



## Carbon Reduction Plan (CRP)

**Baseline Year:** 2023

**Head Office:** Impressions Care House, 251 Holdenhurst Road, Bournemouth, BH8 8DA

**Fleet:** 9 Vehicles (6 Bournemouth, 3 Southampton)

**Internal Net Zero Target:** 2035

**Statutory Net Zero Target:** 2050

**Responsible Person:** George Funganjera

Impressions Care Solutions Ltd is fully committed to achieving Net Zero carbon emissions by 2050, in line with the UK Government's *Net Zero Strategy* and NHS England's Supplier Roadmap, with an internal target of 2035 for operational carbon neutrality. This Carbon Reduction Plan (CRP) serves as our strategic framework for identifying, managing, and reducing greenhouse gas emissions across all scopes of our operations - including energy use, fleet management, procurement, waste, and supply chain activities.

We recognise that social care organisations play a vital role in mitigating climate change impacts. As a CQC-rated *Good* provider, we integrate environmental sustainability into every facet of our operations, from governance and workforce engagement to service delivery and community partnerships. Our services - encompassing Supported Living, Domiciliary Care, and Complex Care - are delivered across Dorset, Hampshire, and West Berkshire, and we are expanding into Brighton & Hove under the Community Support and Supported Living DPS.

Sustainability is not a standalone initiative within our organisation; it is a central component of our corporate culture and quality assurance systems. Every operational decision, from vehicle procurement to waste disposal, is guided by our sustainability policy and aligned with our Quality Management Framework (QMF), which reflects ISO 9001 principles of *Plan-Do-Check-Act* continuous improvement.

Our carbon reduction efforts are underpinned by four core principles:

1. **Accountability:** Leadership ownership of sustainability targets through clear roles and governance structures.
2. **Transparency:** Open communication with stakeholders, including local authorities, NHS partners, and employees.
3. **Efficiency:** Evidence-based decisions to optimise resource use and reduce waste.
4. **Innovation:** Continuous adoption of technologies and practices that accelerate decarbonisation.

The actions outlined in this CRP demonstrate our proactive approach - transitioning to renewable energy, electrifying our fleet, promoting digital systems to reduce travel and paper waste, and embedding circular procurement practices. Through these measures, we aim to



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reduce emissions by 80% by 2035, achieving an enduring and measurable contribution to the UK's net zero ambitions.

## Organisational Overview & Governance

Environmental sustainability within Impressions Care Solutions Ltd is overseen at board level and embedded through every level of management. The governance of our sustainability commitments is led by George Funganjera, Director, who holds ultimate responsibility for ensuring that the organisation achieves its Net Zero objectives. With over 25 years of leadership experience and qualifications in Finance, Law, and Leadership & Management (NVQ Level 5), Mr Funganjera provides the strategic oversight necessary to align sustainability goals with financial and operational performance.

He is supported by:

- Kat Boulton - Registered Manager (NVQ Level 5): Oversees daily operations, ensures compliance with CQC standards, and embeds sustainable practices into staff routines and service delivery.
- Beatrice Burtea - Clinical Lead (RGN, Train-the-Trainer): Monitors clinical governance, infection prevention, and the sustainability of medical consumables, ensuring safe and environmentally responsible care delivery.
- Karen Shillcock - HR & Compliance Manager: Integrates sustainability objectives into recruitment, induction, and workforce policies, ensuring that staff understand and contribute to environmental goals.
- Tomasz Malec - Shift Coordinator: Manages logistics and fleet operations, ensuring route efficiency and optimised staff deployment to minimise carbon footprint.

## Governance Framework

Sustainability performance is reviewed through quarterly Governance and Quality Meetings, chaired by the Director. Each meeting reviews key environmental Key Performance Indicators (KPIs) such as:

- Fleet fuel usage and vehicle efficiency
- Office energy consumption
- Waste recycling rates
- Supplier sustainability compliance

These metrics are reported through digital dashboards in Carebeans and Google Workspace, ensuring real-time visibility and accountability. Outcomes from governance meetings are captured within our Annual Quality Improvement Plan, which includes environmental targets alongside service quality, safeguarding, and workforce objectives.

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### Integration into Quality Systems

Our Quality Management Framework (QMF) integrates sustainability within every operational domain. Environmental audits are carried out bi-annually, with findings documented and actioned through the Plan-Do-Check-Act (PDCA) cycle. This ensures continuous improvement and measurable progress towards carbon reduction. The Registered Manager and Compliance Team lead follow-up audits, ensuring that recommendations are implemented promptly and effectively.

