

## Biodiversity and Climate Change Action Plan

| Action  | Portfolio Holder and PAC | Responsible Officer  | Direct control or under influence | Timescale | Outputs                                  | Outcomes   | Key Performance Indicator       | Monitoring | Budget       |
|---|--------------------------|--|-----------------------------------|-----------|--|--|---------------------------------|------------|--------------|
| <b>Active travel and green transportation</b>   |                          |  |                                   |           |  |  |                                 |            |              |
| <b>Action 1.1</b> Update the Integrated Transport Strategy, and work towards a Local Cycling and Walking Infrastructure Plan to prioritise walking, cycling, public transport, and electric vehicles. | CLlr Paul Cooper         | Alison Broom   | Direct                            | 2023-24   | Update the Integrated Transport Strategy | Improvements in Borough Air quality  | NA                              | Biannual   | Officer Time |
|   | P&IPAC                   | William Cornall<br>Rob Jarman<br>Phil Coyne<br>Claire Weeks<br>Mark Egerton<br>Helen Garnett |                                   |           |  | Reduction of CO2e<br>Increase Active Travel<br>Increase Public Transportation usage<br>Reduce Pollution<br>Support transition to EVs |                                 |            |              |
| <b>Action 1.2</b> Deliver policies that enable infrastructure for: <ul style="list-style-type: none"> <li>Low carbon transportation,</li> </ul>   | CLlr Paul Cooper         | Alison Broom   | Direct                            | 2023-24   | Update Sustainability DPD as part of     | As above   | Percentage change of low carbon | Biannual   | Officer Time |

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| <ul style="list-style-type: none"> <li>Active travel, and that</li> <li>Facilitates high quality public transport connectivity in new developments and existing communities.</li> </ul>               | P&IPAC                     | William Cornall<br>Rob Jarman<br>Phil Coyne<br>Claire Weeks<br>Mark Egerton<br>Helen Garnett |                                   |           | larger Development Plan  |          | transportation, active travel, and public transport                                 | From the Planning Monitoring Report             |              |
| <b>Action 1.3</b> Identify low carbon transportation, active travel, and public transport indicators that align with strategic planning and monitor implementation of sustainable transport policies. | Cllr Paul Cooper<br>P&IPAC | Alison Broom<br>William Cornall<br>Rob Jarman<br>Phil Coyne<br>Claire Weeks                  | Direct                            | 2023-24   | Identify and Align Indicators from Planning to BCC Action Plan | As above | Percentage change of low carbon transportation, active travel, and public transport | Biannual<br>From the Planning Monitoring Report | Officer Time |

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|---|-----------------------------------|-----------------------------------|-----------------------------------|---|--|--|--|---|--------------|
|   |                                   | Mark Egerton<br>Helen Garnett     |                                   |   |  |  |  |   |              |
| <b>Action 1.4</b> Deliver Policy that ensures sustainable travel, such as bike racks, pool cars, electric vehicle charging, active travel, is integrated into all Maidstone Borough Council construction of new buildings (offices, housing, leisure facilities) and building acquisitions. | Cllr John Perry<br>CSPAC          | Mark Green<br>Katie Exon          | Direct                            | When any new building is completed or purchased | Develop and implement Policy   | MBC Staff Carbon Footprint Reduced<br><br>Increase in sustainable travel | NA   | Biannual  | Officer Time |
| <b>Action 1.5</b> Deliver an Electric Vehicle (EV) Strategy for the borough that provides sufficient EV charging infrastructure to support the transition to EVs and reduces range anxiety, with consideration of changing and new emerging technologies.                                   | Cllr Paul Cooper<br>P&IPAC        | Jen Stevens<br>Claire Weeks       | Direct                            | 2023-24   | Deliver an Electric Vehicle (EV) Strategy                                      | Increase confidence in emerging EV market, and reduce range anxiety      | Number of Electric Vehicle Charging Points Installed | Biannual<br><br>From the Planning Monitoring Report | Officer Time |
| <b>Action 1.6</b> Facilitate a move to electric taxis by providing nine rapid charge points in total by 2025, and twelve rapid charge points by 2030.   | Cllr Paul Cooper<br>P&IPAC<br>And | John Littlemore<br>Lorraine Neale | Influence                         | 2023-25   | Work with Taxi trade to find location, support funding, install rapid chargers | Increase in Taxi EVs<br><br>Reduction in pollution and CO2e              | Number of Electric Vehicle Charging Points Installed | Biannual  | Officer Time |

