



# **ANNUAL ACTION PLAN 2016**

## Introduction

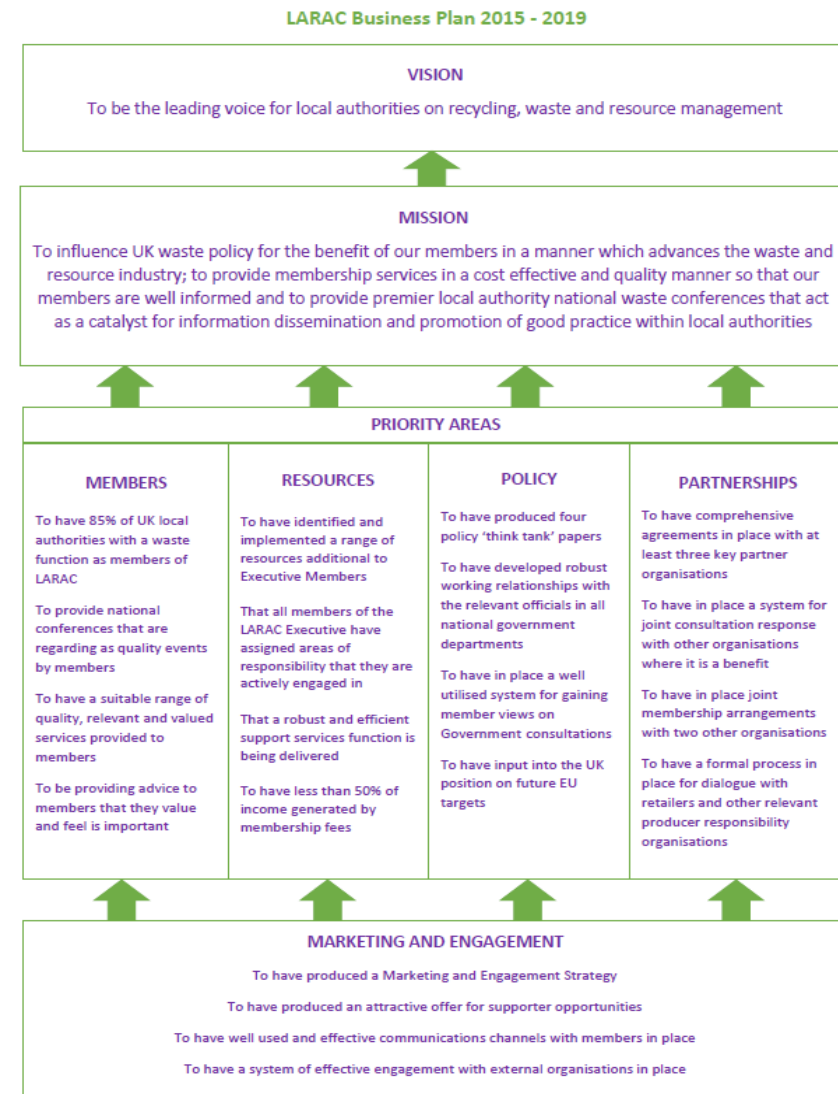
The action plan is the second that has been produced to support the LARAC Business Plan 2015 – 2019. It will help LARAC achieve the vision, mission and key outcomes it has set itself over the four years of the Business Plan. These are shown in the chart on the right.

The action plan contains actions in each 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 second action plan of the four-year period and it builds on the outcomes from the previous year as well as providing further building blocks on which the various key outcomes can be achieved. At the end of the 12 months of this plan to claim good progress should have been made on some of the key outcomes. It is then envisaged in three and four noticeable progress will be made so that all the key outcomes are delivered by the end of the Business Plan period in 2019.

