Ignis Lodge

igniting brighter futures

Celebrating Difference

Our commitment to inclusion, equity, diversity and achievement

v1

June 2025

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.

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.
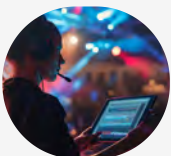
Clinical Care and Support

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

This policy applies to:

- All employees, contractors and volunteers, as well as visitors, customers and suppliers who interact with us. It covers behaviours in any work-related context.

Policy intent

We celebrate difference because diverse perspectives drive better ideas, decisions and outcomes. This policy embeds inclusion at the heart of how we recruit, develop, and engage people. It sets a zero tolerance stance on discrimination, mandates positive action, prompt reporting and investigation of concerns, and ensures every colleague has support to thrive.

Our organisation is committed to fostering a culture where everyone feels safe, valued and able to achieve their full potential. Our commitments are:

Protect uphold the Equality Act 2010, Human Rights Act 1998 and all related legislation; eliminate discrimination, harassment and victimisation; safeguard dignity at work.

Optimise remove barriers and provide inclusive facilities, resources and flexible working so that everyone can contribute and excel.

Listen engage people in honest dialogue, consult representative forums and co-create solutions.

Identify gather and analyse data, equity gaps and systemic bias; investigate swiftly and transparently.

Cultivate invest in continuous learning, mandatory inclusion training and allyship; embed inclusive leadership in performance management

You empower every person to champion inclusion, challenge unacceptable behaviour and celebrate difference every day.

Guiding principles

Legal and ethical compliance

Meet or exceed the Equality Act 2010 (including the public sector equality duty where applicable), Employment Rights Act 1996, Modern Slavery Act 2015, Data Protection Act 2018 and UK GDPR. Comply with ISO 27001 controls when processing personal diversity data.

Inclusive leadership and governance

The Board, Executive Team and Inclusion, Wellbeing and Development Panel set strategy, monitor progress and model inclusive behaviours. Inclusion is embedded in policies, risk registers and management reviews.

Data-driven transparency

Collect lawful diversity metrics, publish gender and ethnicity pay data, track KPIs and share progress openly to build trust and drive improvement.

Collaboration and engagement

Co-create initiatives with employees, unions, staff networks, customers, suppliers and community partners, reflecting ISO44003 collaborative principles.

Continuous learning

Use audits, surveys and incident reviews to learn, share best practice and update standards, fulfilling ISO9001 and Investors in People learning requirements.

Policy ownership

Zero discrimination

Commitment Enforce zero tolerance for discrimination, harassment and victimisation; provide safe reporting and whistleblowing protection.
Owner Chief Executive Officer

Inclusive design and flexible working

Commitment Design workspaces, technology and benefits to enable equitable participation—for example accessible facilities, flexible working, parental leave and reasonable adjustments.
Owner Facilities and Operations Manager

Voice and engagement

Commitment. Run quarterly inclusion pulse surveys, host listening circles and consult staff networks before key decisions
Owner People and Culture Manager

Data transparency and bias elimination

Commitment Analyse recruitment, promotion, pay and turnover data; investigate all reports within five working days; publish an annual inclusion report.
Owner People and Culture Manager

Learning and allyship

Commitment Deliver mandatory inclusion, bias and dignity at work training for 100% of staff; integrate inclusive leadership into appraisal.
Owner Employment and Training Manager

Everyday ownership

Commitment Equip colleagues to be active allies, intervene as active bystanders and celebrate cultural events that reflect our workforce and communities.
Owner Chief Operating Officer

Roles and Responsibilities

Board of Directors
Endorse policy, allocate resources, set intent.

Chief Executive Officer
Champion an inclusive 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 improvements, consult teams.

Supervisors and line managers
Create inclusive team climates, act on concerns and complete mandatory learning..

Employees
Treat others with respect, complete training, challenge unacceptable behaviour and report concerns.

Performance indicators

#	Indicator	Target	Measure	Owner
PC/M13	**Employee inclusion index (pulse survey)**	**Greater than 80%**	**Quarterly**	**People and Culture Manager**
PC/M14	**Employee demographics reflect the Midlands**	**Within 5% of latest Census**	**Monthly**	**People and Culture Manager**
PC/M15	**Pay gaps for protected characteristics**	**Less than 5%**	**Monthly**	**People and Culture Manager**
PC/M16	**Reported incidents of discrimination, harassment, or the respect commitment**	**Investigated within 5 working days; closure within 28 days**	**Monthly**	**People and Culture Manager**
PC/M17	Reasonable adjustment requests fulfilled	100% within 20 days	Monthly	Facilities and Operations Manager
PC/M18	Mandatory training for IDEA	100% annual completion	Monthly	Employment and Training Manager
PC/M19	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