Environmental considerations are also embedded within our Business Continuity Plan, ensuring resilience against climate-related disruptions such as heatwaves, flooding, or supply chain interruptions. The plan includes contingency measures for energy and transport disruptions, safeguarding both service continuity and environmental responsibility.

### Leadership & Accountability

Responsibility for achieving sustainability objectives is distributed through a clear governance hierarchy:

- The Director sets corporate sustainability policies and approves major initiatives (e.g., EV transition, renewable contracts).
- The Registered Manager operationalises environmental policies within daily care services.
- The HR/Compliance Manager monitors staff training, audits, and engagement in sustainability programmes.
- The Clinical Lead ensures all clinical waste and consumables are managed sustainably, complying with NHS waste segregation protocols.
- Departmental supervisors oversee local environmental practices, including recycling, paper use, and energy management within each location.

This structure ensures that sustainability is not a remote corporate aspiration but an operational reality within every service we deliver.

### Board-Level Oversight & Stakeholder Engagement

The Board receives quarterly sustainability reports summarising carbon performance, cost savings, and community engagement outcomes. These reports are shared with commissioners and local authority partners to ensure transparency and foster collaborative progress towards shared climate goals.

Stakeholder engagement plays a crucial role in governance. Impressions Care participates in regional sustainability forums, including local authority environmental partnerships and NHS Dorset Green Plan initiatives, contributing to shared learning across the health and care sector.

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### 3. Baseline Emissions (2023)

#### Scope 1: Direct Emissions (Owned Vehicles & Gas)

- Fleet fuel use: 9 vehicles (petrol/diesel)
- Estimated emissions: 48.6 tonnes CO<sub>2</sub>e

#### Scope 2: Indirect Energy Emissions (Electricity)

- Office electricity (Bournemouth HQ): 14,000 kWh/year
- Estimated emissions: 3.4 tonnes CO<sub>2</sub>e

#### Scope 3: Other Indirect Emissions

- Business travel, commuting, procurement, and waste
- Estimated emissions: 26.8 tonnes CO<sub>2</sub>e

Total Baseline Emissions (2023): 78.8 tonnes CO<sub>2</sub>e

### 4. Carbon Reduction Targets

Target Year	Reduction (%)	Estimated CO <sub>2</sub> e (t)	Strategy Summary
2025	15%	67.0	Fleet fuel optimisation, LED retrofit, digitalisation
2030	50%	39.4	EV transition, renewable contracts, circular procurement
2035	80%	15.7	Fully electric fleet, solar integration, carbon-neutral waste
2050	100%	0	Net Zero achieved with offsetting residuals

### 5. Energy Management & Efficiency

Impressions Care Solutions Ltd recognises that energy efficiency is central to our carbon reduction objectives. Our Bournemouth HQ is the primary operational site and accounts for the majority of our Scope 2 emissions. We have implemented a comprehensive energy

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management strategy aligned with ISO 50001 principles to ensure continual reduction in energy consumption and carbon intensity.

Our key commitments and actions include:

- **Transition to 100% renewable electricity by 2026:** We are working with our energy provider to secure REGO-certified renewable electricity contracts. This change will remove all electricity-related carbon emissions under Scope 2.
- **Energy-efficient infrastructure:** Bournemouth HQ has been retrofitted with LED lighting systems, smart thermostats, and motion sensors, resulting in an estimated 18% reduction in annual energy use.
- **Annual energy audits:** Conducted by external assessors to identify improvement opportunities and track performance against baseline data. Audit results are reviewed at quarterly governance meetings.
- **Heat pump feasibility:** A full feasibility study is underway for the installation of an air-source heat pump by 2028, reducing gas dependency and improving thermal efficiency.

To ensure accountability, energy KPIs (kWh per FTE and CO<sub>2</sub>e per m<sup>2</sup>) are monitored monthly through our digital energy dashboard within Google Workspace, and reported to the Director each quarter.

## 6. Fleet & Transport Decarbonisation

Our fleet of nine vehicles (six in Bournemouth, three in Southampton) is a significant source of direct emissions (Scope 1). Our goal is to transition to a fully electric fleet by 2032, reducing operational emissions and aligning with the Department for Transport's Road to Zero strategy.

