution of household recycling schemes in the UK LARAC has continually sought to be the premier and recognised voice for recycling officers and the first organisation that central Governments turn to for advice.

The organisation is run by an Executive of 20 people who are all employed local authority waste management officers. Twelve people are elected on to the Executive via a region, based on the Government Office areas in England and then one each for the devolved administrations of Scotland, Northern Ireland and Wales. A further 6 people are elected in an open ballot on a national basis. Two positions are also held open for the Executive to co-opt someone who they feel would be a worthwhile addition to the organisation.

LARAC has two full time employees who provide the support and manage the day to day running of the organisation. This is supplemented by a small paid resource on a day rate basis to assist with things such as training, business management and for organising the annual LARAC conference.

The Chair of LARAC is elected from within and by the Executive each year in January and can serve a maximum of four terms (years) in the post. This is backed up by other positions on the Executive such as Vice Chair, Policy Officer and Communications Officer. The Executive meet four times a year and a Policy Team that is selected from the Executive members and led by the Principal Policy Officer meets three times a year.

The job descriptions for the Executive are shown in appendix one.

The membership of LARAC is drawn from local authorities across the UK. The actual authority is the member of LARAC but LARAC does represent the professional officers working within those authorities and so sets itself up as an apolitical organisation. Local Authority Officers who are involved with LARAC are in positions with a range of seniority from Heads of Service to technical officer level. The majority are responsible for advising their authorities and delivering day to day municipal waste services for their own authority.

MISSION STATEMENT

To provide quality representation for local authority officers on recycling and waste management issues

AIMS AND OBJECTIVES

To inform and lobby key opinion formers and policy makers on LARAC members behalf

To ensure that relevant and timely information is shared amongst LARAC members and that they are consulted on a regular basis

To progress recycling and resource management in the UK through the actions and input of LARAC members

LARAC CORE PRINCIPLES

LARAC believes that all material currently seen as 'waste' is in fact a potential resource and that it should not be disposed of by any means that does not recover a significant proportion of its value.

Responsible stewardship of the environment is extremely important. Applied to municipal waste management this means:

- that waste generation must be stopped at source wherever possible and products should be designed for durability, repair and re-use
- discarded materials should be collected so that they can be recycled or composted
- that where recycling isn't possible material should be processed so as to recover useful stable organic material and/or energy
- that use of landfill should be reduced to the absolute minimum

PROGRESSION OF THE INDUSTRY

The waste management industry continues to move at sometime bewildering pace, with new technologies, ideas and legislation. This means that the challenges facing local authorities and LARAC have changed over the lifetime of the previous development plan. Whilst services to members have remained broadly the same, albeit it on an enhanced and improved basis, the organisation has seen a marked increase in its lobbying and liaison activities. This is a reflection of the well regarded view of LARAC that the industry has and also the hard work and professionalism of Executive members over the past three years.

There is now an established Waste Strategy in England setting 50% recycling targets whilst the Governments in Scotland and Wales are looking to levels of recycling at 70%. Alongside these aspirations and challenges from local authorities the targets under the Landfill Directive are starting to bite and there is a concerted shift to procuring new waste treatment infrastructure across the UK. Local authorities are also still becoming involved in helping to deliver Producer Responsibility legislation and without concerted lobbying may well have been given burdens over and above what might be expected given the aim of such legislation to place environmental costs squarely with producers of goods. The private waste industry has been through a period of consolidation with fewer but larger companies threatening to dominate the market place. At the same time the push for increased treatment capacity has opened the market to some new entrants to help provide local authorities with choice. With them they have also brought new treatment technologies, assisted by the work DEFRA have undertaken in this area.

Perhaps the biggest development in the past three years has been the attention paid to the waste industry by the national press, and in particular household waste and local authorities. Never before has the spotlight been so consistently and brightly shone on local authority waste activities and much of the attention is undermining the very improvements we seek to implement. There is a real danger that the recycling message could get lost as waste continues to be used as a political football by the newspapers. Local authorities will do well to get the public to take responsibility for their waste creation and embrace the ever expanding collection schemes and facilities that councils are introducing.

