



# STATEMENT OF COMMON GROUND - MARINE MANAGEMENT ORGANISATION: 8.1.7

**DECARBONISATION**

## **Cory Decarbonisation Project**

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## SIGNATORIES

	Marine Management Organisation	Cory Environmental Holdings Limited (the Applicant)
Signed		
Printed Name		
Title		
On behalf of	Marine Management Organisation	Cory Environmental Holdings Limited
Date		

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# 1. INTRODUCTION

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## 1.1. PURPOSE OF THE STATEMENT OF COMMON GROUND

- 1.1.1. A Statement of Common Ground (SoCG) is a written statement produced during the application process for a Development Consent Order (DCO) and is prepared jointly by the applicant and another party.
- 1.1.2. Paragraph 007 of the Department for Levelling Up, Ministry for Housing Communities and Local Government (MHCLG) Guidance entitled 'Planning Act 2008: Examination stage for Nationally Significant Infrastructure Projects' (30 April 2024) (hereafter referred to as MHCLG Guidance)<sup>1</sup> describes a SoCG as follows:
- “A Statement of Common Ground (SoCG) is a written statement prepared jointly by the applicant and another party or parties, setting out any matters on which they agree, or indeed disagree. A SoCG helps to ensure that the evidence at the examination focuses on the material differences between the main parties and therefore makes best use of the lines of questioning pursued by the Examining Authority”.*
- 1.1.3. This SoCG has been prepared in accordance with the MHCLG Guidance<sup>1</sup>. The aim of a SoCG is to assist the Examining Authority in examining the DCO by providing an understanding of the status of discussions or negotiations between the applicant and the other party. The effective use of SoCG aid an efficient examination process.
- 1.1.4. A SoCG may be submitted to the Planning Inspectorate either prior to the start of or during an Examination and is updated as necessary or as requested during the Examination.
- 1.1.5. This SoCG has been prepared by WSP UK Limited on behalf of Cory Environmental Holdings Limited ('the Applicant'). It accompanies the application for a DCO ('the DCO Application') in relation to the Cory Decarbonisation Project in Bexley, London. The DCO Application has been made in accordance with Section 37 of the Planning Act 2008 (as amended) and submitted to the Secretary of State ('the SoS') for Energy Security and Net Zero (DESNZ).
- 1.1.6. The DCO, if granted, would authorise the construction, operation, maintenance and decommissioning of the Cory Decarbonisation Project (the 'Proposed Scheme'). The Proposed Scheme is to be located at Norman Road, Belvedere in the London Borough of Bexley (LBB) (National Grid Reference/NGR 549572, 180512).
- 1.1.7. The Proposed Scheme is described in **Chapter 2: Site and the Proposed Scheme (Volume 1)** of the **ES (APP-051)** and includes:
- The Carbon Capture Facility (including its associated supporting plant and ancillary infrastructure);
  - A Proposed Jetty to allow for export of the captured carbon by vessel;

- A Mitigation and Enhancement Area;
- Temporary Construction Compounds; and
- Utilities Connections and Site Access Works.

## **1.2. INTRODUCTION TO MARINE MANAGEMENT ORGANISATION**

- 1.2.1. This SoCG has been prepared between Marine Management Organisation and the Applicant (jointly referred to as the Parties) in relation to the DCO Application. The Marine Management Organisation is responsible for regulating and licensing activities in English waters to protect the marine environment.
- 1.2.2. As the Proposed Scheme involves works extending into the River Thames, mandatory consultation with the Marine Management Organisation has been undertaken. Advice and consultation responses are typically provided as part of non-statutory consultation and engagement, in response to the Environmental Impact Assessment (EIA) Scoping Report<sup>2</sup>, as part of statutory consultation (including on the Preliminary Environmental Information Report (PEIR)<sup>3</sup> and as part of participation in the Examination process.

## **1.3. STATEMENT OF COMMON GROUND STRUCTURE**

- 1.3.1. Section 2 summarises all engagement to date of relevance to this SoCG and Section 3 details whether matters are Agreed, Not Agreed or Under Discussion between the Parties.
- 1.3.2. In respect of matters relevant to the Proposed Scheme, but not referred to in this SoCG, Marine Management Organisation has no further comments to make at this point. It may have further or additional comments to make, particularly if further information about the Proposed Scheme becomes available.
- 1.3.3. The SoCG is a document that will evolve during the Examination stage and will conclude with a version that confirms the Parties' positions on relevant matters before the close of the Examination.