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|  | Cllr Lottie Parfitt-Reid<br><br>CHEPAC  |   |                                   |           |   |  |                                    |            |               |
| <b>Action 1.7</b> Work with the taxi trade to find solutions to licencing that will encourage gradual business led shift to EVs' and promote greener accreditation and campaigns to support taxi trade to move to EVs. | Cllr Paul Cooper<br><br>P&IPAC<br><br>And<br><br>Cllr Lottie Parfitt-Reid<br><br>CHEPAC | John Littlemore<br><br>Lorraine Neale   | Influence                         | 2023-25   | Work with Taxi trade to establish accreditation | Increase in Taxi EVs<br><br>Reduction in pollution and CO2e          | Number of EV taxi                  | Biannual   | Officer Time  |
| <b>Action 1.8</b> Actively participate in Quality Bus Partnership and ensure that the borough's infrastructure is bus friendly.  | Cllr Paul Cooper<br><br>P&IPAC  | Rob Jarman<br><br>Phil Coyne<br><br>Claire Weeks<br><br>Mark Egerton<br><br>Helen Garnett | Influence                         | 2023-25   | Deliver bus friendly infrastructure             | Lower emission busses<br><br>Increase in public transportation usage | Improvement in Borough Air Quality | Annual     | Officers Time |

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|--|--|--------------------------------------|-----------------------------------|--------------|--------------------------------|--|--|--|--|
|  |  | Duncan Haynes                        |                                   |              |                                |  |  |  |  |
| <b>Decarbonising and insulating homes and buildings</b>  |  |                                      |                                   |              |                                |  |  |  |  |
| <b>Action 2.1</b> Explore grants schemes for residents, landlords and housing associations, for retrofitting insulation, and low carbon heating systems. | Cllr Simon Webb<br>and<br>Cllr Lottie Parfitt-Reid<br>CHEPAC | John Littlemore<br><br>Hannah Gaston | Direct                            | 2023-2024    | Explore grant scheme potential | Increase in residents' retrofits to low carbon systems<br><br>Reduced utility bills/costs<br><br>Improvements in EPC ratings<br><br>Reductions in CO2e | Number of residents with EPC rating improvements of A-C from D-G | Annual<br><br>From Central Government Data | Grants if scheme and funding is identified |
| <b>Action 2.2</b> Enforce Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.  | Cllr Simon Webb<br><br>CHEPAC                                | John Littlemore<br><br>Hannah Gaston | Direct                            | 2023-2024    | Enforce Energy Efficiency      | As above   | As above   | Annual                                     | Officer time                               |
| <b>Generating renewable energy</b>   |  |                                      |                                   |              |                                |  |  |  |  |
| <b>Action 3.1</b> Ensure Sustainability DPD as part of larger Development Plan requires on-site renewables on all types of new                           | Cllr Paul Cooper   | Rob Jarman<br><br>Phil Coyne         | Direct                            | 2023 onwards | Ensure DPD policy is enacted   | Increase in renewable energy   | Percentage of onsite renewable                                   | Biannual                                   | Officer Time                               |

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|--|-----------------------------|---|-----------------------------------|-----------|--|---|--|-------------------------------------|--------------|
| developments and identify indicators that align with strategic planning and monitor implementation.  | P&IPAC                      | Claire Weeks<br>Mark Egerton<br>Helen Garnett |                                   |           |  | generation in the borough                     | energy generation in new developments 10% adopted standard | From the Planning Monitoring Report |              |
| <b>Reducing waste</b>  |                             |   |                                   |           |  |   |  |                                     |              |
| <b>Action 4.1</b> Investigate recycling strategies in the Town centre.   | Cllr Martin Round<br>CHEPAC | John Edwards                                  | Influence                         | 2023-24   | Investigate recycling strategies and budget for additional bins and awareness campaigns in town centre | Increase in recycling                         | NA   | Biannual                            | Officer Time |
| <b>Action 4.2</b> Ensure MBC offices and buildings have recycling facilities.  | Cllr Martin Round<br>CHEPAC | Katie Exon                                    | Direct                            | 2023-24   | Develop policy and contracts to ensure MBC buildings are able to recycle waste                         | Increase in recycling                         | NA   | Biannual                            | Officer Time |
| <b>Adapting to climate change</b>  |                             |   |                                   |           |  |   |  |                                     |              |
| <b>Action 5.1</b> Deliver policy as part of design and sustainability DPD and future Development Plan evolution for long term climate change adaptation in new | Cllr Paul Cooper<br>P&IPAC  | Rob Jarman<br>Mark Egerton                    | Direct                            | 2023      | Deliver policy for long term climate change adaptation in  | Flooding, heat and drought impacts of climate | NA   | Annual                              | Officer Time |

