

Mission Impossible?

**Part 1: A report on the reference collection
of vision statements from over eighty
charities**

& Part 2: The reference collection

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Part 1: How we compiled this document

In compiling this document we used an entirely web-based approach. Each organisation's website was located and the following actions were taken:

1. Looked on the home page and the 'about us' / 'what we do' sections
2. Searched for the words 'vision', 'purpose', 'mission', 'values' and belief in the organisation's website search box
3. Perused the organisation's annual report if it was published online

Where charities had clearly labelled their vision, mission, values etc., compiling this document was a relatively straightforward task. However, there were many cases where essence elements had to be inferred from the 'about us' or 'what we do' section of an organisation's website.

A further methodological problem was that the way in which charities presented their essence often did not fit neatly into the six chosen categories. In these cases, the definitions presented in the next section were used as guidelines for determining which bits of essence should go where.

As a result, pieces of an organisation's mission or vision were often separated out to fit more easily into the prescribed categories. It is important to note that this was done for the purposes of clarity and comparability only – we are not suggesting that charities should get hung up on the semantics of which part of their strategic essence should be labelled what. It is not a problem if an organisation's vision and purpose is incorporated into their mission statement or if they don't have a section clearly labelled 'beliefs'. What is important is that anyone who reads the information that is available is provided with a clear and inspiring picture of what the charity stands for and how it goes about acting on this.

Analysing the vision statements of 80 organisations

We began putting this document together over a year ago for use with our own clients. When preparing it to be published for a wider audience, we thought it best to ensure the information we had collected previously was still up-to-date and began scanning charity websites for visions again. We were delighted to discover that even in the short space of one year, a large proportion of the organisations included in this document had revised various elements of their strategic essence in order to make them more compelling (or perhaps they just got round to updating their websites!)

For example, the Multiple Sclerosis Society had changed their vision from "*A world without multiple sclerosis*" to the more emotive "*A world free from the devastating effects of Multiple Sclerosis.*" Similarly, RNLI moved from a cumbersome strapline, "*Safety on the Sea – 175 Years of Saving Lives at Sea*" to the much punchier and effective, "*Saves lives at sea*".

There was also a trend towards displaying visions, missions and values in a manner that was more immediately accessible – as a result, we were able to fill in many of the gaps that were left when we began the project in late 2004. Having said this, over a quarter of charities failed to showcase their strapline on their website and in 18 out of the 81 charities included, it was not possible to infer any clear vision or values from the website. If we've got it wrong we apologise – please email us at reports@nfpsynergy.net and let us know the correct version.

Introduction: How strong is your essence?

An organisation's essence is made up of a six elements which, when used effectively, showcase the dreams, character and direction that distinguishes the charity from all others. These are:

- vision
- purpose
- mission
- values
- beliefs
- strapline

An organisation with a strong essence is one where staff and supporters are aware of these various elements, using them as yardsticks against which to make strategic decisions. It is a place where each staff member and supporter understands how their contribution is feeding into the organisation's greater goals. It is also a place where staff and supporters feel a keen sense of pride about being affiliated with an organisation that distinctly stands for something bigger than any individual or issue.

Clearly, it is important for a charity to have a strong vision statement (we use this last phrase as shorthand for the statement that encapsulates the vision, mission and other elements of an organisation's essence) and many UK charities have powerful vision statements at their heart.

So we thought it would be useful to compile the visions, purposes, missions, values, beliefs and straplines of over 80 of the UK's larger charities as a reference work. We don't claim that these 80 organisations are better or worse than the sector as a whole – they are picked to be a cross-section of better known charities. The purpose of this document is not to highlight where organisations are getting their essence or vision statements wrong. Rather it is to flag up good practice and to provide charities with a benchmark against which they can evaluate the way in which they currently present their vision, mission, values etc. We did not contact charities directly to ask for information but used their websites (see below). This means we have an outsider's perspective, as we have the same access as any member of the public with an Internet connection.

Defining the elements of a strategic essence

Below we have defined the six¹ main elements that we felt were critical to an organisation's strategic essence – vision, purpose, mission, values, beliefs and strapline.

Vision

The main purpose of an organisational vision is to provide a super-ordinate goal towards which everyone who shares a similar dream can strive. It provides an inspirational picture of what the world could be like with some cooperative effort and (in an ideal world) unites employees, supporters, beneficiaries and similarly oriented organisations in an effort to bring the vision to life.

¹ For information on compiling an essence statement see our publication Jeweller's story available free from www.nfpsynergy.net

An organisation's vision is its guiding star – it defines what the organisation believes in and the kind of world it wants to see created. Importantly, a vision conveys a larger sense of purpose so that employees and supporters see themselves as building a magnificent monument, rather than just lugging heavy stones. A vision is not restricted by the organisation's role or capacity; in fact, it is usually much bigger than what any individual organisation can achieve in isolation. It is a compelling description of what ultimate success looks like and should be challenging but achievable. It should appeal to people's hearts and minds and inspire practical but creative and impassioned directions.

A good starting point when conceiving an organisational vision is to ask trustees and employees, "What sort of world you would create for our beneficiaries if you were handed a magic wand?"

Purpose

If the vision is the overarching dream, the purpose is the specific part of the dream that the organisation hopes to make real. A charity's purpose outlines why the organisation was established in the first place and identifies the piece of the puzzle that it is trying to fill. Regularly referring back to a clearly defined purpose helps an organisation to make strategically appropriate decisions and to remain focussed in its activities.

In determining organisational purpose, the following questions can be considered:

- What contribution do you want your charity to contribute to the organisation's vision?
- Which pieces of the puzzle are currently being done well?
- Which are being done badly or not at all?
- What piece of the puzzle is your organisation well-positioned to fill? (What are the strengths, skills and strategies that your organisation can harness in working towards the organisational vision?)
- If you could look back in 20 years time, what would you have liked to have seen the organisation achieve?

Mission

If the vision defines the end point, and the purpose defines the specific part of the vision that the organisation is striving to fulfil, the mission operationalises the way in which the charity plans to meet these overarching goals - it is the game plan, so to speak.

The mission outlines the mechanisms through which strategic goals will be achieved and sets the boundaries for the organisation's activities. In this way, it guides operations of the ground and focuses the charities resources.

It is important to remember that times change and new ideas and technologies are always coming to the fore. While an organisational vision may remain the same for years and even decades, the mission should be updated regularly to reflect new and improved mechanisms by which the organisation can achieve its purpose.

When revising a mission statement, the Council on Foundations (a philanthropy organisation based in the USA) suggests conducting the exercise in Box 1 with board members. In order to facilitate organisation-wide buy-in, it may be even more useful to conduct it with all staff members during a staff meeting or strategic planning day.

Strapline

The strapline is a short phrase or sentence which sums up the organisation – it highlights what makes the organisation special or unique and is a brief but powerful impression that the organisation wants its public to remember. Imagine a strapline as the part of the iceberg that can be seen above the water – but supported and underpinned by the rest of the vision statement that usually can't be seen.

A strapline is particularly important in terms of helping supporters, who know little about the organisation, make a first impression about whether this is a charity they are interested in aligning themselves with. The beauty of the strapline is that it can be changed to reflect an updated strategic vision without the confusion and difficulties of a name change. Consider the way in which Sainsbury's changed the rather mundane strapline, '*Good food costs less at Sainsbury's*', to the more emotionally powerful, if enigmatic, '*Making life taste better*', to the now thoroughly confusing '*Try something new today*', when most people want to buy the same stuff week after week.

Meanwhile Tesco's has stuck with the now idiomatic, '*Every little helps*', and are by far and away the dominant supermarket in the UK. We don't claim that the strapline is the reason for Tesco's success, more that their values and vision permeate every aspect of what the organisation does and are distilled into the strapline.

Values

Values reflect the organisation's core ideology – they are the principles, standards and qualities that characterise the way in which a charity conducts its work. Values should be used to determine the appropriateness of suggested visions, strategies and actions. They create the organisational culture and will often determine the extent to which employees and supporters feel affiliated with the charity.

Like mission and vision, an organisation's values are often formally defined on paper. But the real work involves putting them into practice. Senior managers need to target and support behaviours and activities that exemplify the organisation's values.

Beliefs

The organisational beliefs are a statement of what the organisation believes or accepts to be true. Often they will provide the context for the work the charity does. Like values, beliefs will often determine the extent to which employees and supporters align themselves with the charity.

It is often easy to confuse values and beliefs. For us values are more about how the organisation conducts its business, the way in which it wants to behave, and the attributes that it would like to be seen as having. So a value might be that the organisation should be professional and authoritative in all that it did.

Beliefs are more externally oriented than values which focus typically on how an organisation does its job. Beliefs are best seen as more about the cause or statements of how the world should or could be. So a belief might be that 'every child has the right to an education' or that 'young people should be encouraged to be active citizens'.

However the reality is that many charities have different definitions of values and beliefs. So in the next section we present them together so as to avoid the need to re-label organisation's work.

Box 1: Exercise for updating a vision statement

Divide trustees/staff into small groups of three to five people. Ask each person to read the current mission statement and then answer the following questions:

- Is the current mission statement short and clear? If not, what is the problem?
- Does it tell people what good the foundation is doing and for whom? If not, what is missing, or is too much included?
- Is it grounded in our values? If not, what is missing?
- Does the statement serve as an umbrella that covers all the things we do - our underlying strategies? If not, what is not included under the umbrella?
- Do our prescribed activities reflect contemporary and innovative ways of working towards our vision and purpose or are we being held back by history? Are there angles we haven't thought about?
- Does the statement encompass all the people to whom we target our services? If not, which clients or stakeholders are missing?
- Does the statement communicate who we are to the average person? If not, why not? For example, does it have too much jargon? Is it unclear or too abstract?
- Is this a statement we can get excited about and be proud of? If not, what must be done?

Once everyone in the group has finished, each person shares her or his answers with the group and then each group feeds back into the wider group.

Examples of organisations getting it right

Vision

A number of visions stood out in the way that they helped the reader to truly visualise the world of which the respective charitable organisation dreamed. Examples include:

“Our vision is a society in which all children are loved, valued and able to fulfil their potential. In other words, a society that will not tolerate child abuse - whether sexual, physical, emotional, or neglect.” (NSPCC)

Or presented in the form of a poem:

*“Our vision for every child,
Life in all its fullness;
Our prayer for every heart,
The will to make it so.”* (World Vision UK)

“Our vision is of a society that promotes and protects good mental health for all, and that treats people with experience of mental distress fairly, positively, and with respect.” (MIND)

At the other end of the scale, and without naming names, a number of organisations had visions that were more like purposes – they explained what the charity did but did not paint an inspiring picture of the type of world the charity was working towards.

It was also interesting to discover that a number of charities showcased ‘mini-visions’ for each aspect of their work, rather than having one overarching one. While it is certainly desirable to have an overarching vision which unites the various arms of an organisation’s work, the mini-vision approach was very effective in terms of impressing on prospective supporters that the charity has a clear and inspired strategic direction. To illustrate, Asthma UK’s five mini-visions (or aspirations as they refer to them) are presented in Box 2.

Box 2: Asthma UK – a multi-faceted approach to visioning

Aspiration: Children

Asthma UK wants all children and young people with asthma to achieve their full potential free from the impact of asthma – in pre-school, school and college. All carers of children with asthma should be confident that their children are in a safe, asthma-friendly place whenever they are studying or at play.

Aspiration: Healthcare

Asthma UK wants all people with asthma to have access to the best possible healthcare – including early and accurate diagnosis of their condition – to enable them to have control over their asthma today.

Aspiration: Employment

Asthma UK wants all adults with asthma to have the opportunity to perform to their full economic potential, in a work environment that is asthma-friendly, for an employer who is asthma-aware, and where employment is not denied through a misunderstanding of asthma and its impact on people’s working lives.

Aspiration: Life and leisure

Asthma UK wants every person with asthma to be able to make lifestyle choices free from the fear that asthma will hold them back – and to enjoy leisure activities free from the impact of asthma.

Aspiration: Future

Asthma UK wants to give people with asthma freedom from asthma in the future. We will continue to fund research to understand the causes of asthma, reduce its effect on people’s lives and prevent it developing in the first place.

Purpose

A concerning proportion of charities lacked a clear and concise statement of their purpose or main aim – in these cases, any potential supporters are left having to trawl through substantial amounts of information in order to understand the essence of what the organisation does. Having said this, a large number of charities did have effective purpose statements, though these were frequently found within vision, mission or ‘about us’ sections of the website rather than being showcased as stand alone statements on the home page. In other words, for better or worse, we present the information in part 2 in a way that may not be how they appear on their website. Indeed in some cases we give a charities degree of coherence in our presentation of their vision and values that may not exist in real life!

A selection of the many good examples of purpose statement are included below.

“The Blue Cross is a registered charity which aims to ensure the welfare of companion animals by providing practical care, highlighting the benefits of companionship between animals and people, and promoting responsibility towards animals in the community.”
(The Blue Cross)

“WaterAid is an international NGO dedicated exclusively to the provision of safe domestic water, sanitation and hygiene education to the world’s poorest people.” (WaterAid)

“MSF is an independent humanitarian medical aid agency committed to two objectives: providing medical aid wherever needed, regardless of race, religion, politics or sex; and raising awareness of the plight of people we help.” (Medecins Sans Frontieres)

“To provide information, practical assistance and emotional support for anyone affected by breast cancer.” (Breast Cancer Care)

“To encourage a better understanding of autism and to pioneer specialist services for people with autism and those who care for them.” (National Autistic Society)

“We exist to help all, especially young people of limited means, to travel and discover England and Wales by providing cheap, safe and secure Youth Hostels in superb coastal, countryside and city locations.” (YHA (England and Wales) Ltd)

“Action for Blind People is a national charity that provides practical support to blind and partially sighted people through work, housing, leisure and support.”
(Action for Blind People)

“Cats Protection rescues and rehomes unwanted and abandoned cats, and promotes responsible cat ownership.” (Cats Protection)

“Our purpose is to help the most vulnerable children and young people transform their lives and fulfil their potential.” (Barnardo’s)

The awards for the most concise and ‘to the point’ purpose statements go to RNLI and Marie Stopes International:

“To save lives at sea.” (RNLI)

“The prevention of unwanted births” (Marie Stopes International)

It was notable that VSO was one of the few organisations to include a brief statement of purpose; in addition to their strapline of *“Sharing Skills, Changing Lives”*; near their logo at the top of their home page, which went a long way towards helping an ‘outsider’ to immediately identify why the organisation exists. *“VSO is an international development charity that works through volunteers”*.

Mission

In many cases, charities’ missions had to be inferred from the ‘what we do section’. In 18 of the 81 charities surveyed, the mission could not even be inferred. Where a mission statement was clearly outlined, it sometimes came across as more of a ‘purpose’. That is, it explained what the charity was aiming for but didn’t describe how they planned to achieve this – it didn’t make the game plan clear.

While this is not much of a problem on a website, where potential supporters can simply check the ‘what we do’ section to clarify how the organisation carries out its mission, it does

weaken an organisation's strategic artillery – it is incredibly valuable for trustees and employees to have a clear statement about how the organisation plans to meet its goals which can be referred to regularly in determining steps forward.

A small selection of organisational missions which do their job well are highlighted below - given that a good mission statement outlines the organisations game plan, space precludes the inclusion of more than 5 examples of good practice.