## 2. RECORD OF ENGAGEMENT

- 2.1.1. A summary of the meetings and correspondence that has taken place between the Applicant and Marine Management Organisation in relation to the Proposed Scheme is outlined in **Table 2-1** below. There has been email correspondence between the Parties to discuss the sharing of information, arrangement of meetings and to share comment on draft documentation, but this table reflects the key meetings and emails of note that have taken place between the Parties.

**Table 2-1 – Schedule of Meetings and Correspondence during the Pre-Application Stage**

Date	Form of Correspondence	Summary of Matters Dealt with in Correspondence/ Meeting
<b>22<sup>nd</sup> December 2023</b>	Section 42 Responses Letter (email)	<p>Marine Management Organisation's Section 42 response letter made comments on the following topics of the PEIR<sup>3</sup>:</p> <ul style="list-style-type: none"> <li>• Benthic Ecology;</li> <li>• Coastal processes;</li> <li>• Dredge and disposal;</li> <li>• Fisheries and Fish Ecology;</li> <li>• Shellfisheries; and</li> <li>• Underwater Noise.</li> </ul>
<b>7<sup>th</sup> February 2024</b>	Meeting	<p>Meeting to present the design for the Proposed Jetty, associated dredging requirements, analysis undertaken to assess the coastal processes and risks to water quality in the River Thames, and further data requested by the MMO in order to validate the findings of <b>Chapter 11: Water Environment and Flood Risk (Volume 1) (APP-060)</b> and <b>Appendix 11-1: Water Framework Directive Assessment (Volume 3)</b> of the <b>ES (APP-106)</b>.</p>

Date	Form of Correspondence	Summary of Matters Dealt with in Correspondence/ Meeting
19 <sup>th</sup> March 2024	Meeting	<p>Meeting to discuss the following Marine Biodiversity topics including fish surveys, the impact of underwater noise on fish, shellfish, offshore disposal of dredged material, and benthic subtidal sampling to inform <b>Chapter 8: Marine Biodiversity (Volume 1) (APP-057)</b> of the <b>ES (APP-106)</b>.</p> <p>Meeting Minutes shared on 25/03/2024, MMO responded on 27/03/2024 to advise confirming there were no additional comments to make.</p>
23 <sup>rd</sup> May 2024	Email (and upload to the case management system)	<p>As detailed in <b>Section 8.9 of Chapter 8: Marine Biodiversity (Volume 1) (APP-057)</b> and described in <b>Appendix 11-1: Water Framework Directive Assessment (Volume 3)</b> of the <b>ES (APP-106)</b>, sediment sampling at dredged depth is necessary to inform detailed design. Information gathered through this sampling will inform subsequent additional mitigation if sediments are shown to be elevated in contaminant concentrations. A Marine Sample Plan (Case Reference: SAM/2024/00042) was submitted to the MMO for approval, outlining the methodology for collecting and analysing sediment within the River Thames to the proposed dredge pocket depth.</p>
13 <sup>th</sup> June 2024	Letter	<p>The MMO submitted their Relevant Representation for the application for a Development Consent Order for the Cory Decarbonisation Project. The following topics were covered in their documentation:</p> <ul style="list-style-type: none"> <li>• Marine Plans;</li> <li>• DCO and Deemed Marine Licenses (DMLs);</li> <li>• Coastal processes;</li> <li>• Dredge and Disposal;</li> </ul>



Date	Form of Correspondence	Summary of Matters Dealt with in Correspondence/ Meeting
		<ul style="list-style-type: none"> <li>• Benthic Ecology;</li> <li>• Fish Ecology;</li> <li>• Shellfish Ecology;</li> <li>• Underwater Noise;</li> <li>• Marine Navigation; and</li> <li>• Historic Environment.</li> </ul>
30 <sup>th</sup> July 2024	Email	The MMO has requested further information on the Applicant's submitted draft Marine Sample Plan. In response, the Applicant has shared a draft Marine Sample Plan with the MMO, emphasising that it is subject to change. The MMO has asked for the Applicant's feedback on their draft response before approval.
30 <sup>th</sup> July 2024	Meeting	A meeting was held to discuss the Applicant's submitted draft Marine Sample Plan, which was submitted on 23 <sup>rd</sup> May 2024.
1 <sup>st</sup> August & 2 <sup>nd</sup> August 2024	Meeting and Email (and upload to the case management system)	A further meeting was held to discuss and find an agreement for the draft Marine Sample Plan, after the meeting the MMO emailed their final version of the draft Marine Sample Plan, which the Applicant will adhere to.
13 <sup>th</sup> August	Meeting	A meeting was held to discuss the MMO's response to the <b>Relevant Representation (RR) (RR-150)</b> in regard to coastal modelling and dredging, including the Marine Sample Plan (Case Reference: SAM/2024/00042)