The constant in the last three years has been the increase in the recycling levels that local authorities are achieving with average levels well over 30% in some countries within the UK. Yet as is highlighted above these are still stepping stones to yet higher levels of recycling which local authorities are being asked to achieve. In the age of 'peak oil' and diminishing resources this can only be a good thing and LARAC will continue to work hard to show that local authorities are up to the coming challenges.

KEY OUTCOMES

The purpose of this plan is to focus the work of LARAC over the next three years with the aim of working towards and achieving some identified key outcomes within that period. These key outcomes are designed to develop and advance the organisation to a point where LARAC members will receive an enhanced level of representation from the organisation.

To a large extent these outcomes will be linked or flow from each other and are likely to influence the timescales over which they are planned. These links must be recognised so that the impact of failure in achieving a particular outcome can be considered in full.

Supporting each outcome will be a more detailed action plan that will be produced on a yearly basis. The action plan will show who is undertaking what work on the Executive to achieve the key outcomes and will be available through the LARAC website.

KEY OUTCOME ONE

Aim

To have put in place a greater amount of human resource to the organisation

Reason

By having more 'person hours' LARAC will ensure it engages fully with the industry and policy makers. It will also be able to respond to all the demands on its knowledge and expertise and respond to all relevant consultations. LARAC will also be able to develop policy positions and ideas in advance rather than in response, and so help lead the policy direction of waste management in the UK.

How

There are two main areas that will be developed in the next three years.

Make existing resources more efficient and effective
Bring in more resources to the organisation

Key Actions

KA 1/1

Put in place system of recording & monitoring work activities of Executive
Target – Apr 2009

KA 1/2

Develop meeting & issue allocation system for Executive
Target – Apr 2009

KA 1/3

Review role and structure of Executive
Target – April 2009

KA 1/4

Review current use of additional day rate resources
Target – Oct 2009

KA 1/5

Review and agree role of 'secondment' position
Target – Oct 2009

KA 1/6

Develop 'special interest' groups, potentially with other bodies.
Target – Dec 2010

KA 1/7

Develop closer working arrangements with other local authority bodies
Target – Sept 2012

KEY OUTCOME TWO

Aim

To develop and put in place a medium term financial planning process

Reason

Local Government re organisation, mainly in England, means that there will be fewer local authorities in the future and so a reduced membership pool for LARAC. Membership fees are also LARAC's main source of income and if more resources are to be brought into the organisation it is likely that a higher level of income will be needed. This will also mean identifying other potential sources of income. This increased income needs to result in a demonstrable increase in the level of representation the organisation then provides on behalf of the members.

How

Work has already been done on scoping possible new membership fee levels and changes to the current flat rate scheme. This work has taken into account known numbers of local authorities from current re organisation proposals along with likely income levels needed to use more resources. This scoping work will be refined and options brought to the Executive for approval

Key Actions

KA 2/1

Explore possibilities of shared subscriptions with other organisations
Target – Oct 2009

KA 2/2

Develop annual financial planning process
Target – Dec 2009

KA 2/4

Implement annual financial planning process
Target – Mar 2010

KA 2/5

Review and revise the fee and income structure
Target – Mar 2010

KA 2/6

Review annual financial planning process
Target – Jan 2012

KEY OUTCOME THREE

Aim

Better and timelier information presented to members.

Reason

As a representative body we sometimes have to respond to events on our members behalf. This can mean getting their views as well as updating them on critical events. By doing this in a timelier manner we will be able to make the most of the opportunities that present themselves and gain the best results for our members.

How

LARAC has already got in place information channels that it uses to communicate with members. These need to be used as a base and built on so that they become more flexible, more reactive and also extend their current reach where possible.

Key Actions

KA 3/1

Develop programme of PR
Target – Apr 2009

KA 3/2

Assess and evaluate the use of existing information networks
Target – Jul 2009

KA 3/3

Develop newflash system
Target – Sept 2009

KA 3/4

Develop web based policy interaction with members
Target – Dec 2009

KA 3/5

Develop standards for use of regional meetings/ reps
Target – June 2010

KA 3/6

Review Office Functions
Target – May 2011

KEY OUTCOME FOUR

Aim

Increase the lobbying ability of the organisation.

