

EMMACULATE CARE SERVICES LTD

Sustainability Policy and Carbon Reduction Plan

Document title	Sustainability Policy and Carbon Reduction Plan
Organisation	Emmaculate Care Services Ltd
Location	Northampton, England
Sustainability Lead	Nyasha Munjoma
Baseline year	2024
Current reporting year	2025/2026
Date of adoption	__05__ / __01__ / __2026__
Approved by	__ Nyasha Munjoma __ (Nominated Individual)
Review frequency	At least annually, or sooner following material change
Next review date	__05__ / __01__ / __2027__

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PART A: SUSTAINABILITY POLICY

1. Purpose and Commitment

Emmaculate Care Services Ltd is committed to delivering safe, high quality and person centred health and social care while reducing the environmental impact of its activities so far as is reasonably practicable. This document sets out the organisation's Sustainability Policy and its Carbon Reduction Plan. It has been prepared to support the organisation's bid for a Supported Living contract commissioned by North Northamptonshire Council, and to form part of the organisation's wider governance and compliance framework.

The organisation recognises that climate change and wider environmental pressures affect the health and wellbeing of the people it supports and of the community around it. It also recognises that commissioners, including local authorities and the NHS, increasingly expect care providers to demonstrate responsible environmental management as part of good governance and social value. Emmaculate Care Services Ltd is a small provider with a defined and proportionate operational footprint. This policy therefore concentrates on practical, achievable measures within the organisation's reasonable control, rather than on commitments that it cannot evidence.

Emmaculate Care Services Ltd commits to:

- complying with relevant environmental legislation and regulatory requirements applicable to its activities;
- supporting the United Kingdom statutory target of net zero greenhouse gas emissions by 2050, and the wider net zero ambitions of the NHS, so far as the organisation is able to influence its own emissions;
- reducing waste, paper use and the unnecessary consumption of energy and resources;
- promoting sustainable travel and reducing avoidable staff travel;
- working with landlords to encourage the green procurement of utilities and energy efficiency, at its office and at any supported living accommodation it uses;
- embedding environmental considerations into procurement and supplier selection where appropriate;
- raising staff awareness of, and engagement with, sustainability;
- monitoring progress and improving year on year; and
- ensuring that sustainability measures never compromise the safety, dignity, wellbeing or quality of care provided to service users.

2. Scope

This policy applies to all activities undertaken by Emmaculate Care Services Ltd, to all directors and managers, and to all employees, bank staff, agency workers and volunteers acting on behalf of the organisation. It covers the organisation's office based activities, staff working practices, travel undertaken for work purposes, the procurement and use of goods and services, and the management of waste generated by its operations.

The organisation operates from an office where the electricity, heating and water are managed by the landlord, and it does not own or operate any company vehicles. Where it cannot

exercise direct control, the organisation will seek to influence outcomes by working with landlords to encourage the green procurement of utilities and energy efficiency measures, and by cooperating with suppliers and staff.

3. Definitions

- **Sustainability:** meeting the needs of the present without compromising the ability of future generations to meet their own needs, balancing environmental, social and economic considerations. The focus of this policy is environmental sustainability.
- **Carbon emissions:** greenhouse gases, principally carbon dioxide, released into the atmosphere as a result of activities such as energy use, travel, and the production of goods and services. Emissions are commonly expressed as carbon dioxide equivalent (CO₂e).
- **Net zero:** achieving a balance between the greenhouse gases added to the atmosphere and those removed from it, so that net emissions are reduced to zero. The United Kingdom has a legal target to reach net zero by 2050.
- **Carbon reduction:** the ongoing process of reducing the volume of greenhouse gas emissions produced by an organisation's activities, achieved through efficiency, behaviour change and better informed choices.
- **Scope 1 (direct emissions):** emissions from sources that the organisation owns or controls, for example fuel burned in company owned vehicles or in on site heating plant.
- **Scope 2 (indirect energy emissions):** emissions associated with the electricity and heat that the organisation purchases and uses.
- **Scope 3 (other indirect emissions):** all other indirect emissions across the organisation's value chain, for example business travel in personal vehicles, purchased goods and services, and waste.