Date	Form of Correspondence	Summary of Matters Dealt with in Correspondence/ Meeting
<b>19<sup>th</sup> August</b>	Meeting	A meeting was held to discuss the MMO's response to the <b>RR (RR-150)</b> covering benthic ecology, fish and underwater noise.
<b>29<sup>th</sup> August 2024</b>	Email	The Applicant sent the minutes of the meeting held on 13 <sup>th</sup> August 2024 to the MMO (coastal modelling and dredging).
<b>29<sup>th</sup> August 2024</b>	Email	The Applicant sent the minutes of the meeting held on 19 <sup>th</sup> August 2024 to the MMO (benthic ecology, fish and underwater noise).
<b>5<sup>th</sup> September 2024</b>	Email	The MMO confirmed they had no comments to make regarding the minutes for the meeting held on 13 <sup>th</sup> August 2024 (coastal modelling and dredging).
<b>9<sup>th</sup> September 2024</b>	Email	The MMO provided additional comments as part of their review of the minutes for the meeting held on 19 <sup>th</sup> August 2024 (benthic ecology, fish and underwater noise).
<b>7<sup>th</sup> October 2024</b>	Report	The Applicant provided a written response to the comments made in the <b>MMO's RR (RR-150)</b> and additional comments received on the 9 <sup>th</sup> September within the <b>Applicant's Response to Relevant Representations (AS-043)</b> .

Date	Form of Correspondence	Summary of Matters Dealt with in Correspondence/ Meeting
18 <sup>th</sup> October 2024	Letter	<p>The MMO provided a response letter to the Applicant's notification of proposed changes to the Proposed Scheme which covered the following topics:</p> <ul style="list-style-type: none"> <li>• Dredge and disposal;</li> <li>• Benthic ecology;</li> <li>• Coastal processes;</li> <li>• Shellfisheries;</li> <li>• Fisheries and fish ecology; and</li> <li>• Underwater noise.</li> </ul>
25 <sup>th</sup> October 2024	Report	The Applicant responded to the MMO's comments regarding the proposed changes to the Proposed Scheme within the <b>Change Request Report (AS-048)</b> and <b>Change Request Appendix (Consultation Report - Appendix K) (AS-049)</b> .
26 <sup>th</sup> November 2024	MMO response to Deadline One Submission	The Marine Management Organisation made a Written Representation at Deadline One to the Examining Authority. The matters raised included the drafting of the Development Consent Order, coastal processes, dredging, benthic and fish ecology and underwater noise. The Applicant provided a response within the <b>Applicant's Response to Interested Parties' Deadline 1 Submissions (REP2-019)</b> .
10 <sup>th</sup> December 2024	MMO response to Deadline Two Submission	The Marine Management Organisation made a Written Representation at Deadline Two to the Examining Authority. The matters raised included the drafting of the Development Consent Order and Marine Planning Policy. The Applicant seeks to provide a response within the <b>Applicant's Response to Interested Parties' Deadline 2 Submissions (9.17)</b> .