At the end of this action plan, a new one will be produced for 2017 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:**

MEM 1-16

Priority: Low

<b>Key Action</b>	Prepare and trial a conference planning and review process and system		
<b>Key Outcome Action Supports</b>	To provide national conferences that are regarded as quality events by members		
<b>Target Date for Completion</b>	January 2017		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Draft planning and review system	CEO	Mid March 2016 – 1 <sup>st</sup> draft Beginning April – Final draft	April 16
Agree system with Exec and conference provider	Vice Chair (ST)	April 2016 Exec meeting	April 16
Implement system during Conference planning	CEO	April – Sept 2016	Sept 16
Implement system during Conference	CEO	Oct 2016	Oct 16
Undertake review of Conference using system	CEO	Oct 2016 – Dec 2016	Dec 16
Assess Conference and system, revise system where needed	CEO	Jan 2017 – Conf Review meeting	Jan 17

**Key Outcome Action Plan****Ref:**

MEM 2-16

Priority: Med

<b>Key Action</b>	Review and update advisory channels in line with M&E Strategy		
<b>Key Outcome Action Supports</b>	To be providing advice to members that they value and feel is important		
<b>Target Date for Completion</b>	October 2016		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Draft plan of action in response to M&E recommendations	Policy Off	Feb – Mar 2016	Mar 16
Survey members on possible changes	CEO	May 2016	May 16
Draft new process for advising members	CEO/Policy Officer	Apr – Jun 2016	Jun 16
Exec consider process	CEO	Jul 2016	Jul 16
Final process prepared	CEO/Policy Off	Jul – Oct 2016	Oct 16
Exec sign off	CEO	Oct 2016	Oct 16

**Key Outcome Action Plan****Ref:**

RES 1-16

Priority: Med

<b>Key Action</b>	Complete operations manual and continuity plan		
<b>Key Outcome Action Supports</b>	That a robust and efficient support services function is being delivered		
<b>Target Date for Completion</b>	October 2016		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Upload all process and procedures to cloud	SSO	May 2016	May 16
Gap analysis and review of documents	SSO/CEO	May – Jun 2016	Jun 16
Revise process and procedure documents	SSO/CEO	Jul 2016	Jul 16
Review continuity plan and risk register	CEO/SSO	Jul – Sept 2016	Sept 16
Revise continuity plan	CEO	Oct – Nov 2016	Nov 16

**Key Outcome Action Plan****Ref:**

RES 2-16

Priority: Low

<b>Key Action</b>	Put in place a performance review process for support services		
<b>Key Outcome Action Supports</b>	That a robust and efficient support services function is being delivered		
<b>Target Date for Completion</b>	January 2017		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Draft appraisal process for CEO and SSO	Chair	May – Jun 2016	Jun 16
Exec agree appraisal process	Chair	Jul 2016	Jul 16
Agree set of performance indicators	Chair/CEO	Jul - Sept 2016	Sept 16
Exec agree performance indicators	Chair	Oct 2016	Oct 16
Develop systems to collect and monitor indicators	CEO/SSO	Nov - Dec 2016	Dec 16
Exec agree reporting system and use commences	CEO	Jan 2017	Jan 17

**Key Outcome Action Plan****Ref:**

POL 1-16

Priority: High

<b>Key Action</b>	Develop and implement lobbying plan		
<b>Key Outcome Action Supports</b>	To have input into the UK position on future EU targets		
<b>Target Date for Completion</b>	December 2016		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Identify allied organisations	CEO	May 2016	May 16
Identify possible industry working groups	Policy Off	May 2016	May 16
Draft lobbying strategies	CEO/Policy Off	May – Jun 2016	Jun 16
Gather evidence base from other EU countries	Policy Off	Apr - Jun 2016	Jun 16
Formulate position paper	Policy Off/CEO	Jun – Jul 2016 Jul 206 – Exec discussion	Jul 16
Produce position paper	Policy Off	Aug – Sept 2016	Sept 16
Publish position paper	Chair	Oct 2016 – LARAC Conference	Oct 16
Engage with officials	Chair	Apr – Dec 2016	Dec 16

