

Ignis Lodge *igniting brighter futures*



# Annual Report 2024-25

*The year we moved from plan to practice*



October 2025

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Ignis Lodge is a non-profit organisation formed as a company limited by guarantee registered as company number 15979197.

# Introduction from the Chair



When we founded Ignis Lodge, our aim was simple but ambitious: to build a new kind of organisation; one which listens first, designs with people, and then delivers with precision and care. In this first year, the vision moved from plan to practice. We have designed, built, and delivered the systems, partnerships, and infrastructure to make Ignis Lodge fully operational.

We began by listening. Not as preparation, but as the first stage of delivery. Through in-depth research with people across the West Midlands, we codesigned new service models, mapped lived experiences, and translated those insights directly into the systems and structures we have now built. Every Ignis Lodge policy and programme carries the voice of the people and communities we serve.

From that foundation, we implemented the framework for Ignis Lodge itself. Our delivery pillars now guide operations, supported by a full suite of ethical and professional policies. We also delivered our People Plan as a costed, structured five-year roadmap underpinning workforce recruitment and development.

A defining achievement of this first year has been delivering the Ignis Lodge Guarantees. These measurable promises drive every contract, appointment, and partnership and go far beyond statutory duties. We have committed to the real Living Wage, secure and predictable hours, a Living Pension, and guaranteed fair access for veterans, care leavers, and people with disabilities.

They also ensure that at least a quarter of our future workforce enters through apprenticeships or career reskilling pathways, and that seventy per cent of our spend remains within thirty miles of our delivery sites. Together, these commitments already set a new benchmark for fairness and transparency and one we are proud to lead and demonstrate in the social and public service sector.

We have reinforced those principles through formal recognition as a Disability Confident Employer (Level 2) and by signing both the Care Leaver Covenant and the Armed Forces Covenant. These steps are not symbolic; they shape how we recruit, support, and value every member of our team.

Finally, this year delivered real momentum toward our most tangible goal to establish a permanent home for Ignis Lodge. We completed detailed design and project delivery for three fully costed Midlands Campus sites and secured partner backing to move immediately into acquisition and funding. Bringing the chosen site to life remains our operational priority for the coming year.

This first year has been one of formation; listening, codesigning, and building with intent. The next will be about scale and activation, turning proven systems and commitments into live services which change lives. My thanks go to everyone who has helped shape Ignis Lodge so far. The best is yet to come.



Darren Jaundrill



Thank you to those who have engaged and supported us in our first year



BRINDLEY  
TWIST  
TAFFT  
& JAMES



CORSTORPHINE  
+ WRIGHT  
ARCHITECTS





# About Ignis Lodge

Our vision is to **ignite sparks of potential to nurture growth in a brighter future**. We are building a vibrant community where people find peace and renewal in nature, come together to learn and flourish, and create positive, sustainable change.

Ignis Lodge is a social enterprise founded in the West Midlands in 2024 to deliver new models of support for people rebuilding their lives. We work with veterans, young care leavers, and others facing transition or crisis, helping them move from instability to lasting independence. Our approach integrates health, housing, employment, and learning into a single, joined-up system of care and opportunity.

We combine social mission with enterprise. Our model is deliberately self-sustaining. We have established the commercial systems and partnerships to operate our venues for conferences, meetings, retreats, and events, generating the income underpinning our social programmes. Every booking directly supports our delivery for those most in need, allowing us to reinvest profits into skills, employment, and community development.

At the heart of our ethos is being **WISE**:

**Welcoming** – everyone feels seen, heard, and truly welcome.

**Inclusive** – we embrace, empower, and celebrate every voice.

**Skilful** – we strive for excellence through learning and collaboration.

**Encouraging** – we lift each other up, fuelling shared confidence and success.

Ignis Lodge operates through three connected missions: operating capability, delivery, and experience. Together, they describe how we work, what we do, and why it matters.

## Our operating capability

We keep our heritage alive and our essential functions strong. With focus and teamwork, we do not simply hold the line; we push forward with heart and purpose. We **DRIVE**:

**Deliver** reliable, seamless, and resilient operations with pride and precision.

**Resource** sustainably to safeguard our purpose, expand our impact, and uphold good stewardship.

**Integrate** people, processes, and platforms into one friction-free system.

**Value** people, culture, and wellbeing, placing them at the heart of every decision.

**Evolve** continuously, building a streamlined, innovative, and agile organisation.

## Our delivery mission

We deliver high-quality, compassionate, and outcome-focused care. By integrating health, employment, and life skills, we help veterans and young care leavers move from crisis to lasting independence.

We **CARE**:

**Comfort** those in crisis, ensuring they feel safe, secure, and never alone.

**Advocate** co-designed, holistic, and sustainable solutions for veterans and young care leavers.

**Restore** dignity, confidence, and hope through tailored residential and outreach programmes.

**Empower** communities to live happy, healthy, and independent lives.

## Our experience mission

We craft a joyful journey for every guest. Our commercial venues for conferences, meetings, and events are designed to offer exceptional hospitality, blending professional service with purpose. We **SHINE**:

**Serve** everyone as a valued guest with genuine care and polished expertise.

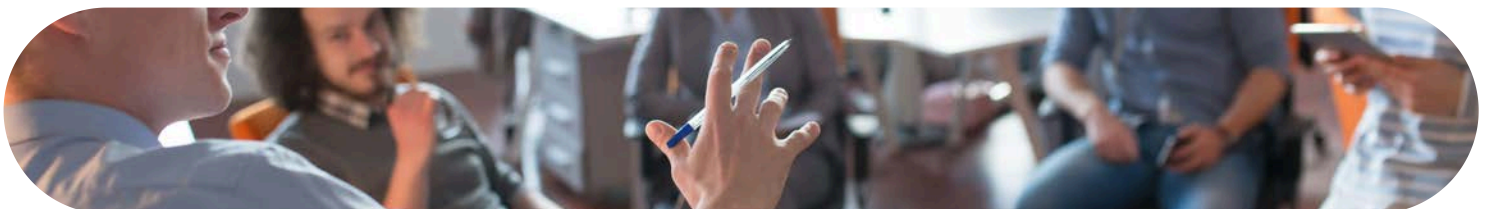
**Host** with warm curiosity, from the first welcome to the fond farewell.