4. Legal and Regulatory Framework

Emmaculate Care Services Ltd has regard to the following legislation, government guidance and recognised sustainability principles, applied proportionately to the size and nature of the organisation:

- **Climate Change Act 2008 (as amended in 2019).** establishes the United Kingdom legally binding target to reduce greenhouse gas emissions to net zero by 2050.
- **Environment Act 2021.** sets out wider environmental governance, and underpins reforms to resource efficiency and waste, including workplace recycling requirements.
- **Environmental Protection Act 1990.** includes the waste duty of care (section 34), requiring waste to be stored, handled and transferred responsibly and only to authorised carriers.
- **Simpler Recycling (workplace recycling in England).** requires workplaces to separate dry recyclables, food waste and residual waste before collection. The requirements came into force on 31 March 2025 for workplaces with ten or more full time equivalent employees, and apply to micro firms with fewer than ten full time equivalent employees from 31 March 2027. The organisation will comply by the date applicable to its size, working with its landlord and waste contractor.
- **Health and Care Act 2022.** places statutory duties on NHS bodies to contribute to net zero and environmental targets. Although these duties fall on NHS organisations rather than

on independent providers, they inform the expectations placed on the wider care sector supply chain.

- **Delivering a Net Zero NHS and the NHS Net Zero Supplier Roadmap.** set the NHS ambition of net zero by 2040 for emissions it controls directly, and by 2045 for emissions it can influence, and set expectations for suppliers to reduce emissions over time.
- **Procurement Act 2023 and Procurement Policy Note 006 (formerly PPN 06/21).** set out how Carbon Reduction Plans and net zero commitments are taken into account in public procurement. A formal Carbon Reduction Plan is a mandatory condition of participation for the largest contracts (above five million pounds per year), and Carbon Reduction Plan expectations are increasingly applied proportionately to smaller providers bidding for public sector work, including local authority contracts.
- **Public Services (Social Value) Act 2012.** requires commissioners, including North Northamptonshire Council, to consider how procurement can improve economic, social and environmental wellbeing, which is often reflected in tender evaluation.
- **Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.** includes Regulation 17 (good governance), Regulation 15 (premises and equipment) and Regulation 12 (safe care and treatment, including infection prevention and control). Sound environmental management supports the Care Quality Commission well led key question.
- **Greenhouse Gas Protocol Corporate Standard.** provides the internationally recognised framework of Scope 1, Scope 2 and Scope 3 emissions used in this document.
- **ISO 14001 principles.** the organisation aligns with recognised environmental management principles of planning, implementation, monitoring and improvement, without holding formal certification.
- **Hazardous Waste Regulations 2005 and the safe management of healthcare waste (HTM 07-01).** apply where any clinical or hazardous waste arises, which will always be managed in line with clinical, infection control and regulatory requirements.

Streamlined Energy and Carbon Reporting (SECR) and the Energy Savings Opportunity Scheme (ESOS) impose mandatory reporting on large organisations. Emmaculate Care Services Ltd falls below the thresholds for mandatory reporting under these schemes. The organisation nonetheless adopts the underlying principles of measuring, managing and reducing emissions on a voluntary and proportionate basis.

5. Roles and Responsibilities

Directors and Management hold overall accountability for this policy. They approve the policy and its targets, provide the resources needed to implement it, and oversee performance as part of the organisation's governance arrangements.

Sustainability Lead. Nyasha Munjoma is the named Sustainability Lead. The Sustainability Lead has day to day responsibility for implementing and monitoring this policy and the Carbon Reduction Plan, coordinating agreed actions, gathering and recording data and key performance indicators, liaising with landlords and suppliers, promoting staff awareness, and leading the annual review and reporting.

Registered Manager. The Registered Manager ensures that sustainability practices are integrated with the delivery of care without compromising safety or quality, and supports staff engagement in day to day working.

All staff are responsible for following this policy, reducing waste, using resources responsibly, choosing sustainable travel where practicable, and reporting environmental issues or ideas to the Sustainability Lead.