“Our mission is to:

- *To carry out world-class research into the biology and causes of cancer;*
- *To develop effective treatments and improve the quality of life for cancer patients;*
- *To reduce the number of people getting cancer;*
- *To provide authoritative information on cancer.”*

(Cancer Research UK)

“The Blue Cross exists to:

- *treat the animals of owners who cannot afford private veterinary services;*
- *find permanent homes for unwanted or abandoned animals;*
- *educate the public in responsible animal ownership;*
- *promote the benefits to humans of companion animal ownership;*
- *ensure that all engaged with us, whether animals or people, receive courteous, friendly and high quality service.”*

“Action for Blind People enables blind and partially sighted people to transform their lives through:

- **Work:** *this includes services for visually impaired people to look for work, return to work, retain their job or set up their own business.*
- **Housing:** *Action for Blind People provides an innovative housing service called "Your Choice" that works with visually impaired people to enable them to live independently.*
- **Leisure:** *whether it's a holiday break or a passion for sports, Action for Blind People has a range of services for visually impaired people.*
- **Support:** *able to address all questions around sight loss, Action for Blind People provides a National Information and Advice Service that can also provide specialist advice on the Welfare Benefits available to visually impaired people.”*

“The Method of achieving the Aim of the Association is by providing an enjoyable and attractive scheme of progressive training, based on the Scout Promise and Law, and guided by adult leadership.”

(The Scout Association)

“We do this [achieve their purpose] by offering high quality services in seven integrated areas including:

- **Housing and Homelessness** - *the YMCA is the largest voluntary sector provider of safe, supported accommodation in England for single men and women between the ages of 16 and 35*
- **Sport, Health, Exercise and Fitness** - *the YMCA is the largest voluntary sector provider of health and fitness services that promote physical activity and healthy living*
- **Crime and Safety** - *the YMCA led groundbreaking work with young people in prisons and ex-offenders and continues to work vigorously to help reduce the risk of young people either turning to crime or becoming victims of crime*

- **Education and Skills** - the YMCA offer a variety of vocational, formal and informal school- and work-based learning opportunities for young people to develop skills and achieve recognition
- **Money and Work** - the YMCA offer a range of services designed to help increase the employability and financial awareness of young people, helping them to find and keep meaningful jobs”
- **Citizenship and Personal Development** - the YMCA empower young people by involving them in activities that stimulate, challenge and enable them to realise their potential and participate fully in their communities
- **Parenting and Family** - the YMCA offer a variety of services that help promote positive family relationships and is one of the largest providers of childcare and school-based initiatives

(YMCA)

Mission into strategy: Strategic goals and strategy documents

In addition to the six key strategic essential elements compiled in this document, a select few organisations also had clearly delineated strategic goals showcased on their websites. For example, Rethink has 12 strategic goals that allow supporters to see exactly what they are signing up for.

It was notable that in some cases, these goals are probably far more inspiring for volunteers and employees than for potential financial supporters. For example, Marie Curie’s “*We will inspire more people to give their time and money to Marie Curie Cancer Care*” and “*Marie Curie Cancer Care will be known as the pioneer of new ways to care for patients at the end of their lives*”.

Another way in which a limited number of charities were leading the way in terms of strategic essentials was in publishing a separate strategy document online. When this occurred, it provided the reader with a real sense that this was an organisation that had got its act together. It also provided a sense of transparency and strategic efficacy that made it very easy to trust that the charity was doing a good job and using supporters’ resources effectively.

Perhaps the best example was VSO’s “Focus for change”, which outlines their vision, purpose and strategy, their definition of disadvantage and development, their distinctive approach to development, their ‘change agenda’, how they plan to implement this in the various aspects of their work, and their development goals for each of the areas in which they work (education, HIV/AIDS, Disability, Health and social well-being, Secure livelihoods and Participation and governance). In describing the purpose of the strategy document, VSO’s Chief Executive writes on the website:

“Focus for Change should remain relevant for five years, but it does not have a fixed life span. It will be revised and built on as circumstances change and we all learn.

The plan is primarily for VSO staff and volunteers worldwide. It should enable you to understand VSO's vision of the future and to make decisions and take action on that basis. We hope it will also be useful for our partners, supporters, donors and other stakeholders.

Focus for Change is a guiding framework which will enable us to make more detailed plans so we can focus all VSO's efforts to achieve our purpose. Ultimately, I want everyone

connected with VSO to be able to see and feel a connection between their role and our joint effort to fight disadvantage and build a fairer world.”

Values and beliefs

The most effective value statements were those that appeared to truly capture the ideological orientation of the organisation. Values and beliefs tended to have little impact when they appeared only as a few catchy words or statements that were otherwise unrelated to the way in which the organisation conducted its business. For this reason, value statements consisting simply of a list of words (e.g. dedicated, passionate etc.) can seem arbitrary and unsubstantiated – the proof is in the doing.

A possible and intriguing exception to this rule was Shelter’s value statement, which contrasted the organisation’s ‘work’ values with their ‘people’ values to paint quite a clever picture of how the organisation operates: *“As an organisation we are intrusive, authoritative and positive. As people we strive to be inclusive, responsive, passionate and knowledgeable.”* It should be noted that while this is essentially just a list of words, each is consistent with the types of values that are implied throughout the rest of the website.

Values and beliefs are for everyone, all of the time – not just to look good in external communications. It is far important to have values which permeate all of an organisation’s promotional materials, activities and behaviour rather than simply hoping explicit values on a web or in a vision statement will do the trick. Saying does not make it so, doing does.

To illustrate, while no values were made explicit on Asthma UK’s website, it was evident from their very striking annual report that the organisation values innovation and accessibility – it was clear that they funded local, innovative initiatives and were creative in their utilisation of communication technologies in getting their resources to their beneficiaries.

Of course, for employees, an explicit statement of values can be a very important tool for ensuring that strategic decisions are made in line with the organisation’s overall ethos and essence. The characteristics of a value statement that tend to make it seem genuine and compelling are analysed below.

Values that run along a consistent theme or ethos appear more credible. This extract from NCH’s value statement is a good example:

“We value the family, in all its various forms, as a source of love and support for individuals and as the basis of a caring society. We believe all human beings are unique and have the potential for spiritual, moral and intellectual growth; and we should be ambitious for our children. We believe in partnerships between families and the services that support them.”
(NCH)

Similarly, values/beliefs that fit with the organisations founding principles tend to be highly convincing.

“From the outset, the founders of the International Fund for Animal Welfare, or IFAW, rejected the notion that the interests of humans and animals were separate. Instead they embraced the understanding that the fate and future of harp seals - and all other animals on Earth - are inextricably linked to our own.”
(IFAW)

“Greenpeace does not solicit or accept funding from governments, corporations or political parties. Greenpeace neither seeks nor accepts donations which could compromise its independence, aims, objectives or integrity. Greenpeace relies on the voluntary donations of individual supporters, and on grant-support from foundations.”
(Greenpeace)

“We believe that through adventure, we challenge individuals so that they learn and experience new things that can enrich their lives.”
(The Scout Association)

Values/beliefs which are put in context of how the organisation enacts are often particularly effective.

*“RNID believes in empowering deaf and hard of hearing people to take action themselves, and has developed a pack to help.
RNID believes that early detection of deafness or hearing loss is important, and continues to campaign for newborn hearing screening for all babies.
RNID believes that working in partnership with others can often achieve higher levels of service for deaf and hard of hearing people.*
(RNID)

“Sense believes strongly that each individual should be able to choose the help and support that is right for them. Our specialist services enable deafblind people to live as independently as possible, offering a range of housing, educational, employment and leisure opportunities that are built around each individual’s needs and wishes.”
(Sense)

“Leadership: We are leaders in the fight against MS. Through creativity and hard work, we accelerate the pace of scientific discovery, promote quality health care, stimulate community resources and services, advocate for favourable government policies and are the world’s best source of information about multiple sclerosis.”
(Multiple Sclerosis Society)

“Providing people with a roof over their heads is not a solution on its own. It has to run alongside solutions that help people to rebuild their lives. But in order to provide these solutions we need a proper understanding of the situation.”
(Crisis)

Values which act as a call to action make quite an impact:

*“Put life first
Struggle for justice
Speak out courageously
Test everything against experience
Work together with others”*
Christian Aid

And finally, values which extend to treatment of staff and employees seem particularly appealing...

“Valuing Staff & Volunteers: Rethink believes that the mental health workforce should be skilled, resourced and valued for the work they do and that they have the right to work in an environment that is warm, welcoming and safe.”

(Rethink)

Straplines

While there were some straplines that left a questionable impact, i.e., where the organisation described itself simply as a type of charity or as the largest of a type of charity, a large proportion did their job well in terms of leaving a clear, succinct and appealing impression of what the organisation does.

Straplines are the part of an organisation’s essence that are usually the most visible and have the greatest chance of being remembered for that reason. So the more memorable, inspiring and succinct they can be made the better. Examples of hard hitting straplines include:

- *‘Devoted to life’* (Marie Curie Cancer Care)
- *‘Care that liberates lives’* (Sue Ryder Care)
- *‘Caring and campaigning for our ex-service community’* (Royal British Legion)
- *‘Working to protect human rights worldwide’* (Amnesty International)
- *‘For all the world’s children – Health, education, equality, protection’* (Unicef-UK)
- *‘Providing choice in reproductive health worldwide’* (Marie Stopes International)
- *‘Saves lives at Sea’* (RNLI)
- *‘For ever, For everyone’* (National Trust)
- *‘Committed to curing arthritis’* (Arthritis Research Campaign)
- *‘Mind for better mental health’* (Mind)
- *‘Support for people with severe mental illness’* (Rethink)
- *‘For a living Planet’* (WWF)
- *‘Working to defeat ageism’* (Help the Aged)
- *‘Fighting for hope for homeless people’* (Crisis)

However, if pressed to pick the two most inspiring straplines, we would be inclined to go with Voluntary Services Overseas’ *‘Sharing skills, changing lives’* and World Vision’s *‘Poverty, together we can end it’*. Both of these suggest to the prospective supporter that by joining this charity, they would be part of a larger network of people and that they would really be making a difference.

Popular words

Ever wondered what the ‘hot’ words were in charity vision statements? We did a search to see which words came up most frequently in charities statements about their vision, mission values etc. – the results are presented in Table 1.

Perhaps not surprisingly, the word ‘support’ came up top of the list with 126 hits. ‘Respect’ and ‘partnership/collaboration’ came in next with 50 and 48 hits respectively. Other words making it into the top ten included ‘local’, ‘equal/inequalities’, ‘Christian’, ‘trust’, ‘effective’, ‘potential’ and ‘future’. Among the least used words were, ‘cost-effective’, ‘harmony’, ‘neutrality’, ‘friendly’ and ‘open-minded’.

Table 1: Most commonly used words in charity vision statements

Support	126	Honesty	9
Respect	50	Integrity	9
Partner/ Partnership/Collaboration	48	Responsive	9
Local	43	Accountable	8
Equal / inequalities	36	Largest	8
Christian	35	Passion	7
Trust	32	Champion	6
Effective	30	Grow/Growth	6
Potential	28	Inclusion	6
Future	27	Imagine / imaginative	5
Dignity	22	Steward	5
Diversity	19	Determination	3
Innovative/innovation	19	Enrich	3
Justice	16	Flexible	3
Empower	12	Cost-effective	2
Healthy	12	Harmony	2
Expertise	11	Neutrality	2
Responsibility	11	Friendly	1
Independent	10	Open-minded	1

A simple guide to creating a powerful vision and mission

Start with the heart and soul of your organisation. Vision statements should come from the heart of the organisation. They are not some paper exercise out of a marketing textbook but the opportunity to distil and agree some of the essence of an organisation. Often the creation of a vision statement helps trustees and senior managers to establish what they see as some of the fundamental tenets of the organisation.

Good vision statements act as a pole star in the darkness. The best vision statements give every member of staff, every donor and every volunteer a reference point against which to measure their own experience. A vision should allow people from across the organisation to say, 'I believe I'm part of that', and feel empowered and proud to be part of what the organisation is achieving. Alternatively a vision statement may give people a reference point through which they can articulate and understand their frustration between their experience and the promise of the vision or mission.

Vision statements are for everyone. The vision statement shouldn't be for funders or trustees or major donors but for everyone. It's not just for the marketing or fundraising teams. It's not an elite document for the walls of boardrooms or CEOs. It's often easy to find out how powerful and relevant the vision document is – ask staff what it is. It's amazing how often staff don't know their own organisation's vision, mission or values.

Every charity wants to be caring, dedicated and friendly. Charities often use vision statements to confuse two things: features that make them distinctive, and features that are part of a universal charity value-set. For example most charities are caring towards their staff and their beneficiaries. It's good for a charity to be caring but hardly unique. 'Caring' as an attribute for a charity is the equivalent of marketing a car as 'silver'. So in any vision statement make sure the space that the charity occupies is more about what's unique and distinctive, than what's important but ubiquitous.

Secure wide ownership but don't write by committee. Vision statements need to inspire. They also need to feel relevant to the stakeholders of the organisation. The solution to this paradox is not to make vision statements feel like legal documents, or fill them with sub-clauses and subjunctives. The solution is to consult widely across the organisation before drafting or re-drafting a vision statement and then consult once the statement is complete. However, the drafting of this statement should be left in the hands of one or two people – preferably individuals with good, if not great, copywriting skills.

Less is more. Omit redundant words in vision statements. Do they really need to say 'registered' charity (is there any other kind?) Or practical support (not many charities provide impractical support)? Or positive change (who promotes negative change?) While tautologies should be omitted, picture-painting adjectives should not. Vision statements should paint a picture in the minds of readers of the kind of organisation you are and the world you believe in.

Live it, breathe it, be it. In the end it doesn't matter what your vision or your mission or your values are if you don't live and breathe them. Too many vision statements are confined to the walls of a charity's reception or board room. The best vision statements in the world are worthless if they aren't guiding and giving focus to people everyday.