**Inspire** loyalty by weaving our unique story into every touchpoint.

**Nurture** tranquil spaces, inspired by our rural heritage, where connections flourish.

**Elevate** each stay with thoughtful, personalised touches that surprise and delight.

Together, these principles define who we are: a social enterprise combining compassion with commerciality, blending purpose with performance, and engaging communities with possibility to nurture lasting change.





# Delivery performance review

This year marked the operational beginning of Ignis Lodge. It has been a period of deliberate construction, collaboration, and delivery. Every element, from policy and governance to people and service models, has been built to form the foundation of a sustainable social enterprise ready to deliver impact.

## Building our capability

Our first priority was to ensure Ignis Lodge operated with clarity, governance, and infrastructure that delivered integrity from day one.

We delivered a complete policy and performance architecture through the *Purpose to Practice Framework*. The framework was created to link our strategic vision directly to delivery, ensuring that purpose is embedded in every operational decision.

This work was supported by a detailed governance model setting out responsibilities, accountabilities, and assurance arrangements. This model is now live, scaling as we grow, and is guiding, assuring, and applying appropriate scrutiny to decisions across all operations. Oversight is provided by the Board, with defined roles for independent scrutiny and stakeholder engagement. These structures reflect our commitment to transparency and good stewardship from day one.

Our *Powering People Through Purpose Policy* complements this by shaping how we attract, develop, and retain a capable and motivated workforce. It establishes a five-year workforce model built around eight professional clusters, five role families, and forty-four defined roles, supported by progression pathways and apprenticeship routes. This ensures our workforce can grow sustainably in step with our mission.

Throughout the year, we also completed the codification of fifty-four organisational policies across our nine pillars of delivery, formalising everything from risk management to safeguarding and inclusion.

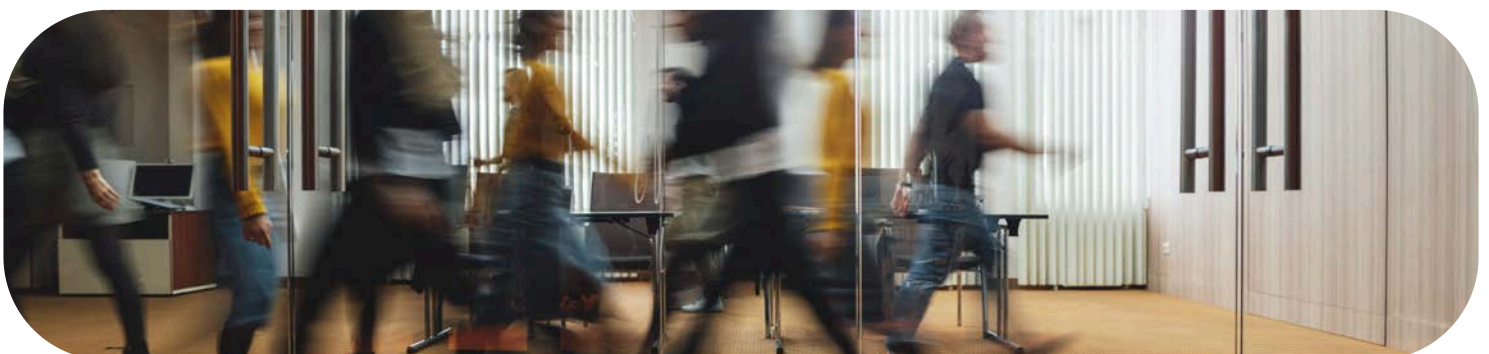
We built strong relationships and secured support from key regional and national stakeholders, including the West Midlands Combined Authority, Warwickshire County Council, Warwick District Council, Homes England, the Care Leaver Covenant, and the West Midlands Reserve Forces and Cadets Association. These partnerships have validated our approach, strengthened our strategy, and will continue to shape our development in the years ahead.

Together, these achievements have positioned Ignis Lodge as a well-governed, accountable, and operationally ready organisation to deliver meaningful impact with confidence and transparency.

## Designing our delivery

Delivery at Ignis Lodge has been guided and proven through research, co-production, and lived experience. We worked with 187 participants across the West Midlands whose lived experiences directly shaped the operational service journeys mapped for each of our key beneficiary users; veterans, young care leavers, and those experiencing crisis.

From these insights, we have delivered a service delivery model integrating health, housing, employment, and learning into a coherent system of care and opportunity. This model is expressed through our operational journeys; *Crisis to Calm*, *Steps Together*, and *Beyond the Door*; which define the stages of support for each of our users. Our journeys balance safety and stability with growth and empowerment.





