

Ignis Lodge *igniting brighter futures*



Purpose to Practice

Our framework to understand intent, meet the mark and follow the line.



v1

May 2025



Understanding our framework

A clear hierarchy, written for real people

Our organisation spans a operational business and a operation for the public good. In holding this complexity together we have adopted a three layer framework. At the top sits the **policy**, a short, board approved promise stating why the topic matters and the responsibilities we own. Beneath each policy is a **standard** translating our promise into measurable requirements such as water staying within a defined chlorine range; or invoices above a certain value being countersigned. Finally, every standard is brought to life by one or more **processes**, the step-by-step flows, checklists and forms colleagues execute each day.

Why we take this approach

Good governance fails when a single document tries to please everyone. Managers need clarity of intent, regulators look for evidence and frontline teams simply want to know what to do next. By separating why, what and how we give each audience exactly the detail it needs. Because numbers and forms are held in standards and processes, we can refine a chlorine limit or add a QR-coded inspection sheet without rewriting a policy and running it back through approvals. Such agility matters when legislation changes or new technology arrive. The result is one version of the truth which is easy to navigate and quick to update.

How it feels in everyday work

A housekeeper searching for the right cleaning agent opens a process on their tablet and sees the product name, dilution rate and a photo of the storage cupboard. The supervisor checks the same process against the standard, confirms the contact time matches the requirement and signs daily logs. At month end, the manager samples a handful of logs, traces each one back to the relevant standard and ticks off the supporting policy in minutes. Auditors love the transparency; staff appreciate the lack of ambiguity.

How we all hold collective responsibility

Every document has a named owner. The relevant executive leader protects the spirit of the policies and review them regularly or when major change demands it. Functional leads own the standards, watch performance data and refine requirements at least once a year. Supervisors keep the processes alive by updating steps and flowcharts based on learning from application. Internal assurance tests the golden thread from policy to logged evidence, while every colleague, volunteer and contractor follows the process in front of them and speaks up when a step does not work. Governance becomes a shared habit rather than a compliance chore.

Design principles we hold close

Policies remain short. Standards read like clear tables, each line containing a requirement, an outcome and the authority behind it. Processes are visual, ideally a one-page flowchart garnished with hyperlinks to the forms or apps where evidence is stored. All documents carry a unique code, version, review date and owner, and all live in the same library so everyone can find the latest copy without hunting.

The value we earn

This methodology keeps us legally safe but it also frees people to focus on service and innovation. Teams can adjust their tools and timing, provided the outcome still meets the standard, and cross-department collaboration improves because everyone is aiming for the same, clearly stated target. Most important, the framework supports our social purpose and that every user experiences consistent, high quality service whilst our people enjoy the confidence which comes from knowing exactly where they stand.

In short, the Policy → Standard → Process model is more than paperwork; it is a quiet structure enabling our mission success.





Ignis Lodge

Our Purpose to Practice Pillars



People and Culture

How we attract, foster and celebrate a values driven culture, and keep every colleague, volunteer and provider safe, fulfilled and empowered to grow.



Finance and Commercial

How we safeguard funds, trade ethically and make sound, transparent decisions so that every pound entrusted to us delivers social value and sustains our mission.



Risk and Assurance

How we look ahead, spot threats and opportunities, and build the resilient systems, quality and oversight to keep our people, guests and reputation secure.



Digital and Technology

How we harness smart, secure technology to streamline operations, protect data, unlock insight and enhance the experience of guests, residents and staff alike.



Facilities and Estates

How we steward historic buildings and modern infrastructure, maintain safe, sustainable environments, and balance conservation with utility.



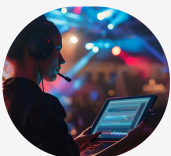
Clinical Care and Support

How we deliver compassionate, regulated health, wellbeing and residential support built on evidence-based, person-centred, outcome-led practice.



Hospitality and Culinary

How we craft safe, memorable food, beverage and event experiences to showcase local provenance, exceed expectations and respect the highest standards of service.



Guest Experience

How we design every touch-point—from first enquiry to fond farewell—to be inclusive, responsive and memorable, and how we listen, learn and continually improve through guest feedback.