Part 2: The vision statements

Children and young people's charities

Barnardo's	
Vision	Barnardo's vision is that the lives of all children and young people should be free from poverty, abuse and discrimination.
Purpose	Our purpose is to help the most vulnerable children and young people transform their lives and fulfil their potential.
Mission	Barnardo's uses its expertise and knowledge to campaign for better care for children, and to champion the rights of every child. We also run over 357 services across the UK helping children and young people in need. Barnardo's also works with families in a variety of ways including fostering and adoption, disability and domestic violence. We also work within communities through our work with child poverty and the Better Play scheme.
Strapline	Giving children back their future
Values	<ul style="list-style-type: none"> • Respecting the unique worth of every person - we believe that every person is different but equal, and that everyone's unique talent should be recognised and encouraged; • Encouraging people to fulfil their potential - we all need encouragement at some time in life. Barnardo's aims to create opportunities for people to make the most of their abilities; • Working with hope - our hope for a better future for all children is the source of much of our inspiration; • Exercising responsible stewardship - the commitment of all our staff and volunteers to making the best use of all our resources enables us to help children, young people and their families to overcome severe disadvantage.
Beliefs	Barnardo's derives its inspiration and values from the Christian faith. Today we work in a multi-cultural society, but we are proud of the Christian values and beliefs upon which we were founded. These values, enriched and shared by many people of other faiths and beliefs, provide the basis of our work with children and young people, their families and communities. We value the contribution of everyone who works with Barnardo's - whether directly with children, young people and their families, or in areas such as fundraising, retail, administration and support services.
Website	www.barnardos.org.uk

BBC Children in Need	
Vision	Not clearly stated.
Purpose	To raise money for projects working with a range of young people, a large proportion of which have encountered severe social problems. These range from homelessness to HIV, to sexual abuse, domestic violence, as well as problems associated with drug and alcohol abuse.
Mission	<p>The BBC Children in Need Appeal is the most important single event in the BBC calendar and the only occasion when the whole of the BBC joins together in support of a single project on TV, radio and online.</p> <p>Every single penny that you donated found its way to a charity or project that works to improve the lives of children and young people throughout the UK. None of this money was used for other costs, such as advertising, paper, postage or the salaries of people working for BBC Children in Need.</p>
Strapline	Every penny you give goes towards helping children and young people in the UK.
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.bbc.co.uk/pudsey

ChildLine	
Vision	Not clearly stated.
Purpose	To provide support for children in distress or danger (inferred from website)
Mission	<p>ChildLine is a 24-hour helpline for children in distress or danger. Trained volunteer counsellors comfort, advise and protect children and young people who may feel they have nowhere else to turn.</p> <p>ChildLine campaigns on behalf of children by relaying what they tell us to policy-makers who can help change children's lives for the better.</p> <p>ChildLine also provides an outreach service to schools and youth groups through its CHIPS programme.</p>
Strapline	None evident on website.
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.childline.org.uk

Children's Society	
Vision	<p>Together we can create a world that loves all children unconditionally, and where children are free to be children.</p> <p>A world where:</p> <ul style="list-style-type: none"> • Together we can ensure that all children can be heard, understood and loved; • Together we understand that a better world for children is a better world for all; • Children on the journey from childhood to adulthood have a safe place when they need one, are allowed to learn from their mistakes, have space to dream and play, and can express themselves fully while finding their way in the world.
Purpose	<p>The Children's Society has always sought to ensure that whatever disadvantages a child faces they still have a real chance in life. From the origins of our work with children's homes to our social and community projects, we have always put children at the heart of what we do. This won't change. But changing times mean changing needs. That's why in the past year we have decided to refocus our commitment and expertise where it's most needed, to help children whose needs are overlooked, neglected or ignored. Currently we are focusing on four groups: children at risk on the streets, children in trouble with the law, disabled children and young refugees.</p>
Mission	<p>We look at the world through the eyes of children, and never flinch from what we see. When society sticks labels on children, we seek to understand what is bottled up inside.</p> <p>Through that understanding we work with children to imagine, explore and identify the most effective ways to meet their needs.</p> <p>We cannot help every child, so we focus on those who are most in need. By hearing them and helping them we create positive change for many more.</p>
Strapline	With children, for children, with you
Values	<p>We are founded on a Christian vision and driven by Christian values. We discriminate in one way only; by choosing to help those most in need, whatever their origins or beliefs. We have the courage to face with children the most difficult situations; the imagination to help them define the way ahead, and the humility to accept that children may know better than we do what is best for them.</p>
Beliefs	Not clearly stated.
Website	www.the-childrens-society.org.uk

NCH	
Vision	Our vision is of a society where all children are supported to achieve their full potential.
Purpose	We are the leading UK provider of services for disabled children and their families, children's services in rural areas, family and community centres, and services for young people leaving care.
Mission	<p>Our mission is to improve the quality of life of the most vulnerable children, young people and their families. Our services are based in the following areas:</p> <ul style="list-style-type: none"> • Adoption • Disability • Early years and family support • Education • Family placement • Health and well-being • Participation and children's rights • Residential services • Youth services
Strapline	The children's charity
Values	<ul style="list-style-type: none"> • We put children and young people first • We value children, young people and families from all cultures, religions and backgrounds. We listen to them and their views influence us • We encourage them to develop respect for themselves and others • We value the family, in all its various forms, as a source of love and support for individuals and as the basis of a caring society • We believe all human beings are unique and have the potential for spiritual, moral and intellectual growth; and we should be ambitious for our children. • We believe in partnerships between families and the services that support them.
Beliefs	NCH's work continues to be driven by the characteristics and beliefs that embodied Revd Dr Stephenson's original mission. His positive outlook, his development of effective responses to local needs, his innovation and his thorough professionalism all inform our important work more than 130 years later. The problems of child poverty and social exclusion have persisted from the Victorian era, so NCH continues to seek effective solutions that meet local communities' needs, and to campaign for changes that will give children and young people the support and opportunities they need to reach their full potential.
Website	www.nch.org.uk

NSPCC	
Vision	Our vision is a society in which all children are loved, valued and able to fulfil their potential. In other words, a society that will not tolerate child abuse - whether sexual, physical, emotional, or neglect.
Purpose	The NSPCC (National Society for the Prevention of Cruelty to Children) is the UK's leading charity specialising in child protection and the prevention of cruelty to children. We have been directly involved in protecting children and campaigning on their behalf since 1884.
Mission	<p>The NSPCC's mission is to end cruelty to children.</p> <p>Our work to end child cruelty includes:</p> <ul style="list-style-type: none"> • 180 community-based teams and projects throughout England, Wales and Northern Ireland. • A free, 24-hour Child Protection Helpline that provides information, advice and counselling to anyone concerned about a child's safety. • Public education campaigns, to increase understanding about child abuse and provide advice and support on positive parenting. • Parliamentary campaigning to persuade government, Parliament and opinion-formers to put children's issues at the top of the political agenda. • Child protection training and advice for organisations involved in the care, protection and education of children. • Research into the nature and effects of child abuse. • Information resources on child protection and related topics
Strapline	Cruelty to children must end. FULL STOP.
Values	<p>The NSPCC's core values are based on the UN Convention on the Rights of the Child. They are:</p> <ul style="list-style-type: none"> • Children must be protected from all forms of violence and exploitation • Everyone has a responsibility to support the care and protection of children • We listen to children and young people, respect their views and respond to them directly • Children should be encouraged and enabled to fulfil their potential • We challenge inequalities for children and young people • Every child must have someone to turn to
Beliefs	The NSPCC believes that children are everyone's responsibility.
Website	www.nspcc.org.uk

Save The Children	
Vision	Our vision is of a world where children can expect a healthy and secure childhood.
Purpose	Save the Children is a leading non-profit humanitarian relief and development organisation working in more than 40 countries throughout the developing world and the United States.
Mission	Save the Children works in the UK and across the world. Emergency relief runs alongside long-term development and prevention work to help children, their families and communities to be self-sufficient. We learn from the reality of children's lives and campaign for solutions to the problems they face. We gain expertise through our projects around the world and use that knowledge to educate and advise others.
Strapline	No strapline evident
Values	All our work is underpinned by our commitment to making a reality of the rights of children, first spelled out by our founders and now enshrined in the UN Convention on the Rights of the Child. All children deserve the best start in life - children have the right to live in a world where they have hope and opportunity. Children need special care and assistance, without which they cannot fully develop their potential.
Beliefs	Save the Children recognizes the inextricable link between the wellbeing and survival of mothers and that of their children. Research has consistently shown that when mothers have health care, education and economic opportunities, both they and their children have the best chance to survive and thrive.
Website	www.savethechildren.org.uk

Scout Association	
Vision	The aim of the Association is to promote the development of young people in achieving their full physical, intellectual, social and spiritual potential, as individuals, as responsible citizens and as members of their local, national and international communities.
Purpose	See above.
Mission	The Method of achieving the Aim of the Association is by providing an enjoyable and attractive scheme of progressive training, based on the Scout Promise and Law, and guided by adult leadership.
Strapline	Be prepared
Values	The Scout Association is committed to: taking into account in all its considerations and activities the interests and well-being of young people; respecting the rights, wishes and feelings of the young people with whom it is working; taking all, practicable steps to protect them from physical, sexual and emotional abuse; and promoting the welfare of young people and their protection within a relationship of trust.
Beliefs	<p>We believe that through adventure, we challenge individuals so that they learn and experience new things that can enrich their lives.</p> <p>It is locally that Scouts are best able to identify and work directly with those young people most in need. Scouting offers bridges to a world of social involvement and inclusion through education and activity.</p>
Website	www.scouts.org.uk

YHA (England and Wales) Ltd	
Vision	YHA's charitable objective forms the basis of all our work: To help all, especially young people of limited means, to a greater knowledge, love and care of the countryside, particularly by providing hostels or other simple accommodation for them in their travels and thus to promote their health, rest and education.
Purpose	We exist to help all, especially young people of limited means, to travel and discover England and Wales by providing cheap, safe and secure Youth Hostels in superb coastal, countryside and city locations.
Mission	We are committed to building bridges between town and country, and contributing to international understanding. Our plans for the future include increasing the membership and Youth Hostel use and to extend the YHA network to areas where we do not have Youth Hostels at present. YHA has always been a countryside and environmental organisation, founded as part of the 'outdoors' movement. This has further developed into the YHA's adoption of policies that encourage sustainable use of the countryside, Youth Hostels and their local communities.
Strapline	Not evident on website.
Values	Our aim right from the start has been to instil knowledge and love for the countryside, and an understanding of the deeper values associated with our environment and heritage.
Beliefs	Not clearly stated.
Website	www.yha.org.uk

YMCA	
Vision	Our vision is for all young people to have a place where they belong, a voice that is listened to and opportunities - throughout life's journey - to realise their God-given potential.
Purpose	Our central purpose is to meet the needs of young people, particularly at times of need and regardless of their gender, race, ability or faith.
Mission	<p>We do this by offering high quality services in seven integrated areas including:</p> <ul style="list-style-type: none"> • Housing and Homelessness - the YMCA is the largest voluntary sector provider of safe, supported accommodation in England for single men and women between the ages of 16 and 35 • Sport, Health, Exercise and Fitness - the YMCA is the largest voluntary sector provider of health and fitness services that promote physical activity and healthy living • Crime and Safety - the YMCA led groundbreaking work with young people in prisons and ex-offenders and continues to work vigorously to help reduce the risk of young people either turning to crime or becoming victims of crime • Education and Skills - the YMCA offer a variety of vocational, formal and informal school- and work-based learning opportunities for young people to develop skills and achieve recognition • Money and Work - the YMCA offer a range of services designed to help increase the employability and financial awareness of young people, helping them to find and keep meaningful jobs • Citizenship and Personal Development - the YMCA empower young people by involving them in activities that stimulate, challenge and enable them to realise their potential and participate fully in their communities • Parenting and Family - the YMCA offer a variety of services that help promote positive family relationships and is one of the largest providers of childcare and school-based initiatives
Strapline	Helping Young People Build a Future
Values	<p>The YMCA wants every person to feel this sense of: value and purpose - enjoying a growing self-esteem and confidence belonging and trust - with a sense of a future growth and development - positive relationships with family, friends, and the wider community. The YMCA wants people to be the best that they can be - in mind, body and spirit.</p> <p>Accordingly the YMCA stands for:</p> <ul style="list-style-type: none"> • a worldwide fellowship based on the equal value of all persons; • respect and freedom for all, tolerance and understanding between people of different opinions; • active concern for the needs of the community; • united effort by Christians of different traditions.
Beliefs	Not clearly stated.
Website	www.ymca.org.uk

Disability charities

Action for Blind People	
Vision	Our vision is quite simple. We believe in a world where people who are blind or partially sighted are enabled to actively participate in society and have equal access to the choices and opportunities that so many take for granted.
Purpose	Action for Blind People is a national charity that provides practical support to blind and partially sighted people through work, housing, leisure and support.
Mission	<p>Our mission is to inspire change and create opportunities to enable blind and partially sighted people to have equal voice and equal choice. Every year we provide direct support for more than 20,000 people.</p> <p>Action for Blind People enables blind and partially sighted people to transform their lives through:</p> <ul style="list-style-type: none"> • Work: this includes services for visually impaired people to look for work, return to work, retain their job or set up their own business. • Housing: Action for Blind People provides an innovative housing service called "Your Choice" that works with visually impaired people to enable them to live independently. • Leisure: whether it's a holiday break or a passion for sports, Action for Blind People has a range of services for visually impaired people. • Support: able to address all questions around sight loss, Action for Blind People provides a National Information and Advice Service that can also provide specialist advice on the Welfare Benefits available to visually impaired people.
Strapline	Not evident on website.
Values	Blind and partially sighted people are the same as sighted people. They too want the opportunity to develop skills, take on responsibility and earn a living.
Beliefs	<p>We believe that all blind and partially sighted people should have equal voice and equal choice, and Action works in a practical way to achieve this.</p> <p>Action for Blind People believes that blind and partially sighted people have the right to know about products and services that may be of benefit to them.</p>
Website	www.afbp.org

Disabilities Trust (The)	
Vision	Not clearly stated.
Purpose	<p>The Disabilities Trust was founded in 1979 to provide an imaginative new concept of personal care and specialist housing for people with special needs.</p> <p>We offer high-quality, innovative services to:</p> <ul style="list-style-type: none"> • children and adults with autism • people with an acquired brain injury • adults with a profound physical disability • adults with a learning disability
Mission	<p>Inspired by the potential of people with disabilities, the Disabilities Trust is working in partnerships to provide the highest quality services.</p> <p>We aim to provide, maintain and enhance our unique characteristics as a quality provider of services and care for adults with physical disabilities, acquired brain injuries, autism and other disabilities (including education and care for children and young adults with autism).</p> <p>We provide an imaginative concept of personal care and specialist housing in order to meet people's complex needs.</p> <p>As a leading national charity, we also campaign on issues affecting the lives of the people to whom we provide services and support.</p>
Strapline	Meeting complex needs
Values	<p>People with disabilities are at the heart of all that we do. While meeting their care and support needs, we will endeavour at all times to enhance their independence and promote their rights as equal members of society.</p> <p>We believe in:</p> <ul style="list-style-type: none"> • the honesty and integrity of everyone in, and associated with, the Trust • respect and support for each other and our respective roles • accountability and responsibility at all times • working in partnership with others to the mutual benefit of people with disabilities. <p>We will:</p> <ul style="list-style-type: none"> • deliver services to the highest possible standard • be businesslike and professional but caring • aim for financial viability • be forward thinking, innovative and pioneering • work towards measurable quality outcomes • raise standards within the sector.
Beliefs	See Values.
Website	www.disabilities-trust.org.uk

Guide Dogs for the Blind	
Vision	Our vision is of a world in which blind and partially-sighted people have the same rights, responsibilities and opportunities as everyone else.
Purpose	We provide mobility and freedom to blind and partially-sighted people. We also campaign for the rights of those with visual impairments, educate the public about eye care and invest millions of pounds in eye disease research.
Mission	We have been expertly breeding and training guide dogs now for over seventy years and have provided thousands of dogs to blind and partially-sighted people of all ages and from all walks of life. Part of our mission is to get across simple messages about eye health to the public, particularly to children and young people.
Strapline	Not evident from website.
Values	Not clearly stated.
Beliefs	We can all be responsible for taking care of our sight and Guide Dogs' programme of eye health education is giving people the information they need to help prevent future sight loss. With our focus on mobility, freedom to travel is close to our hearts and we have lobbied extensively for the right of guide dog owners to enjoy access to all forms of transport.
Website	www.gdba.org.uk

Leonard Cheshire	
Vision	To provide as much care and support to disabled people as possible.
Purpose	Leonard Cheshire exists to change attitudes to disability and to serve disabled people around the world. Our aim is to enable disabled people to get on with their own lives, whether they need intensive support, respite care, or just a few hours support each week in their own homes.
Mission	We provide independent and supported living, respite care and day services and we're developing cutting-edge services for people with an acquired brain injury. Our Workability scheme is giving younger disabled people the computer equipment and skills they need to find a job. Leonard Cheshire International supports over 250 services in 57 countries providing day care, skills training and rehabilitation, independent living and residential care.
Strapline	Creating opportunities with disabled people
Values	Leonard Cheshire's shared beliefs that hold the organisation together are: valuing the individual, integrity, excellence, pioneering, and drive.
Beliefs	No details provided
Website	www.leonard-cheshire.org