Reason

For LARAC to be able to influence events rather than just react it needs to extend its reach to the policy and decision makers within the industry. By doing this it will be able to get the best outcome for local government and gain its involvement in the most appropriate way.

How

LARAC will need to use its resources in the most effective way to first build and then maintain key relationships. These relationships can then be used to best advantage to influence future policy and actions.

Key Actions

KA 4/1

Establish key contact organisations/individuals
Target – Apr 2009

KA 4/2

Assign Exec members to contacts
Target – Jul 2009

KA 4/3

Develop approach to national contacts
Target – Nov 2009

KA 4/4

Develop approach to EU engagement
Target – Dec 2010

KA 4/5

Develop European network
Target – Sept 2011

KEY OUTCOME FIVE

Aim

Move to being more a proactive policy making organisation.

Reason

Similar to the previous outcome LARAC needs to have more influence on national policy formation and implementation. By taking a more proactive approach to policy formation LARAC can begin to set the agenda rather just react to it.

How

LARAC needs to build on the current work areas of the policy team and begin to devise stances and positions on future waste management issues. It will need to assign resource to research so that detailed policy options can be developed ahead of others.

Key Actions

KA 5/1

Prioritise future policy team work areas
Target – July 2009

KA 5/2

Commission/undertake research on priority areas
Target – Dec 2009

KA 5/3

Publish National Think Tank papers
Target – Sept 2010

KA 5/4

Establish Strategic Alliances on particular issues
Target – Dec 2010

KA 5/5

Produce Recommendation Papers
Target – Dec 2011

KA 5/6

Publish European Think Tank Papers
Target Dec 2012

MONITORING PROGRESS

The actions outlined on the previous pages have indicative targets against them. Most will involve several smaller steps to ensure they are achieved within the timescale outlined. To aid this, the LARAC Executive will draw up a yearly action plan based on achieving the key outcomes.

This action plan will be agreed at the January Executive meeting to guide the work of the following twelve months, with reference to this plan. Progress will also be reported at the yearly AGM so that the membership can scrutinise the work the Executive has been undertaking on their behalf.

The Action Plan will state which member of the Exec is the Action Sponsor. The Action Sponsor will act as 'project manager' to ensure that the action is monitored and undertaken to the agreed timetable. The Action Plan will also identify those responsible for the actual work of completing that action. A template of the Action Plan is attached in appendix two.

The actual Business Plan itself will be subject to review and revision in the second half of 2012 so that a new plan can be in place in early 2013. It is likely that this process will start at the April 2012 meeting of the Executive.

The yearly action plans will be published on the LARAC website and distributed to member authorities so that they can monitor the organisation effectively. This will also help to ensure that LARAC Remains focused on delivering the needs of the members and representing their views.

JOB DESCRIPTIONS (Appendix I)

CHAIR

Main Purpose of Job

To lead LARAC in the pursuit of its mission statement and ensure that the organisation is appropriately and professionally managed. To be the figurehead of the organisation to external partners and members.

Key Accountabilities

- 1 Oversee financial and administrative arrangements including employment of any administrative functions or personnel.
- 2 Be responsible for the budget planning and control process for the organisation.
- 3 Provide input and stimulus to the Policy Team and official LARAC responses to consultations.
- 4 Develop, implement and review the LARAC Development Plan.
- 5 Chair Executive and Open meetings and the annual LARAC Conference as appropriate.
- 6 To prepare and deliver an annual report to the AGM and be accountable for the actions of LARAC.
- 7 Lead in developing and maintaining a dialogue with key stakeholders principally (but not exclusively) Government Ministers, MPs, MEPs, DEFRA, LGA, CIWM, Retailers, reproducers and WRAP.
- 8 Manage and co-ordinate the work and activities of the Executive and other co-opted people.
- 9 Ensure that LARAC is represented at appropriate meetings and events either personally or through substitutes.
- 10 Speak on behalf of LARAC to the press, at national conferences and events.
- 11 Attend LARAC regional meetings and meetings in Scotland, Wales and Northern Ireland where appropriate.
- 12 Contribute editorial to LARAC On-line and the Loop as appropriate.