Leisure and Wellness

How we provide inspiring, expertly staffed leisure and wellness facilities to elevate mind and body whilst meeting the strictest safety and professional standards.



People and Culture

How we attract, foster and celebrate a values driven culture, and keep every colleague, volunteer and provider safe, fulfilled and empowered to grow.

Policy	Description	Executive
<p>Celebrating Difference Our commitment to inclusion, equity, diversity and achievement.</p>	<p>Sets a zero tolerance stance on discrimination, drives positive action and approach to reporting and mandatory training.</p>	<p>Chief Operating Officer</p>
<p>Powering Purpose through People Our policy for roles and capabilities to fuel our mission.</p>	<p>Defines our organisational role profiles, capability framework and mandatory / elective learning pathways.</p>	<p>Chief Operating Officer</p>
<p>Thrive at Work Our commitment to wellbeing and resilience.</p>	<p>Embeds wellbeing at the heart of our approach to staff, our commitment to physical and mental health, and the Inclusion, Engagement and Representation Panel.</p>	<p>Chief Operating Officer</p>
<p>Work Your Way Our commitment to flexible, hybrid and alternative working approaches to maximise success.</p>	<p>Sets eligibility and request procedures for hybrid working, plus home-workspace H&S and information-security requirements.</p>	<p>Chief Operating Officer</p>
<p>Giving and Growing Our policy for volunteer and work placements.</p>	<p>Governs recruitment, supervision, insurance and recognition for all volunteers and work-placement participants, aligned to safeguarding and H&S duties.</p>	<p>Chief Operating Officer</p>
<p>Shining Together Our policy for staff recognition of achievement, impact and service.</p>	<p>Introduces peer-nominated awards, service milestones and social-impact celebrations linked to the performance-management cycle.</p>	<p>Chief Operating Officer</p>



Ignis Lodge



Finance and Commercial

How we safeguard funds, trade ethically and make sound, transparent decisions so that every pound entrusted to us delivers social value and sustains our mission.

Policy	Description	Executive
Counting on Integrity Our policy for financial governance and control.	Establishes budgeting, segregation of duties, cash-handling, reconciliations and quarterly Audit Committee review of management accounts. Sets monetary and contractual approval levels for every management tier and reviews them annually.	Chief Operating Officer
Playing Fair Our commitment to countering fraud, bribery and corruption.	Defines prohibited conduct, gifts and hospitality limits and investigation procedures, with sanctions up to dismissal and police referral.	Chief Operating Officer
Buying for Good Our commitment to ethical procurement and sustainable sourcing.	Requires competitive tendering, modern slavery due diligence, lifecycle costing and preference for local, low-carbon suppliers.	Chief Operating Officer
Funding the Future Our policy for ethical fundraising and income generation.	Governs raffles, sponsorship, crowdfunding and donor privacy to ensure all income generation aligns with values and regulation.	Chief Operating Officer
Freedom First Our commitment to modern slavery and taking action.	Maps supply chain risk, mandates corrective action and publishes an annual statement on our website.	Chief Executive Officer
Impact in Action Our policy for environmental, social and governance standards	Commits to annual public disclosure of ESG metrics and continuous improvement targets for investors and grantmakers.	Chief Executive Officer



Risk and Assurance

How we look ahead, spot threats and opportunities, and build the resilient systems, quality and oversight to keep our people, guests and reputation secure.