Date	Form of Correspondence	Summary of Matters Dealt with in Correspondence/ Meeting
17 <sup>th</sup> January 2025	Email	The Applicant provided the MMO with a copy of the Fish Migration Technical Note.
17 <sup>th</sup> January 2025	MMO response to Deadline Three Submission	<p>The Marine Management Organisation made a response to the <b>Examining Authority's First Written Questions (REP3-039)</b>. The Marine Management Organisation raised matters concerning updates to the <b>Draft DCO</b>, response to the ExA's First Written Questions (ExQ1) and Rule 13 and 16 letters submitted by the Applicant.</p> <p>The Applicant has reviewed the comments and made updates within the <b>Draft DCO (as updated alongside this submission)</b>.</p>
7 <sup>th</sup> February 2025	Email	<p>MMO provided their comments on the Applicant's Response to Interested Parties' Deadline 1 submissions was submitted as part of their <b>Deadline 4 Submission (REP4-037)</b>. This covered the following topics:</p> <ul style="list-style-type: none"> <li>• MMO comments on Applicant's Response to Interested Parties' Deadline 1 Submissions, which covered the following: <ul style="list-style-type: none"> <li>– Dredging;</li> <li>– Sampling;</li> <li>– Validity of Environmental Statement Conclusions;</li> <li>– Fisheries and Fish Ecology;</li> <li>– The Change Request;</li> </ul> </li> <li>• MMO comments on Stakeholders Deadline 3 submissions;</li> </ul>

Date	Form of Correspondence	Summary of Matters Dealt with in Correspondence/ Meeting
		<ul style="list-style-type: none"> <li>• Policy Accordance Tracker;</li> <li>• SoCG; and</li> <li>• MMO comments on Change Request and Consultation Report.</li> </ul>
11 <sup>th</sup> February 2025	Email	The MMO provided comments on Revision C of the SoCG.
19 <sup>th</sup> February 2025	Meeting	<p>A meeting was held to discuss the Deemed Marine License and the Applicant's recent sediment sampling, the following matters were discussed:</p> <ul style="list-style-type: none"> <li>• Deemed Marine License;</li> <li>• Description of sampling and extent of samples taken;</li> <li>• Presentation of results; and</li> <li>• Discussion of assessment.</li> </ul>
25 <sup>th</sup> February 2025	MMO response to Deadline Four Submission.	<p>The MMO submitted their <b>Deadline 4 Submission (REP4-037)</b>, which covered the following key topics:</p> <ul style="list-style-type: none"> <li>• MMO comments on Applicant's Response to Interested Parties' Deadline 1 Submissions, which covered the following: <ul style="list-style-type: none"> <li>– Dredging;</li> <li>– Sampling;</li> <li>– Validity of Environmental Statement Conclusions;</li> </ul> </li> </ul>

Date	Form of Correspondence	Summary of Matters Dealt with in Correspondence/ Meeting
		<ul style="list-style-type: none"> <li>– Fisheries and Fish Ecology; and</li> <li>– The Change Request</li> <li>• MMO comments on Stakeholders Deadline 3 submissions;</li> <li>• Policy Accordance Tracker;</li> <li>• SoCG; and</li> <li>• MMO comments on Change Request and Consultation Report.</li> </ul>
<b>05<sup>th</sup> March 2025</b>	Email	The Applicant sent the minutes of the meeting held on 19 <sup>th</sup> February 2025 to the MMO.
<b>05<sup>th</sup> March 2025</b>	Email	The Applicant sent the <b>Sediment Sampling Technical Note (as submitted at Deadline 5)</b> to the MMO for review.
<b>07<sup>th</sup> March 2025</b>	Email	The MMO informed the Applicant that the earliest date they can provide comments on the <b>Sediment Sampling Technical Note (as submitted at Deadline 5)</b> would be 21 <sup>st</sup> March 2025.
<b>19<sup>th</sup> March 2025</b>	Email	The MMO confirm they approve of the latest draft of the Statement of Common Ground (Revision D) and that it can be submitted at Deadline 5.
<b>20<sup>th</sup> March 2025</b>	Email	The MMO provided a response to the Applicant's <b>Sediment Sampling Technical Note</b> .

- 2.1.2. It is agreed **Table 2-1** is an accurate record of the key meetings, consultation undertaken between the Applicant and Marine Management Organisation in relation to the issues addressed in this SoCG as at the date of this SoCG.

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### 3. ISSUES

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#### 3.1. TERMINOLOGY

3.1.1. In the tables in this section of this SoCG:

- “Agreed” indicates where the issue has been resolved;
- “Under Discussion” indicates where these points are the subject of ongoing discussion wherever possible to resolve, or refine, the extent of disagreement between the Parties; and
- “Not Agreed” indicates a final position of the Parties that is Not Agreed.

3.1.2. It can be taken that any matters not specifically referred to in this section of this SoCG are not of material interest or relevance to the Interested Party’s representation and therefore have not been considered in this document.