RNIB	
Vision	RNIB wants a world in which blind and partially sighted people enjoy the same rights, freedom, responsibilities and quality of life as people who are fully sighted. This vision will always be at the heart of what we do and what drives us forward.
Purpose	RNIB is focusing on six areas where we want to see change. These are preventing avoidable sight loss, improving health and social care, increasing access to information, increasing access to leisure and lifelong learning, increasing income and rights and improving employment opportunities.
Mission	<p>RNIB has identified four priority areas where we are going to focus our work:</p> <ul style="list-style-type: none"> • campaigning to improve the lives of people with sight problems. • leading by example in developing excellent RNIB services. • building RNIB's knowledge by finding new ways to listen to members and partner organisations • further improving the way we work to maximise our impact. <p>Specific goals to this end are listed on the website</p>
Strapline	Helping you live with sight loss
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.rnib.org.uk

RNID	
Vision	RNID's vision is of a world where deafness and hearing loss are not barriers to opportunity and fulfilment.
Purpose	Our aim is to maximise the quality of life of people who are deaf or hard of hearing and have additional needs. We support those using our services so that they can reach the highest possible level of independence, and be fully active and contributing members of the community rather than just "recipients of care".
Mission	<ul style="list-style-type: none"> • To be a powerful force for change with government, and public and private sector organisations. • To change radically the attitudes and behaviour of individuals towards deaf and hard of hearing people. • To provide services directly to deaf and hard of hearing people to improve their everyday lives. • To be a catalyst for research in medicine and technology to improve the lives of people with a hearing loss. • We seek to work in partnership with those who share our vision and mission.
Strapline	Changing the world for deaf and hard of hearing people
Values	<p>We are focussed on our service users. So our values and principles are based on:</p> <ul style="list-style-type: none"> • respect and dignity for the individual • choice and autonomy • personalised, flexible services • participation in the way services are run • supporting individuals so that they can reach their highest level of independence according to their abilities • fulfilment of each person's capacity, whether physical, intellectual, emotional, social or spiritual.
Beliefs	<ul style="list-style-type: none"> • RNID believes in empowering deaf and hard of hearing people to take action themselves, and has developed a pack to help. • RNID believes that early detection of deafness or hearing loss is important, and continues to campaign for newborn hearing screening for all babies. • RNID believes that working in partnership with others can often achieve higher levels of service for deaf and hard of hearing people.
Website	www.rnid.org.uk

Scope	
Vision	Our aim is that disabled people achieve equality: a society in which they are as valued and have the same human and civil rights as everyone else.
Purpose	Scope is a national disability organisation whose focus is people with cerebral palsy (cp). We were set up 50 years ago to provide education facilities for young people with cerebral palsy when state services were poor or non-existent.
Mission	Scope carries out research into issues affecting disabled people and organises national and local campaigns on issues such as special educational needs and civil rights for disabled people. It provides information, support and practical help via national and local services and is often the initial contact, for parents, professionals and carers. Scope also campaigns to ensure issues important to disabled people have a high national profile. Scope's services are provided in order that disabled people can achieve equality.
Strapline	About cerebral palsy. For disabled people achieving equality.
Values	Not clearly stated
Beliefs	Not clearly stated
Website	www.scope.org.uk

Sense	
Vision	Not clearly stated.
Purpose	Sense is a national charity that supports and campaigns for children and adults who are deafblind.
Mission	We provide specialist information, advice and services to deafblind people, their families, carers and the professionals who work with them. We also support people who have sensory impairments with additions disabilities.
Strapline	Touching peoples lives
Values	Not clearly stated.
Beliefs	<p>Sense believes strongly that each individual should be able to choose the help and support that is right for them. Our specialist services enable deafblind people to live as independently as possible, offering a range of housing, educational, employment and leisure opportunities that are built around each individual's needs and wishes.</p> <p>A child who has a hearing loss is especially dependent on their vision to learn, communicate and make relationships with others. This is why it is so important to recognise whether or not a deaf child has vision problems, and to offer any treatment or strategies, as soon as possible. All deaf children should have an ophthalmic examination once their deafness has been confirmed and they should be reviewed at key stages of their development.</p>
Website	www.sense.org.uk

Shaftesbury Society	
Vision	In many practical ways, Shaftesbury is working to help individuals reach their full potential, make their own choices and live as valued members of their communities.
Purpose	The Shaftesbury Society is a leading UK Christian charity that works with disabled people and local communities to achieve social inclusion, empowerment and justice. We work in the areas of Education, Adult Support and Development and Regeneration
Mission	<p>We work alongside local churches across the country, offering a unique combination of services to resource and equip Christians, both spiritually and practically, to transform their communities. Through a range of projects, including an affordable furniture project and a national community worker scheme, Shaftesbury seeks to actively engage with community needs in practical ways, and to enable people who are socially excluded to gain their place in the wider community.</p> <p>Shaftesbury provides residential and community-based services for adults. We also run special schools and colleges, and initiatives to support families whose children have special needs.</p> <p>Our other community based projects work with people on low incomes tackling needs such as unemployment, homelessness, elder isolation and development and regeneration.</p>
Strapline	Christian care in action
Values	<p>The core values of the Shaftesbury Society are derived from the organisation's foundational Christian values and historical roots. We are proud of the beliefs upon which we were founded, and believe that their twenty-first century application, as expressed below, should be of central importance within the life of the organisation.</p> <ul style="list-style-type: none"> • Believing God to be available to everyone; • Respecting the unique worth of every person; • Encouraging people to fulfil their potential; • The importance of choice; • The importance of community; • The importance of challenge. <p>We are actively committed to increasing the involvement of people who use our services. It is vital to us that they feel personally empowered and valued, and that we can be assured that the services we offer really do meet their needs.</p>
Beliefs	See above.
Website	www.shaftesburysociety.org

Sight Savers International	
Vision	Sight Savers' vision is of a world in which no-one is needlessly blind and where everyone who is irreversibly blind or severely visually-impaired enjoys the same rights, responsibilities and opportunities as people who are sight.
Purpose	See mission.
Mission	Sight Savers is dedicated to combating blindness in developing countries, primarily in the Commonwealth, by working with partner organisations in poor and the least served communities to support ongoing activities that prevent and cure blindness, restore sight and provide services to blind people.
Strapline	None evident on website.
Values	<p>Sight Savers aspires to live by the following values:</p> <ul style="list-style-type: none"> • We believe that everyone has the right to sight. • We speak out to support and defend people's right to sight and the right of blind people in the developing world to live a life of independence. • We approach our work on the basis of mutual respect, valuing diversity and recognising the innate worth and opinion of all people. • We work in a spirit of collaboration with local communities and other organisations. • We are accountable for our actions and honest and transparent in our communications with others. • We are open-minded, creative and challenging and aim for constant improvement in our work.
Beliefs	For someone who is blind, the gift of sight is the greatest gift of all. We believe that sight is a basic human right, and that everyone - including those in the world's poorest countries - should have access to the treatment and eye care that they need.
Website	www.sightsavers.org.uk

Mental health and learning disability charities

Alzheimer's Society	
Vision	The person with early onset dementia, and their family, should have access to a full range of community and clinical services that provide information, care, support and treatment from early diagnosis to terminal care. Within this framework the services should enhance the person's life experience and enable them, and their family, to live as fully as possible with dementia.
Purpose	The Alzheimer's Society seeks to define and develop quality in its care and core services, to reach out to and include all people with dementia, their families and the professionals who work with them and to work in partnership with other organisations that share its aims.
Mission	The Alzheimer's Society is committed to maintaining, improving and promoting its unique knowledge and understanding of dementia. The Society has expertise in information and education for carers and professionals. It provides help lines and support for carers, runs quality day and home care, funds medical and scientific research and gives financial help to families in need. It campaigns for improved health and social services and greater public understanding of all aspects of dementia.
Strapline	Dementia care and research
Values	The Alzheimer's society has inclusive approach and aims to work with all groups of people who are affected by dementia – they include links and information on the web site for ethnic minorities, lesbian and gay and young people who are affected by the illness, understanding that their needs may be different.
Beliefs	The vision is based on the following: <ul style="list-style-type: none"> • the approach to service development is 'individual' - those with early onset dementia are a collection of individuals and do not fit neatly into a 'client group' • service delivery must be integrated, responsive and flexible in order to be effective and valued by the individual and their family • the service should nurture expertise and specialist knowledge in order to fully meet the complex needs of the individual • service development and delivery should be appropriate, non-stigmatising and aimed at preventing or minimising institutionalisation
Website	www.alzheimers.org.uk

Mencap	
Vision	A world where everyone with a learning disability has an equal right to choice, opportunity and respect, with the support they need. People with a learning disability must have: choice, opportunity and respect.
Purpose	Mencap works with people with a learning disability to enable them to lead full lives.
Mission	To improve the lives and opportunities of children and adults with a learning disability, their families and carers. Together we will: <ul style="list-style-type: none"> • make sure needs are met; • speak out for equal rights • raise awareness and understanding.
Strapline	Understanding Learning Disability
Values	Strong values underpin all of the work we undertake. We want to be: inclusive <ul style="list-style-type: none"> • of people with a learning disability, their families and carers in our decisions and actions; • of other organisations when we can work together. responsive <ul style="list-style-type: none"> • to people's needs and views; • to each other in our work. effective <ul style="list-style-type: none"> • in achieving positive changes for people with a learning disability, their families and carers; • through the quality and reach of our work. challenging <ul style="list-style-type: none"> • of discrimination and poor services; • of ourselves in order to improve. supportive <ul style="list-style-type: none"> • of people who seek our help; • of each other in our work.
Beliefs	Together, we fight for equal rights, we campaign for greater opportunities and we challenge attitudes and prejudice. We also provide advice and support to meet people's needs throughout their lives.
Website	www.mencap.org.uk

Mind	
Vision	Our vision is of a society that promotes and protects good mental health for all, and that treats people with experience of mental distress fairly, positively, and with respect.
Purpose	We provide information and support, campaign to improve policy and attitudes and, in partnership with independent local Mind associations, develop local services.
Mission	<ul style="list-style-type: none"> • Advancing the views, needs and ambitions of people with experience of mental distress; • Promoting inclusion by challenging discrimination; • Influencing policy through campaigning and education; • Inspiring the development of quality services, which reflect expressed need and diversity; • Achieving equal civil and legal rights through campaigning and education.
Strapline	Mind for better mental health
Values	<p>Informed: People with experience of mental distress drive all we do.</p> <p>Diversity: We respect everyone's experience and ensure inclusion is at the heart of our work.</p> <p>Partnership: We are committed to working with our networks and all who will help us achieve our mission.</p> <p>Integrity: Our independence ensures our integrity - we are never compromised.</p> <p>Determined; We will never give up challenging discrimination and campaigning for better mental health.</p>
Beliefs	Not clearly stated
Website	www.mind.org.uk

National Autistic Society	
Vision	The National Autistic Society exists to champion the rights and interests of all people with autism and to ensure that they and their families receive quality services appropriate to their needs.
Purpose	To encourage a better understanding of autism and to pioneer specialist services for people with autism and those who care for them.
Mission	The NAS runs a multitude of services and publications for the families and sufferers of Autism, including Diagnosis and assessment, Early intervention centre, NAS Schools, NAS Services for adults and Employment and Training and consultancy.
Strapline	No strapline evident.
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.nas.org.uk

Rethink	
Vision	<ul style="list-style-type: none"> • We will improve awareness and understanding so that people affected by severe mental illness will be accepted as equal citizens. • We will campaign for breakthroughs in prevention, treatment and care. • We will fight for effective, holistic care and support we can rely on every hour of the day. • We will campaign for a better world where everyone living with severe mental illness can recover a quality of life that brings greater fulfilment. • Rethink is for everyone affected by severe mental illness, which includes carers, families and friends.
Purpose	<p>Working together to help everyone effected by severe mental illness, including schizophrenia, to recover a better quality of life through:</p> <ul style="list-style-type: none"> • Reaching people early; • Helping people affected to recover a meaningful and fulfilling life; • Supporting people who are most disabled; • Challenging attitudes and tackling discrimination.
Mission	See Vision
Strapline	Support for people with severe mental illness
Values	<ul style="list-style-type: none"> • Dignity & Respect: Rethink believes that people affected by severe mental illness have a right to be treated with dignity and respect, with equal opportunities in everyday life. • Recovery: Rethink believes that by working together we can create a culture of hope, support and recovery that embodies a belief in people's own ability to manage, change and improve the quality of their lives. • Diversity and Equality: Rethink will strive to create communities free from stigma and discrimination where diversity is recognised and respected. We believe that people affected by severe mental illness should be accepted as equal citizens. • Support for All: Rethink believes that carers, families and friends play an invaluable role in helping individuals survive and recover from severe mental illness and their role should be acknowledged, valued and supported. • Choice: Rethink believes that people affected by severe mental illness should be entitled and enabled to express individual choice and to influence the services they receive. • Valuing Staff & Volunteers: Rethink believes that the mental health workforce should be skilled, resourced and valued for the work they do and that they have the right to work in an environment that is warm, welcoming and safe.
Beliefs	See above
Website	www.rethink.org

United Response	
Vision	None clearly stated.
Purpose	United Response (UR) supports people with learning disabilities and people with mental health needs across England to live in the community.
Mission	<p>Our mission is to support people with learning disabilities or mental health needs to take control of their lives. We build our care and support around each person and - together - we are working to achieve real inclusion.</p> <p>We do this in many different ways, from supporting people in their own homes to working with people to access training and work opportunities.</p>
Strapline	Making it happen
Values	None clearly stated.
Beliefs	None clearly stated.
Website	www.unitedresponse.org.uk

Health and medical charities

Arthritis Research Campaign	
Vision	Not evident from website, however... The Arthritis Research Campaign (arc), founded in 1936, raises funds to promote medical research into the cause, treatment and cure of arthritic conditions: to educate medical students, doctors and allied healthcare professionals about arthritis and to provide information to people affected by arthritis and to the general public.
Purpose	ARC is the only major medical research charity in the UK investigating arthritis in all its forms. Millions of pounds are provided every year for grants funding research, education and training.
Mission	ARC's major aim is to support the highest quality research into the cause, cure and treatment of arthritis and musculoskeletal diseases. Arthritis Research Campaign (arc) spends approximately £1 million each year on providing information about arthritis and related conditions, to members of the public and the medical profession. A wide range of booklets, leaflets and other sources of information are available online.
Strapline	Committed to curing Arthritis
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.arc.org.uk

Asthma UK	
Vision	We are working towards our vision of 'Control over asthma today, freedom from asthma tomorrow'.
Purpose	To support this vision, the charity's mission is 'to improve the health and well-being of people with asthma by building and sharing expertise about asthma'.
Mission	Asthma UK works together with people with asthma, health professionals and researchers to develop and share expertise to help people increase their understanding of asthma and reduce the effect of it on their lives.
Strapline	Not evident from website.
Values	While no values were made explicit, it was evident from Asthma UK's very striking annual report that the organisation values innovation and accessibility. For example, they fund local, innovative initiatives and are creative in their utilisation of communication technologies in getting their resources to their beneficiaries.
Beliefs	<ul style="list-style-type: none"> • Asthma is serious. One person dies every seven hours from asthma in the UK, yet 90% of these deaths are preventable. • Asthma is widespread, 5.2 million people have asthma in the UK – 1 in 5 households is affected, and if you don't have asthma yourself, you will know someone who has. • Asthma is controllable. 74% of people with asthma suffer symptoms needlessly.
Website	www.asthma.org.uk