Policy	Description	Executive
<p>Leadership in Trust Our policy to govern, assure and encourage delivery within the organisation.</p>	Establishes board, committee and panel compositions, quorum, reserved matters and annual performance evaluation cycle.	Chief Executive Officer
<p>Seeing Around Corners Our policy for managing enterprise risk.</p>	Defines risk appetite, scoring and escalation, with quarterly board review of the corporate risk register.	Chief Executive Officer
<p>Home Safe Every Day Our commitment to health, safety and wellbeing.</p>	States H&S vision, responsibilities and consultation routes, linking to risk assessments and safe-system documentation.	Chief Operating Officer
<p>Speak Up Safely Our policy for confidential reporting and whistleblowing.</p>	Provides protected reporting channels and safeguards staff and volunteers from retaliation.	Chief Executive Officer
<p>Quality Promise to Excellence Our policy for continuous improvement to our management systems.</p>	Commits to continuous improvement, customer satisfaction and internal audit under ISO 9001 principles.	Chief Operating Officer
<p>Your Data, Our Trust Our commitment to data privacy and protection.</p>	Establishes lawful bases, retention rules, data-subject rights and breach notification duties; appoints the DPO.	Chief Operating Officer
<p>Resilience Ready Our policy for preparedness, business continuity and recovery.</p>	Identifies critical functions, sets RTO/RPO targets and mandates annual testing of continuity and recovery plans.	Chief Operating Officer
<p>Acting Impartially Our commitment to managing conflict of interest and transparency.</p>	Requires annual declarations and mitigation measures, publishing a summary in the annual report.	Chief Executive Officer



Digital and Technology

How we harness smart, secure technology to streamline operations, protect data, unlock insight and enhance the experience of guests, residents and staff alike.

Policy	Description	Executive
Guarding Our Digital World Our policy for information security.	Classifies information assets, mandates encryption and patching and defines ISMS roles and monitoring.	Chief Operating Officer
Digital Resilience Our policy for technology incident response.	Combines IT disaster-recovery and cyber incident playbooks, setting backup regimes and 72-hour ICO-reporting triggers.	Chief Operating Officer
Responsible Intelligence Our commitment to the ethical use of artificial intelligence and automation.	Governs the procurement, development and deployment of AI/ML tools. Commits to human oversight, transparency of algorithmic decisions, data-provenance checks, bias testing, and a model-risk register. Requires DPIAs for high-risk use cases and annual AI ethics reviews.	Chief Operating Officer
Inclusive by Design Our commitment to digital accessibility and aesthetic consistency	Ensures every digital touch-point (web, app, kiosk, in-room tech) meets WCAG 2.2 AA and follows our brand's visual and tonal guidelines. Covers colour contrast, captioning, keyboard navigation, plain language, and governance of design systems so that accessibility and aesthetics reinforce one another.	Chief Operating Officer
Data in Good Order Our policy for the effective governance and quality of data.	Data ownership matrix, master data definitions, quality metrics, cleansing cadence, metadata catalogue.	Chief Operating Officer
Keep and Find Our policy for the management of records.	File-plan, retention periods, legal hold, defensible deletion and searchability for FOI/SARs.	Chief Operating Officer



Facilities and Estates

How we steward historic buildings and modern infrastructure, maintain safe, sustainable environments, and balance conservation with utility.

Policy	Description	Executive
Guardians of History Our commitment to conservation and heritage	Protects listed structures, sets maintenance cycles and criteria for any invasive works or alterations.	Chief Operating Officer
Secure Spaces Our policy for physical security and controlled access.	Sets perimeter controls, CCTV use, key management and GDPR-compliant footage retention.	Chief Operating Officer
Fire Safe Our commitment to fire prevention and evacuation.	Outlines risk assessment regime, alarm maintenance, evacuation strategy and drill schedule for historic buildings and new facilities.	Chief Operating Officer
Pure and Safe Our commitment to water safety.	Provides a written scheme for monitoring, sampling and remediation across pool, spa and domestic systems.	Chief Operating Officer
Safe Fibres Our policy for the safe management of asbestos.	Maintains asbestos register, permit-to-work and annual re-inspection for all listed fabric.	Chief Operating Officer
Waste Nothing, Harm None Our policy for hazardous and clinical waste	Defines segregation, licensed carriers and consignment-note procedures for chemical, spa and clinical waste.	Chief Operating Officer
Nothing to Landfill Our commitment to zero waste and the circular economy.	Commits to ≥ 90 % diversion from landfill, food redistribution and refill amenities.	Chief Operating Officer



Ignis Lodge



Clinical Care and Support

How we deliver compassionate, regulated health, wellbeing and residential support built on evidence-based, person-centred, outcome-led practice.