# Delivery performance review

Our delivery design is guided by our CARE principles:

**Comfort** – ensuring those in crisis feel safe, secure, and never alone.

**Advocate** – promoting co-designed, holistic, and sustainable solutions.

**Restore** – rebuilding dignity, confidence, and hope through tailored programmes.

**Empower** – supporting people to live happy, healthy, and independent lives.

These principles are operationalised through the *Powering People Through Purpose Policy* and linked to the ethical commitments set out in our *Ignis Lodge Guarantees*, which define our standards on fair pay, living pensions, inclusive recruitment, and local economic contribution.

This foundation means our future delivery will be both compassionate and disciplined. It is designed around evidence, anchored in governance, and delivered with measurable outcomes.

## Creating our experience

Ignis Lodge is a social enterprise by design. Our commercial activities provide the engine which will sustain our social mission. This year, we focused on creating the foundations of that enterprise.

We developed three fully costed site proposals for our Midlands Campus, each designed to RIBA Stage 3 and 4. These plans define the physical environment where Ignis Lodge's residential, learning, and event operations will come together. The campus is designed to serve two complementary purposes: to provide safe, restorative spaces for those rebuilding their lives, and to operate as a venue for conferences, meetings, and retreats, generating income which is reinvested into our social programmes.

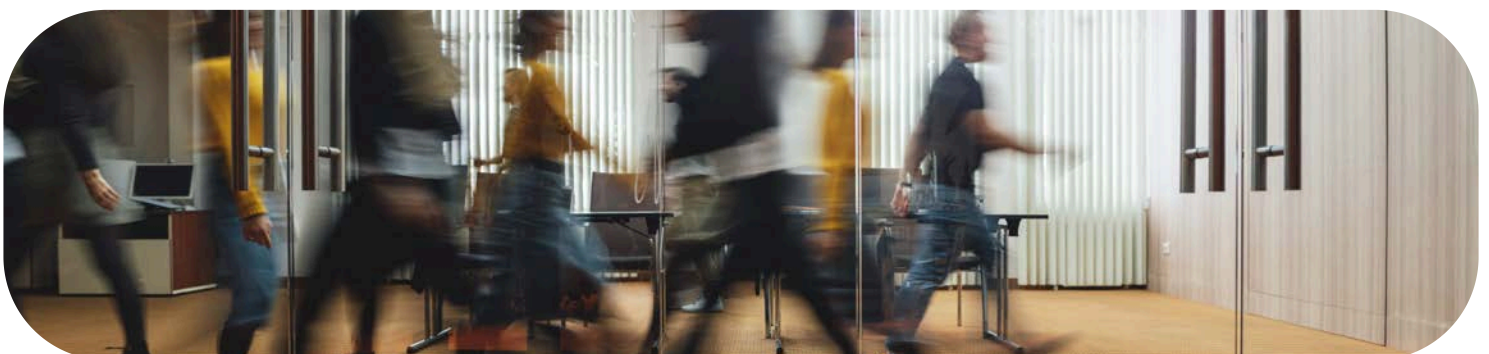
Our guest experience principles are woven through every interaction whether it be commercial or social. Work with local authorities, Homes England, and regional partners is advancing to secure investment and permissions to bring the campus to life.

This blended model ensures Ignis Lodge's future is both compassionate and commercially sound. Every event, every stay, and every partnership will directly contribute to sustaining the people and programmes at the heart of our mission.

## Summary

Over this first year, Ignis Lodge has delivered the full formation of a capable, credible, and purpose driven organisation. Governance, people, delivery, and enterprise are now integrated through coherent frameworks and transparent systems.

As we move into our second year, these structures position us to scale service delivery and to lead by example. We will demonstrate how a social enterprise can combine the rigour of business with the values of public service and, in doing so, create lasting change for the communities we serve.





# Impact and learning review

Ignis Lodge was founded to create measurable social value grounded in evidence, not assumption. This first year has demonstrated that principle in action. We have delivered comprehensive research, codesign, and modelling to understand the needs of the people and communities we serve and to evidence the value of our model.

## Learning from research

Our research engaged 187 participants across the West Midlands and was supplemented by analysis of regional data and national statistics. The findings, published in our report *Real People, Real Stories*, show consistent themes across veterans, care leavers, and others experiencing transition or instability:

- **Fragmented support systems** leave people repeating their stories, often without coordination between services.
- **Accommodation instability** undermines progress in employment, education, and health.
- A desire for **purpose and contribution** drives recovery as strongly as basic needs.
- **Trust and relationship continuity** are vital; people value stability over scale.

The research also confirmed the economic and social cost of inaction. Across the region, high levels of reentry into crisis services, worklessness, and homelessness highlight the need for joined-up, preventative approaches. Precisely what Ignis Lodge has been built to provide.

## Modelling the total value proposition

Using the UK Social Value Bank (UKSVB) and National TOMs methodologies, we modelled the impact of our programmes and campus, quantifying both social and economic returns achievable through our integrated model. The analysis estimates:

- **£5.0 million of social value** in the first year from stabilising housing for veterans and care leavers.
- **£11.9 million in mental health improvements** through relief from depression and anxiety.

- **£8.7 million in value generated from sustained employment** for veterans, care leavers, and local residents.
- **£1.9 million in apprenticeships and skills development**, reflecting our commitment that 25 per cent of our workforce will enter through apprenticeships.
- **£25 million in local supply chain spending** within 30 miles of our sites.

Environmental gains will add measurable biodiversity improvements, including wildflower meadows, heritage orchards, and aquatic habitats, as well as accessible green spaces for the local community.