6. Environmental Sustainability Principles

The organisation applies the following principles in a proportionate way:

- prevention and reduction first, followed by reuse and then recycling, in line with the waste hierarchy;
- efficient use of energy, water, paper and other resources;
- a digital by default approach where it is safe, compliant and practical;
- responsible procurement and supplier selection;
- cooperation with landlords, suppliers, commissioners and staff to influence outcomes beyond the organisation's direct control;
- honest measurement and continuous improvement; and
- the overriding priority of safe, dignified and high quality care.

7. Energy and Utilities Management

The organisation's office electricity, heating and water are managed by the landlord, and the organisation therefore has limited direct control over these emissions and limited access to consumption data. The Supported Living accommodation will be the home of the people who live there, and its utilities will be managed by the landlord or the tenants. In both settings the organisation will work with landlords, where practicable, to encourage utilities to be procured in a greener way, for example renewable electricity tariffs, and to encourage energy efficiency measures. Within its reasonable control, Emmaculate Care Services Ltd will adopt a switch off culture for lights, screens and equipment when not in use, avoid the overuse of heating and cooling in areas it can control, report faults and waste promptly, and encourage energy efficient behaviour among staff.

8. Waste Management, Recycling and Reduction

Emmaculate Care Services Ltd applies the waste hierarchy: reducing waste at source, reusing where possible, and recycling what remains. In line with the Simpler Recycling requirements for workplaces in England, the organisation separates dry recyclables, food waste and residual waste before collection, keeping paper and card separate, and will ensure this is fully in place by the date applicable to its size. Because waste collection is arranged through the landlord and the waste contractor, the organisation will confirm that compliant, segregated collection is provided and that recyclable material is genuinely sent for recycling.

The organisation complies with the waste duty of care under the Environmental Protection Act 1990. Any clinical or hazardous waste that may arise is managed strictly in accordance with clinical, infection prevention and control, and regulatory requirements, including the Hazardous Waste Regulations 2005 and the principles of the safe management of healthcare waste (HTM 07-01). Environmental waste reduction never takes precedence over the safe disposal of clinical waste.

9. Paper and Digital Resource Reduction

The organisation will reduce unnecessary printing and paper use by setting double sided and black and white printing as the default, printing only where necessary, and removing paper from processes that can safely be carried out digitally. It will increase the use of secure digital records, electronic forms and shared digital storage. All digital record keeping is carried out in line with data protection requirements and the organisation's information governance arrangements, so that improvements in efficiency do not create risks to confidentiality or record accuracy.

10. Sustainable Procurement

Where appropriate, the organisation will factor environmental considerations into purchasing decisions. This includes buying durable, good quality items, avoiding over ordering, reducing packaging where possible, and asking key suppliers about their environmental practices. Procurement decisions always balance environmental considerations against cost, quality, reliability and, above all, the clinical and safety needs of service users. Sustainability considerations will not override requirements for products that are essential to safe and effective care.

11. Travel and Transport

The organisation does not own or operate any company vehicles. Staff may travel for work related activities, including supporting people in supported living and the community and attending meetings and training. Where relevant, the organisation encourages sustainable travel options such as public transport, walking, cycling, car sharing and virtual meetings. It also encourages efficient journey planning to avoid unnecessary or duplicated travel. Any reduction in travel is always balanced against the need to maintain continuity, responsiveness and quality of care, and face to face support will continue wherever it is needed for safe and person centred care.

12. Water Conservation

Water at the office is supplied and managed by the landlord, and water at any supported living accommodation will be managed by the landlord or the tenants. The organisation will use water responsibly, report leaks and waste promptly, and raise water efficiency with landlords where practicable.

13. Use of Environmentally Preferable Products and Suppliers

Where it is safe and practical, the organisation will favour products with recognised environmental credentials, reduced packaging, and reusable or refillable formats. This preference is always subject to infection prevention and control and clinical requirements. Where a single use or less environmentally preferable product is necessary for safe care, that requirement takes priority and the reason is recorded.