Breast Cancer Care	
Vision	Stated as: To provide the highest standards of treatment, support and care through the provision of high quality, innovative and responsive services.
Purpose	To provide information, practical assistance and emotional support for anyone affected by breast cancer.
Mission	To provide the highest standards of treatment, support and care through the provision of high quality, innovative and responsive services.
Strapline	Not clear from website.
Values	We are committed to providing accessible, high-quality services for everyone affected by breast cancer. All our services are free and include a helpline, website, publications, and practical and emotional support.
Beliefs	Not clearly stated.
Website	www.breastcancercare.org.uk

British Heart Foundation	
Vision	A world where cardiovascular disease is no longer a major cause of disability and premature death.
Purpose	<p>Heart disease touches everyone's lives and increasingly the public is interested in the importance of a healthy lifestyle. Through research and raising awareness BHF hopes to reduce and eradicate heart disease.</p> <p>The aim of the British Heart Foundation is to play a leading role in the fight against cardiovascular disease so that it is no longer a major cause of disability and premature death.</p>
Mission	<p>The BHF is the largest independent funder of heart research in the UK. We play an important role in funding education, reaching the public and health professionals. And we provide life-saving cardiac equipment and support for rehabilitation and patient care.</p> <p>Heart - by investing millions in research, care and support, the BHF has helped countless heart patients on the road to recovery.</p> <p>Health - heart disease is Britain's most common single cause of premature death. We give practical advice on healthier lifestyles and run risk factor awareness campaigns.</p> <p>Help - Britain's full of people going the extra mile to help fight heart disease - raising cash, having fun and reaping the health benefits at the same time.</p>
Strapline	All about your heart
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.bhf.org.uk

Cancer Research UK	
Vision	Our vision is to conquer cancer through world-class research, aiming to control the disease within two generations.
Purpose	We support the work of over 3,000 scientists, doctors and nurses working across the UK. Our annual scientific spend is more than £213 million, which is raised almost entirely through public donations.
Mission	<ul style="list-style-type: none"> • To carry out world-class research into the biology and causes of cancer; • To develop effective treatments and improve the quality of life for cancer patients; • To reduce the number of people getting cancer; • To provide authoritative information on cancer.
Strapline	No strapline evident.
Values	Not clearly stated.
Beliefs	<p>Cancer Research UK believes the following are important areas in which to work:</p> <p>The biology and causes of cancer - Basic laboratory research is at the heart of Cancer Research UK's work. Our researchers aim to pinpoint what goes wrong in the human body to allow cancer to develop by uncovering the genes, molecules and cellular processes involved.</p> <p>Developing cancer treatments - Discoveries made in the laboratory must be effectively exploited for the benefit of cancer patients.</p> <p>Cancer prevention - One of our major objectives at Cancer Research UK is to reduce the number of people developing cancer. Cancer Research UK conducts a wide range of research into the causes of cancer as well as developing ways to prevent the disease.</p> <p>Improving quality of life - Improving the quality of life of cancer patients is an important area of cancer care and a key area of our work. In the mid-1970s, we pioneered research in the UK into the psychological needs of cancer patients, their families and carers. Our programme of research is finding new ways of helping cancer patients and their families cope with a cancer diagnosis and live with the disease. Our research is also providing new guidelines and training for cancer specialists and healthcare professionals.</p>
Website	www.cancerresearchuk.org

Diabetes UK	
Vision	<p>Our vision is:</p> <ul style="list-style-type: none"> • to set people free from the restrictions of diabetes; • the highest quality care and information for all • an end to discrimination and ignorance; • universal understanding of diabetes and of Diabetes UK; • a world without diabetes.
Purpose	<p>Diabetes UK is the leading charity working for people with diabetes. We fund research, campaign and help people to live with the condition. We have over 170,000 members and are working for people with diabetes, their carers, family and friends. We represent the interests of people with diabetes by lobbying the government for better standards of care and the best quality of life. Diabetes UK spends over £5 million on research every year to improve the treatment of diabetes and we hope our research will ultimately lead to finding a cure for diabetes.</p>
Mission	<p>Our mission is to improve the lives of people with diabetes and to work towards a future without diabetes.</p>
Strapline	<p>The charity for people with diabetes</p>
Values	<p>Our values are:</p> <ul style="list-style-type: none"> • to put the interests of people with diabetes first; • to be the best source of information on diabetes; • to work in partnership with all those affected by diabetes; • to help people to help themselves; • to be open, ethical, honest and accountable; • to recognise and respect the value and diversity of all; • to appreciate the skills, expertise and commitment of our staff and volunteers.
Beliefs	<p>We believe our three central areas of work will enable us to achieve our mission:</p> <ul style="list-style-type: none"> • Campaigning - By developing strong policies and ideas we work to influence government and the NHS to achieve the standards of care that people with diabetes deserve. We also work hard to raise awareness of diabetes and the issues which affect people with the condition amongst healthcare professionals, people with diabetes and the public. • Information - Diabetes UK provides high quality information for people with diabetes and healthcare professionals through leaflets, books and on the Internet. We also provide a Diabetes UK Careline, a telephone information and support service staffed by trained counsellors. • Research - Diabetes UK funds more than £4.5 million of research into basic and clinical science and into issues which improve care for people with diabetes. We also campaign to get more funds into diabetes research.
Website	<p>www.diabetes.org.uk</p>

Great Ormond St Hospital Children's Charity	
Vision	While no overall organisational vision was stated, a fundraising vision was: "To support the hospital by helping it develop and improve treatment, research and training; providing excellence, innovation and integration for the health of children and young people."
Purpose	The hospital at Great Ormond Street is the only exclusively specialist children's hospital in the UK. It does not have an Accident and Emergency department and only accepts specialist referrals from other hospitals and community services. The population of children served by the hospital is characterised by those with multiple disabilities and/or health problems and rare and congenital (present at birth) conditions. Many children need the help of different specialist teams.
Mission	GOSH offers the widest range of paediatric services under one roof in Britain, and pioneers new treatments and drugs through its research body, the Institute of Child Health. It treats over 90,000 patients each year for the rarest and most complex conditions. The fundraising department has it's own mission: To help the hospital remain at the forefront of paediatric medicine by: <ul style="list-style-type: none"> • contributing to the ongoing rebuilding and refurbishment of the hospital; • funding the most up-to-date equipment; • supporting the research and development of new and better treatments; • helping to recruit and retain the best staff by providing high-quality staff accommodation, funding for education and staff amenities; and • providing accommodation and other support services for patients' families.
Strapline	Supporting a Healthy Future
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.gosh.org

Macmillan Cancer Support	
Vision	We pave the way to better care and support for everyone affected by cancer across the UK. The wants and needs of everyone affected by cancer are at the heart of everything we do.
Purpose	Macmillan Cancer Support improves the lives of people affected by cancer. We provide practical, medical, emotional and financial support and push for better cancer care. Cancer affects us all. We can all help. We are Macmillan Cancer Support.
Mission	Macmillan improves the lives of people affected by cancer. We help with all the things that people affected by cancer want and need, from specialist health care and information to practical, emotional and financial support
Strapline	We are Macmillan. Cancer support.
Values	Not clearly stated.
Beliefs	<p>Force for change We are a force for change, listening to people affected by cancer and working together to improve cancer care. People who live with cancer are experts by experience. Together we use this knowledge to make a positive difference to the lives of people affected by cancer.</p> <p>Influencing Together we want to influence health and social care systems and Government policy to be more responsive to changing needs and expectations of people affected by cancer long term.</p> <p>Campaigning We work with people affected by cancer and other organisations to raise awareness of the issues that really matter. We influence the people who make decisions at both a regional and national level.</p> <p>Cancer Care Research We want to ensure cancer care is given the same priority as research into treatments and 'cures'. To us, improving quality of life matters as much as quantity of life.</p> <p>Cancer Voices We help people affected by cancer voice their views and shape the future of cancer care</p>
Website	www.macmillan.org.uk

Marie Curie Cancer Care	
Vision	At the end of life we want all patients with cancer to experience the best possible care with the choice of being cared for in their own home.
Purpose	See Mission
Mission	<p>Marie Curie Cancer Care is dedicated to the care of people affected by cancer and the enhancement of their quality of life through its caring services, cancer research and education. The Charity provides care for today and hope for tomorrow.</p> <p>In the community, high-quality Marie Curie Nursing gives terminally ill people the choice of dying at home, supported by their families.</p> <p>At our 10 Marie Curie Hospices, we actively promote quality of life for patients and again provide much needed support for their carers.</p> <p>The charity is also investigating the causes of cancer and better ways to treat the disease at the Marie Curie Research Institute.</p>
Strapline	Devoted to Life
Values	<p>Our Statement of Values describes the values which we believe can help us achieve our vision. We will:</p> <ul style="list-style-type: none"> • Put patients first • Champion new ways to help cancer patients • Listen to our staff and volunteers • Share what we know about caring for cancer patients
Beliefs	Not clearly stated.
Website	www.mariecurie.org.uk

Marie Stopes International	
Vision	None clearly stated
Purpose	<p>The prevention of unwanted births</p> <p>Marie Stopes International UK is the country's leading reproductive healthcare charity, helping over 70,000 women and men each year. It has nine specialist centres and a network of GP partners providing expert help and advice.</p>
Mission	<p>Ensuring the individual's right to:</p> <p>Children by choice not chance</p> <p>Marie Stopes International UK provides a range of services from abortion, contraception (including emergency contraception) and female sterilisation to vasectomy and health screening.</p>
Strapline	Providing choices in reproductive healthcare worldwide
Values	<p>Dr Marie Stopes and her fellow family planning pioneers around the globe played a major role in breaking down taboos about sex and increasing knowledge, pleasure and improved reproductive health.</p> <p>The choice of the individual is always respected by the organisation and all clients are assured of a fast response and a supportive approach.</p>
Beliefs	The decision to continue with a pregnancy is one of the biggest and most life-changing decisions a woman will ever make. This is why we believe that all women should have the right to choose for themselves.
Website	www.mariestopes.org.uk

Multiple Sclerosis Society	
Vision	A world free from the devastating effects of Multiple Sclerosis.
Purpose	Our ultimate aim is the eradication of multiple sclerosis. Until that is achieved we commit ourselves to work with all the skills and resources at our disposal, and within the powers and means set out in our constitution. We will work in partnership or on behalf of everyone with, or affected by, multiple sclerosis to secure the fullest possible independence, dignity and self-determination.
Mission	<p>To enable everyone affected by MS to live life to their full potential and secure the care and support they need, until we ultimately find a cure.</p> <p>We rely on fundraising and the efforts of our volunteers and staff to achieve our aims:</p> <p>To fund and promote the best possible research into MS cause, cure and care.</p> <ul style="list-style-type: none"> • To be the recognised source of consistent, high quality support and information to all people affected by MS, throughout the UK. • To raise standards of MS care by working in partnership with professionals, promoting equitable access to high quality services based on the needs of the individual. • To be the authoritative voice on MS and to promote the independence, dignity and self-determination of people affected by MS. • To work with people affected by MS to help them to retain control of their lives and to be fully involved in everything we do.
Strapline	Not evident from website.
Values	<p>By living these values every day, the National MS Society offers hope to all who live with multiple sclerosis.</p> <p>Commitment: We are passionate in our commitment to people affected by MS. We strive to improve quality of life while searching for the cure.</p> <p>Leadership: We are leaders in the fight against MS. Through creativity and hard work, we accelerate the pace of scientific discovery, promote quality health care, stimulate community resources and services, advocate for favourable government policies and are the world's best source of information about multiple sclerosis.</p> <p>Integrity: We are honest and straightforward in all that we do. We treat everyone with dignity and respect. We act responsibly with resources entrusted to us. We are accountable and act in accordance with these values.</p> <p>Excellence: We set high standards of performance and service delivery and work towards excellence in our mission to end the devastating effects of multiple sclerosis.</p> <p>Teamwork: We advance the interests of people affected by multiple sclerosis through individual and team achievements. We recognize our volunteers and staff as our most valued resources. We encourage collaboration across organisational boundaries.</p>
Beliefs	Not clearly stated.
Website	www.mssociety.org.uk

Sue Ryder Care	
Vision	Care that liberates lives.
Purpose	<p>Sue Ryder Care is dedicated to helping people get the best from life. We specialise in palliative care, neurological care and homecare. We provide expertise where people need it, maximising and supporting their choices and independence.</p> <p>Sue Ryder Care supports people with a wide range of disabilities and life-shortening diseases, as well as their families, carers and friends both in this country and abroad. Our services are geared to fill key gaps that exist in the health service, with each Sue Ryder Care Centre specialising in the care most needed by their local community. The range of services include long-term and respite residential care, day care centres and home care.</p>
Mission	To be first choice in both neurological and palliative care.
Strapline	Care that liberates lives.
Values	<ul style="list-style-type: none"> • To recognise the unique value of each individual by helping them to meet their needs as a whole person, in a professional and dedicated manner. • To provide supportive, nursing and social care for those in need, their families, carers and friends, residentially and in the community, both in the UK and overseas. • To create an open and caring environment rooted in Christian values that welcomes and respects people of all faiths.
Beliefs	Not clearly stated.
Website	www.suerydercare.org

Social welfare and social inclusion charities

Age Concern England	
Vision	Not clearly stated.
Purpose	Our mission is to promote the well-being of all older people and to help make later life a fulfilling and enjoyable experience.
Mission	We provide essential services such as day care and information. We campaign on issues like age discrimination and pensions, and work to influence public opinion and government policy about older people.
Strapline	Making More of Life
Values	Our work is guided by a set of values: <ul style="list-style-type: none"> • Enabling: we enable older people to live independently and exercise choice • Influential: we draw strength from the voices of older people, and ensure that those voices are heard • Dynamic: we are innovative and driven by results and constantly deliver for older people. Caring: we are passionate about what we do and care about each individual. Expert: we are authoritative, trusted and quality-orientated
Beliefs	Our underlying principles are: <ul style="list-style-type: none"> • Ageism is unacceptable: we are against all forms of unfair discrimination, and challenge unfair treatment on grounds of age • All people have the right to make decisions about their lives: we help older people to discover and exercise these rights • People less able to help themselves should be offered support: we seek to support older people to live their lives with dignity • Diversity is valued in all that we do: we recognise the diversity of older people and their different needs, choices, cultures and values • It is only through working together that we can use our local, regional and national presence to the greatest effect.
Website	www.ageconcern.org.uk

British Refugee Council	
Vision	To ensure that refugees get the support they need to rebuild their lives and know they are safe wherever they come from.
Purpose	We work with asylum seekers and refugees to ensure their needs and concerns are addressed. Our offices provide a range of services for asylum seekers recently arrived in the UK, asylum seekers settled in the UK, as well as offering advice to those who have received an asylum decision.
Mission	<ul style="list-style-type: none"> • We give advice, support and information to asylum seekers and refugees. • We campaign and lobby for the rights of asylum seekers and refugees in the UK and abroad. • We work with refugee community organisations and other bodies to ensure that the voices of asylum seekers and refugees are heard and their needs are met.
Strapline	Not evident on website
Values	<ul style="list-style-type: none"> • We are driven by a commitment to human rights and a belief that asylum is a fundamental right. • We aim to make a positive impact in all we do. • We value and will make the most of the diversity of our staff, volunteers, clients, and refugee communities in informing and improving our work. • We are impartial and non-partisan in all we do.
Beliefs	We believe asylum seekers and refugees should be treated with understanding and respect. Our services aim to reflect this.
Website	www.refugeecouncil.org.uk