Taken together, the model demonstrates that the Ignis Lodge campus can generate a total present value impact of more than **£70 million over its first five years of operation**. This includes both direct social benefit and indirect local economic uplift.

## Learning from the process

Building this model has taught us three key lessons:

- **Data is a social asset.** Transparent, evidence-based valuation helps partners and investors understand impact in real terms, not abstract sentiment.
- **Prevention pays a social dividend.** The economic return from reducing crisis demand far exceeds the cost of intervention when systems are properly integrated.
- **Enterprise multiplies social impact.** Every commercial booking, partnership, and purchase through Ignis Lodge extends our ability to sustain social delivery without reliance on grants.

## Shaping the road ahead

Ignis Lodge enters the next year with a clear evidence base, a tested value model, and partnerships already converting design into delivery.

Our learning this year confirms that evidence and enterprise together drive sustained, measurable social impact.





Ignis Lodge

# Financial performance review

The financial year 2024–25 represented Ignis Lodge's establishment phase. It was a period of mobilisation, research, and delivery preparation to transform the organisation from concept to operational readiness. Expenditure focused on building the systems, frameworks, and partnerships which now form the foundation for sustainable delivery in future years.

Ignis Lodge was self-funded, with a small income from the Lodge Lottery, reflecting our commitment to independence and responsible growth. All expenditure was strategically aligned to delivery outcomes, ensuring early investment directly accelerated operational capability.

## 2024–25 performance

Financial performance during the year was tightly managed to ensure that all activity was delivered within available resources and without external borrowing.

Expenditure during the year totalled £69,690.62, comprising development and operating costs incurred in preparing the Lodge's systems and delivery platform for launch. Spending was carefully controlled and directed to priority areas:

- **Development activities (£68,150)** included the specialist input to develop systems, media assets and to establish governance, policy, and design frameworks.
- **Operating expenses (£1,541)** included costs relating to operational systems, infrastructure, compliance and registration costs.

From the development activities, acquired digital and media assets valued at £49,173.35 were completed and recognised as intangible fixed assets at year end. These will be amortised over five years from 2025–26.

Total income from revenue generating activities amounted to £80.32. The company was funded during the period through capital contribution of £29,843 and a subordinated loan of £39,848. After taking account of these items, the balance sheet shows net assets of £9,406.05, reflecting prudent cost control and sound financial stewardship.

This disciplined approach ensured that all start-up and design activity was completed within available resources, demonstrating robust stewardship and control.

## Building a sustainable enterprise

Ignis Lodge's business model is structured to evolve from mobilisation into sustainable operation. The commercial arm is ready to generate revenue through conferences, meetings, and events, directly supporting our social mission. Surpluses will be reinvested into two funds:

- **Social Delivery Fund** supporting programmes for veterans, care leavers, and others rebuilding their lives.
- **Community Improvement Fund** supporting campus improvements and community engagement initiatives.

This approach ensures every commercial activity contributes directly to social outcomes, fulfilling our social enterprise purpose.

## Midlands Campus Programme

During 2024–25, Ignis Lodge completed design work to RIBA Stage 3–4 for its proposed Midlands Campus. The capital programme defines a multi-year investment to bring together residential, learning, and event facilities in one site. Engagement with Homes England, local authorities, and regional partners is advancing to secure capital investment and permissions.

The campus will serve as both the centre of delivery and the financial engine for long-term sustainability, with every booking and partnership reinvested into Ignis Lodge's mission.

## Stewardship

The Board exercises financial oversight through quarterly reviews and independent assurance, ensuring compliance with accounting standards and good practice. All spending is tested against value for money and social impact criteria. Ignis Lodge ends its first full year with no external borrowing, transparent governance, sound financial systems, and a clear pathway to sustainable growth through enterprise and impact.





Ignis Lodge

# Introduction to financial statements

Ignis Lodge is a private company limited by guarantee, incorporated and registered in England and Wales. The company's registered office is shown below. Its principal activity is the advancement of public benefit and social value programmes supporting veterans and young care leavers wellbeing, employability, and inclusion within communities. Ignis Lodge has specific and restricted objects with an asset lock in the Articles of Association.

<b>Directors</b>	Darren Jaundrill, Carey Ayres, Vimbai Chinhoyi, Joseph Romero, William Templeton.
<b>Company registered number</b>	15979197
<b>Registered office</b>	Ignis Lodge, Union House, 111 New Union Street, Coventry, CV1 2NT.
<b>Bankers</b>	Absolutely No Nonsense Administration Ltd (trading as ANNA) Brunel House, 2 Fitzalan Road, Cardiff, CF24 0EB.
<b>Solicitors</b>	Brindley Twist Tafft & James, 59 - 61 Coten End, Warwick, CV34 4NU.

## Basis of the statement preparation

For the financial year ended 31 October 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its financial statements for the year in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to the maintenance of adequate accounting records and the preparation of financial statements.

The company qualifies as a micro-entity under sections 384A–384B of the Companies Act 2006 and these financial statements have therefore been prepared in accordance with FRS 105 – The Financial Reporting Standard applicable to the micro-entities regime, and the related provisions of the Act. The accounts have been prepared on the historical cost basis and are presented in pounds sterling, which is the company's functional currency.

Although entitled to take advantage of the reduced disclosure requirements available to micro-entities, the directors have voluntarily included additional narrative and disclosure information to reflect the company's commitment to transparency and public accountability. These additional disclosures do not affect the recognition or measurement of any item in the financial statements.

