

| <u>Principles</u>   | <u>Values</u>   | <u>Example behaviours</u>   | <u>Strategic outcomes</u>   |
|---|---|---|---|
| <p><b>PEOPLE</b></p> <p><i>We nurture mutual relationships and put people at the very heart of everything we do</i></p> | <p><b>KINDNESS</b></p> <ol style="list-style-type: none"> <li>1. <b><u>We lead with empathy, respect and optimism</u></b> in our relationships with one another and the people we work with</li> <li>2. We are flexible, open-minded and big-hearted; we believe that being human is more effective in building connection than creating systems or taking data-led approaches; we are not a service, but a community</li> <li>3. We know that sometimes this means saying it as we see it and challenging established norms, because clarity and candour are kind</li> </ol>   | <ol style="list-style-type: none"> <li>1. We do not place time limits on interactions with people; we make time for meaningful conversations</li> <li>2. We invite and listen to feedback on all our work and use the language of community rather than charity (more below)</li> <li>3. We are clear and direct when standards or values have not been met; we call in discrimination to build togetherness; and we share experiences of power imbalances</li> </ol>   | <ol style="list-style-type: none"> <li>1. Bringing more older and younger people together in our five local places and sustaining meaningful relationships between them</li> <li>2. Supporting our neighbours to feel visible, confident and that they have a stake in their communities</li> <li>3. Influencing systems, policy and decision-making</li> <li>4. Shifting narratives, attitudes and behaviours</li> </ol>   |
|   | <p><b>TRUST</b></p> <ol style="list-style-type: none"> <li>1. <b><u>We are dedicated, responsive, reliable and accountable</u></b> to the communities we work with as well as to our valued partners</li> <li>2. Isolation is hard to find, so we go to where it is and build trust patiently</li> <li>3. We seek to recognise people fully, to promote their personalities, and to show through example that rather than shrinking people into smaller identities people benefit from being 'part of something bigger than themselves'</li> <li>4. We take a story-led approach, sharing narratives that are authentic, engage people, challenge stereotypes, and can change hearts and minds in the wider public</li> </ol> | <ol style="list-style-type: none"> <li>1. We answer calls and emails in a timely way, we keep our promises, and we work hard every day</li> <li>2. We reach out to people where they are, for example by knocking on doors and hosting stalls in supermarkets rather than relying on referrals only; we support unsuccessful but high potential applicants to our national projects to apply again</li> <li>3. We avoid long forms which get in the way of our human approach and which ask people unnecessary questions or to identify into smaller groups rather than larger ones</li> <li>4. We tell stories about the power of connection across difference on social media every day, as a way of building trust with and engaging people</li> </ol> | <ol style="list-style-type: none"> <li>1. Bringing more older and younger people together in our five local places and sustaining meaningful relationships between them</li> <li>2. Supporting our neighbours to feel visible, confident and that they have a stake in their communities</li> <li>3. Sharing our learning with others</li> <li>4. Influencing systems, policy and decision-making</li> <li>5. Shifting narratives, attitudes and behaviours</li> <li>6. Ensuring the sustainability of our organisation and philosophy</li> </ol> |