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| developments to flooding, heatwaves, and drought and ensure longer term climate impacts are being considered as part of planning and policy decisions. Identify indicators that align with strategic planning and monitor implementation.                           |   | Helen Garnett                        |                                   |           | new developments<br><br>Identify indicators                                  | change are considered in planning and long-term development  |                           |            |              |
| <b>Action 5.2</b> Identify actions to mitigate climate change in existing developments.   | Cllr Lottie Parfitt-Reid<br><br>CHEPAC                                  | James Wilderspin<br><br>Gemma Bailey | Influence                         | 2023-24   | Identify actions   | Reductions in climate impacts to existing communities<br><br>Increase in resilience to impacts of climate change | NA                        | Biannual   | Officer Time |
| <b>Action 5.3</b> Conduct Borough Climate Impact Assessment and<br>(i) identify natural flood management (nature-based solutions and sustainable urban drainage),<br>(ii) build local communities' resilience,<br>(iii) support business continuity management, and | Cllr John Perry<br><br>CSPAC<br><br>And<br><br>Cllr Lottie Parfitt-Reid | James Wilderspin<br><br>Gemma Bailey | Influence                         | 2023-25   | Conduct Impact Assessment<br><br>Work with communities to develop strategies | Reductions in climate impacts to existing communities<br><br>Increase in resilience to impacts of climate change | NA                        | Annual     | Officer Time |

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| (iv) priorities and strengthen power and water supply and other critical infrastructure ensuring more resilient communities.   | CHEPAC                     |                               |                                   |           |  | Reduce impacts on water security and critical infrastructure |  |   |              |
| <b>Enhancing and increasing biodiversity</b>   |                            |                               |                                   |           |  |  |  |   |              |
| <b>Action 6.1</b> Monitor Biodiversity Net Gain (BNG) to adopted 20% standard.   | Cllr Paul Cooper<br>P&IPAC | Mark Egerton<br>Helen Garnett | Direct                            | 2023-27   | Monitor Biodiversity Net Gain            | 20% increase in Biodiversity as a result of new developments | Percentage of planning applications meeting Biodiversity Net Gain 20% adopted standard | Biannual<br>From Planning Monitoring Report | Officer Time |
| <b>Action 6.2</b> Ensure sustainable urban drainage schemes (SuDS) maximise biodiversity potential.  | Cllr Paul Cooper<br>P&IPAC | Mark Egerton<br>Helen Garnett | Direct                            | 2023-27   | Monitor Biodiversity Net Gain            | 20% increase in Biodiversity as a result of new developments | Percentage of planning applications meeting Biodiversity Net Gain 20% adopted standard | Biannual<br>From Planning Monitoring Report | Officer Time |
| <b>Action 6.3</b> Develop Supplementary Planning Documents for Garden community and other strategic development sites that ensure are exemplar for biodiversity and deliver semi natural open space. | Cllr Paul Cooper<br>P&IPAC | Mark Egerton<br>Helen Garnett | Direct                            | 2023-27   | Develop Supplementary Planning Documents | 20% increase in Biodiversity as a result of new developments | NA   | Biannual                                    | Officer Time |