The directors further note that Ignis Lodge meets the definition of a Public Benefit Entity (PBE) as set out in FRS 102, and the company's policies and disclosures have, where relevant, been informed by the PBE principles in that standard.

The financial statements were approved by the board of directors and authorised for issue on 29 October 2025.

**Signed by Darren Jaundrill** on behalf of the Board 31 October 2025



Ignis Lodge

# Financial statements



## STATEMENT OF PROFIT AND LOSS FOR YEAR ENDED 31 OCTOBER 2025

<b>Income</b>	<b>£</b>	
Revenue generating activities	80.32	Note 1
Donations and grants	0.00	
Other income	0.00	
<b>Total income</b>	<b>80.32</b>	
<b>Expenditure</b>	<b>£</b>	
Development activity	68,150.00	Note 3
Operating expenses	1,540.62	Note 4
Depreciation and amortisation	0.00	
<b>Total expenditure</b>	<b>69,690.62</b>	
<b>Operating Position</b>	<b>£</b>	
Balance brought forward	0.00	
Operating surplus (deficit)	(69,610.30)	
Interest and taxation	0.00	
<b>Surplus / (deficit) for the year</b>	<b>(69,610.30)</b>	

## BALANCE SHEET FOR YEAR ENDED 31 OCTOBER 2025

<b>Fixed Assets</b>	<b>£</b>	
Intangible assets	49,173.35	Note 5
Tangible assets	0.00	
<b>Total Fixed Assets</b>	<b>49,173.35</b>	
<b>Current Assets</b>	<b>£</b>	
Trade and other receivable	0.00	
Cash at bank and in hand	80.70	Note 6
Accruals and deferred income	0.00	
<b>Total Current Assets</b>	<b>80.70</b>	
<b>Total Assets</b>	<b>49,254.05</b>	
<b>Liabilities</b>	<b>£</b>	
Creditors: Amounts due in a year	0.00	
Trade creditors	0.00	
Provisions for liabilities	0.00	
Taxation	0.00	
Creditors: due more than a year	39,848.00	
Bank loans and overdraft	0.00	
Subordinated loan	39,848.00	Note 7
<b>Total Liabilities</b>	<b>39,848.00</b>	
<b>Capital and Reserves</b>	<b>29,843.00</b>	
Capital contribution reserve	29,843.00	Note 8
Accumulated deficit	-20,436.95	Note 9
<b>Net Assets</b>	<b>9,406.05</b>	



# Notes to the financial statements

## 1. Revenue generating activities

Revenue of £80.32 arose from the launch of the Lodge Lottery as a means for individuals to support the organisation. All income was received before the year end and no receivables remained outstanding.

## 2. Investment

During the period, founders introduced total funds of £69,691.00 to establish the company:

£39,848 advanced as an interest-free, unsecured, subordinated loan, repayable only after all other creditors; and

£29,843 permanently waived and treated as a capital contribution.

No interest is charged and no fixed repayment schedule exists.

## 3. Development activities

Expenditure of £68,230.70 relates to initial formation and preparatory activity, including:

- organisational policy drafting and compliance documentation;
- licences, permits, and professional registrations;
- early stage RIBA Stage 0–3 design and proposal work; and
- other one-off setup costs.

All such costs have been recognised as expenses in the current year as they do not meet the criteria for capitalisation.

## 4. Operating expenses

Operating costs of £1,540.62 comprise administrative and professional fees, software subscriptions, and other general overheads incurred in the ordinary course of establishing operations.

## 5. Intangible assets

Intangible assets consist of development expenditure directly attributable to creating resources expected to yield future benefit:

Delivery platform and supporting software	£25,800.00
Website build and media assets	£23,373.35
Total capitalised development costs	£49,173.35

These assets are amortised on a straight line basis over five years. No impairment indicators were identified.

## 6. Cash at bank

At 31 October 2025 the company held £80.70 in its bank account, representing minor unspent and committed funds to be utilised after the year end.

## 7. Subordinated loan

The loan from founders is unsecured, interest-free, and repayable only after settlement of all other liabilities. No repayments were made during the year. The balance outstanding at 31 October 2025 was £39,848 (D Jaundrill £15,320; C Ayres £6,132; V Chinhoyi £6,132; J Romero £6,132; W Templeton £6,132).

## 8. Capital contribution

A total of £12,392 from Darren Jaundrill's total (£27,712) investment was waived and permanently recognised as an equity contribution. The non-executive directors agreed to collectively waive £7,472 (from a total of £32,000). These funds carry no rights to repayment or interest.

## 9. Accumulated deficit

The accumulated deficit of £20,436.95 represents the portion of start-up, policy development, and project proposal costs expensed in the year that are not eligible for capitalisation. No prior year balance existed.

## 10. Post balance sheet events

There were no significant events after the balance sheet date requiring adjustment or disclosure.

## Employees

The average monthly number of employees during the year was: 0.

The average monthly number of office holders during the year was 5 equating to 0.8 FTE.

## Going concern

The Directors have considered the financial position of Ignis Lodge and confirm the organisation has adequate resources to continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis. In forming this view, the Directors have reviewed financial projections, existing funding arrangements, and the strength of Ignis Lodge's business model, including the confirmed support through its subordinated loan and the transition to trading operations. The Board is satisfied that there are no material uncertainties that would cast significant doubt on the organisation's ability to continue as a going concern.



