Mini business plan

Technologies included
Liquid biofuels – bioethanol, biodiesel
Gaseous biofuels – CNG from AD and ACTs
Hydrogen and other Renewable Fuels of Non-Biological Origin
Development Fuels (including H_2, Aviation fuel, “drop ins”)
[Low carbon fossil fuels?]

Stakeholders
Biofuels producers, obligated fuel suppliers, verifiers, consultants, other industry participants
DfT (plus BEIS, DEFRA, Treasury)
Vehicle manufacturers
NGOs
Other Associations (incl. ePURE, EBB, EWABA, UKPIA, SMMT, DFA, LowCVP)
Agricultural community (incl. NFU, AHD, AIC)

Expected industry changes
Introduction of E10 and mandatory labelling (AFID)
GHG reporting regulations
Brexit and RED II
Air Quality developments and regulations
Refinements to GHG calculations for hydrogen

Key priorities
A successful implementation of E0
Clarification (post-implementation) of areas of uncertainty in RTFO guidance and legislation
Lobbying for improvements to RTFO, inc. increased targets

Deliverables	
Briefings to MPs and Lords	
Document on role of biofuels in context of electrification	
Successful E10 implementation	
Growth in RTFG membership	

Mini business plan *(CONFIDENTIAL)*

RENEWABLE ENERGY ASSOCIATION

Staff resource	Days
Gaynor Hartnell	~3dpw
Events	
Transport conference	
Transport Parliamentary reception (to be decided)	
Westminster Forum (to be decided)	
Membership growth opportunities	
ROS-listed companies, major biodiesel producers, those with interests in aviation fuel and RFNBOs, manufacturers of gas-fired HGVs.	
Biofuel enzyme and feedstock supply chain companies	
Waste and residue supply chain companies	
[Low Carbon Fossil Fuel companies]	

Income	
Group membership (existing figures, plus extra £15k for membership growth)	I think Toyin adds these
Event income	£6000
Sponsorship	£
Misc	£
Resource	
Events/Travel	£1000
External consultants (GH 3 days/week, 44 weeks/year)	£48840
Publications	£
Misc	£
Total	£

KPIs
Sector membership and income Growth

Mini business plan – RTFG SWOT analysis

Strengths	Weaknesses
Credibility built up during Clare Wenner’s tenure	Perceived bias towards bioethanol
Diversification in membership	Low levels of membership of other ROS-listed companies
Good relationship with DfT, NNFCC	
REA-wide strength in bio-energy policy	
Linkage with GGCS (GH chairs oversight panel)	
Lack of competing organisations (eg ADBA, STA etc)	

Opportunities	Threats
Longevity of RTFO (in comparison with all other RE Financial Instruments)	Continued delay of E10 introduction
Changes to the RTFO in 2021, inc. increasing basic target	Market conditions deteriorating and companies going bust
Focus of attention with fuel labelling implementation and E10	Disputes between biofuels interests
Membership growth	Loss of attention to EV agenda (within REA and externally)
	Capping of crop feedstocks
	Brexit

Mini business plan – Biofuel Sector SWOT analysis

Strengths

- Established UK production assets and jobs
- Proven ability to raise capital
- Engaged and informed membership (incl. technology and supply chain understanding)
- Positive GHG saving and ability to **cost effectively** decarbonise transport
- Sustainability knowledge and capability (incl. complex certification and thought leadership)
- Proven ability to establish supply chains across agricultural, waste, residue and industrial markets
- Air Quality improvement (incl. hybrids, biogas,)
- Strong relationships with a broad stakeholder base (incl. DfT, NFU, SMMT, LowCVP) plus GH REA relationship and gas sector knowledge

Opportunities

- Challenge of decarbonising transport (RTFO - RED target and post 2020) (incl. E10 roll out, increase in use of wastes feedstocks)
- Brexit and Trade benefits / opportunities
- Capability through investment to improve GHG savings
- Co-Products and support for broader / circular economy
- Potential to leverage investments in conventional fuel assets to produce Development Fuels (incl. aviation) and / or additional biorefinery products

Weaknesses

- Loss of key knowledge of the sector (CW)
- Costs compared to fossil fuel, biofuel imports (non EU) and potentially alternative technologies / uses
- Infrastructure issues (incl. gas filling)
- Fuel Blending specification restrictions (i.e. E5, B7)
- Biofuel public image (e.g. “Food versus Fuel, indirect effects)
- Opportunities in other sectors such as heat which give more positive support than transport uses (e.g. RHI)

Threats

- NGO’s opposition to conventional biofuels and / or Climate scepticism
- Indirect effects and their potential impact
- Consumer acceptance of E10
- Trade changes (CETA and Brexit)
- Resistance from some parts of Government incl. The EU Commission)
- Competition and availability of sustainable feedstocks and wastes & residues
- Government support / preference for long term EV solution over short term biofuel benefits
- Crop cap and level