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| <b>Action 6.4</b> Enhance and expand wetland coverage across the Borough to support nutrient neutrality, flood prevention, and enhance biodiversity. | Cllr David Burton<br>Cllr Paul Cooper<br>P&IPAC<br>And<br>Cllr Martin Round<br>CHEPAC | Mark Green<br>Rob Jarman<br>James Wilderspin | Direct                            | 2023-25   | Identify wet land development sites<br><br>integrate with SuDS, BNG, Nutrient Neutrality<br><br>Develop businesses case for land acquisition for water cycle management and habitat restoration | Increase and restore wetlands<br><br>Reduce pollution (phosphates and nitrates)<br><br>Reduce surface water runoff, flow rates and flooding<br><br>Increase and improve habitats and biodiversity | Water quality             | Biannual   | Estimated £200,000 over 2 year period on already identified sites |
| <b>Action 6.5</b> Implement a Nature Recovery Strategy, linking habitat restoration and creation to improve flood protection and water quality.      | Cllr Paul Cooper<br>P&IPAC  | Rob Jarman<br>James Wilderspin               | Direct                            | 2023-27   | Implement a Nature Recovery Strategy  | As Above  | NA                        | Biannual   | Officer Time  |
| <b>Action 6.6</b> Work with local farms and landowners to deliver landscape scale biodiversity initiatives Nature Recovery                           | Cllr Paul Cooper  | Rob Jarman                                   | Influence                         | 2023-30   | Engage with farmers and landowners  | Reconnection of habitats  | NA                        | Biannual   | Officer Time  |

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|---|---|---|-----------------------------------|-----------|---|--|---|------------|----------|
| Strategy – including reconnection of habitats, floodplain restoration, reduced chemical inputs and reintroduction of lost native species.                         | P&IPAC<br>And<br>Cllr Lottie Parfitt-Reid<br><br>CHEPAC | James Wilderspin<br><br>Gemma Bailey                      |                                   |           |   | floodplain restoration<br><br>reduced chemical inputs<br><br>reintroduction of lost native species |   |            |          |
| <b>Action 6.7</b> Increase borough canopy cover expanding ancient forests and reconnecting of existing woodland including urban woods, and greening town centres. | Cllr David Burton<br><br>CHEPAC                         | James Wilderspin<br><br>Rob Jarman<br><br>Andrew Williams | Direct                            | 2023-2030 | Partner and develop large scale tree planting and rewilding opportunities<br><br>Develop business case for land acquisition linking BNG, Nutrient Neutrality, social values and green spaces and flood reduction via tree and | borough canopy cover expanded<br><br>More CO2e sequestered<br><br>Increased biodiversity           | Number of Trees planted / area of land rewilded | Biannual   | £200,000 |

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|   |   |  |                                   |           | rewilding planting projects  |                                      |  |            |   |
| <b>Action 6.8</b> Review Maidstone Borough Council non-operational land to assess potential for enhancing biodiversity including allowing community groups to take responsibility for management.   | Cllr John Perry<br>CSPAC                                    | James Wilderspin   | Direct                            | 2023      | As above   | As above<br>Community groups engaged | NA   | Biannual   | Officer time  |
| <b>Making our estate carbon neutral</b>   |   |  |                                   |           |  |                                      |  |            |   |
| <b>Action 7.1</b> Deliver Maidstone Borough Council 2030 Net Zero Commitment, by:<br>(i) Decarbonising the councils' buildings through low carbon heating, LEDs, insulation and smart controls,<br>(ii) decarbonising the council's fleet to fully EV,<br>(iii) investing in renewable energy generation,<br>(iv) incorporating energy saving principles into office strategies, and<br>(v) supporting staff to shift to electric/ultra-low emission vehicles, public transportation and more flexible working. | Cllr John Perry<br>CSPAC<br>Cllr Claudine Russell<br>ERLPAC | Mark Green<br>Katie Exon<br>Darren Guess<br>James Wilderspin | Direct                            | 2023-28   | Develop Decarbonisation plan and timeline<br><br>Identify and apply for funding for retrofitting and upgrading MBC buildings heating and insulation<br><br>Identify renewable energy projects and partnerships | MBC Net Zero 2030                    | Percentage Change of Carbon Emissions from MBC Buildings, Fleet, Contracts (ie Scope 1, 2) | Biannual   | £900,000 to £1,500,000<br><br>Seeking match funding from PSDS |

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|---|--|--|-----------------------------------|-----------|---|---|--|------------|--------------|
|   |  |  |                                   |           | Ensure electricity capacity at depot for fleet transition to EV<br><br>Upgrade Fleet to EVs |   |  |            |              |
| <b>Action 7.2</b> Measure the Council's carbon footprint each year and report findings to relevant committees and the public.   | Cllr David Burton<br><br>And<br><br>Cllr John Perry<br><br>CSPAC | James Wilderspin<br><br>Katie Exon                   | Direct                            | Annually  | Calculate Carbon Footprint of Scope 1/2/3   | MBC Net Zero Planning and monitoring for 2030 | Carbon Footprint Dashboard<br><br>Percentage Change of Carbon Emissions from MBC Buildings, Fleet, Contracts (ie Scope 1, 2 and 3) | Quarterly  | Officer Time |
| <b>Action 7.3</b> Purchase 100% renewable energy for our buildings and operations where we control the supply (market dependant with maximum 10% offset) and investigate Public Energy Partnership Power Purchase Agreement (PEPPPA). | Cllr John Perry<br><br>CSPAC                                     | Mark green<br><br>James Wilderspin<br><br>Katie Exon | Direct                            | 2023-24   | Move to 100% green tariff<br><br>Develop and/or pay for offsets                             | MBC Net Zero 2030                             | NA   | Annually   | Officer Time |