Measures include:

- **EV Transition Plan:** Gradual replacement of existing vehicles with electric or hybrid models, starting with three new EVs procured in 2025.
- **Infrastructure investment:** Installation of dual EV charging stations at Bournemouth HQ by 2025, with plans to expand to Southampton by 2027.
- **Smart route planning:** Fleet routes are optimised using Carebeans scheduling features to reduce mileage, idling time, and redundant travel.
- **Active travel incentives:** Staff are encouraged to cycle or car-share through a mileage reimbursement scheme, cycle-to-work programme, and secure onsite bike storage.
- **Digital service coordination:** Expanding digital care management systems (Carebeans) and virtual MDT meetings reduces unnecessary travel by up to 20%.



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By 2030, we aim to achieve a 50% reduction in transport-related emissions, with staff travel behaviour tracked through our sustainability dashboard.

## 7. Waste & Circular Economy

We are embedding a circular economy approach to waste management, aiming to reduce waste generation and maximise reuse and recycling across all services.

Key actions include:

- Partnership with BCP Council: We work with local authorities for segregated recycling and safe clinical waste management, ensuring compliance with the Environmental Protection Act 1990.
- PPE waste minimisation: Transition to washable aprons, reusable visors, and refillable sanitiser bottles has already reduced PPE waste by 40%.
- Supplier compliance: We only work with certified low-carbon waste contractors who use energy-from-waste facilities for non-recyclables.
- Annual waste audits: Each year, waste streams are reviewed for improvement opportunities, with results logged in our Environmental Action Tracker.

Our ultimate goal is to achieve zero non-recycled office waste by 2030, with all waste segregated at source under the Reduce-Reuse-Recycle hierarchy.

## 8. Procurement & Supply Chain Sustainability

Sustainable procurement is fundamental to our environmental and social value agenda. We have adopted procurement principles aligned with ISO 20400 – Sustainable Procurement Standard, ensuring that every purchasing decision considers environmental, ethical, and social impact.

Our approach includes:

- Local procurement: Priority given to suppliers located within a 30-mile radius to reduce transport emissions and support the local economy.
- Supplier sustainability criteria: From 2025, all tenders will require evidence of suppliers' carbon reduction plans and waste management processes.
- SME and social enterprise partnerships: Collaboration with Mploy Training and local community-based suppliers encourages circular supply chains.
- Ethical purchasing policy: Preference for low-carbon, recyclable, and Fairtrade products across all procurement categories.

Supplier performance will be reviewed annually, and sustainability compliance will be a prerequisite for contract renewals.

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### 9. Water & Digital Carbon Reduction

Reducing both water and digital carbon footprints is a key component of our environmental plan.

Actions include:

- **Water efficiency:** Installation of low-flow fixtures, dual-flush systems, and motion-activated taps has reduced consumption by 15% at Bournemouth HQ.
- **Smart monitoring:** Digital water meters installed in 2024 provide real-time usage data, with monthly reporting to the Facilities Manager.
- **Paperless operations:** Transition to digital recordkeeping via Google Workspace and Carebeans reduces paper use by approximately 95% by 2026.
- **Digital efficiency:** Server and cloud storage systems are optimised to reduce unnecessary data retention, lowering indirect Scope 3 emissions associated with cloud computing.

Our internal Digital Carbon Policy sets clear expectations for data management, online meeting protocols, and sustainable IT procurement.

### 10. Sustainable Buildings & Estates

Impressions Care Solutions is committed to improving the sustainability performance of all owned and leased properties.

- **Building efficiency upgrades:** Insulation and draught-proofing improvements at Bournemouth HQ were completed in 2024, increasing energy efficiency by 22%.
- **Solar feasibility:** We will install rooftop solar panels by 2028 to generate up to 30% of HQ electricity demand.
- **BREEAM compliance:** Any future refurbishments will target a *BREEAM "Very Good"* standard, ensuring environmental sustainability from design through to occupancy.
- **Water conservation:** Low-flow water systems and rainwater collection for exterior cleaning are being evaluated for implementation by 2026.

These measures are supported by annual property audits under our Facilities and Sustainability Framework.

### 11. Staff Training & Engagement

Staff engagement is critical to achieving our sustainability objectives. Environmental training and participation are embedded into our workforce development strategy.

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- **Mandatory training:** All staff complete Environmental Awareness and Sustainable Practice training during induction, with refresher modules annually.
- **Sustainability Champion programme:** A staff member is appointed annually to lead sustainability initiatives, organise workshops, and promote eco-friendly practices.
- **Recognition & reward:** The 'Green Champion of the Month' scheme rewards innovative staff ideas that reduce waste, emissions, or resource use.
- **Continuous improvement culture:** Staff are encouraged to submit sustainability suggestions via the Carebeans portal, which are reviewed by the management team quarterly.