# Governance and management

Ignis Lodge is governed through its *Leadership in Trust Policy*, which brings leadership, assurance, and accountability together to deliver good governance, ethical stewardship, and transparency in action. The policy sets out a liberating governance model balancing accountability with empowerment, ensuring that decisions are made confidently, transparently, and close to the point of impact.

## Governance framework

The governance structure aligns strategy, assurance, and delivery within a single coherent framework.

The Board operates collectively as the governing body for Ignis Lodge, setting strategic direction, approving policy, and maintaining independent oversight of performance, finance, and risk. Three standing committees provide specialist assurance:

- Finance and Risk Committee
- People and Culture Committee
- Quality and Sustainability Committee

Each committee reports directly to the Board through a structured assurance schedule, ensuring that oversight is both proportionate and evidence-led.

## Ignis Lodge Board

Led by the Chair, the Board is composed entirely of non-executive members with extensive experience across education, public service, healthcare, and social enterprise.

### Founding Member and Chair

Darren Jaundrill

### Tenured Member and Non-Executive Director

Mr Carey Ayres; Ms Vimbai Chinhoyi; Mr Joseph Romero; Mr Bill Templeton

Collectively, the Board provides strategic leadership, independent challenge, and lived experience to guide, test and shape every decision.

The board are appointed for fixed terms under the *Leadership in Trust Policy*, with reappointment and performance reviews conducted on a rolling basis to maintain continuity and accountability.

## Board meetings and transparency

During this first operational year, the Board met frequently to oversee Ignis Lodge's formation and progress. Between November 2024 and May 2025, the Board met every six weeks to guide policy and design work.

Following the approval of the new governance framework in May, meetings shifted to a bi-monthly cycle, culminating in the Annual General Meeting (AGM) in October 2025.

Attendance across all meetings averaged above seventy five per cent, reflecting strong commitment from the Board. In line with our commitment to openness, all approved Board and committee minutes are published on our website, and the AGM minutes are included in this annual report.

## Record of meetings attended

Darren Jaundrill	6 / 6
Carey Ayres	5 / 6
Vimbai Chinhoyi	3 / 6
Joseph Romero	5 / 6
Bill Templeton	4 / 6

## Declarations of interest

All Board members and senior leaders complete an annual Declaration of Interests, covering financial, professional, and personal connections which might influence decisions. The register is reviewed at the first Board meeting each year and updated as required. It is publicly available on the Ignis Lodge website.

Where a conflict arises, the affected member withdraws from both discussion and final decision, in line with procedures set out in the *Acting Impartially Policy*.





# Governance and management

## Membership framework

In 2024–25, the Board approved a structured membership framework to recognise contribution, sustain engagement, and strengthen accountability within the Ignis Lodge community. Membership recognises contribution and affiliation, from founding roles to alumni and supporters.

- **Founding Member** (*conferred by Board of Directors*) Granted to those pivotal in establishing Ignis Lodge from incorporation to the end of year two. Holds full voting rights for life, a Founder's Certificate, and recognition on the Founders' Roll.
- **Life Member** (*conferred by Board of Directors*) Conferred for exemplary service to the organisation and its community. Holds full voting rights for life as an Honorary Fellow, 20% discount at Ignis Lodge, and invitation to the annual members' event.
- **Tenured** (*automatic when appointed to the board or chief executive role*) Granted to serving members of the Board for the duration of their tenure, with full voting rights while in office and access to all member events.
- **Fellow** (*conferred by Chief Delivery Officer*) Granted to those completing the Ignis Lodge Programme. No voting rights; life membership with 25% discount, alumni event access, and commemorative pin.
- **Friend** (*conferred by Chief Experience Officer*) Annual membership for supporters of Ignis Lodge. No voting rights; renewable annually with 15% discount, Friends' event access, and commemorative pin.

The framework formalises how people remain part of Ignis Lodge's journey, ensuring identity and belonging extend beyond formal structures.

## Risk, assurance and compliance

Risk management at Ignis Lodge, defined in the *Seeing Around Corners Policy*, is proactive and enabling, designed not only to prevent harm but to identify opportunity.

Risks are categorised as threats or opportunities, assessed as strategic or delivery based, and mapped across nine risk domains:

*Finance, Place, People, Partnerships, Reputation, Clinical, Quality, Safety, and Sustainability.*

This approach ensures risk oversight is not a constraint but a catalyst for innovation and accountability.

## Risk appetite and oversight

The Board sets the organisation's risk appetite each quarter across four overarching themes — *Finance, Delivery, Policy, and Reputation* — using five possible outcomes: *Averse, Minimal, Cautious, Open, Seek.*

This system allows dynamic, evidence based management. During 2024–25, the Board maintained a low to cautious appetite for financial and reputational risk, an open appetite for innovation in delivery and partnerships, and a cautious stance in policy and compliance while the organisation matures.

The risk appetite statement is reviewed and reapproved quarterly, with adjustments published alongside Board minutes to ensure transparency.

## Strategic risks in 2024–25

### 1. Capital development and place

The proposed Midlands campus remains both the greatest opportunity and the largest exposure.

Treatment: RIBA Stage 3 design completion, cost validation, and phased funding model.