Policy	Description	Executive
Care with Confidence Our policy for clinical governance and decision making.	Frames resident safety, clinical audit, evidence-based practice and user involvement, requiring an annual quality account.	Chief Delivery Officer
Respect and Protect Our policy for safeguarding and vulnerable people.	Defines vulnerable people, consent/MC considerations, reporting lines and record standards.	Chief Delivery Officer
Clean for Care Our policy for infection prevention and control.	Details client screening, PPE, cleaning protocols and outbreak management for therapy and residential areas.	Chief Delivery Officer
Crisis to Calm Our policy for residents joining Ignis Lodge.	Sets triage, de-escalation and escalation pathways working with NHS and LA Crisis Teams.	Chief Delivery Officer
Steps Together Our policy for residents and community members whilst on programme.	Sets personalised care plans, weekly MDT reviews and outcome measurement during residency in the transition centre.	Chief Delivery Officer
Beyond the Door Our policy for after-care and alumni support.	Provides mentoring, job club and peer support for veterans and care leavers post-programme.	Chief Delivery Officer



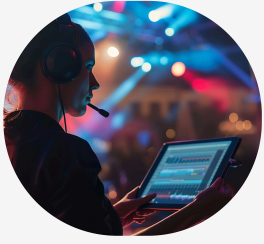
Ignis Lodge



Hospitality and Culinary

How we craft safe, memorable food, beverage and event experiences to showcase local provenance, exceed expectations and respect the highest standards of service.

Policy	Description	Executive
Taste with Trust Our commitment to food safety and Hazard Analysis and Critical Control Points (HACCP).	Mandates HACCP plans, supplier assurance, cleaning verification and staff competency for all kitchens and bars.	Chief Experience Officer
Allergens Aware Our policy for transparency, controls and management of allergens.	Requires accurate menu labelling, cross-contact controls and an "Ask Allergen" service for guests.	Chief Experience Officer
Uninvited Guests Our policy for the management of pest and invasive species.	Sets contract inspections, proofing measures and escalation routes for infestation control.	Chief Experience Officer
Cheers Responsibly Our commitment to safe and responsible alcohol service.	Implements Challenge-25, refusal logs and drink-spiking prevention across all licensed premises.	Chief Experience Officer
Wow, Safely Our policy for the management of large and complex events.	Provides crowd-flow, contractor vetting and emergency-planning standards for events up to 1 000 delegates.	Chief Experience Officer



Guest Experience

How we design every touch-point—from first enquiry to fond farewell—to be inclusive, responsive and memorable, and how we listen, learn and continually improve through guest feedback.

Policy	Description	Executive
Welcome Everyone Our commitment to inclusive design and accessibility.	Commits to barrier free journeys, sensory friendly options and regular user testing panels	Chief Experience Officer
Moments that Matter Our commitment to guest service excellence.	Establishes service promises, empowerment rules and training for all guest facing teams.	Chief Experience Officer
Listen, Learn, Resolve Our policy for guest feedback and complaints.	Sets multi-stage response times, root-cause analysis and ADR escalation pathways.	Chief Experience Officer
Stories in Stone Our commitment to storytelling, engagement and elevation of heritage.	Guides tours, signage and digital storytelling to celebrate the site's history.	Chief Experience Officer
Pause and Renew Our policy for digital detox and mindfulness experiences.	Offers phone free retreats, meditation classes and wellbeing metrics for guests and delegates.	Chief Experience Officer



Leisure and Wellness

How we provide inspiring, expertly staffed leisure and wellness facilities to elevate mind and body whilst meeting the strictest safety and professional standards.

Policy	Description	Executive
Move Well, Move Safe Our policy for safe use of fitness and wellness facilities.	Covers PAR-Q screening, induction, supervision, equipment inspection and maintenance.	Chief Experience Officer
Swim with Confidence Our policy for safe use of the pool facilities.	Sets Normal Operating Plan, Emergency Action Plan, water quality limits and lifeguard ratios for the pool.	Chief Experience Officer
Secure Serenity Our policy for safe use of the spa and thermal facilities.	Mandates water hygiene, chemical handling and client infection control measures in spa areas.	Chief Experience Officer
Paws and Purpose Our policy for animals and their use in wellbeing programmes.	Governs selection, welfare and session protocols for therapy animals used in wellbeing programmes.	Chief Experience Officer