**Key Outcome Action Plan****Ref:**

POL 2-16

Priority: High

<b>Key Action</b>	Develop stakeholder engagement plan for Government officials		
<b>Key Outcome Action Supports</b>	To have developed robust working relationships with the relevant officials in all national government departments		
<b>Target Date for Completion</b>	January 2017		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Undertake stakeholder mapping exercise	Policy Off/CEO	May 2016	May 16
Develop master list of stakeholders and contacts	CEO	Jun 2016	Jun 16
Assign Exec members to stakeholders	CEO/Exec	Jun - Jul 2016	July 16
Develop key messages/issue for engagement	Policy Off/CEO	Aug – Sept 2016	Sept 16
Hold initial meetings with officials	Exec	Oct – Nov 2016	Nov 16
Develop engagement plan based on initial meetings	CEO	Dec 2016 – Jan 2017	Jan 17



**Key Outcome Action Plan****Ref:**

PAR 1-16

Priority: Med

<b>Key Action</b>	Review and revise the consultation response process for LARAC		
<b>Key Outcome Action Supports</b>	To have in place a system for joint consultation responses with other organisations where there is a benefit		
<b>Target Date for Completion</b>	July 2016		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Review current consultation process map	Policy Off	Mar 2016	Mar 16
Identify and engage with potential stakeholder organisations	Policy Off	May - Jun 2016	Jun 16
Revise consultation process map to include stakeholder comment steps	Policy Off	Jun – Jul 2016	Jul 16
Adopt new process	Policy Off	Jul 2016 – Exec sign off	Jul 16

**Key Outcome Action Plan****Ref:**

PAR 2-16

Priority: Med

<b>Key Action</b>	To establish a LA/Retailer forum		
<b>Key Outcome Action Supports</b>	To have a formal dialogue process in place with retailers and other relevant producer responsibility organisations		
<b>Target Date for Completion</b>	Sept 2016		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Scope issues for possible forum to discuss	CEO	Apr 16 – Exec discussion May 2016 - Ideas from Policy Team	May 16
Map current groups and forums	Policy Off	May 2016	May 16
Identify independent third party/chair	CEO	May 2016	May 16
Engage retailers on idea for forum	CEO	Jun 2016	Jun 16
Draft forum detail and shape	CEO	Jul 2016	Jul 16
Hold initial meeting	CEO/Policy Off	Sept 2016	Sept 16

## Key Outcome Action Plan

Ref:

MAR 1-16

Priority: High

<b>Key Action</b>	Review and revise website, LOL and twitter in line with M&E Strategy		
<b>Key Outcome Action Supports</b>	To have well used and effective communications channels with members in place		
<b>Target Date for Completion</b>	October 2016		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Review website in line with recommendations	CEO/SSO	Feb – Apr 2016	Apr 16
Investigate options for revised LOL format	SSO/CEO	Feb – Apr 2016	Apr 16
Draft spec for revised website	CEO/SSO	May 2016	May 16
Draft Lol guidelines and process	SSO/CEO	Jun 2016	Jun 16
Draft twitter use guidelines	CEO/Policy Off	Mar – May 2016	May 16
Agree new comms guidelines	Exec	Jul 2016	Jul 16
Revise website	CEO/SSO	Jul – Oct 2016	Oct 16
Implement new communications	CEO/SSO	Oct 2016	Oct 16

## Key Outcome Action Plan

Ref:

MAR 2-16

Priority: High

<b>Key Action</b>	Produce an external affairs process and plan		
<b>Key Outcome Action Supports</b>	To have a system of effective engagement with external organisations in place		
<b>Target Date for Completion</b>	December 2016		
<b>Action</b>	<b>Responsible Person</b>	<b>Milestone:</b> Dates / Indicators of significant progress	<b>Planned Completion Date</b>
Map external stakeholders	Policy Off	Apr 2016	Apr 16
Gap analysis of stakeholders	Policy Off	May 2016	May 16
Identify liaison contact within Exec and stakeholder	CEO	Jun 2016	Jun 16
Develop process of engagement	CEO/Policy Off	May – Jul 2016	Jul 16
Undertake initial engagement	Exec	Jul – Sept 2016	Sept 16
Review issues raised in initial engagement	Exec	Sept – Oct 2016 Oct 2016 – Exec meeting discussion	Oct 16
Produce engagement plan to take forward	Policy Off/CEO	Oct – Dec 2016	Dec 16