



Norfolk Projects Offshore Wind Farm

Benthic Implementation and Monitoring Plan

Annex 4 Further information to support Education, awareness and facilities to limit further marine debris

Developer: Norfolk Boreas Limited, Norfolk Vanguard Limited, and Norfolk

Vanguard East Limited

Document Reference: PB5640.009.0006

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Author: Royal HaskoningDHV

Photo: Kentish Flats Offshore Wind Farm





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1 INTRODUCTION

This Annex 4 of the Norfolk Projects Benthic Implementation and Monitoring Plan contains
further information on how The Norfolk Projects has been working with the East of England
Plastics Coalition (EEPC) and the East Inshore Fisheries and Conservation Authority (IFCA) to
develop a detailed programme of work aimed at preventing further debris entering the marine
environment.

2. This document contains:

- A proposal of works to be undertaken collaboratively by The Norfolk Projects the EEPC and the Eastern IFCA which will be funded by The Norfolk Projects. Following approval of the BIMP by the SoS a formal contract will be signed committing the Norfolk projects to undertake this work;
- A matrix summarising the agreed roles and responsibilities between EEPC and the EIFCA;
- A letter from the EEPC showing intent to accept the proposal (terms of a contract will be agreed with the EEPC once the BIMP has been approved by the SoS);
- A Letter from the Eastern IFCA showing intent to accept the proposal (terms of a contract will be agreed with the Eastern IFAC once the BIMP has been approved by the SoS);
- An extract from the agreement for Vattenfall to part fund the EEPC Marine Debris Working group secretariate (The Norfolk Projects is funding this work irrespective of BIMP approval); and
- An extract from the agreement for Vattenfall to fund reporting of the proposed works.
 Reports which will be used to monitor its success. (The Norfolk Projects is funding this work irrespective of BIMP approval).





2 PROPOSAL OF WORKS TO BE UNDERTAKEN COLLABORATIVELY BY THE NORFOLK PROJECTS, THE EEPC AND THE EIFCA





Schedule 2 – Scope of Works HaskoningDHV UK Ltd. Industry & Buildings

To: Jon Butler
From: Sam Freeman
Date: 17 July 2023

Copy: Click to enter "CopyTo"
Our reference: PB5640-IB-ME-230717-1313

Classification: Confidential Checked by Dave Tarrant

Subject: Proposed collaboration between the Norfolk Projects, the East of England

Plastics Coalition's Marine Debris Working Group and Eastern Inshore

Fisheries and Conservation Authority.

Evolution of the Scope of Work

On the 10th March 2023 <u>The Norfolk Projects</u> team received letters of comfort from Jon Butler (Head of Operations at the Eastern Inshore Fisheries & Conservation Authority, EIFCA) showing the EIFCA's agreement in principle to collaborate and support the direction of this marine debris awareness campaign.

Later in April, the Norfolk Projects entered into agreement with the <u>East of England Plastics Coalition's</u> (EEPC) to part fund the 2023 EEPC secretariate, securing the support of William Fitter (the secretariate of the Marine Debris Working Group within the EEPC secretariate) to support on campaign project management and reporting.

Having identified synergy between collective objectives regarding marine debris in the Norfolk and Suffolk area, this schedule of the contract formally outlines the associated scope of works.

The Norfolk Projects Context

The Norfolk Boreas and Norfolk Vanguard offshore wind farm projects (collectively referred to as "the Norfolk Projects") are being developed by Vattenfall.

They are separate projects with separate but nearby offshore sites. These projects will share an offshore cable corridor and an onshore cable route. The Norfolk Projects are being developed together in a strategic manner in order to maximise efficiencies and ultimately reduce the cost to the environment as well as the customer of the green energy produced.

Norfolk Boreas was awarded consent in December 2021 followed by Vanguard in February 2022. Due to the potential effects of the Norfolk Boreas and Norfolk Vanguard projects on the qualifying benthic features (namely Annex I Reef, and Annex I Sandbank) of the Haisborough, Hammond and Winterton (HHW) Special Area of Conservation (SAC) both projects are required to provide benthic compensation under Article 6 of the Habitats Regulations.





Benthic Compensation Requirements: The benthic compensation requirements are outlined in the Norfolk Boreas Offshore Windfarm Order 2021¹ and the Norfolk Vanguard Offshore Windfarm Order 2022² (herein collectively referred to as the Norfolk Projects DCO).