Requirements

The Chair will need to have permission from his/her employer to spend 20 days/year on LARAC business. The post holders authority will receive an increased profile and standing to compensate. It is likely the post holder will dedicate the equivalent of 15 days of their own time. This includes any time spent as a National or Regionally elected representative.

VICE CHAIR

Main Purpose of Job

To support the Chair of LARAC in implementing the LARAC mission statement and act as a support and interface with other Executive members and external relations.

Key Accountabilities

- 1 Implement, with the Chair, periodic reviews of the LARAC Development Plan.
- 2 Support the Chair in the development and maintenance of dialogue with key stakeholders principally (but not exclusively) Government Ministers, MPs, MEPs, DEFRA, LGA, CIWM, retailers, reproducers, and WRAP.
- 3 Carry out or co-ordinate liaison work with key material sector groups ensuring feedback to the Chair and full Executive.
- 4 To assist in leading the budget planning and control process for the organisation.
- 5 Provide technical support and advice on policy issues to the Chair and Policy Officer as appropriate.
- 6 Provide support for Regional Representatives to ensure effective networking and sharing of best practice within the LARAC membership.
- 7 Work with the Chair to bring forward relevant items for discussion at LARAC Executive meeting
- 8 Ensure that LARAC is represented at appropriate meetings and events either personally or through substitutes.
- 9 Speak on behalf of LARAC to the press, at national conferences and events.
- 10 Attend LARAC regional meetings and meetings in Scotland, Wales and Northern Ireland where appropriate.
- 11 Produce LARAC On-line and the Loop and contribute editorial as appropriate.
- 12 Deputise for the Chair.

Requirements

The Vice Chair will need to have permission from his/her employer to spend 12 days/year on LARAC business. The post holders authority will receive an increased profile and standing to compensate. It is likely the post holder will dedicate the equivalent of 10 days of their own time. This includes any time spent as a National or Regionally elected representative.

FINANCE OFFICER AND SECRETARY

Main Purpose of Job

To ensure the effective and efficient management of LARAC funds and resources.

Key Accountabilities

- 1 Maintain and manage the budgets and accounts with regular presentation to the LARAC Executive.
- 2 To lead the budget planning and control process for the organisation.
- 3 Be the principal signatory and manage the system for LARAC cheques and payments.
- 4 Submit annual accounts for verification by Auditors.
- 5 Manage LARAC's Constitution, co-ordinating legal advice where appropriate.
- 6 Work with the Chair and Vice Chairs to bring forward relevant items for discussion at LARAC Executive meetings.
- 7 Ensure that LARAC is represented at appropriate meetings and events either personally or through substitutes.
- 8 Speak on behalf of LARAC to the press, at national conferences and events.
- 9 Attend LARAC regional meetings and meetings in Scotland, Wales and Northern Ireland where appropriate.
- 10 Produce LARAC On-line and the Loop and contribute editorial as appropriate.
- 11 Deputise for the Chair or Vice Chair when appropriate.

Requirements

The Finance Officer will need to have permission from his/her employer to spend 10 days/year on LARAC business. The post holders authority will receive an increased profile and standing to compensate. It is likely the post holder will dedicate the equivalent of 5 days of their own time. This includes any time spent as a National or Regionally elected representative.

PRINCIPAL POLICY OFFICER

Main Purpose of Job

To ensure that LARAC contributes effectively to the development of relevant UK and EU legislation and regulation. To protect and advance the interests of LARAC members in the area of legislative work.

