

**Appendix 4.2b – Typical Carbon Management Plan**

Step	Activity	Key Tasks	Delivery Period Year
n/a			
<b>1. Understand Carbon and mobilise team</b>	Identify sponsor	Create programme structure and agree carbon champion & support team	Year 1
		Set up Carbon Management agenda and Steering Group	Year 1
		Set up Quarterly Steering Group dates into diaries	Year 1
	Identify stakeholders	Identify what constitutes stakeholder value from a Partnership and Viridor perspective.	Year 1
		Create workshop to engage and get commitment	Year 1
		Understand the balance between Carbon/sustainability & profit	Year 1
		Estimate value of Carbon Management to the site	Year 1-3
	Set project internally at site level.	Plan & deliver launch event	Year 1
		Prepare & roll out awareness communication and obtain feedback	Year 1-3
		Review awareness campaign feedback	Year 1-3
		Discuss with appropriate senior managers and make any adjustments required to the plan	Year 1-3
	Agree aims and approach	Set objectives internally and externally with the Partnership	Year 1
		Ensure compatible with current Viridor business plans and Partnership Carbon Management Aims	Ongoing
	Roles and responsibilities	Identify key individuals	Year 1
		Set up project team	Year 1
	Milestones, timeframes and deliverables	Prepare a programme	Year 1

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<b>2. Process level measuring</b>	Strategic review	Review CSR requirements and ascertain what is required for reporting	Ongoing
		Commence KPI development for the site inline with CSR requirements, thereby determining what process levels to we need to measure	Ongoing
		Assess what site level policies/monitoring equipment is required if any and to be aligned with CSR requirements	Ongoing
		Assess any capital spend required for metering and data capture	Ongoing
		Inform Partnership of capital needs and therefore any change to the Gate Fee	Biannual periods

Step	Activity	Key Tasks	Delivery Period Year
3.Site level reporting	Develop business drivers	Focus on regulatory, legislative, carbon and efficiency/energy drivers	Ongoing
		Define importance of CSR	Ongoing
	Identify carbon footprint, emissions baseline & KPI's	Consider all data and carbon requirements	Year 1
		Boundary Inclusion/exclusion discussions	Year 1
		Develop and agree overall KPI, link in to Corporate discussions	Year 1
		Develop Site Scorecard	Year 1
	Definition of financial, image & trading position values at stake	Agree metrics to define & quantify non-financial value added	Year 1
			Year 1
	Policy and strategy development	Define objectives for Carbon Management	Year 1
		Draft carbon management policy & strategy	Year 1
		Review priorities with snr management	Year 1
		Ensure strategy integrates with business/growth strategy	Year 1
		Test strategy with external stakeholders	Year 1
			Year 1
	Business case	Consider/review the value at stake:	Year 1
		CRC compliance/risk management review	Year 1-3
		EU-ETS issues and risk management review	Year 1-3
		Value of brand & other stakeholder deliverables	Ongoing

Step	Activity	Key Tasks	Delivery Period Year
<b>4. Opportunity spotting and Target Setting</b>	Identify abatement opportunities, Green energy options, on-site and off-site	Co-ordination of activities	Year 1
		Interface with existing plans	Ongoing
		Technical audits: see below	Ongoing
		Buildings, energy efficiency, legislation requirements	Year 1-3
		Overall plant efficiency optimisation	Year 1-3
		Heat transfer, optimisation, planning, schedules for energy efficiency	Year 1-3
		Steam generation/boilers, demand profiles, load planning, optimisation	Year 1-3
		Heat recycle opportunities,	Year 1-3
		Compressed Air, demand profiles, optimisation, load balancing	Year 1-3
		Organisation patterns	Year 1-3
		Business travel	Year 1-3
		Transport footprint and review	Year 1-3
		Develop & maintain Opportunity data base	Year 1-3
		Renewables. Review real options	Year 3-6
		Waste composition issues and options	Year 1-3
		Engagement options with the Partnership, Community and the Supply Chain	Year 1-3
		Review options Carbon Capture	Year 5-10
		CHP/District heating, review opportunities for employment	Year 1-5
	Cost Benefit Analysis	Collation, feasibility & ranking of projects	Ongoing
	Further develop business case	Develop value at stake, review investment levels. Consider paybacks and present in appropriate manner	
		Prioritisation of opportunities	Ongoing
		Allocation of responsibilities	Ongoing
	Implementation issues	Ensure adequate monitoring & evaluation	Ongoing
		Resources - people & funds	Ongoing

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<b>5. Reporting, review and development</b>	Preparation and consultation	Regular opportunity review meetings	Commence Year 1
		Maintain opportunity database with responsibilities allocated	Commence Year 1
	Draft copy of implementation plan	Prioritise opportunities according to financial return, technical feasibility and stakeholder visibility	Commence Year 1
		Feedback results in to Carbon Management strategy	Commence Year 1
	Stakeholder review and assessment	Discuss with Senior Management team and the Partnership	Ongoing
		Present to Carbon Management to Senior Management team	Ongoing
	Transfer learning	Involve stakeholders and transfer learning	Ongoing
	Presentation and sign off & reporting	Reporting: draft Carbon footprint	Ongoing
		Set up external verification of Carbon footprint	Ongoing
		Formal presentation to management	Ongoing
		Get capital and resources sanctioned for any changes to be made	Ongoing