### 3.2. MATTERS AGREED

3.2.1. **Table 3-1** below details the matters Agreed between the Marine Management Organisation and the Applicant.

**Table 3-1 – Matters Agreed**

Topic	Details of Matters Agreed
<b>S42 Response Letter (email)</b>	<p>The MMO highlighted the following points from their Section 42 response:</p> <ul style="list-style-type: none"><li>• The MMO considered the information presented in the baseline and impact assessment for benthic ecology to be adequate (Section 1.1 of the Section 42 response).</li><li>• The MMO agreed with the mitigation measures presented for benthic ecology (Section 1.3 of the Section 42 response).</li><li>• The MMO has agreed with the Applicant's approach to considering the South East Inshore Marine Plan. Each relevant technical chapter of the <b>Environmental Statement (APP-043)</b> reflects this consideration, and an assessment of compliance with the South East Inshore Marine Plan is provided in the <b>Planning Statement (APP-040)</b>.</li></ul>
<b>Marine Sediment Sampling</b>	<p>The Applicant completed the sediment sampling in December 2024 in accordance with the Marine Sample Plan (Case Reference: SAM/2024/00042). During the meeting on the 19<sup>th</sup> February 2025 the Applicant described their approach to the analysis of the results of the completed sediment sampling and the MMO agreed with this approach. Following the meeting on 19<sup>th</sup> February 2025, the Applicant submitted the Sediment Sampling Technical Note to the MMO which presents the findings of the sediment sampling, and provides the outstanding information requested by the MMO. The MMO agreed that a Technical Note would be appropriate and acceptable.</p>

Topic	Details of Matters Agreed
<b>Coastal processes, modelling and dredging</b>	<p>A meeting was held to discuss the MMO's response to the <b>RR (RR-150)</b> in regard to coastal modelling and dredging. The following matters were agreed:</p> <ul style="list-style-type: none"> <li>• <b>Morphological Equilibrium Clarification:</b> The Applicant agreed to include within the <b>Errata Schedule (Document Reference 9.1)</b> adjustments to the wording of the assessment regarding morphological equilibrium to reflect sediment settling accurately.</li> <li>• <b>Cumulative Impacts:</b> All parties agreed that there are no significant other projects impacting the area, and no issues were raised with the cumulative assessment (including in respect of underwater noise).</li> <li>• <b>Wave Wash and Ship Navigation:</b> It was agreed that the limited fetch lengths and unchanged ship navigation types mean that ship wash impacts are not anticipated.</li> </ul> <p>The MMO confirmed in their <b>Deadline 1 Submission (REP1-035)</b> that the Applicant has responded to previous concerns regarding coastal processes and the MMO has no further comments regarding this topic.</p>
<b>Benthic ecology, fish, and underwater noise</b>	<p>The underwater noise assessment considered a total of 15 piles installed per day, with a duration of 20 minutes per pile. The total duration of vibro-piling per day is to be confirmed as part of the detailed design and the MMO agrees that it will be able to consider this pursuant to the DML.</p> <p>The Applicant provided the MMO with a Table Technical Note on 17<sup>th</sup> January detailing the sensitive migratory periods for fish utilising the Tidal Thames as part of the <b>Applicant's Response to Interested Parties' Deadline 1 Submissions (REP2-019)</b>. In addition to this the Applicant also updated the wording in relation to mitigation measures for migratory fish in the updated <b>Outline CoCP (AS-029)</b>. The MMO confirmed in their <b>Deadline 4 Submission (REP4-</b></p>