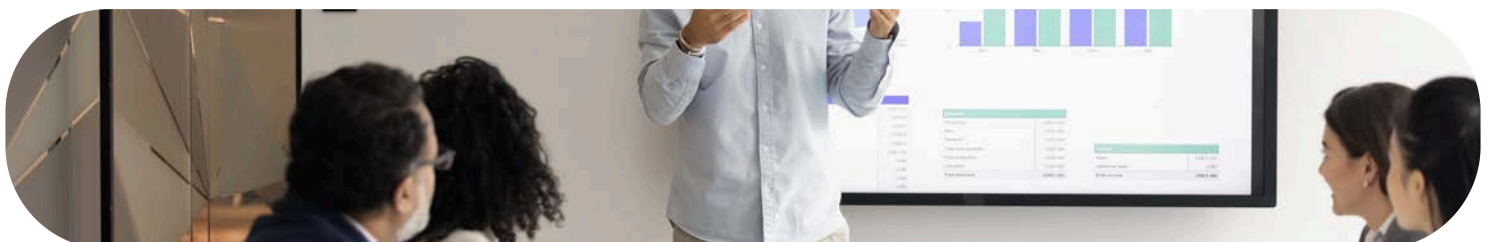
Risk appetite: Cautious–Open.

### 2. Financial sustainability

Transitioning from self-funded project delivery to trading service delivery.

Treatment: monthly reporting, quarterly reforecasting, and application of value-for-money tests.

Risk appetite: Cautious.



# Governance and management

## 3. Business and operational readiness

Recruitment and retention in a competitive market.  
Treatment: People Plan, Ignis Lodge Guarantees, and workforce pathways.

Risk appetite: Open for innovation, Averse to non-compliance.

## 4. Partnerships, advocacy and reputation

Dependence on multi-agency collaboration.

Treatment: structured engagement with WMCA, Homes England, and local authorities; transparent communications.

Risk appetite: Cautious for external exposure, Open for partnership growth.

## Monitoring and compliance

Each risk domain has a nominated owner who reports to the appropriate committee:

- **Finance and Risk Committee** assure Finance, Place, and Partnerships
- **People and Culture Committee** assure People, Safety, and Wellbeing
- **Quality and Sustainability Committee** assure Clinical, Quality, and Environmental

The corporate risk register is updated monthly, reviewed quarterly by committees, and approved by the full Board. Significant changes, appetite adjustments, and control effectiveness summaries are published publicly.

Ignis Lodge operates in full compliance with UK company and social enterprise governance standards, including data protection, safeguarding, and equality duties. Annual assurance statements are embedded in the Leadership in Trust Policy.

## Ethical governance and culture

Ignis Lodge's approach to governance is rooted in trust, transparency, and inclusion. The *Purpose to Practice Framework* ensures that every policy and decision contributes to measurable social impact.

Major governance documents, including policies, committee terms of reference, minutes, and key decisions, are published on the website.

The Board oversees the implementation of the Ignis Lodge Guarantees, embedding workforce fairness, wellbeing, and inclusion as core governance duties.

Ignis Lodge continues to align with national standards that reflect its values, including recognition as a Disability Confident Employer (Level 2) and as a signatory to the Care Leaver Covenant and Armed Forces Covenant. There is a pathway mapped to achieve industry and professional accreditation as the organisation scales upward.

Ignis Lodge's governance structure now combines rigour with humanity to ensure accountability, inclusion, and trust remain at the heart of everything we do.



# Looking ahead

This first year has been about formation by listening, designing, and building with purpose. The year ahead is about activation to deliver at scale, prove our model in practice, and demonstrate the difference Ignis Lodge makes every day.

## From design to delivery

In 2025–26, Ignis Lodge will begin practical implementation moving from research and design to early delivery. The initial phase focuses on establishing core residential and outreach pathways for veterans and young people leaving care.

We will implement the transition programmes to integrate housing, health, employment, and learning into one coordinated model. Each programme will be evaluated against the social value and outcomes model, ensuring delivery remains evidence-based and measurable from the outset. The evaluation will be independently led and assured by an external organisation.

## Progressing the Midlands Campus

Our immediate strategic priority is to secure and prepare the site for the Midlands Campus development, turning design into construction. Detailed design work is complete to RIBA Stage 3, and conversations with partners and funders are ongoing. In 2025/26, we will:

- Finalise site acquisition and establish the Campus;
- Begin enabling works subject to funding approval;
- Strengthen our partnerships with regional stakeholders, including Homes England, the West Midlands Combined Authority, and local authorities.

The campus will not only provide a home for Ignis Lodge's social programmes but will also operate as a commercial venue for conferences, events, and learning retreats. This will ensure every commercial activity directly supports our social mission.

## Delivering measurable value

We are implementing our social value and impact dashboard, allowing live tracking of economic, social, and environmental outcomes.

Our goal is to demonstrate, transparently and publicly, how Ignis Lodge converts investment, effort, and enterprise into tangible value.

## Growth and partnerships

With the People Plan in place, recruitment of our first delivery and operational teams is underway. Every appointment will be made against the Ignis Lodge Guarantees, ensuring fair work, inclusion, and progression.

We continue to expand partnerships across health, education, and employment sectors, and explore research collaborations to strengthen our evidence base and external evaluation capability.

## Sustaining independence

Ignis Lodge now evolves from a self-funded project delivery phase into a fully operational service model. Early commercial income from events and partnerships will be retained and reinvested to subsidise the social programmes. Financial performance will continue to be modelled against both social return and long-term sustainability, maintaining full transparency through published financial statements.

## Commitment to transparency

Our approach remains rooted in the principles defined in our foundation year:

- **Open governance** with minutes, policies, and key documents published online;
- **Evidence-led delivery** grounded in research and measurable outcomes;
- **Sustainable growth** balancing purpose and enterprise; and
- **Collaboration** ensuring that success is shared across partners and communities.