There are two elements to our Benthic compensation requirements³ within the DCO which have collaboration potential:

- 1. Stand 2: Identification and retrieval of marine debris from the HHW SAC
- 2. Strand 3: Education, awareness and facilities to limit further marine debris.

Upon the agreement and signing of this contract the EIFCA would be employed by the Norfolk Projects team to undertake the scope of works outlined in Table 1 below.

³ More detail is provided in our benthic compensation plan.

¹ Paragraph 29 of Schedule 19, Part 3 of the Norfolk Boreas Offshore Wind Farm Order 2021

² Paragraph 29 of Schedule 17, Part 3 of the Norfolk Vanguard Offshore Wind Farm Order 2022)





Scope of Works

Table 1: An overview of the proposed collaboration between the Norfolk Projects and the EIFCA

	Proposal	Estimated cost (provided by Vattenfall)
Strand 3	Amnesty Day Skips Targeting out of action/unused fishing gear that lies dormant in yards which may otherwise enter the marine environment. The EIFCA will orchestrate the deployment of large commercial skips to coincide with amnesty days at a strategic location in the Norfolk & Suffolk area. Potential locations could include Lowestoft and/or Cromer. These skips will provide opportunity for local fishermen to easily dispose of "hard to recycle" fishing gear and marine debris. These skips will be collected for recycling after the amnesty day and transported to Odyssey Innovation. For material not recyclable by Odyssey Innovation (e.g. crab and lobster pots). The EIFCA will send the material to other recycle facilities (e.g. Refactory, or MyGroup). The Norfolk Projects and the EIFCA aspire to recycle as much of this material as possible based on current end-of-life processing capacity and litter criteria. Unit costs are provided below. The costings given are for a base case of a single depository location (Lowestoft), which will be accessible to local fishermen during 4 x amnesty days throughout the first year of this campaign. Amnesty days would be carefully scheduled to coincide with fishermen's schedules (tides, season etc.). Within this scope there is room for flexibility and additional fund release for additional locations around North Norfolk and Suffolk through a contract variation request as described within the main contract. There is also an understanding that the EIFCA will need to subcontract a supplier to manage the marine debris handling during the amnesty days. The Norfolk Projects will cover these costs through a contract variation requesting a release of the required additional funds. These unforeseen costs have not been included in this table. The EIFCA will lead on the coordination and delivery of these amnesty days, with the support from the EEPC Marine Debris WG's Secretariat. After the first year has concluded, funding would be revised to accommodate for any evolution in scope. Estimated	£52,560





Proposal	Estimated cost (provided by Vattenfall)
 ReFactory end-of-life processing = £10,000 Total Costs for Running Amnesty Day Skips once a year = £13,140 Total Costs for Running Amnesty Day Skips 4 x a year = £52,560 	
Engagement with Fishermen Targeting the Norfolk fisheries (especially those who fish in the HHW SAC). Throughout this campaign scope, the EIFCA together with the EEPC, will run a series of engagement events with relevant fishermen to outline the amnesty day concepts and pursue feedback and engagement. As the Marine Debris Removal Project progresses, The EIFCA with the support from the EEPC will incorporate fishermen's feedback increase the efficacy of this scope. The EIFCA will deliver the engagement events, with the EEPC Secretariat supporting the production of materials. The Norfolk Projects would assist the promotion of these events through existing stakeholder networks and can liaise with Vattenfall and Royal HaskoningDHV communications teams to create press releases about the campaign. Combining our collective networks with the EIFCA and the EEPC within the fishing community, the Norfolk Projects Team aim to get significant buy-in for the launch of these proposed Amnesty Day events. Frequency: A series of replicated in-person events, meeting with small groups of fishermen. Costs would cover the first year of the Marine Debris Removal Project. = £4000 Cost: Logistics for organisation of consultation = £3,000	7,000