14. Staff Awareness, Training and Engagement

Sustainability will be included in staff induction and periodic refreshers, and reinforced through team meetings and internal communications. Staff are encouraged to suggest practical

improvements. Engaging staff in this way helps to embed sustainable practices into everyday working without adding unnecessary burden.

15. Working with Landlords, Suppliers and Other Stakeholders

Because significant elements of the organisation's footprint sit outside its direct control, cooperation is central to this policy. The organisation will work collaboratively with its office landlord, and with any supported living landlord, to obtain relevant utility information, to encourage the green procurement of utilities, and to encourage energy efficiency measures. It will engage suppliers on their environmental practices, cooperate with commissioners on social value and sustainability expectations, and keep a record of this engagement to demonstrate genuine effort even where outcomes depend on others.

16. Monitoring, Reporting and Continuous Improvement

The Sustainability Lead monitors progress against the objectives and key performance indicators set out in the Carbon Reduction Plan and reports to management at least annually. Performance informs the annual review, from which objectives and actions are updated. The organisation aims for steady, demonstrable improvement rather than one off commitments.

17. Incident and Non-Compliance Management

Where environmental issues are identified, for example incorrect waste disposal, a spillage, persistent failure to recycle, or a possible breach of an environmental requirement, staff report the matter to the Sustainability Lead or a manager. The issue is investigated proportionately, corrective action is agreed and recorded, and any lessons are fed into the annual review. Where a matter is serious or reportable to an external body such as the Environment Agency, it is escalated and managed through the organisation's wider governance and incident arrangements.

18. Priority of Care, Safety and Quality

Quality, safety, infection prevention and control, safeguarding and person centred care always take priority. Sustainability measures must not compromise the safety, dignity, wellbeing or quality of care provided to service users, and must respect that supported living accommodation is a person's home. Where an environmental consideration conflicts with a clinical, care, infection control or safety requirement, the organisation follows the relevant clinical, regulatory and safety requirement. This principle applies throughout both the policy and the Carbon Reduction Plan.

19. Review Arrangements

This policy is reviewed at least annually, and sooner if there is a material change in legislation, guidance, commissioner requirements, or the organisation's operations or premises, including when a property for the Supported Living service is secured. The Sustainability Lead leads the review and management approves any revised version. Version control is maintained in the document control table.

PART B: CARBON REDUCTION PLAN

20. Introduction and Baseline Year

This Carbon Reduction Plan sets out how Emmaculate Care Services Ltd will reduce the emissions within its reasonable control. The baseline year is 2024, being the reference year against which future progress is measured, and the current reporting year is 2025/2026.

21. Current Position and Organisational Carbon Footprint

Emmaculate Care Services Ltd is a small, office based health and social care provider in Northampton, England. It does not own or operate any company vehicles, and its office electricity, heating and water are managed by the landlord. The organisation has assessed its position against the Greenhouse Gas Protocol scopes as follows:

21.1 Scope 1 (direct emissions)

Scope 1 emissions are assessed as negligible. The organisation owns no vehicles and controls no on site combustion or heating plant, since office heating is managed by the landlord. Any future supported living accommodation will be the home of the people living there, with heating controlled by the landlord or the tenants, and so will not fall within the organisation's Scope 1. Should any direct emission source arise in future, it will be identified and recorded.

21.2 Scope 2 (indirect energy emissions)

Scope 2 emissions relate to the electricity and heating used at the office. These are managed by the landlord and are not currently separately metered or apportioned to Emmaculate Care Services Ltd, so a precise Scope 2 figure is not available for the baseline year. The organisation will request consumption information from the office landlord and will encourage green procurement and energy efficiency, while reducing avoidable energy use in the areas it can control. Energy used at any supported living accommodation will be the responsibility of the landlord or tenants and will sit outside the organisation's Scope 2, although the organisation will encourage green utilities and efficiency there as set out in this plan.

21.3 Relevant Scope 3 (other indirect emissions)

The most relevant Scope 3 emissions that the organisation can influence are business travel undertaken by staff, principally in personal vehicles and by public transport for visits to people, meetings and training; purchased goods and services, such as office supplies, paper and consumables; and waste generated by operations. The organisation will prioritise the Scope 3 categories it can realistically measure, beginning with business mileage, paper use and waste, and will build this data year on year.