Key Accountabilities

- 1 Respond or co-ordinate responses on behalf of LARAC to key consultations from Government, EU and other relevant bodies.
- 2 Brief the LARAC Executive and all members as appropriate on important new developments in waste policy as it affects local authorities.
- 3 Draft and consult on policy statements and briefs for LARAC.
- 4 Plan, implement and review member stakeholder consultations in connection with policy work.
- 5 Chair, Co-ordinate and supervise a 'Policy Team' of Executive Members to ensure that the workload is shared amongst them and that a wide range of views from WCA, WDAs and Unitaries are gathered in formulating policy responses.
- 6 Liaise with and guide the work of the policy secondment.
- 7 Work with the Chair and Vice Chairs to bring forward relevant items for discussion at LARAC Executive meetings.
- 8 Ensure that LARAC is represented at appropriate meetings and events either personally or through substitutes.
- 9 Speak on behalf of LARAC to the press, at national conferences and events.
- 10 Attend LARAC regional meetings and meetings in Scotland, Wales and Northern Ireland where appropriate.
- 11 Produce LARAC On-line and the Loop and contribute editorial as appropriate.
- 12 Deputise for the Chair or Vice Chair when appropriate.

Requirements

The Principal Policy Officer will need to have permission from his/her employer to spend 12 days/year on LARAC business. The post holders authority will receive an increased profile and standing to compensate. It is likely the post holder will dedicate the equivalent of 8 days of their own time. This includes any time spent as a National or Regionally elected representative.

COMMUNICATIONS OFFICER

Main Purpose of Job

To lead LARAC in the pursuit of its mission statement ensuring that the views of the organisation and its members are appropriately and professionally communicated to external partners. To maintain the image of LARAC in high regard across the industry.

Key Accountabilities

- 1 Manage the main communications activities of LARAC.
- 2 Draft and issue press statements.
- 3 Co-ordinate and respond to media enquiries on behalf of LARAC.
- 4 Lead on the design and presentation of the LARAC website.
- 5 Work with the Chair and Vice Chairs to bring forward relevant items for discussion at LARAC Executive meetings.
- 6 Ensure that LARAC is represented at appropriate meetings and events either personally or through substitutes.
- 7 Speak on behalf of LARAC to the press, at national conferences and events.
- 8 Attend LARAC regional meetings and meetings in Scotland, Wales and Northern Ireland where appropriate.
- 9 Produce LARAC On-line and the Loop and contribute editorial as appropriate.
- 10 Deputise for the LARAC Chair or Vice Chair when appropriate.

Requirements

The Communications Officer will need to have permission from his/her employer to spend 12 days/year on LARAC business. The post holders authority will receive an increased profile and standing to compensate. It is likely the post holder will dedicate the equivalent of 8 days of their own time. This includes any time spent as a National or Regionally elected representative.

POLICY TEAM MEMBER

Main Purpose of Job

To assist in LARAC's contribution to the development of relevant UK and EU legislation and regulation. To help protect and advance the interests of LARAC members in the area of legislative work.

Key Accountabilities

- 1 Respond or co-ordinate responses on behalf of LARAC to key consultations from Government, EU and other relevant bodies, as directed by the Policy Officer.
- 2 Brief the LARAC Executive and all members as appropriate on important new developments in waste policy as it affects local authorities.
- 3 Assist in drafting policy statements and briefs for LARAC.
- 4 Liaise with and assist the work of the policy secondment.
- 5 Work with the Policy Officer to bring forward relevant items for discussion at LARAC Executive meetings.
- 6 Ensure that LARAC is represented at appropriate meetings and events either personally or through substitutes.
- 7 Speak on behalf of LARAC to the press, at national conferences and events.
- 8 Attend LARAC regional meetings and meetings in Scotland, Wales and Northern Ireland where appropriate.
- 9 Produce LARAC On-line and the Loop and contribute editorial as appropriate.
- 10 Deputise for the Policy Officer when appropriate.

Requirements

The Policy Team Member is likely to dedicate the equivalent of 4 days of their own time over and above any time spent as a National or Regionally elected representative.

NATIONALLY ELECTED REPRESENTATIVE

Main Purpose of Job

To represent LARAC's interests on a national level wherever appropriate and acting in support of the LARAC Regional Representative on the regional LARAC forum (or committee).