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	Proposal	Estimated cost (provided by Vattenfall)
Renumeration Grant	A budget has been setup for campaign related expenses incurred during the first year by the EIFCA and any relevant harbour authorities/beach cleaners/bin guardians etc. This budget could be used (for example) to subsidise petrol costs and any other logistics of the campaign = £10,000 Renumeration payment for the time of relevant EIFCA Officers involved = £20,000 Frequency: Costs will cover the first year of the Marine Debris Removal Project.	£30,000
Monitoring & Reporting	The EEPC Secretariat for the Marine Debris WG, will oversee the preparation of reports and this is included within his existing work remit under the contract between Vattenfall and the EEPC (this agreement and evidence of its acceptance can be made available upon request). As a result, reporting costs for the first year of this scope have been covered separately to this proposal. Frequency: Annual reports would analyse and present data gathered from the first year of the campaign. Monitoring the marine debris collected would take place in tandem with the amnesty days. Open communication channels between the Norfolk Projects, the EIFCA and the EEPC.	-
Strand 3	Investigation into the development of a code of best practice for fishing in the HHW SAC Targeting the Norfolk fisheries (especially those who fish in the HHW SAC). This element of the campaign will involve the Norfolk Projects showing intent to create a Code of Best Practice for fishing within the HHW SAC. Initially this will include an investigation of the current fishing methods used by fishermen who fish the HHW SAC and exploring the need for potential improvements. The Norfolk Projects note that within the context of the HHW SAC this will mostly apply to areas outside of 6 nautical miles and therefore outside EIFCA Jurisdiction. As a result, The Norfolk Projects will work mainly together with the MMO who hold jurisdiction outside of 6nm and look to involve the EIFCA if this potential code develops. The Norfolk Projects caveat that this investigation may yield results that show there is no benefit to producing a code of best practice. The Norfolk Projects would work closely with its Benthic Steering Group (BSG) (which includes Natural England, The Marine Management Organisation (MMO), the EIFCA and the National Federation of Fishing Organisations (NFFO)) to investigate and if necessary, implement a potential code of best practice for fishing within the HHW SAC.	-

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-	Proposal	Estimated cost (provided by Vattenfall)
	The code could resemble that which has successfully been established to reduce the impact of lost gear from potting fisheries in the Cromer Shoal Chalk Beds Marine Conservation Zone (see links: https://www.eastern-ifca.gov.uk/press-release-code-of-best-practice-launched-to-tackle-lost-gear-in-cromer-shoal-chalk-beds-mcz/ and https://www.eastern-ifca.gov.uk/wp-content/uploads/2022/05/Code of https://www.eastern-ifca.gov.uk/wp-content/uploads/2	
Strand 2	The Norfolk Projects will look to progress Strand 2 in due course as further marine debris clearance campaign details arise later in 2024/2025. The Norfolk Projects are interested in exploring the potential opportunity to process marine debris gathered from the sea floor of the HHW SAC through the end-of-life pathway recycling initiatives identified for the Amnesty Days. The Norfolk Projects expects to land an unknown amount of marine debris at an industrial port along the east coast of the UK, following an offshore marine debris removal campaign within the HHW SAC. The Norfolk Projects would fund labour, transport and recycling costs.	-
Total Costs		£89,560

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Odyssey Innovation Marine Debris Requirements for Processing



Figure 1: Odyssey Innovation Marine Debris Requirements



Campaign Publicity and Branding

The Norfolk Projects (either Vattenfall or Royal HaskoningDHV), the EIFCA and the EEPC Secretariate all have the right to publicise the campaign through social and news media channels as they desire. For avoidance of doubt, no prior permission would be required for any party to publicise.

The amnesty day material could contain the Norfolk Projects Vattenfall branding if deemed useful by the EIFCA or the EEPC (see **Figure 2**).



Figure 2: Vattenfall Branding

Sub-Contracting/Additional Costs

Further to discussions with the EIFCA, the Norfolk Projects anticipate an unforeseen nature of some subcontracting costs likely to be incurred by the EIFCA to undertake the works. The Norfolk Projects will cover the costs that the EIFCA require to subcontract a third party to provide marine debris cleaning, handling, preparation and disposal during the amnesty days.

As the project evolves, there may be further additional costs not covered above in **Table 1**. The EIFCA should discuss with the Norfolk Projects and submit a variation to cover such costs.

Reporting & Monitoring

The Norfolk Projects would require the EIFCA and EEPC Secretariat to undertake (or organise the undertaking of) the monitoring of the debris collected and submit the relevant information/data for annual reporting to the Norfolk projects.