Reflecting the position above, the organisation's priorities are:

- reducing paper and printing, and increasing digital record keeping;
- responsible recycling and correct waste segregation, compliant with Simpler Recycling;
- reducing avoidable staff travel and promoting sustainable travel, car sharing and virtual meetings;
- reducing unnecessary energy and resource use, and working with landlords on green utilities and efficiency at the office and at supported living accommodation;
- sustainable procurement and consideration of suppliers' environmental credentials;

- reducing single use items where safe and appropriate;
- raising staff sustainability awareness; and
- building the data needed to monitor relevant Scope 3 emissions.

21.4 Basis of estimate and methodology

The estimate follows the Greenhouse Gas Protocol Corporate Standard and uses the United Kingdom Government (DESNZ) greenhouse gas conversion factors for the relevant year, applying the 2024 factors to the baseline year and the 2025 factors to the current reporting year (2025/2026). Scope 2 is reported using the location based method. The estimate covers the sources most relevant to a small, office based care provider: The Supported Living facility will in any case be the home of the people living there with utilities managed by the landlord or tenants, therefore no supported living accommodation emissions are included.

21.5 Activity data

Assumption / activity data (estimated)	Baseline 2024	Current 2025/2026
Total staff (headcount)	8	12
Approximate full time equivalent (FTE)	6	9
Office electricity, landlord managed (kWh)	2,800	3,000
Business mileage	6,500	10,000
Homeworking (hours)	700	1,100
General waste (tonnes)	0.5	0.7
Water (cubic metres)	18	25
Paper purchased (reams)	55	45

21.7 Conversion factors used

Follows the United Kingdom Government greenhouse gas conversion factors.

Conversion factor (UK Government GHG factors)	Unit	2024	2025	Scope
Electricity, generation (location based)	kWh	0.20493	0.17521	2
Electricity, transmission and distribution	kWh	0.01830	0.01565	3
Car, average	mile	0.26700	0.26400	3
Homeworking, blended	hour	0.40000	0.40000	3
General waste, blended	tonne	250.000	250.000	3
Water, supply and treatment	cu. metre	0.339	0.339	3
Paper, per ream	ream	2.500	2.500	3

21.8 Estimated emissions results

Applying the conversion factors above to the activity data gives the following estimated emissions. The Scope 3 total is broken down by source so that the main drivers are clear.

Estimated emissions (tCO ₂ e)	Baseline 2024	Current 2025/2026
Scope 1 (direct)	0.00	0.00

Estimated emissions (tCO ₂ e)	Baseline 2024	Current 2025/2026
Scope 2 (office electricity)	0.57	0.53
Scope 3: business travel	1.74	2.64
Scope 3: homeworking	0.28	0.44
Scope 3: paper	0.14	0.11
Scope 3: waste	0.13	0.18
Scope 3: electricity transmission and distribution	0.05	0.05
Scope 3: water	0.01	0.01
Scope 3 total	2.34	3.42
Total gross emissions	2.91	3.95
Emissions intensity (tCO ₂ e per FTE)	0.49	0.44

Scope 3 component figures are rounded individually and may not sum exactly to the Scope 3 total, which is calculated from unrounded values.

On this basis, business travel is by far the largest source of emissions, at around two thirds of the current year footprint, which confirms staff travel and mileage as the organisation's main carbon reduction priority. Absolute emissions rose between the two years as the organisation grew, with staff numbers increasing from an estimated 8 in 2024 to 12 in 2025/2026, while emissions intensity for each full time equivalent member of staff fell, reflecting the early effect of efficiency measures and a cleaner electricity grid. Paper use fell over the same period as digital working increased.

21.9 Emissions Declaration

The declaration below summarises the estimated position for the baseline year (2024) and the current reporting year (2025/2026). Scope 1 is reported as zero because the organisation owns no vehicles and controls no on site combustion.