Ignis Lodge enters its second year with confidence: ready to deliver, ready to learn, and ready to prove that a values-led social enterprise can create lasting change through compassion and competence.





# Acknowledgements

Ignis Lodge thanks everyone who has contributed their time, expertise, and belief during this first year of formation and delivery.

Our gratitude goes first to the 187 individuals across the West Midlands who took part in our research and shared their experiences so openly. Their honesty and insight have shaped the design of Ignis Lodge and remain at the heart of everything we do.

We are deeply grateful to our partners and supporters, whose collaboration and encouragement have enabled us to move from concept to reality. We especially recognise:

- Change Right;
- West Midlands Combined Authority;
- Warwickshire County Council;
- Warwick District Council;
- Homes England;
- Care Leaver Covenant;
- Ministry of Defence Relationship Management (West Midlands Reserve Forces and Cadets Association).

We also thank the many advisers and specialists who have contributed their expertise to our development, design, and business planning. We especially recognise:

- Cortosphine & Wright;
- Brindley, Twist, Tafft & James;
- Property Finance Group;
- HACT - Housing Associations' Charitable Trust.

The Chair would like to offer special thanks to the Society of Leadership Fellows at St George's House, Windsor Castle. Their support, challenge, and encouragement were instrumental in shaping the founding of Ignis Lodge and affirming the conviction to act. Knowing so many were walking alongside provided a constant source of strength and reassurance.

Finally, we dedicate the work of Ignis Lodge to all veterans and young care leavers.

*You are never alone.  
We are in your corner  
— and always will be.*





## Board

**The Board is the ultimate governing body of Ignis Lodge. It protects the organisational purpose, approves strategy and budget, sets risk appetite, and assures people, place and profit are managed to the highest ethical, legal and professional standards.**

<b>Date</b>	29 October 2025 1800-1930 GMT
<b>Location</b>	Virtual by Microsoft Teams
<b>Attendees</b>	Darren Jaundrill (DJ) (Chair); Carey Ayres; Non-Executive Director (CA); Joseph Romero, Non-Executive Director (JR); Bill Templeton, Non-Executive Director (BT)
<b>Apologies</b>	Vimbai Chinhoyi, Non-Executive Director (VC);

## Items discussed

Item	Description	Lead	Notes
<b>Meeting formally opened (18:00)</b>			
ILB.2510.1	Welcome and opening remarks	Darren Jaundrill	DJ opened the meeting and welcomed attendees to the first Annual General Meeting of Ignis Lodge. He outlined the purpose of the AGM, including transparency, stakeholder engagement, and public accountability. He confirmed the AGM was open to the public and there was an opportunity for questions at the end.
ILB.2510.2	Minutes and declarations of interest	Darren Jaundrill	The board agreed with the minutes from the previous meeting. There were no changes required for the declaration of interest nor any declarations for this meeting.
ILB.2510.3	Annual review	Darren Jaundrill	DJ presented a summary of the annual report which included delivery performance, financial performance and the governance and management of the organisation.  Board members expressed appreciation for the comprehensive and professionally



			<p>delivered report. BT commended the clarity and professionalism of the report. CA echoed these sentiments and praised the delivery. JR appreciated the perspective and the progress of the organisation.</p> <p><b>Ignis Lodge Board APPROVED the annual report and financial statements to be published at Companies House and on the Ignis Lodge website. (ILB/25/12)</b></p>
ILB.2510.4	Appointment of the Board for 2025/26	Darren Jaundrill	<p><b>Non-Executive Directors</b> All current non-executive directors are reappointed to the board for continuation of their three-year terms (year 2 of 3).</p> <p><b>Co-opted Members</b> There are no co-opted members appointed at this time.</p> <p><b>Election of Chair</b> An anonymous ballot was conducted of eligible voters (5). There was a 100% return.</p> <p>Question put that a Chair be elected for the 2025/26 year. Ayes (5), Noes (0), Abstain (0).</p> <p>Question put that William Templeton be elected as the Chair for 2025/26. Ayes (4), Noes (0), Abstain (1).</p> <p>Bill Templeton is therefore appointed Chair Designate for the next financial year.</p> <p>BT accepted the appointment and delivered remarks acknowledging the work of Darren and the board, expressing commitment to the mission and collaborative leadership.</p> <p><b>Ignis Lodge Board RATIFIED the reappointment of non-executive directors to the Board (ILB/25/13).</b></p> <p><b>Ignis Lodge Board RATIFIED the appointment of the chief executive and appointment of co-opted members to be triggered by the movement to RIBA4/5 Midlands Campus. (ILB/25/14).</b></p> <p><b>Ignis Lodge Board APPROVED the appointment of the chair , to be triggered by the movement to RIBA4/5 Midlands Campus. (ILB/25/15).</b></p>



<b>There were no questions from the public.</b>			
<b>18:40 Meeting closed to the public due to commercial sensitivity</b>			
ILB.25.C1 ILB.25.C2	Midlands Campus	Darren Jaundrill	<b>Board noted the items below the line. Board wished to express continuing support for the proposal of the Midlands Campus.</b>  DJ thanked the board for their continued support and advocacy.
<b>Meeting closed 19:34.</b>			

### Items for noting (Below the Line)

Item	Description	Lead	Location
ILB.25.C2	Capital programme	Darren Jaundrill	Attached
ILB.25.C1a/b	Redacted (Sensitive) bid Redacted (Sensitive) bid	Darren Jaundrill	Attached

**Next Board Meeting: 17 December 2025 1800-1930**