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|---|--|------------------------------------|-----------------------------------|-----------|--|--|---|------------|--------------|
|   |  |                                    |                                   |           | Investigate renewable energy business cases, purchases, investments and partnerships |  |   |            |              |
| <b>Action 7.4</b> Identify temporary accommodation assets eligible for insulation and low carbon heating upgrades under funding schemes and arrange installation. Provide top up funding for any measures not fully funded to ensure all homes let by MBC as temporary accommodation are energy efficient and EPC rating improved to requirement. | Cllr Simon Webb<br><br>CHEPAC  | William Cornall                    | Direct                            | 2023-24   | Identify temporary accommodation<br><br>Upgrade accommodation                        | Improved EPC ratings<br><br>Reduced utilities  | NA  | Annually   | Officer Time |
| <b>Action 7.5</b> Improve data management on all property including leased buildings and prioritise decarbonisation actions and improve EPC ratings.  | Cllr John Perry<br><br>CSPAC<br><br>And<br><br>Cllr Claudine Russell | Katie Exon<br><br>James Wilderspin | Direct                            | 2023-24   | Improve Data Management  | Reduce energy bills<br><br>Improve EPC ratings | Percentage change/ reduction in Utility costs/KWh for Gas, Electricity, Water usage at leased assets. | Annually   | Officer Time |

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|  | ERLPAC                             |                                |                                   |           |   |  |                           |            |                   |
| <b>Action 7.6</b> Deliver 100% LED lighting in MBC carparks.   | Cllr Paul Cooper<br>P&IPAC         | Jeff Kitson                    | Direct                            | 2023-24   | Upgrade lighting  | Reduces costs<br>Improved efficiency   | NA                        | Annually   | Estimated £30,000 |
| <b>Communications and engagement strategy</b>  |                                    |                                |                                   |           |   |  |                           |            |                   |
| <b>Action 8.1</b> Support residents (including adults, women, youths and children, faith groups, minority groups, and marginalised groups), partners, and wider stakeholders (Parish councils, farmers, and landowners) to understand the changes they can make to reduce and prepare for climate change. Including: <ul style="list-style-type: none"> <li>Supporting residents to reduce their individual carbon footprints, upskilling and green job creation, buying local, conserve water, and with sustainable lifestyles and Eatwell guidance.</li> <li>Promote schemes which help residents, landlords and housing associations reduce energy bills and decarbonise their buildings e.g. retrofitting grants and the government domestic and non-domestic renewable heat incentive programme.</li> </ul> | Cllr Lottie Parfitt-Reid<br>CHEPAC | Gemma Bailey<br>Julie Maddocks | Influence                         | 2023-25   | Develop engagement events / campaigns<br>Newsletters / social media awareness raising | Informed residents on Climate change and biodiversity loss<br>Increase resilience to the impacts of climate change<br>improved health and well being<br>reduction in household bills | NA                        | Biannual   | £30,000 per annum |

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|---|--|---------------------|-----------------------------------|-------------|---|---|---|-----------------|---------------------|
| <ul style="list-style-type: none"> <li>Support and encourage residents, businesses and the third sector to install renewable energy generation or develop community energy projects, by providing information and promoting grants, shared investment, and savings schemes.</li> <li>Encourage residents to separate food and recyclables, use appropriate bins, compost at home, avoid contamination and reduce waste production through promoting the circular economy strategy.</li> <li>Support residents, schools and community groups with biodiversity improvement and protection, promoting relevant schemes, such as tree planting and after care, and encouraging them to enhance biodiversity in their gardens and grounds.</li> </ul> |  |                     |                                   |             |   | <p>reduction in household waste</p> <p>increase in public transport and active travel</p> |   |                 |                     |
| <p><b>Action 8.2</b> Provide staff awareness information of biodiversity and climate change at induction and provide job specific sustainability training to each service area.</p>   | <p>Cllr David Burton</p> <p>CHEPAC</p> | <p>Gemma Bailey</p> | <p>Direct</p>                     | <p>2023</p> | <p>Implement Carbon Literacy Training and tailor to each service area</p> | <p>Informed staff</p>   | <p>Number of Staff carbon literate accredited</p> | <p>Biannual</p> | <p>Officer Time</p> |