Citizens Advice	
Vision	Not clearly stated.
Purpose	<p>The Citizens Advice service helps people resolve their legal, money and other problems by providing free information and advice from over 3,200 locations, and by influencing policymakers.</p> <p>The Citizens Advice service aims:</p> <ul style="list-style-type: none"> > to ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities or of the services available to them, or through an inability to express their needs effectively and equally: > to exercise a responsible influence on the development of social policies and services both locally and nationally.
Mission	<p>Working together, Citizens Advice and bureaux will:</p> <ul style="list-style-type: none"> • make our services more accessible • provide a quality service • represent our clients' interests • raise our profile • obtain the human and financial resources we need to achieve these goals. <p>Citizens Advice also co-ordinates social policy, media, publicity and parliamentary work and maintains an information and advice website at www.adviceguide.org.uk</p>
Strapline	The charity for your community
Values	<p>As the national association, Citizens Advice sets standards for advice and equal opportunities and supports bureaux with an information system, training and other services. Citizens Advice also co-ordinates social policy, campaigning, media, publicity and parliamentary work.</p> <p>For 65 years, we have been helping people to find solutions to legal, money, and other problems and influencing policymakers to make changes to benefit everyone.</p>
Beliefs	Not clearly stated.
Website	www.citizensadvice.org.uk

Crisis	
Vision	The Crisis vision is that all homeless people, or those in danger of becoming homeless, should be able to easily access individual help and support which will help them to rebuild their lives and prevent them from remaining trapped in the cycle of homelessness.
Purpose	Crisis is developing a new and innovative range of solutions to homelessness which will help homeless people to develop their self-confidence and skills and reintegrate into society.
Mission	Not clearly stated, although the website makes clear that Crisis provides Christmas Shelters, activity centres, a café, an urban village, a learning zone, changing lives awards and a service enabling homeless people to gain access to the private rented sector. In addition Crisis also campaigns and develops policy and research on homelessness.
Strapline	Fighting for hope for homeless people
Values	From 2004/05 annual report: But whilst we have travelled a massive distance, our values have remained the same - engaging and empowering homeless people. I am proud to say that we have maintained our challenging stance on the invisibility of single homeless people. It is shocking that despite the increasing prosperity we see in Britain today, there are still 380,000 homeless people, hidden away from public view.
Beliefs	<p>Crisis estimates that there are 380,000 Hidden Homeless people living in hostels, squats and bed and breakfast accommodation or sleep on the floors of friends and family. Many are struggling with problems such as unemployment, family breakdown, mental ill health and substance abuse.</p> <p>Providing people with a roof over their heads is not a solution on its own. It has to run alongside solutions that help people to rebuild their lives. But in order to provide these solutions we need a proper understanding of the situation. This is why Crisis is campaigning for politicians and policy-makers to carry out a Hidden Homeless Census.</p> <p>Because homelessness is often precipitated by years of emotional damage and isolation, housing on its own is not enough to solve the problem. Crisis believes passionately that vulnerable individuals need help to rebuild their lives and fulfil their potential as human beings if they are to leave homelessness behind for good.</p>
Website	www.crisis.org.uk

Groundwork UK	
Vision	Not clearly stated.
Purpose	<p>Groundwork's purpose is to build sustainable communities through joint environmental action. It is a federation of Trusts in England, Wales and Northern Ireland, each working with their partners to improve the quality of the local environment, the lives of local people and the success of local businesses in areas in need of investment and support.</p> <p>Every year Groundwork Trusts deliver thousands of projects in neighbourhoods which are blighted by high unemployment and crime levels, poor public health, run-down housing and public spaces, waste ground and struggling businesses.</p>
Mission	<p>We aim to do this by getting residents, businesses and other local organisations involved in practical projects that improve quality of life, bring about regeneration and lay the foundations for sustainable development.</p> <p>These projects aim to deliver benefits in three ways:</p> <ul style="list-style-type: none"> • For people: Creating opportunities for people to learn new skills and take local action • For places: Creating better, safer and healthier neighbourhoods • For prosperity: Helping businesses and individuals fulfil their potential
Strapline	Changing places changing lives
Values	Not clearly stated.
Beliefs	<p>We believe a 'sustainable community' is one which is vibrant, healthy and safe, which values the local and global environment and where individuals and enterprise prosper.</p> <p>Groundwork recognises that people, places and prosperity are inextricably linked and so aims to design projects that bring benefits for all three at once. We believe this integrated approach is vital if we are to bring about sustainable development - 'meeting the needs of the present without compromising the ability of future generations to meet their own needs'.</p>
Website	www.groundwork.org.uk

Help the Aged	
Vision	Our vision is of a future where older people are free from the disadvantages of poverty, isolation and neglect, so they can live with dignity as valued, respected and involved members of society.
Purpose	Our mission is to secure and uphold the rights of disadvantaged older people in the UK and around the world. Working with them, we will research their needs, campaign for changes in policy, and provide services to alleviate hardship today and prevent deprivation tomorrow.
Mission	Working together with older people, Help the Aged campaigns, researches and develops practical solutions, to ensure that older people: <ul style="list-style-type: none"> • have enough money to live on, not just survive; • feel more involved and less isolated or alone; • get equality and rights in all areas of their lives; and • receive high-quality care, when and where they need it. <p>These are expanded on in the about us section of the website.</p>
Strapline	Working to defeat ageism
Values	Help the Aged works hard to promote age equality and human rights.
Beliefs	We believe that older people regularly face both direct and indirect discrimination in every aspect of their lives. To combat this, Help the Aged is campaigning for strong legislation to protect older people from discrimination in employment and training, and in the provision of goods, facilities and services. We also want to see older people's human rights recognised and upheld.
Website	www.helptheaged.org.uk

Jewish Care	
Vision	Jewish Care has a vision of a society in which people's differences and needs are positively embraced, and in which Jewish people have the right to culturally sensitive services.
Purpose	Jewish Care is a health and social care charity for the Jewish community in the UK, caring directly for nearly 7,000 people every week.
Mission	<p>We work with Jewish people and communities in the UK, to help meet their physical, social and emotional needs.</p> <p>We provide services that address:</p> <ul style="list-style-type: none"> • health and disability issues • the needs of older people and refugees, and • programmes that offer community-based support <p>We deliver services directly and in partnership with complementary organisations and authorities.</p>
Strapline	Anglo Jewry's largest health and social care charity
Values	<p>We provide care in a way that recognises the religious, cultural, social and historical bonds that unite Jewish people.</p> <p>We do so in an environment that recognises and respects the value of our clients' Jewishness. We celebrate Jewish festivals, giving people the chance to share times of special significance.</p> <p>We always aim to provide care with 'that little extra something', and to deliver it in a 'heimische' atmosphere. We work right across the community and provide care regardless of the level or nature of an individual's religious observance.</p> <p>We recognise that in times of distress or vulnerability there is a need for care and support, that recognises the 'whole' individual. We aim to provide care recognising people's differences as well as their similarities.</p>
Beliefs	Not clearly stated.
Website	www.jewishcare.org

RNLI	
Vision	The RNLI has a vision 'to be recognised universally as the most effective, innovative and dependable lifeboat service'
Purpose	The purpose of the RNLI is very clear – to save lives at sea. The RNLI is a charity that provides a 24-hour lifesaving service around the UK and Republic of Ireland.
Mission	The RNLI intends to reduce the number of injuries and deaths at the beach by helping people to understand the dangers and to know what to do if someone gets into difficulty. It provides, on call, the 24-hour lifeboat search and rescue service to 50 miles out from the coast of the United Kingdom and the Republic of Ireland, and a beach lifeguard service on 57 beaches in the south west of England. There are 232 lifeboat stations strategically placed around the UK and Republic of Ireland.
Strapline	Saves lives at sea
Values	'In all we do or say, we will: <ul style="list-style-type: none"> • recognise the courage, commitment and humanity of our crews • strive to maintain our volunteer ethos • harness staff professionalism and expertise in support of our volunteers • seek the highest standards • maintain our independence and build the trust of the public • encourage open and effective communication.'
Beliefs	Not clearly stated.
Website	www.rnli.org.uk

Royal British Legion	
Vision	Not clearly stated.
Purpose	The Royal British Legion is the UK's leading charity providing financial, social and emotional support to millions who have served and are currently serving in the Armed Forces, and their dependants.
Mission	Our mission is to provide financial, emotional and social support to the ex-service population, their spouses and dependants, whilst also preserving the importance of Remembrance and in valuing our peace and freedom.
Strapline	Caring and campaigning for our ex service community
Values	<ul style="list-style-type: none"> • Reflection - Through Remembrance of past sacrifice in the cause of freedom; • Hope - By remembering the past, a younger generation has the chance of a better future; • Comradeship - Through shared experience and mutual support; • Selflessness - By putting others first; • Service - To those in need and in support of the whole community.
Beliefs	Not clearly stated
Website	www.britishlegion.org.uk

St Johns Ambulance	
Vision	Our vision for St. John is that we strengthen our position as the leading and most respected provider of First Aid and First Aid training in local communities, and develop selectively our other charitable activities such as transport and care where our distinctive skills and resources match community needs.
Purpose	Its mission is to provide First Aid and medical support services, caring services in support of community needs and education, training and personal development to young people.
Mission	As the leading First Aid training provider, St. John Ambulance trains over half a million people each year, running a range of First Aid courses for children, the general public and the workforce. In recognition of the increasing numbers of vulnerable people in society, St. John Ambulance has developed a range of caring services which meet specific local community needs, and also runs courses for carers.
Strapline	Caring for life: The UK's leading First Aid, Care and Transport Charity
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.sja.org.uk

The Salvation Army	
Vision	The Salvation Army is a distinctive part of the universal Christian Church. Its message and the lifestyle it advocates are based on the Bible's teaching. Its work is to make known the good news about Jesus Christ and to persuade people to become his followers. Alongside this primary aim, the Army shows practical concern and care for the needs of people regardless of race, creed, status, colour, sex or age.
Purpose	Modern Salvationists have the responsibility of trying to live up to the good name our ancestors have earned for us.
Mission	Although The Salvation Army had its beginnings in the East End of London, it has grown into an international movement. There is no continent where the Army is not at work somewhere, and it operates in more than 100 countries. The Army's work combines a spiritual and social ministry which takes into account the needs of each particular country. Projects are geared specifically to local requirements and are often run by local people. This is of particular importance in trying to ensure that the spiritual ministry is unhampered by language or cultural barriers. The Salvation army website offers practical and spiritual advice on a number of issues.
Strapline	Not evident from website.
Values	Christian values
Beliefs	The Salvation Army's beliefs are in line with those of mainstream Christian churches. The 11 doctrines of the Army are set out in full on a Fact sheet. These are outlined in the beliefs of the Salvation Army and are derived from the scriptures. The Army simply extends this identification through uniform to its embers (called soldiers) as well as its clergy (known as officers). The Army's disciplined structure enables decisions to be implemented effectively and, when necessary, rapidly. Its officers can be moved to areas where they are most needed with the maximum of ease and the minimum of delay. The Army is in favour of close links between the different Christian denominations, but it retains its structure so it can play its own distinctive role within the Christian Church.
Website	www.salvationarmy.org.uk

Samaritans	
Vision	<p>Samaritans' vision is for a society in which:</p> <ul style="list-style-type: none"> • fewer people die by suicide; • people are able to explore their feelings; • people are able to acknowledge and respect the feelings of others.
Purpose	See Mission
Mission	Samaritans is available 24 hours a day to provide confidential emotional support for people who are experiencing feelings of distress or despair, including those which may lead to suicide.
Strapline	Confidential emotional support 24 hours a day
Values	<p>Samaritans' values are based on these beliefs:</p> <ul style="list-style-type: none"> • the importance of having the opportunity to explore difficult feelings; • that being listened to, in confidence and accepted without prejudice, can alleviate despair and suicidal feelings; • that everyone has the right to make fundamental decisions about their own life, including the decision to die by suicide.
Beliefs	See values.
Website	www.samaritans.org.uk

Shelter (England)	
Vision	Shelter's vision is that everyone should have a home.
Purpose	<p>We know that bad housing wrecks lives, so we are working hard to ensure everyone has a decent home. To achieve this vision, we have set ourselves four ambitious long-term goals.</p> <ul style="list-style-type: none"> • An end to homelessness. • Everyone has access to a suitable, decent, and affordable home. • Everyone has access to support that enables them to find and keep a home. • Everyone lives in a neighbourhood with access to services and opportunities.
Mission	<p>We help people find and keep a home. We campaign for decent housing for all.</p> <p>Our policy and research work, the campaigns we run and our work with the housing sector in promoting good practice all play a part in exposing and tackling Britain's housing crisis. We help people in housing need through our Housing Aid Centres and practical projects, plus on the phone and the web.</p>
Strapline	Shelter knows that bad housing wrecks lives, so we're working hard to ensure everyone has a home.
Values	As an organisation we are intrusive, authoritative and positive. As people we strive to be inclusive, responsive, passionate and knowledgeable.
Beliefs	Not clearly stated.
Website	www.shelter.org.uk

St Mungo Housing Association	
Vision	Our vision is that everyone should have a decent place to live, something meaningful to do, and satisfying relationships with other people - as well as the good health to enjoy them.
Purpose	Our aim is to make sure that homeless and vulnerable people can look forward with optimism, and can contribute to the quality of life.
Mission	<p>Our mission is to house, support and care for vulnerable people in London who either have been, or are at risk of, sleeping rough and homelessness.</p> <p>Our objectives are:</p> <ul style="list-style-type: none"> • To tackle the causes and consequences of homelessness by preventing it at source; addressing its manifestations; and reducing its recurrence. • To equip people to take control of their lives by prioritising rehabilitation through our Getting a LIFE programme; and encouraging service-user involvement. • To provide services of demonstrable quality by refining performance; aiming high in inspections; and upgrading our staff training and development programme; and improving cost controls. • To influence policy which affects homeless people by contributing to local and sub-regional strategies, and influencing regional and national policies; cultivating contacts; and disseminating key messages.
Strapline	London's largest homeless organisation
Values	<ul style="list-style-type: none"> • Compassion, respect and ambition: We feel compassion for homeless people, respect their life histories, and believe in their ambitions. • Excellence, creativity and responsiveness: We aim for excellent and creative solutions to the changing needs of homeless people. • Diversity, equality and potential: We are richer as a charity and as a society by recognising diversity and striving for equality of opportunity so that everyone can contribute.
Beliefs	<p>We focus on rehabilitation and, as far as possible, independence; we know that connected needs require connected solutions and we shall achieve the above by:</p> <ul style="list-style-type: none"> • Nurturing, supporting and developing our staff on whose commitment, skills and motivation so many homeless people rely. • Having positive relationships with our stake-holders - service-users, supporters, funders, other organisations and local communities - and to be an asset to them. • Striving for a culture of continuous improvement (supported by evidence) through the application of our Quality policy. • Finding effective ways of enabling our service users to influence the shape of our services.
Website	www.mungos.org