This engagement ensures a workforce that is both environmentally literate and motivated to contribute to the organisation's Net Zero goals.

## 12. Social Value & Community Engagement

Our sustainability work extends beyond organisational boundaries into the communities we serve. Impressions Care integrates environmental and social sustainability to generate local economic resilience and wellbeing.

Key partnerships and actions include:

- **Collaborations:** Working with *Possability People*, *Mind in Brighton & Hove*, *Brighton Mencap*, and *Age UK Brighton & Hove* to deliver inclusive, sustainable community projects.
- **Volunteering & outreach:** Staff take part in beach clean-ups, tree-planting, and recycling drives, dedicating two paid volunteering days per year to environmental causes.
- **Local economy support:** Recruitment prioritises local employment, and we are accredited Real Living Wage employers, supporting fair pay and inclusive growth.
- **Education & awareness:** Sustainability awareness campaigns run in partnership with local schools and charities promote green behaviour and inclusion.

This community-focused approach ensures that our carbon reduction plan delivers measurable social value aligned with Brighton & Hove's *Community Wealth Building Strategy*.

## 13. Monitoring & Reporting Framework

Robust monitoring, verification, and reporting processes ensure accountability and continuous improvement.

- **Quarterly reviews:** Sustainability and carbon performance reports presented to the Board and commissioning authorities every quarter.

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- Key metrics tracked via Carebeans dashboards:
  - Energy consumption per employee (kWh/FTE)
  - Fleet fuel efficiency and EV transition percentage
  - Waste recycling rate (%)
  - Supplier carbon compliance and reduction commitments (%)
- Annual sustainability report: Published internally and shared with commissioners, summarising progress, corrective actions, and future targets.
- Third-party validation: Emissions data verified annually using DEFRA 2023 factors and audited by independent assessors.

This structured monitoring framework guarantees transparency, evidence-based decision-making, and sustained momentum toward our 2035 and 2050 Net Zero goals.

### 14. Risk Management & Mitigation

Risk	Mitigation
Increased utility costs	Renewable PPAs, smart scheduling
Staff travel dependency	EV leasing, telecare expansion
Supplier non-compliance	Sustainability clauses in contracts
Climate-related disruptions	Updated BCP with environmental contingencies

### 15. Offsetting & Net Zero Transition

- Any residual emissions post-2035 will be offset through verified UK-based carbon projects, such as reforestation and renewable energy credits.
- Evaluation of partnerships with Gold Standard and Woodland Carbon Code offset schemes.

### 16. Governance & Accountability

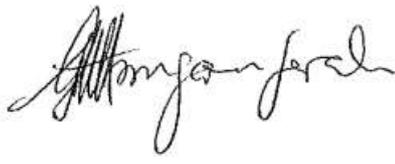
The Director, George Funganjera, holds ultimate accountability for achieving carbon reduction targets. The Operations Manager oversees implementation, while the Registered Manager ensures service-level adherence. Progress is reviewed quarterly and signed off by the board.

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### 17. Declaration

This Carbon Reduction Plan is approved by the Board of Directors of Impressions Care Solutions Ltd and will be reviewed annually. The responsible person for ensuring delivery and monitoring is:

Name: George Funganjera  
 Position: Director  
 Date: November 2025

Signature: 

### 18. Appendices

- Appendix A: Carbon Calculation Methodology (DEFRA 2023 factors)
- Appendix B: Emission Breakdown by Scope (2023)
- Appendix C: Action Plan 2025-2035 with Annual Milestones
- Appendix D: Stakeholder Engagement Log

#### Appendix A - Calculation Methodology

Emission factors derived from DEFRA (2023) conversion tables. Data sources include fuel invoices, utility bills, and digital monitoring systems.

#### Appendix B - Summary Table

Scope	Source	2023 CO <sub>2</sub> e (tonnes)	Reduction Target by 2030
1	Fleet Fuel	48.6	60%
2	Electricity	3.4	80%
3	Waste & Procurement	26.8	40%
Total		78.8	50%



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### Appendix C - Annual Action Plan Summary (2025-2035)

- 2025: Begin EV transition; renewable electricity contracts.
- 2026: 50% paperless; 25% EV adoption.
- 2028: Install solar panels; 60% reduction in energy use.
- 2030: 50% total emissions reduction achieved.
- 2035: Carbon-neutral operations; offset remaining residuals.

End of Carbon Reduction Plan