We would expect that at a minimum debris monitoring would include:

- 1. Size, volume and type of marine debris recovered
- 2. A breakdown of the various pathways the debris took following its collection
- 3. Any products the recycled material have become used for

We propose that annual reports be prepared in a similar manner and contents to the report produced for the EEPC Marine Debris Removal Pilot Project. The main overall requirement of the reporting would be to ascertain the volume of material recovered and therefore how much material has been prevented from entering or re-entering the marine environment as this will be necessary for the Norfolk Projects to demonstrate successful discharge of the benthic compensation condition.

Vattenfall have provided funds for this reporting and monitoring.

Annual Scope Review

After submission of the year 1 report, and after a project review meeting, the Norfolk Projects would look to review the budget together with the EIFCA and the EEPC for the new year of the campaign. Increasing the scope to include further locations and/or facilities would be explored and agreed during these meetings.





Roles & Responsibilities

Table 2: Outline of the Campaign Roles and Responsibilities of EIFCA and EEPC

	EIFCA	EEPC
Amnesty Day Skips	 The EIFCA to lead on the coordination and delivery of amnesty day skips, with support from the EEPC Secretariat. Proposal suggests 4 x days a year. EIFCA to decide frequency and location for year 1 of the campaign. EIFCA to subcontract a marine debris waste disposal handling supplier. 	 Material preparation tasks that the EIFCA assign e.g. documents to raise awareness Support with raising awareness of amnesty days via networks and media EEPC exploring potential of having a ReFactory commercial skip for lobster pot disposal.
Investigation into the development of a code of best practice for fishing in the HHW SAC	 The EIFCA will not be involved in any investigation or development of a code. Promotion of potential code of best practice for fishing the HHW SAC if one is developed. 	Availability for consultation and engagement with the investigation into the potential development of a Code of Best Practice for fishing the HHW SAC.
Engagement with Fishermen	 The EIFCA will take the lead on this engagement which will underpin and inform the amnesty day evolution. The EIFCA will run the engagement meetings with the support from the EEPC Secretariate. Implement feedback and actions taken into Campaign strategy/scope. Anticipated actions could include the introduction of the Odyssey Innovation harbour bins if deemed useful by fishermen. Increase in location and frequency of amnesty days. 	 Merge networks with EIFCA Material preparation tasks that the EIFCA assign e.g. documents to raise awareness Support the EIFCA as they develop the campaign strategy Support with on the ground delivery of workshops and note/minute taking (due to hours required.
Reporting & Monitoring	Support EEPC with end of year progress reporting and monitoring (data provision)	 Lead on the coordination of end of year progress reporting and monitoring Setup end of year review call with the Norfolk Projects

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3 THE EEPC LETTER OF COMFORT







Date: 13 March 2023

Address to:

Norfolk Vanguard Limited, Norfolk Vanguard East Limited, Norfolk Boreas Limited, each of:

> 5th Floor 70 St Mary Axe London EC3A 8BE United Kingdom

Letter of Comfort for the proposed collaboration between Norfolk Boreas Limited, Norfolk Vanguard East Limited, and Norfolk Vanguard Limited, Eastern Inshore Fisheries Conservation Authority and the East England Plastic Coalition Marine Debris Working Group with regard to the Norfolk Boreas offshore windfarm, the Norfolk Vanguard East offshore windfarm and the Norfolk Vanguard West offshore windfarm (each a "Norfolk Project")

Dear Sirs,

Further to the proposal discussed during our Microsoft teams meeting on the 2nd March 2023 and later issued to us in writing on the 6th March 2023 (the "**Proposal**"), we the Eastern England Plastic Coalition's (<u>EEPC</u>) Marine Debris Working Group, write this letter to formally accept the Proposal.

We are content with the collaboration areas set out in the Proposal and agree to work together with the Eastern Inshore Fisheries Conservation Authority (EIFCA) to support the discharge of each Norfolk Project's DCO compensation requirement (set out in the Norfolk Boreas Offshore Windfarm Order 2021 - Sch19, Pt 3, Para 28(b) and the requirement set out in the Norfolk Vanguard Offshore Windfarm Order 2022 - Sch17, Pt 3, Para 28(b)) "to Develop Education, Awareness and Facilities to Limit Further Marine Debris to develop education, awareness and facilities to limit further marine debris" in Norfolk and Suffolk.