Turning Point	
Vision	Not clearly stated.
Purpose	We provide services for people with complex needs, including those who have been affected by alcohol and drug misuse, mental health and those with a learning disability.
Mission	<p>We provide services in 200 locations and work with almost 100,000 people every year. Our services included but are not limited to:</p> <ul style="list-style-type: none"> • Support housing for people with mental health problems... • Drug and alcohol services including advice and education for young people, rehabilitation services, counselling.... • Outreach work for people with mental health problems... • Education and employment programmes... • Support eservices across those areas in prison for young people and youth offenders. <p>These can be found in full on the about us page.</p>
Strapline	Turning lives around
Values	People not problems. We turn lives around every day, by putting the individual at the heart of what we do. Inspired by those we work with, together we help people build a better life.
Beliefs	Not clearly stated.
Website	www.turning-point.co.uk

WRVS	
Vision	WRVS is committed to help build communities where diverse individuals and organisations work together in a socially inclusive society.
Purpose	WRVS provides a range of services to help people in need who might otherwise feel lonely and isolated. We work with other charities and organisations, local authorities and the NHS, meeting needs in communities throughout England, Scotland and Wales.
Mission	To help people maintain independence and dignity in their homes and communities, particularly in later life.
Strapline	Make it count
Values	<p>Collaboration: We work cooperatively, by asking for and giving support, and sharing success with others across WRVS and in partner organisations.</p> <p>Integrity: We are honest, trustworthy and straightforward in all our dealings, and use time, money and resources wisely.</p> <p>Diversity: We value others for their contribution, irrespective of personal differences, and provide equal access to opportunities and challenge any form of unfair discrimination.</p> <p>Respect: We involve and listen to others, and show consideration and empathy for their emotional and physical well-being.</p> <p>Quality: We consult, encourage feedback and provide services that meet or exceed the needs, standards and timescale of our internal and external customers.</p> <p>Reliability: We deliver what we commit to and keep those people affected informed of progress.</p> <p>WRVS is committed to becoming an organisation that is inclusive and values difference, by seeking to ensure that its services are relevant and accessible to all. We recognise that people with different backgrounds, cultures, skills and experiences bring fresh ideas and perceptions that benefit the organisation and all of its stakeholders. WRVS is working to embrace difference, listen to and meet the changing needs of its users, staff, volunteers, partners and stakeholders.</p>
Beliefs	Not clearly stated.
Website	www.wrvs.org.uk

Humanitarian charities (Aid, development and human rights)

Action Aid	
Vision	A world without poverty in which every person can exercise their right to a life of dignity
Purpose	<p>ActionAid's work around the world is guided by our 1999-2005 strategic plan fighting poverty together. This has four main goals that we believe offer the best route to eradicating poverty worldwide:</p> <ul style="list-style-type: none"> • helping poor people exercise their basic rights; • strengthening the movement against poverty; • promoting change internationally; • improving gender equity.
Mission	To work with poor and excluded people to eradicate poverty and injustice.
Strapline	Fighting poverty together
Values	<p>ActionAid lives by the following values:</p> <ul style="list-style-type: none"> • mutual respect, requiring us to recognise the innate worth of all people and the value of diversity • equity and justice, requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion • honest and transparency, being accountable at all levels for the effectiveness of our actions and open in our judgements and communications with others • solidarity with the poor, powerless and excluded will be the only bias in our commitment to the fight against poverty • courage of conviction, requiring us to be creative and radical, bold and innovative – without fear of failure – in pursuit of making the greatest possible impact on the causes of poverty • independence from any religious or party-political affiliation • humility in our presentation and behaviour, recognising that we are part of a wider alliance against poverty. <p>We don't impose solutions, but work with communities over many years to strengthen their own efforts to throw off poverty.</p>
Beliefs	<p>ActionAid believes that more and better aid, in combination with significant debt relief has the potential to lift millions out of poverty and secure their basic rights. This is why we lobby rich country governments and international institutions to improve their policies and meet their development commitments.</p> <p>ActionAid believes that poor people are threatened by proposed new trade deals called Economic Partnership Agreements (EPAs), currently being negotiated between the European Union and African, Caribbean and Pacific countries.</p> <p>We believe that the State is responsible for providing quality education for all. We therefore work with governments to achieve local education reform where necessary, and support areas of basic education, such as early childhood education and adult literacy, that are not within the viable reach of government.</p>
Website	www.actionaid.org.uk

Amnesty International	
Vision	AI's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights standards.
Purpose	Amnesty International (AI) is a worldwide movement of people who campaign for internationally recognized human rights. In pursuit of our vision, AI's mission is to undertake research and action focused on preventing and ending grave abuses of the rights to physical and mental integrity, freedom of conscience and expression, and freedom from discrimination, within the context of its work to promote all human rights.
Mission	Most of our work involves persuading states to honour human rights law and standards on which there is already much international agreement. However, we do sometimes decide to go beyond internationally-agreed standards and set our own. For example, we have opposed the death penalty in all circumstances for more than 25 years and, since 1997, we have opposed the involvement of anybody under 18 in armed conflicts. This has helped to stimulate discussion of new international standards on these issues.
Strapline	Working to protect human rights worldwide
Values	The Universal Declaration of Human Rights - Proclaims this Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, national and international, to secure their universal and effective recognition and observance, both among the peoples of member States themselves and among the peoples of territories under their jurisdiction.
Beliefs	Amnesty International is a worldwide voluntary movement of people who campaign for human rights. We are independent of any government, political ideology, economic interest or religion. Amnesty is impartial. It does not support or oppose any government or political system. It believes human rights must be respected universally. It takes up cases whenever it considers there are reliable grounds for concern, regardless of the ideology of the government or the beliefs of the victims.
Website	www.amnesty.org.uk

The British Red Cross	
Vision	To prevent and alleviate human suffering wherever it may be found.
Purpose	To protect life and health; to ensure respect for the human being; to promote mutual understanding, friendship, cooperation and lasting peace amongst all peoples.
Mission	To provide aid where it is needed globally but to remain impartial and neutral. To help vulnerable people within its own borders. To work in conjunction with the Movement to protect and support those in crisis worldwide. To encourage people of all ages and backgrounds to contribute to the aim of giving practical help impartially.
Strapline	Across the World and Around the Corner
Values	Our work is based on seven fundamental principles: <ul style="list-style-type: none"> • Humanity • Impartiality • Neutrality • Independence • Voluntary service • Unity • Universality
Beliefs	<p>In a world with increasing isolation, tension and recourse to violence, it is clear that the Red Cross and Red Crescent must champion the individual and community values which encourage respect for other human beings and a willingness to work together to find solutions to community problems.</p> <p>Our seven principles enable us to work with people from all countries, regardless of their background or beliefs. The British Red Cross also has the responsibility to help vulnerable people within its own borders, and to work in conjunction with the Movement to protect and support those in crisis worldwide.</p>
Website	www.redcross.org.uk

CAFOD	
Vision	<p>Drawing its inspiration from Scripture, the Church's social teaching, and the experiences and hopes of the poor – those women and girls, boys and men who are deprived, marginalised, or in any way oppressed – CAFOD looks forward to a world in which:</p> <ul style="list-style-type: none"> • the good things of creation are cherished, developed and shared by all; • the rights and dignity of each person are respected, discrimination is ended and all are gathered into a single human family from which no-one is excluded; • the voice of the poor is heard and heeded by all, and lives are no longer dominated by greed; • all have access to food, shelter and clean water; to a livelihood, health and education.
Purpose	<p>CAFOD is the official overseas development and relief agency of the Catholic Church in England and Wales. CAFOD shares the Catholic Church's tasks of proclaiming the good news of the Kingdom of God, bearing witness to love, truth and justice and building bridges of hope with the poor.</p>
Mission	<p>CAFOD's mission is to promote human development and social justice in witness to Christian faith and Gospel values.</p> <ul style="list-style-type: none"> • To fulfil this mission CAFOD raises funds from within the Catholic community and beyond so that it can: • empower people in need regardless of their race, gender, religion or politics to bring about change through development and relief programmes overseas; • raise public awareness of poverty and injustice, increasing understanding of the world-wide interdependence of rich and poor, and creating the will to change unjust structures and lifestyles; • act as an advocate for the poor, articulating a clear analysis of the underlying causes of poverty and challenging governments and international bodies to adopt policies which incorporate the principles of social justice.
Strapline	Just one world
Values	<p>Compassion: Confronted by global poverty and suffering, our fundamental response is compassion. We are deeply affected by the suffering of our brothers and sisters in the global family and alongside them take action to alleviate it.</p> <p>Solidarity: We stand alongside poor and marginalised communities in solidarity, uniting them in prayer, making their cause our own, sharing our resources, supporting them in their advocacy and challenging the policies and systems which keep them poor.</p> <p>Partnership: We build partnership between poor communities overseas and our supporters at home, recognising the importance of learning from and trusting each other, of receiving as well as giving, and of working alongside each other to change our world.</p> <p>Environmental justice: We recognise the intimate relationship between protecting and sustaining the environment and promoting human development. We aim to take proper account of ecological sustainability in our work and in our lifestyle.</p> <p>Stewardship: We strive to be good stewards of all the resources entrusted to us, openly accountable for our work, systematic in evaluating our impact and effectiveness and professional in managing our resources.</p> <p>Hope: Our hope is inspired by Christian faith and by the strength and resourcefulness of our partners and their communities. Our vision is that a better world can and must be achieved so that all can enjoy fullness of life.</p> <p>Dignity: We believe in the intrinsic dignity of every person. We work with all people regardless of race, gender, religion or politics. We seek to be an inclusive diverse organisation which celebrates difference and creates relationships of mutual respect.</p>
Beliefs	<p>CAFOD believes that all human beings have a right to dignity and respect, and that the world's resources are a gift to be shared equally by all men and women, whatever their race, nationality or religion.</p>
Website	www.cafod.org.uk

CARE international - UK	
Vision	We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security.
Purpose	We are a practical, hands-on organisation with thousands of programmes around the world dealing with the wide range of issues that keep people trapped in poverty – from HIV and AIDS, discrimination and a lack of clean water to not being able to make a decent living or living in slums.
Mission	<p>CARE International's mission is to serve individuals and families in the poorest communities in the world. Drawing on our diversity, resources and experience across the world, we promote innovative solutions and are advocates for global responsibility. We bring about lasting change by:</p> <ul style="list-style-type: none"> • Strengthening people's ability to help themselves • Providing economic opportunity • Delivering relief in emergencies • Influencing policy decisions at all levels • Addressing discrimination in all its forms <p>Guided by the hopes and views of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.</p>
Srapline	Not evident form website.
Values	<p>The 6 principles of CARE's work: (See website for more details) Principle 1: Promote empowerment Principle 2: Work in partnership with others. Principle 3: Ensure accountability and promote responsibility Principle 4: Address discrimination, opinion or sexual orientation. Principle 5: Promote the non-violent resolution of conflicts Principle 6: Seek sustainable results</p> <p>Core Values: Respect: We affirm the dignity, potential and contribution of participants, donors, partners and staff. Integrity: We act consistently with CARE's mission, being honest and transparent in what we do and say, and accept responsibility for our collective and individual actions. Commitment: We work together effectively to serve the larger community. Excellence: We constantly challenge ourselves to the highest levels of learning and performance to achieve greater impact.</p>
Beliefs	Not clearly stated.
Website	www.careinternational.org.uk

Christian Aid	
Vision	For Christian Aid this is a time to act upon our dream of a new earth on which we all stand equally, to renew our faith and hope, to reaffirm our commitment to the world's poorest communities, and to promote the dignity and rights of people throughout the world. (Inferred from 'Our role' section of website)
Purpose	Christian Aid strives for a new world transformed by an end to poverty and campaigns to change the rules that keep people poor. An agency of the churches in the UK and Ireland, Christian Aid works wherever the need is greatest, irrespective of religion.
Mission	Christian Aid is working towards: Stronger communities A better deal on trade The right to share power Halting the spread of HIV Make poverty history An effective organisation An agent of change
Strapline	We believe in life before death
Values	Put life first Struggle for justice Speak out courageously Test everything against experience Work together with others
Beliefs	<p>We see poverty as a violation of human dignity and a denial of the basic guarantees of life: the right to earn a living, to take decisions, to food, education, health care, shelter and a safe environment.</p> <p>We can hope for a better world, where everyone lives a full life, free from poverty. And we have the power to turn that hope into action.</p> <p>Christian Aid believes in strengthening people to find their own solutions to the problems they face.</p> <p>We face two possible futures, says UN secretary-general Kofi Annan: 'a mutually destructive clash between so-called civilisations... or a global Community, respecting diversity and rooted in universal values.'</p> <p>Nonetheless, every day we are also given hope – by people building bridges across the Israeli-Palestinian divide; by moves to end decades of strife in southern Sudan; and by the enormous support we received from people and churches across the UK and Ireland.</p>
Website	www.christian-aid.org.uk

Comic Relief	
Vision	Not clearly stated.
Purpose	Comic Relief is seriously committed to helping end poverty and social injustice in the UK and poorest countries in the world.
Mission	<p>We're committed to supporting long-term projects, helping people to help themselves. It's about giving people a leg up not a hand out.</p> <p>We also aim to tackle the root causes of poverty by raising awareness around some of the key issues, such as unfair terms of trade and debt relief.</p> <p>We do this by:</p> <ul style="list-style-type: none"> • Raising money from the general public by actively involving them in events and projects that are innovative and fun; • Informing, educating, raising awareness and promoting social change; • Allocating the funds we raise in a responsible and effective way to a wide range of charities which we select after careful research; • Ensuring that our Red Nose Day fundraising costs are covered by sponsorship in cash or in kind so that every penny raised goes to charity.
Strapline	Not evident on website.
Values	Getting serious messages across in fun ways.
Beliefs	Not clearly stated.
Website	www.comicrelief.com

Concern Worldwide	
Vision	Working for a world where no one lives in fear, poverty or oppression
Purpose	Concern is an association of people who have come together to assist the people of the least developed countries of the world.
Mission	Our mission is to enable absolutely poor people to achieve major improvements in their lifestyles which are sustainable without ongoing support from Concern. To this end we will work with the poor themselves and with local and international partners who share our vision to create just and peaceful societies where the poor can exercise their fundamental rights.
Strapline	Not evident from website.
Values	<p>To achieve our mission the organisation:</p> <ul style="list-style-type: none"> • responds to people in a caring and personalised manner that emphasises their human and cultural dignity; • is prepared to work effectively in the most difficult of circumstances with poor people; • forms alliances and working arrangements with other organisations and government bodies; • balances enthusiasm and necessary risk-taking with prudent judgement and a professional approach; • uses creativity and pragmatism in the face of obstacles to its work; • engages in long term development work, • responds to emergency situations; • undertakes development, education and advocacy on those aspects of world poverty which require national or international action.
Beliefs	Not clearly stated.
Website	www.concern.net

Médecins Sans Frontières	
Vision	Not clearly stated.
Purpose	MSF is an independent humanitarian medical aid agency committed to two objectives: providing medical aid wherever needed, regardless of race, religion, politics or sex; and raising awareness of the plight of people we help. The organisation provides emergency medical assistance to populations in danger in more than 80 countries.
Mission	<p>In countries where health structures are insufficient or even non-existent, MSF collaborates with authorities such as the Ministry of Health to provide assistance. MSF works in rehabilitation of hospitals and dispensaries, vaccination programmes and water and sanitation projects. MSF also works in remote health care centres, slum areas and provides training of local personnel. All this is done with the objective of rebuilding health structures to acceptable levels.</p> <p>MSF seeks also to raise awareness of crisis situations; MSF acts as a witness and will speak out, either in private or in public about the plight of populations in danger for whom MSF works.</p>
Strapline	Not evident on website.
Values	<p>All of them agree to honour the following principles:</p> <ul style="list-style-type: none"> • Médecins Sans Frontières offers assistance to populations in distress, to victims of natural or man-made disasters and to victims of armed conflict, without discrimination and irrespective of race, religion, creed or political affiliation. • Médecins Sans Frontières observes neutrality and impartiality in the name of universal medical ethics and the right to humanitarian assistance and demands full and unhindered freedom in the exercise of its functions. • Médecins Sans Frontières' volunteers undertake to respect their professional code of ethics and to maintain complete independence from all political, economic and religious powers.
Beliefs	Temoignage is a French term means "to bear witness". MSF believe that bandages are not enough – they speak out when the people they are trying to help are being abused.
Website	www.msf.org/unitedkingdom