Bidder Emissions Declaration	Baseline Year: 2024	Reporting Year: 2025/2026
Scope 1 emissions (tCO ₂ e)	0.00	0.00
Scope 2 emissions (tCO ₂ e)	0.57	0.53
Scope 3 emissions (tCO ₂ e)	2.34	3.42
Total (tCO₂e)	2.91	3.95

22. Carbon Reduction Priorities

Reflecting the position above, the organisation's priorities are:

- reducing paper and printing, and increasing digital record keeping;
- responsible recycling and correct waste segregation, compliant with Simpler Recycling;
- reducing avoidable staff travel and promoting sustainable travel, car sharing and virtual meetings;
- reducing unnecessary energy and resource use, and working with landlords on green utilities and efficiency at the office and at supported living accommodation;

- sustainable procurement and consideration of suppliers' environmental credentials;
- reducing single use items where safe and appropriate;
- raising staff sustainability awareness; and
- building the data needed to monitor relevant Scope 3 emissions.

23. Short, Medium and Long Term Targets

Short term (within twelve months of adoption, and by 31 March 2027). Establish baseline data capture for paper, mileage and waste; implement compliant recycling segregation; reduce unnecessary printing; roll out staff sustainability awareness; request utility information from the office landlord; and promote virtual meetings and car sharing. On securing a supported living property, encourage green utilities and energy efficiency with the landlord.

Medium term (by 31 March 2028). Embed digital record keeping; achieve measurable reductions in paper use and avoidable travel; formalise sustainable procurement criteria and supplier environmental checks; and establish routine annual reporting.

Long term (from 2029 to 2030 and beyond). Maintain year on year improvement; deepen Scope 3 monitoring as data allows; and continue to support the United Kingdom net zero target for 2050 and the NHS net zero ambitions, through the emissions the organisation is able to influence.

24. Monitoring and Review Arrangements

The Sustainability Lead monitors the objectives, actions and key performance indicators, maintains the supporting records, and reports progress to management at least annually. The Carbon Reduction Plan is reviewed at least annually alongside the Sustainability Policy, and updated to reflect performance, improved data, the securing of a supported living property, and any change in legislation or commissioner requirements.

25. Annual Reporting and Continuous Improvement

Each year the organisation produces a short summary of progress against the targets in this plan, including what has been achieved, where targets have not been met and why, and the actions carried forward or added. This annual summary supports continuous improvement and can be made available as supporting evidence in tenders and procurement exercises. The detailed objectives, actions, responsibilities, timescales and measures are set out in the Carbon Reduction Targets table that follows.

26. Carbon Reduction Targets

The following targets are realistic and proportionate to the size and nature of Emmaculate Care Services Ltd and to its limited direct control over some emissions sources. They focus on areas within the organisation's reasonable operational control and are reviewed and updated annually.