Topic	Details of Matters Agreed
	<b>037)</b> that they have no further concerns regarding fisheries and fish ecology impacts in relation to the Proposed Scheme.
Shellfisheries	The MMO confirmed in their <b>Deadline 1 Submission (REP1-035)</b> that the Applicant has responded to previous concerns regarding shellfisheries and the MMO has no further comments regarding this topic.
South East Marine Inshore Marine Plan	The MMO confirmed in their <b>Deadline 4 Submission (REP4-037)</b> that the Applicant has detailed how the application is compliant with the relevant Marine Plan policies and has no further concerns regarding consideration of the South East Inshore Marine Plan.
Marine mammals assessment	<p>The Applicant has provided clarifications to the MMO regarding the marine mammals assessment within <b>Appendix 6-4: Underwater Noise Assessment of the Environmental Statement (Volume 3) (APP-084)</b> (2% and 4%), detailed in <b>Paragraph 2.6.6</b> of the <b>RR (RR-150)</b> to clarify and explain assessment percentages and the underwater noise assessment.</p> <p>The Applicant provided a written response to the comments made in the <b>MMO's RR (RR-150)</b> and additional comments received on the 9<sup>th</sup> September within <b>Table 5-2</b> of the <b>Applicant's Response to Relevant Representations (AS-043)</b>.</p> <p>The MMO confirmed the aforementioned information would be reviewed on the 17<sup>th</sup> January 2025, this position was re-confirmed within the meeting on the 19<sup>th</sup> February 2025.</p> <p>The Applicant has responded to the queries raised by the MMO in their <b>Deadline 4 Submission (REP4-037)</b> within the Applicant's <b>Response to Interested Parties' Deadline 4 Submissions (submitted alongside this report)</b>.</p>
Marine Licence	The applicant provided clarification to the MMO as part of the <b>Applicant's Response to Interested Parties' Deadline 1 Submissions (REP2-019)</b> , regarding the type of Marine Licence

Topic	Details of Matters Agreed
	<p>under which the dredge and disposal of material will be undertaken. The Maintenance dredging for the Proposed Scheme is proposed to be covered under the Deemed Marine Licence at Schedule 11 of the Draft DCO. The MMO confirmed in their <b>Deadline 4 Submission (REP4-037)</b> that they were content with this approach.</p>

### 3.3. MATTERS UNDER DISCUSSION

3.3.1. **Table 3-2** details the Matters Under Discussion between the Marine Management Organisation and the Applicant.

**Table 3-2 – Matters Under Discussion**

Topic	Details of Matters Under Discussion
<b>Assessment of Contaminants</b>	<p>The MMO partially agree with the assessment on contaminants within <b>Chapter 8: Marine Biodiversity of the Environmental Statement (Volume 1) (APP-057)</b> and <b>Appendix 11-1: Water Framework Directive Assessment (Volume 3 (APP-106))</b>.</p> <p>The Applicant has completed additional sediment sampling at depth and has discussed the results and their approach to assessment with the MMO during a meeting on 19<sup>th</sup> February 2025. The Applicant has prepared a <b>Sediment Sampling Technical Note (as submitted at Deadline 5)</b> which describes the results of the additional sediment sampling and validates the conclusions of the impact assessment of the release of sediment bound contaminants on the marine ecology of the Thames Middle Transitional Water Body within <b>Chapter 8: Marine Biodiversity (Volume 1) (APP-057)</b>. No update to the WFD Assessment itself is required. The Applicant sent the <b>Sediment Sampling Technical Note</b> to the MMO on 5<sup>th</sup> March 2025 for review. The MMO completed its review on the 20<sup>th</sup> March 2025. The Applicant is considering the MMO's response and is working with the MMO to resolve its remaining concerns.</p>
<b>Dredge Volumes</b>	<p>The MMO have requested clarification regarding the changes in dredge volumes detailed in the Applicant's <b>Change Request and Consultation Report (AS-048)</b> as part of their <b>Deadline 4 Submission (REP4-037)</b>. The Applicant has responded to these queries within the <b>Applicant Response to Interested Parties' Deadline 4 Submissions (as submitted alongside this report)</b>.</p>

### **3.4. MATTERS NOT AGREED**

- 3.4.1. No matters remain that are Not Agreed between the Marine Management Organisation and the Applicant.

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## 4. REFERENCES

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- <sup>1</sup> UK Government. 2008. 'Planning Act 2008: Examination stage for Nationally Significant Infrastructure Projects'. Available at:  
<https://www.gov.uk/guidance/planning-act-2008-examination-stage-for-nationally-significant-infrastructure-projects>
- <sup>2</sup> Cory Environmental Holdings Limited. (2023). 'Environment Impact Assessment Scoping Report: Cory Decarbonisation Project'. Available at:  
<https://infrastructure.planninginspectorate.gov.uk/wp-content/ipc/uploads/projects/EN010128/EN010128-000021-EN010128%20-%20Scoping%20Report.pdf>
- <sup>3</sup> Cory Environmental Holdings Limited. (2023). 'Preliminary Environmental Information Report: Cory Decarbonisation Project'. Available at:  
<https://corydecarbonisation.co.uk/document-library/>



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