Kind Regards,



William Fitter

Marine Debris Working Group Secretariat





4 THE EIFCA LETTER OF COMFORT







Date: 10 March 2023

Address to:

Norfolk Vanguard Limited, Norfolk Vanguard East Limited, Norfolk Boreas Limited, each of:

> 5th Floor 70 St Mary Axe London EC3A 8BE United Kingdom

Letter of Comfort for the proposed collaboration between Norfolk Boreas Limited, Norfolk Vanguard East Limited and Eastern Inshore Fisheries & Conservation Authority, as a member of the East of England Plastics Coalition's Marine Debris Working Group, with regard to the Norfolk Boreas offshore windfarm, the Norfolk Vanguard East offshore windfarm and the Norfolk Vanguard West offshore windfarm (each a "Norfolk Project")

Dear Sirs,

Further to the proposal discussed during our Microsoft teams meeting on the 2nd March 2023 and later issued to us in writing on the 6th March 2023 (the "**Proposal**"), we the Eastern Inshore Fisheries & Conservation Authority (EIFCA), write this letter to formally accept the Proposal.

We are content with the collaboration areas set out in the Proposal and agree to work together with relevant members of the East of England Plastics Coalition's (EEPC) Marine Debris Working Group (specifically the Secretariat) to support the discharge of each Norfolk Project's DCO compensation requirement (set out in the Norfolk Boreas Offshore Windfarm Order 2021 - Sch19, Pt 3, Para 28(b) and the requirement set out in the Norfolk Vanguard Offshore Windfarm Order 2022 - Sch17, Pt 3, Para 28(b)) "to Develop Education, Awareness and Facilities to Limit Further Marine Debris to develop education, awareness and facilities to limit further marine debris" in Norfolk and Suffolk.

Yours Sincerely

Jon Butler Head of EIFCA Operations





5 EXTRACT FROM THE CONTRACT TO PART FUND THE EEPC MARINE DEBRIS WORKING GROUP SECRETARIATE (PAGE 1, 6 & 7)



Jake Laws Senior Consents Manager Vattenfall February 2023

Dear Jake,

East of England Plastics Coalition Secretariat 2023

This letter proposal outlines our suggested approach for providing the Secretariat for the East of England Plastics Coalition (the Coalition) over the coming year.

We see the main aims of the coming year as follows:

- Continue to facilitate collaboration between new and existing stakeholders working towards the eradication of plastic pollution in the region (Task 1);
- Continue to organise and facilitate meetings for the Unflushables and Marine Debris working groups created in 2021, and to take forward key actions from those (Task 2);
- Support the aims and work of the Coalition by creating and tracking measures of success/KPIs (Task 3);
- Market the work of the Coalition (Task 4); and
- Prepare for and deliver the annual Coalition meeting (Task 5).

The following sections outline our suggested approach, along with project team, costs and timescales.

Approach

Within this section, we cover each task in turn, provide a summary of progress from the 2021/22 contract, and outline next steps and areas of focus for the 2022/23 contract.

Task 1: Continue to Facilitate Collaboration Between Coalition Partners

Progress Summary

One of the main functions of the Coalition is to link up partners and introduce new stakeholders to the Coalition who may have previously been unaware that they are working on related activities, or activities that could support each other in the pursuit of eliminating plastic pollution in the region.

In 2022, we welcomed new partners to the Coalition, including Precious Plastic East, Incredible Oceans, Chelmsford City Council, Norfolk Beach Cleaners Collective, The Roman Catholic Diocese of East Anglia, Northants Litter Wombles and Northamptonshire Climate Action, East of England Coop, Plastic Free Cromer and the Norfolk Wildlife Trust.

Next steps

Over the course of 2023, we will continue to enable the establishment of many other meaningful collaborations that will support AWS in its goal to rid the region of plastic

Costs and invoicing

The cost for delivering the work, including VAT is £24,491.18. This is detailed in Table 1.

We propose the following invoicing schedule for Anglian Water, which will be funding £19,991.18 (incl VAT):

- 20% on initiation, following acceptance of this proposal;
- 40% upon completion of the annual Coalition meeting; and
- 40% upon completion, 12 months from the date of this proposal being signed off.

We propose the following invoicing schedule for Vattenfall, which will be funding £4,500.00 (incl VAT):

- 50% on initiation, following acceptance of this proposal; and
- 50% upon completion of the annual Coalition meeting.