Area	Baseline / Current Position	Carbon Reduction Objective	Actions	Responsible Person	Target Date	KPI / Measure
Paper and printing	Routine printing of care records, rotas and correspondence; paper still used across several processes. 55 reams in 2024	Reduce unnecessary printing and paper consumption; move to a print only when necessary approach.	Set double sided, black and white as default; Remove unnecessary printing from processes; Track paper (reams) purchased.	Sustainability Lead; Office / Admin staff	By 31 March 2027	Reams of paper purchased per year vs 2024; number of print processes removed.
Digital record keeping	Mixed paper and digital records; some processes remain paper based.	Increase digital record keeping to reduce paper and improve efficiency, in line with data protection.	Move remaining eligible records to secure digital systems; Use e-forms and shared digital storage; Confirm safe, compliant storage.	Registered Manager; Sustainability Lead	By 31 March 2028	Percentage of eligible records held digitally; reduction in paper based processes.
Recycling and waste segregation	Office waste generated; recycling arrangements provided through the office landlord and waste contractor. 0.5 tonnes general waste in 2024.	Achieve responsible recycling and correct waste segregation, compliant with Simpler Recycling.	Provide clearly labelled bins for dry recyclables, food waste and residual waste; Keep paper and card separate; Confirm arrangements with landlord / contractor.	Sustainability Lead; All staff	Per Simpler Recycling (31 Mar 2025 if 10+ FTE; 31 Mar 2027 if micro firm)	Segregated recycling in place (yes / no); reduction in general waste; contamination issues logged.
Single use items	Some single use items used in the office and in day to day operations.	Reduce single use items where it is safe and appropriate to do so.	Identify office single use items that can be replaced with reusable alternatives; Retain single use items where required for infection control or care needs.	Sustainability Lead	By 31 March 2028	Number of single use office items replaced; exceptions recorded for clinical / IPC reasons.
Staff travel (avoidable)	Staff travel to support people in supported living and the community, and to attend meetings and training. No company vehicles are operated. 6,500 business miles in 2024.	Reduce unnecessary staff travel while protecting continuity and quality of care.	Plan efficient visit routes; Avoid duplicate journeys; Record business mileage claimed.	Registered Manager; Sustainability Lead	By 31 March 2028 and ongoing	Business mileage claimed per period vs 2024; avoidable journeys reduced.
Virtual meetings	Meetings and some training held in person, requiring travel.	Encourage virtual meetings where appropriate and where quality is not affected.	Default to virtual meetings for internal and suitable external meetings; Reserve in person attendance where it is needed.	Sustainability Lead; Management	By 31 March 2027 and ongoing	Proportion of eligible meetings held virtually.
Sustainable travel	Travel largely by private vehicle for visits to people and the community.	Promote sustainable travel options where practical and safe.	Encourage public transport, walking and cycling where suitable; Share travel guidance with staff.	Sustainability Lead; All staff	By 31 March 2027 and ongoing	Staff guidance issued; uptake of sustainable travel where recorded.
Car sharing	Staff generally travel individually.	Encourage car sharing for shared destinations where suitable.	Promote car sharing for training and meetings at common locations;	Sustainability Lead	By 31 March 2028	Car sharing arrangements encouraged and recorded where they occur.

Area	Baseline / Current Position	Carbon Reduction Objective	Actions	Responsible Person	Target Date	KPI / Measure
			Support informal coordination between staff.			
Energy and resource use	Office electricity and heating are managed by the landlord; limited direct control. 2,800 kWh office electricity in 2024.	Reduce unnecessary energy and resource consumption within the organisation's reasonable control.	Adopt a switch off culture for lights and equipment; Avoid overuse of heating and cooling where controllable; Report faults and waste.	All staff; Sustainability Lead	By 31 March 2027 and ongoing	Switch off practices in place; energy waste issues reported and actioned.
Working with landlords	Utilities managed by landlords; consumption data not apportioned to the organisation.	Work with landlords to obtain utility information and encourage green procurement and energy efficiency.	Raise green tariffs and efficiency opportunities; Keep a record of engagement.	Sustainability Lead; Management	By 31 March 2027 and ongoing	Landlord engagement log; utility information obtained (yes / partial / no).
Green utilities at supported living accommodation	The Supported Living accommodation will be the home of the people living there and its utilities will be managed by the landlord or tenants.	Encourage green procurement of utilities and energy efficiency at supported living accommodation, where practicable, respecting that it is the person's home.	Raise renewable tariffs and efficiency with prospective landlords; Include green utilities in property discussions; Record what is agreed.	Sustainability Lead; Management	On securing the property and ongoing	Green procurement and efficiency encouraged and recorded at property set up.
Sustainable procurement	Goods and services purchased without a formal environmental criterion.	Embed sustainable procurement into purchasing decisions where appropriate.	Buy durable, good quality items and avoid over ordering; Reduce packaging where possible; Balance against clinical and safety needs.	Sustainability Lead; Management	By 31 March 2028	Sustainable procurement considerations applied and recorded for key purchases.
Supplier environmental credentials	Supplier selection based mainly on price, quality and reliability.	Consider environmental credentials when selecting suppliers.	Ask key suppliers about environmental practices; Record credentials as part of supplier review.	Sustainability Lead	By 31 March 2028	Number / proportion of key suppliers assessed for environmental credentials.
Staff sustainability awareness	Sustainability not yet formally embedded in staff induction and communications.	Raise staff awareness and engagement on sustainability.	Include sustainability in induction and refreshers; Discuss at team meetings; Invite staff ideas.	Sustainability Lead	By 31 March 2027 and ongoing	Percentage of staff completing sustainability awareness; ideas received.
Monitoring Scope 3 emissions	Some categories outside direct control.	Monitor relevant Scope 3 emissions that the organisation can measure and influence.	Capture business mileage, paper use and waste over time; Build data year on year;	Sustainability Lead	By 31 March 2028 and ongoing	Relevant Scope 3 indicators tracked and reported annually.

