



Thrive at Work

Our commitment to wellbeing and resilience



v1

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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.

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.





Policy statement

Policy number	PC/03/01
Date of effect	01 July 2025
Date of review	07 Sept 2026
Responsible owner	Chief Operating Officer
Consulting body	Inclusion, Wellbeing and Development Panel
Ratifying body	People, Culture and Change Committee
Accountable body	Ignis Lodge Board

This policy applies to:

- All employees, contractors, and volunteers, across every site and remote location.
- Visitors, customers and third-party partners, where our activities may impact their health, safety or wellbeing.

Policy intent

We believe that thriving people create thriving results. This policy embeds wellbeing and resilience at the heart of our operations, safeguarding the physical, mental, social and financial health of everyone who works with us. It underpins our policy framework and demonstrates compliance with applicable legislation and the best practice requirements for accreditation.

We commit to providing a healthy, safe, inclusive and empowering working environment enabling every colleague to thrive at work. Our commitments are:

Protect eliminate hazards, reduce risks and comply with all relevant legal and regulatory obligations.

Optimise proactively foster physical and mental wellbeing, resilience and a positive workplace culture.

Listen engage colleagues in decisions, recognising diverse needs and lived experiences.

Identify detect and address the root causes of ill-health, stress and burnout through data-driven action.

Cultivate drive continual improvement via measurable objectives, audits and transparent reporting.

You empower every individual to take ownership of their own wellbeing and support that of others.

Guiding principles

Legal and ethical compliance

Meet or exceed health and safety law (e.g. Health and Safety at Work Act 1974, Management of Health and Safety Regulations 1999, Equality Act 2010), and protect personal health data in line with GDPR and ISO27001.

Integration and leadership

Wellbeing is embedded in strategic planning, risk registers and management reviews. The Board and Executive champion and resource all wellbeing initiatives.

Inclusive, person centred approach

Policies, risk assessments and benefits recognise individual differences (e.g. disability, neurodiversity, caring responsibilities, cultural background) and eliminate discrimination.

Collaboration and communication

Codesign solutions with employees, recognised representatives, the Inclusion, Wellbeing and Development Panel (IWDP) and external partners, aligning to ISO44003 principles.

Evidence-based decisions

Use data from audits, surveys, absence records, HR metrics and HSE stress risk assessments to identify priorities and track progress.

Continual improvement

Apply Plan, Do, Check, Act and root-cause analysis to refine controls, targets and programmes in line with ISO9001 and ISO45001.



Policy ownership

Physical health and safety

Commitment Maintain a safe working environment, carry out suitable and sufficient risk assessments, provide ergonomic workstations and appropriate personal protective equipment, and meet the operational control requirements of ISO45001.

Owner Facilities and Operations Manager

Mental health and psychological safety

Commitment Provide accredited mental health first aiders, occupational health and assistance services, workload management tools, flexible working options and full adherence to the Health and Safety Executive stress management standards; foster a culture where speaking up is safe.

Owner People and Culture Manager

Learning, growth and resilience

Commitment. Offer continuing professional development, resilience and wellbeing training, coaching and clear career pathways; embed wellbeing objectives in the performance and development review cycle, in line with Investors in People.

Owner Employment and Training Manager

Social and community wellbeing

Commitment Enable social connection, paid volunteering days and meaningful community partnerships; align our practice with the Good Business Charter and the Armed Forces and Care Leavers Covenants.

Owner Employment and Training Manager

Environment and sustainability

Commitment Design and maintain workspaces that maximise natural light, air quality and access to green space, and adopt sustainable practices consistent with ISO14001 and the Green Heritage Site Accreditation.

Owner Estate and Heritage Manager

Monitoring and reporting

Commitment Track key performance indicators, audit findings and improvement actions, and report progress quarterly to the Inclusion, Wellbeing and Development Panel and annually to the Board.

Owner Chief Operating Officer

Roles and Responsibilities

Board of Directors

Endorse policy, allocate resources, set intent.

Chief Executive Officer

Champion a wellbeing culture and remove strategic barriers.

Chief Operating Officer

Policy owner, ensure integration into people lifecycle and learning strategy.

Managers

Implement this policy in their areas, review risk assessments, consult teams.

Supervisors and line managers

Identify stressors, adjust workloads, conduct return to work interviews, signpost support.

Employees

Take reasonable care of own and others' wellbeing, engage in programmes, report concerns promptly.



Performance indicators

#	Indicator	Target	Measure	Owner
PC/M01	Employee wellbeing index (pulse survey)	Greater than 80%	Quarterly	People and Culture Manager
PC/M02	Sickness absence (working days lost)	Less than 6% rolling	Monthly	People and Culture Manager
PC/M03	Staff turnover (voluntary leavers)	Less than 12% rolling	Monthly	People and Culture Manager
PC/M04	Mental health first aiders	Minimum 5% of workforce	Monthly	People and Culture Manager
PC/M05	RIDDOR incidents	0	Monthly	Facilities and Operations Manager
PC/M06	Ergonomic / DSE assessments for new starters	100% within 4 weeks of start date	Monthly	Facilities and Operations Manager
PC/M07	Role-based stress risk assessment	100% annual completion	Quarterly	Facilities and Operations Manager
PC/M08	Systemic excess hours	Less than 10% unplanned overtime	Quarterly	People and Culture Manager
PC/M09	Return to work interviews completed	100% within 3 working days	Monthly	People and Culture Manager
PC/M10	Mandatory training for health and wellbeing	100% annual completion	Monthly	Employment and Training Manager
PC/M11	Community engagement and volunteering	33 days per annum	Monthly	Employment and Training Manager
PC/M12	Inspection and audit actions closed	80% within 21 days, 100% within 28 days	Monthly	People and Culture Manager

Bold text This is a key performance indicator reported on the organisational dashboard