Key Accountabilities

- 1 To identify and communicate information about examples of best practice in waste minimisation and recycling to the Executive and membership of LARAC and from LARAC to member authorities.
- 2 To report to the LARAC Executive and chairman about matters of concern or areas for policy development raised by LARAC members in their country or elsewhere.
- 3 To contribute to the development of LARAC's policy responses through comments in response to requests from the LARAC Policy Officer.
- 4 To represent LARAC at government or industry meetings as appropriate and to report back (via a standard template) so that information is shared amongst the LARAC membership
- 5 To attend meetings of the LARAC Executive.
- 6 To assist as needed in the organisation of the LARAC Conference(s), open meetings, training events, campaigns, promotions and any other events or initiatives organised by the LARAC Executive. [Note Conference organisation is now provided under contract to LARAC].
- 7 To carry out any other duties on behalf of LARAC as shall be determined from time to time by the Executive in agreement with the National Representative.
- 8 As a member of the Executive, to promote LARAC to other organisations and individuals as appropriate

Requirements

A National Representative will need to have permission from his/her employer to spend 6 days/year on LARAC business. The post holders authority will receive an increased profile and standing to compensate. It is likely the post holder will dedicate the equivalent of 4 days of their own time. This includes any time spent in conjunction with any National recycling forum or committee.

REGIONALLY ELECTED REPRESENTATIVE

Main Purpose of Job

To act as a link between the regional recycling forum (or committee) and the LARAC Executive, acting on behalf of the LARAC Executive on the regional forum (or committee) and on behalf of LARAC members in the region on the LARAC Executive.

Key Accountabilities

- 1 To identify and communicate information about examples of best practice in waste minimisation and recycling from within their region to the Executive and membership of LARAC and from LARAC to member authorities in the region.
- 2 In conjunction with LARAC's Executive Officer to periodically review LARAC's membership of local authorities in the region and, as appropriate jointly implement strategies for recruiting new members.
- 3 To report to LARAC members in the region (through the regional forum or otherwise) about matters of particular concern to the region concerning recycling, waste minimisation and waste education that are advised to him/her by LARAC's chairman or Executive.
- 4 To report to the LARAC Executive and chairman about matters of concern raised by LARAC members in the region.
- 5 To contribute to the work of the Regional/National Improvement & Efficiency Partnerships and provide a two-way link between the RIEPs/National Waste Implementation Programmes and the Executive Committee
- 6 To provide details to the LARAC Executive Officer on a regular basis of the dates and venues or regional recycling forum (or committee) meetings so that the information can be placed on the LARAC website.
- 7 To contribute to the development of LARAC's policy responses through comments in response to requests from the LARAC Policy Officer.
- 8 To attend meetings of the LARAC Executive.
- 9 To carry out any other duties on behalf of LARAC as shall be determined from time to time by the Executive in agreement with the Regional Representative.
- 10 To assist as needed in the organisation of the LARAC Conference, open meetings, training events, campaigns, promotions and any other events or initiatives organised by the LARAC Executive if they are being held in the region. [Note Conference organisation is now provided under contract to LARAC].
- 11 As a member of the Executive, to promote LARAC to other organisations and individuals as appropriate.
- 12 To attend meetings of the regional recycling forum or committee as a representative of LARAC.

Requirements

The Regional Representative will need to have permission from his/her employer to spend 6 days/year on LARAC business. The post holders authority will receive an increased profile and standing to compensate. It is likely the post holder will dedicate the equivalent of 4 days of their own time. This includes any time spent in conjunction with the regional recycling forum or committee.

ACTION PLAN TEMPLATE (appendix 2)

KEY OUTCOME ACTION PLANS

Ref: KA 1-1

Key Outcome	To have put in place a greater amount of human resource to the organisation		
Key Action	Put in place system of recording & monitoring work activities of Executive		
Delivery Sponsor	Vice Chair I		
Target Date for Completion	April 2009		
Action	Responsible Person/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date
Review current recording arrangements	Chair/Exec Off		Jan 2009
Design new recording system	Chair/Exec Off		Mar 2009
Implement new system	Chair/Exec Off	Apr 2009 - Agree at Exec Apr 2009 – Issue instructions to Exec Members	Apr 2009



recycle
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