PART C: GOVERNANCE

27. Sustainability Lead Responsibilities

Nyasha Munjoma, as Sustainability Lead, is responsible for implementing and maintaining the Sustainability Policy and the Carbon Reduction Plan. This includes coordinating agreed actions, collecting and recording data and key performance indicators, liaising with landlords and suppliers, promoting staff awareness, leading the annual review and annual reporting, and escalating significant issues to management.

28. Management Oversight

Directors and management retain overall accountability for sustainability. They approve the policy and its targets, provide the resources needed to deliver them, review performance at least annually, and ensure that sustainability is integrated into the organisation's wider governance and quality arrangements, consistent with the Care Quality Commission well led expectations. Management also ensures that sustainability activity remains proportionate and never displaces the organisation's primary duty to provide safe, high quality care.

29. Staff Responsibilities

All staff are expected to follow this policy in their day to day work: minimising waste, energy and paper use; recycling correctly; choosing sustainable travel where practicable; reporting environmental issues or ideas; and completing sustainability awareness as part of induction and refresher training.

30. Sustainability Objectives and Key Performance Indicators

The organisation measures progress using a small set of practical indicators that it can realistically capture:

Key performance indicator	Measure
Paper consumption	Reams purchased per year against 2024
Digital record keeping	Percentage of eligible records held digitally
Recycling and waste segregation	Compliant segregation in place; general waste reduced
Business travel	Business mileage claimed per period against 2024
Virtual meetings	Proportion of eligible meetings held virtually
Staff awareness	Percentage of staff completing sustainability awareness
Supplier engagement	Proportion of key suppliers assessed on environmental credentials
Landlord engagement	Office and supported living landlord engagement; green procurement encouraged
Governance	Annual review completed and reported to management

31. Annual Review

The Sustainability Policy and Carbon Reduction Plan are reviewed at least once a year. The Sustainability Lead leads the review, assessing performance against each objective and key performance indicator, updating targets and actions, and preparing the annual progress summary. Management approves the reviewed documents, and the outcome is recorded in the document control table.

32. Evidence and Record Keeping

The organisation keeps proportionate records to demonstrate its sustainability activity. These include the version controlled policy and plan, staff training and awareness records, key performance indicator logs (such as paper purchased, business mileage and waste arrangements), correspondence and engagement logs with landlords and suppliers, supplier environmental checks, and the annual progress summaries. Records are retained in line with the organisation's governance and data protection arrangements and can be provided as supporting evidence in tenders, procurement exercises and regulatory reviews.

33. Corrective Actions Where Targets Are Not Achieved

Where a target is not achieved, the reasons are identified and recorded, including any factors outside the organisation's control such as landlord dependencies or the timing of securing a supported living property. Revised or additional actions are agreed with realistic timescales, responsibility is confirmed, and progress is monitored through the ordinary reporting cycle. The emphasis is on honest assessment and practical recovery rather than on presenting an unrealistic picture of performance.

34. Continuous Improvement

The organisation follows a simple cycle of planning, acting, reviewing and improving. Targets and actions are refreshed at each annual review, data is strengthened as it becomes available, and the organisation responds to changes in legislation, guidance and commissioner expectations. Over time this steadily reduces the emissions within the organisation's reasonable control and strengthens the evidence available to support its governance and its bids for public sector work.

Approval

This Sustainability Policy and Carbon Reduction Plan has been approved for use by Emmaculate Care Services Ltd and forms part of the organisation's governance and compliance framework.

Sustainability Lead:
Name: Nyasha Munjoma
Signature: <i>N. Munjoma</i>
Date: __05__ / __01__ / 2026_____