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| <b>Action 8.3</b> Enable local businesses to reduce their carbon footprint by providing information on funding opportunities, carbon calculators, localised supply chains and travel plans that promote active travel and public transport, and support businesses to use the Kent Prepare website to raise awareness of how to prepare for flooding. | Cllr David Burton<br><br>Cllr Lottie Parfitt-Reid<br><br>CHEPAC | Julie Maddocks<br><br>Chris Inwood<br><br>Gemma Bailey     | Influence                         | 2023-25   | Support businesses with information, funding opportunities and partnerships | Reduction in local business CO2e and associated costs                                  | NA  | Biannual   | Officer Time |
| <b>Sustainable decision-making processes and governance</b>   |   |  |                                   |           |   |  |   |            |              |
| <b>Action 9.1</b> Provide briefings and training for councillors and our managers on carbon, climate change, and biodiversity to create a culture change and ensure climate change and biodiversity are integrated into decision making.  | Cllr David Burton<br><br>CHEPAC                                 | Gemma Bailey   | Direct                            | 2023      | Implement carbon literacy training  | Awarded carbon literacy accreditation  | Number of Cllr carbon literate accredited | Biannual   | Officer Time |
| <b>Action 9.2</b> Ensure service plans consider biodiversity and climate change and monitor with performance indicators, so that managers plan their services to ensure opportunities for enhancing biodiversity and mitigating and adapting to climate change are taken.   | Cllr John Perry<br><br>CSPAC                                    | Carly Benville<br><br>Anna Collier<br><br>James Wilderspin | Direct                            | 2023      | Implement KPIs  | Each service area considers climate and biodiversity in decision making and monitoring | NA  | Biannual   | Officer Time |



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| <b>Action 9.3</b> Deliver Policy that ensures sustainability criteria is used for all Maidstone Borough Council construction of new buildings (offices, housing, leisure facilities) and sustainability criteria is part of decision-making process for all Maidstone Borough Council building acquisitions, to ensure buildings owned by the council are sustainable, future proofed, and align with our net zero commitment. | Cllr John Perry<br><br>CSPAC                                     | Mark Green<br><br>Paul Holland       | Direct                            | 2023-24   | Develop and integrate policy<br><br>Define sustainable criteria to consider on all new building acquisition and construction | Reduced utilities<br><br>Future proofed investments   | NA                         | Biannual   | Officer Time                              |
| <b>Action 9.4</b> Establish criteria for investment in climate change and biodiversity and invest to save schemes (eg. renewables, heat networks). These will consider relative impact in terms of carbon reduction and ease of delivery, such that expenditure is focused on deliverable, affordable initiatives that maximise impact on the carbon reduction targets.  | Cllr David Burton<br><br>And<br><br>Cllr John Perry<br><br>CSPAC | James Wilderspin                     | Direct                            | 2023-24   | Develop business cases / seek partnerships<br><br>Establish criteria for investment  | Carbon emission reductions<br><br>Invest to save schemes<br><br>Investments in green projects | NA                         | Annually   | Officer Time                              |
| <b>Action 9.5</b> Deliver corporate policy and sustainable procurement approach to reduce (Scope 3) MBC carbon footprint from contracts and services and ensure a 'carbon cost' is part of procurement and decision making.  | Cllr John Perry<br><br>CSPAC                                     | Dan Hutchins<br><br>Adrian Lovegrove | Direct                            | 2023-24   | Work with services and contracts to reduce CO2e / disclose footprints /  | Reduction in MBC scope 3  | Carbon footprint dashboard | Biannual   | Officer Time<br><br>£10,000 to £22,000 in |

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|        |                          | James Wilderspin    |                                   |           | <p>reduce supply chains</p> <p>Reduce spending / triple bottom line using carbon costs as well as financial costs for decision making</p> |          |                           |            | consulting fees |