|  |   |  |   |
|--|---|--|---|
| <p><b>PLACE</b></p> <p><i>We believe that connecting people to the stories, heritage and identities of their places helps them to connect with one another and to feel they belong</i></p> | <p><b>COMMUNITY</b></p> <ol style="list-style-type: none"> <li><b><u>We are collectivist: we believe that people from different generations, backgrounds and experiences are stronger working together</u></b></li> <li>We level with people: we engage them on their own terms but start with an ethos of familiarity, informality and fun; we tell authentic stories rooted in places of meaning</li> <li>We reject charity jargon and words that strip people of their sense of agency and togetherness</li> <li>We believe that the most lasting change comes from the bottom-up and that communities, by definition, are agents of transformational change</li> <li>We believe that we can achieve a bigger impact by working closely with power at the national and international levels, and we are co-operative and collaborative in this approach – seeking always to show the value of community</li> </ol> | <ol style="list-style-type: none"> <li>During the pandemic, while we respected people’s right to refuse a vaccine, we encouraged everyone to accept it</li> <li>Places are characters in people’s lives and not just backdrops to them, so our stories are rooted in personality, familiarity and solidarity</li> <li>We think about our language and prefer words like ‘neighbours, friends, together and community’ rather than ‘residents, clients, co-create, launch, frameworks, lived experience and learnings’; we avoid acronyms like ‘SLC and ‘LYN’ (externally); we root our stories in local neighbourhoods and use local references when appropriate</li> <li>Local charities are free to innovate to respond to local needs and opportunities within the programmatic model, <i>and</i> we believe we can build on this to have a bigger impact on national and international systems, narratives and cultures</li> </ol> | <ol style="list-style-type: none"> <li>Bringing more older and younger people together in our five local places and sustaining meaningful relationships between them</li> <li>Supporting our neighbours to feel visible, confident and that they have a stake in their communities</li> <li>Sharing our learning with others</li> <li>Influencing systems, policy and decision-making</li> <li>Shifting narratives, attitudes and behaviours</li> </ol> |
| <p><b>PRO-ACTIVITY</b></p> <p><i>We strive to improve the lives of the people we work with and are ambitious for the impact we can have in the world</i></p>                               | <p><b>BRAVERY</b></p> <ol style="list-style-type: none"> <li><b><u>We are adventurous, innovative and entrepreneurial in our approach</u></b> and seek to maximise our positive impact with limited resources</li> <li>We’re open to taking risks to make the change we wish to see; we don’t shy away from doing difficult things; and we always seek to lead and to seize opportunities to grow our impact</li> <li>We aren’t afraid to be vulnerable with one another, including as leaders</li> <li>We move fast because we know that challenges in our communities require an urgent response; we change with the world around us; we want to be the best that we can be, so we do not compete with others – but we do compete with ourselves</li> </ol>   | <ol style="list-style-type: none"> <li>We are a business: we raise surpluses wherever possible so we can invest in our fundraising, autonomy and philosophy; we are cautious of entering into bureaucratic contracts or government-led partnerships, preferring values-led partnerships that can work for us and don't compromise our community-led approach; we keep a broad base of diverse supporters, including active local fundraisers, so we can adapt to a changing world at pace</li> <li>We regularly appraise the context and adapt everything we do to stay relevant and competitive in a changing world</li> <li>We work out of our comfort zones and see respectful confrontation as a virtue; we avoid bureaucracy and appraise our efficiency regularly; we seek to make sure that administrative processes</li> </ol>   | <ol style="list-style-type: none"> <li>Bringing more older and younger people together in our five local places and sustaining meaningful relationships between them</li> <li>Supporting our neighbours to feel visible, confident and that they have a stake in their communities</li> <li>Ensuring the sustainability of our organisation and philosophy</li> </ol>   |

|  |  |  |  |
|--|--|--|--|
|  |  | <p>don't dominate our culture but rather help us foster community and to maintain our human approach.</p> <p>4. We believe in our long-term strategy <i>and</i> remain nimble, so we become increasingly relevant day on day, year on year</p>   |  |
|  | <p><b>LEARNING</b></p> <ol style="list-style-type: none"> <li>1. <b><u>We seek to constantly improve through innovation, evaluation and critical thinking,</u></b> drawing on methods which recognise that people, their lives and stories can't be reduced to data</li> <li>2. We believe that 'done is better than perfect and perfect is never done', so we seek to try new ideas and develop them in real time</li> <li>3. We're careful about how we spend time and believe that collaboration is a key means to achieving our mission but is not a goal in itself</li> <li>4. We hold ourselves to account and the highest standards, because we know how much our work matters</li> </ol> | <ol style="list-style-type: none"> <li>1. We don't create small feedback groups that concentrate influence; rather we encourage open feedback loops in everything we do</li> <li>2. We take our history and heritage with us, but we are always future facing and never nostalgic: we start new work before we're ready and work in beta, so we learn in public</li> <li>3. We do not attend meetings that we do not need to be at; we always prepare agendas to ensure focus on our goals, and we respect that our time and the time of others is precious</li> <li>4. From ambitious activities to performance related pay to our feedback culture, we focus on improving every day and on being the best we can be in everything we do</li> </ol> | <ol style="list-style-type: none"> <li>1. Sharing our learning with others</li> <li>2. Influencing systems, policy and decision-making</li> <li>3. Shifting narratives, attitudes and behaviours</li> <li>4. Ensuring the sustainability of our organisation and philosophy</li> </ol> |