Table 1: Project Costs

Resource	Chris Sherrington Project Director	sabelle Williamson Project Manager	Emiliano Lewis Technical Lead	William Fitter Project Support	Junior Consultant Project Support	Total Days per Task	Cost per Task (excl VAT)
Day Rate (excl VAT)	£1,556.25	451,25	£553.75	£451.25	£451.25		
Task							
Project Management							
General Project Management		4.00				4.00	£1,805.00
Task 1 - Facilitate Collaboration/Stakeholder Engage	ment						
Maintain engagement of existing partners		1.00	0.50	2.00	1.50	5.00	£2,307.50
Introduce relevant additional stakeholders to progress actions		2.00	0.50	2.00	2.00	6.50	2,984.38
Task 2 - Working Groups							
Organise & chair regular meetings for the Strategy WG (quarterly)	0.50	1.00	0.50			2.00	£1,506.25
Organise & facilitate quarterly meetings for the 2 WGs		3.00	1.00	3.00	3.00	10.00	£4,615.00
Task 3 - Expert Plastics & Policy Advice							
Track measures of success/KPIs	0.50	1.50	1.00	2.00	2.00	7.00	£3,813.75
Task 4 - Market the Work of the Coalition			1				
Management of LinkedIn page & bi-weekly posting	0.10	0.50		1.00	1.00	2.60	£1,283.75
Task 5 - Prepare & Deliver Annual Coalition Meeting							
Invite & track attendees				0.30	0.40	0.70	£315.88
Prepare meeting content	0.20			0.75	1.00	1.95	£1,100.94
Facilitate meetings		0.50	1.00	0.50	0.50	2.50	£676.88
Total Days	1.30	13.50	3.50	11.55	11.40	41.25	
	Project Tota	l (excl VAT)					£20,409.31
	Project Tota	l (inc VAT)					£24,491.18

Project Timescales

The project is provisionally scheduled to commence on w/c 6th March 2023 and end in 12 months' time in the w/c 4th March 2024. The project timescales are shown in Figure 1 on the following page.

Terms of Business

We suggest using Eunomia's standard terms and conditions, attached at Appendix A1.0.

I look forward to your response and would of course be very happy to modify any aspect of this proposal to meet your needs.

Yours sincerely,



Chris Sherrington

Head of Environmental Policy & Economics





6 EXTRACT FROM A CONTRACT FOR VATTENFALL TO FUND REPORTING OF THE PROPOSED WORKS (PAGES 1 & 2)



Jake Laws Senior Consents Manager Vattenfall February 2023

Dear Jake,

Marine Debris Recycling Project - Reporting & Evaluation 2023

This letter proposal outlines our suggested approach for evaluating and reporting on the Marine Debris Recycling Project funded by Vattenfall and delivered by Vattenfall and partners (including EIFCA) along the Norfolk Coast.

Method

We envisage the evaluation of the project will encompass:

- Project aims, timeline, location and collection sites;
- Key stakeholders involved in the project and their roles;
- Implementation phase of the project, detailing specifics around collection locations, collection monitoring, accepted materials, communications, and the sorting of material prior to recycling;
- Results of the project, including quantities and types of marine debris collected and sent for recycling, recycling partners used, and end markets for different types of material; and
- Key lessons learnt and recommendations for next steps.

Project Team

The Project Manager and Researcher will be William Fitter. William has been the lead in organising the Marine Debris Working Group for the East of England Plastics Coalition (EEPC) and was heavily involved in the 2022 Marine Debris Working Group Pilot Project for Natural England. William's CV is available upon request.

Costs and invoicing

The cost for delivering the work, including VAT, is £3,500. This will cover both project management (£500) and reporting (£3,000). We propose the following invoicing schedule:

- 25% on initiation, following acceptance of this proposal; and
- 75% on upon completion of the Final Report

Project Timescales

The Marine Debris Recycling Project is provisionally scheduled to commence in March 2023 and end in 4 years' time in March 2027. The evaluation and reporting for Year 1 of the project is therefore due to take place at the end of the first year of the project, in February-March 2024.

Terms of Business

We suggest using Eunomia's standard terms and conditions, attached at Appendix A1.0.

I look forward to your response and would of course be very happy to modify any aspect of this proposal to meet your needs.

Yours sincerely,



Chris Sherrington

Head of Environmental Policy & Economics