Oxfam	
Vision	Whether donating, fundraising, campaigning, volunteering, or working 'on the ground' to implement project activities, Oxfam donors, supporters, staff, project partners, and participants are working together to overcome poverty and injustice.
Purpose	Oxfam GB is a development, relief, and campaigning organisation that works with others to find lasting solutions to poverty and suffering around the world.
Mission	Oxfam uses a range of approaches to achieve change and improve peoples' lives, including saving lives through emergency response; longer term development programmes; and campaigning to achieve lasting change.
Strapline	Not evident on website
Values	Oxfam's culture reflects a passionate commitment to overcoming the injustice of poverty and suffering. We seek to be: <ul style="list-style-type: none"> • Making a difference • Innovative • Collaborative • Accountable • Cost-effective
Beliefs	<ul style="list-style-type: none"> • The lives of all human beings are of equal value. • In a world rich in resources, poverty is an injustice which must be overcome. • Poverty makes people more vulnerable to conflict and natural calamity; much of this suffering can be prevented, and must be relieved. • People's vulnerability to poverty and suffering is increased by unequal power relations based on, for example, gender, race, class, caste and disability; women, who make up a majority of the world's poor, are especially disadvantaged. • Working together we can build a just and safer world, in which people take control over their own lives and enjoy their basic rights. • To overcome poverty and suffering involves changing unjust policies and practices, nationally and internationally, as well as working closely with people in poverty.
Website	www.oxfam.org.uk

Plan	
Vision	Our vision is to live in a world in which all children have the opportunity to realise their potential in societies, which respect people's rights and dignities.
Purpose	Our aim is to achieve lasting improvements in the quality of life of deprived children in developing countries, through a process that unites people across cultures and add value to their lives. We do this by working with children, their families and the wider community, to help them achieve positive change in their own lives.
Mission	<p>Our projects are about making sure that communities have the resources and the knowledge they need to help their children in the future. Our projects support children, benefiting an estimated nine million children and their families through community projects.</p> <p>Our work is broadly based around five key areas:</p> <p>Education: All children, young people and adults deserve access to learning and life skills that enable them to realise their potential</p> <p>Health: Everyone has the right to grow up healthy</p> <p>Habitat: Improving living conditions to provide a safe environment for all</p> <p>Livelihood: Working out ways for families to improve their income</p> <p>Building relationships: Creating a worldwide community working to improve children's lives</p>
Strapline	Children are at the heart of everything we do.
Values	Children are our future. They carry our hopes and dreams for the world. But to realise these dreams – to truly fulfil their potential – children must be allowed to live in a world that protects them, listens to their needs and respects their rights and dignity. Children in communities we work with are often involved directly in planning, implementing and monitoring projects which benefit themselves, their families and their communities.
Beliefs	<p>Plan is a child-centred community development agency with no religious and political affiliations, enabling families and communities in the poorest countries to make lasting improvements to the lives of their children.</p> <p>We have long recognised that children are not passive recipients of aid. We believe that long-term improvements and change can only be sustained if children are 'development actors': they participate, voice their opinions, are listened to and taken seriously because their opinions count. Their energy can provide the impetus to change their world.</p>
Website	www.plan-uk.org

Tearfund	
Vision	Relieving suffering and offering hope is at the heart of Tearfund's vision - our vision is to see lives and communities transformed by God's love.
Purpose	The purpose of Tearfund is to serve Jesus Christ by enabling those who share evangelical Christian beliefs to bring good news to the poor.
Mission	<ul style="list-style-type: none"> ○ Proclaiming and demonstrating the gospel for the whole person through support of Christian relief and development. ○ Working through a worldwide network of evangelical Christian Partners. ○ Encouraging partnership in prayer and support from Christians in Britain and Ireland. ○ Seeking at all times to be obedient to biblical teaching. <p>Tearfund worked with local partners in more than 70 countries around the world. Communities are encouraged to come up with initiatives to shape their own future. These could be providing healthcare, literacy classes, clean water and sanitation, HIV/AIDS education, drug rehabilitation or food security programmes. When disaster strikes – whether it's a flood, famine, earthquake or war – poor people suffer most. Tearfund works to tackle the underlying causes of poverty. If governments and institutions can be persuaded to act on behalf of poor people, it can unlock benefits for millions. We're taking Proverbs 31:8 as our biblical mandate: 'Speak up for those who cannot speak up for themselves.'</p> <p>Earning a living is a passport out of poverty. Tearfund helps families find ways to provide for themselves – day in, day out.</p>
Strapline	Christian Action with the Worlds Poor
Values	<p>We are committed to: Christ; the Bible; the poor; the whole person; prayer; relationships; excellence; learning from others; and accountability</p> <p>The principles of Christian development include: compassion; justice; character; cultural; sensitivity, cultural transformation; leadership; empowerment for service; participation; sustainability; integration</p>
Beliefs	The causes of poverty and marginalisation are complex, but we believe they stem from broken relationships. The goal of Christian development is restored relationships with the Creator, with others in community and with the environment. Christian relief and development addresses the needs of the whole person – physical, emotional, mental and spiritual.
Website	www.tearfund.org

UNICEF	
Vision	UNICEF strives to build a world in which all children live in dignity and security.
Purpose	<p>UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children’s rights, to help meet their basic needs and to expand their opportunities to reach their full potential.</p> <p>UNICEF helps children get the care and stimulation they need in the early years of life and encourages families to educate girls as well as boys. It strives to reduce childhood death and illness and to protect children in the midst of war and natural disaster, including those affected by the HIV/AIDS pandemic. UNICEF supports young people, wherever they are, in making informed decisions about their own lives, and strives to build a world in which all children live in dignity and security.</p>
Mission	<ul style="list-style-type: none"> • UNICEF mobilises political will and material resources to help countries, particularly developing countries, ensure a “first call for children” and to build their capacity to form appropriate policies and deliver services for children and their families • UNICEF responds in emergencies to protect the rights of children. In coordination with United Nations partners and humanitarian agencies, UNICEF makes its unique facilities for rapid response available to its partners to relieve the suffering of children and those who provide their care • UNICEF aims, through its country programmes, to promote the equal rights of women and girls and to support their full participation in the political, social and economic development of their communities • UNICEF works with all its partners towards the attainment of the sustainable human development goals adopted by the world community and the realisation of the vision of peace and social progress enshrined in the Charter of the United Nations
Strapline	For all the world’s children – Health, Education, Equality, Protection.
Values	<ul style="list-style-type: none"> • UNICEF is guided by the Convention on the Rights of the Child and strives to establish children’s rights and enduring ethical principles and international standards of behaviour towards children. • UNICEF insists that the survival, protection and development of children are universal development imperatives that are integral to human progress • UNICEF is non-partisan and its cooperation is free of discrimination. In everything it does, the most disadvantaged children and the countries in greatest need have priority • UNICEF is committed to ensuring special protection for the most disadvantaged children – victims of war, disasters, extreme poverty, all forms and violence and exploitation and those with disabilities
Beliefs	Not clearly stated
Website	www.unicef.org.uk

Voluntary Service Overseas	
Vision	Our vision is a world without poverty in which people work together to fulfil their potential.
Purpose	VSO promotes volunteering to fight global poverty and disadvantage. We bring people together to share skills, creativity and learning to build a fairer world.
Mission	<p>Instead of sending food or money, we send women and men from a wide range of professions who want the chance to make a real difference in the fight against poverty. These volunteers work in partnership with colleagues and communities to share skills and learning and achieve positive change together.</p> <p>The volunteers aim to pass on their expertise to local people so that when they return home their skills remain. Volunteers must have a formal qualification and some work experience. Regular postings are for two years and volunteers are provided with accommodation and a local level allowance as well as air fares and insurance.</p>
Strapline	Sharing skills: changing lives
Values	<ul style="list-style-type: none"> • Empowerment: We will work to empower the people, communities and organisations with whom we work. • Partnership: We will work in partnerships in order to maximise our impact. • Commitment to learning: We will actively learn so that our work builds upon the skills, knowledge and understanding gained from experience. <ul style="list-style-type: none"> • We value diversity and cross-cultural understanding. • We value partnerships based on honesty and respect. • We value the innovation and creativity generated by shared endeavour. • We value openness to learning.
Beliefs	<p>We believe that everyone must be able to exercise their fundamental human rights.</p> <p>We believe that people working together can achieve positive and lasting change.</p> <p>VSO sees development as a complex and continuous process that empowers people and communities to fight disadvantage, take control of their future and fulfil their potential. Human rights, including an education, a livelihood, health care, a safe environment, a say in the future and equal access to opportunity, are all vital for development. VSO describes lack of access to these fundamental human rights as disadvantage.</p>
Website	www.vso.org.uk

WaterAid	
Vision	WaterAid's vision is of a world where everyone has access to safe water and effective sanitation.
Purpose	WaterAid is an international NGO dedicated exclusively to the provision of safe domestic water, sanitation and hygiene education to the world's poorest people.
Mission	WaterAid works by helping local organisations set up low cost, sustainable projects using appropriate technology that can be managed by the community itself. WaterAid also seeks to influence the policies of other key organisations, such as governments, to secure and protect the right of poor people to safe, affordable water and sanitation services.
Strapline	Not evident on website.
Values	We aim above all to be honest, accountable, effective, innovative and flexible. As a learning organisation, we are constantly evolving. An emphasis on research, analysis, evaluation and dissemination is vital to our future. We rely on every member of the team - partners, donors, staff, volunteers and trustees. It is only when all parties work together that we can realise our shared vision of a world in which everyone has access to safe water and effective sanitation.
Beliefs	<ul style="list-style-type: none"> • Clean water and sanitation are essential for life and all people should have affordable access to them • Water, sanitation and hygiene education must be integrated to give maximum health benefits • Decision-making must be delegated to local partner organisations and communities as far as possible, to avoid dependency and encourage sustainability • Local people must be actively involved in planning, constructing, managing and maintaining their own projects • Focus should be on the most vulnerable poor people, especially women and children • The technologies used should be appropriate and cost effective • The cost per beneficiary should be kept low • Focusing on long-term development is crucial, but WaterAid will endeavour to respond to natural disasters and emergency situations in the places where it works • It is appropriate to seek support and approval from local and national authorities for WaterAid-funded work
Website	www.wateraid.org/uk

World Vision UK	
Vision	Our vision for every child, life in all its fullness; Our prayer for every heart, the will to make it so.
Purpose	Our aim is to build a mass movement of people committed to fighting global poverty through long-term giving, campaigning, prayer, volunteering and changed lifestyles, including more ethical spending.
Mission	Connecting people, fighting poverty Our approach to development is to build a constituency of people, both in developing communities and in the UK, who together can take on the task of fighting poverty. In thousands of developing communities, we support and empower ordinary people to find their own way out of poverty, to develop practical solutions to the problems they face and to play an active part in bettering their lives. The corollary in the UK is to engage hearts and minds through education and by presenting opportunities for people to become actively involved.
Strapline	Poverty, together we can end it
Values	<ul style="list-style-type: none"> - We are Christian: We will maintain our Christian identity, while being sensitive to the diverse contexts in which we work. We are committed to the poor. We are called to serve the neediest people of the earth and to promote the transformation of their condition of life. We respect the poor as active participants, not passive recipients. - We value people: We regard all people as created and loved by God. We give priority to people before money, structure, systems and institutions. We respect the dignity, uniqueness and intrinsic worth of every person and celebrate the richness of diversity in human personality, culture and contribution. - We are stewards: The resources at our disposal are a sacred trust from God through donors on behalf of the poor. We are faithful to the purpose for which they are given and use them to bring maximum benefit to the poor. We demand of ourselves high standards of professional competence and accept the need to be accountable through appropriate structures. We are stewards of God's creation and ensure that development activities are ecologically sound. - We are partners: We are members of an international partnership that transcends legal, structural and cultural boundaries. We are partners with the poor and donors and pursue relationships with all churches. We maintain a co-operative stance towards other humanitarian organisations. - We are responsive: We are responsive to life-threatening emergencies where our involvement is needed and appropriate. We are willing to take intelligent risks and act quickly. We are responsive in a different sense where deep-seated and complex economic and social deprivation calls for sustainable, long-term development. - Our commitment: We recognise that values cannot be legislated; they must be lived. No document can substitute for the attitudes, decisions and actions that make up our life and work. <p>This is an abridged version of the World Vision Partnership's Core Values. A complete version can be found on the World Vision International website www.wvi.org</p>
Beliefs	World Vision seeks to address global poverty in a holistic and integrated way, focusing on the needs of children. This stems from our conviction that the causes of poverty are many and varied and cannot be treated in isolation – as well as the fact that children, on whom the future health and well-being of their communities depend, often bear the brunt of poverty and injustice.
Website	www.worldvision.org.uk

Environment and conservation charities

Greenpeace	
Vision	Not clearly stated.
Purpose	Greenpeace is an independent non-profit global campaigning organisation that uses non-violent, creative confrontation to expose global environmental problems and their causes. We research the solutions and alternatives to help provide a path for a green and peaceful future.
Mission	<p>Greenpeace's goal is to ensure the ability of the earth to nurture life in all its diversity.</p> <p>Greenpeace organises public campaigns:</p> <ul style="list-style-type: none"> • for the protection of oceans and ancient forests • for the phasing-out of fossil fuels and the promotion of renewable energies in order to stop climate change • for the elimination of toxic chemicals • against the release of genetically modified organisms into nature • for nuclear disarmament and an end to nuclear contamination.
Strapline	Not evident on website.
Values	<p>Greenpeace does not solicit or accept funding from governments, corporations or political parties. Greenpeace neither seeks nor accepts donations which could compromise its independence, aims, objectives or integrity. Greenpeace relies on the voluntary donations of individual supporters, and on grant-support from foundations.</p> <p>Greenpeace is committed to the principles of non-violence, political independence and internationalism. In exposing threats to the environment and in working to find solutions, Greenpeace has no permanent allies or enemies.</p>
Beliefs	Not clearly stated.
Website	www.greenpeace.org.uk

WWF UK	
Vision	See purpose.
Purpose	<p>The mission of WWF - the global environment network - is to stop the degradation of the planet's natural environment, and to build a future in which humans live in harmony with nature by:</p> <ul style="list-style-type: none"> • conserving the world's biological diversity; • ensuring that the use of renewable natural resources is sustainable; • promoting the reduction of pollution and wasteful consumption.
Mission	<p>WWF works to</p> <ul style="list-style-type: none"> • conserve endangered species - such as tigers, great apes and whales; • protect endangered spaces - such as forests, savannahs, wetlands and seas; • address global threats to the planet - such as climate change and toxic chemicals for the benefit of people and nature. <p>In addition to funding and managing countless conservation projects throughout the world, WWF continues to lobby governments and policy-makers, conduct research, influence education systems, and work with business and industry to address global threats to the planet by seeking long-term solutions.</p>
Strapline	For a living planet
Values	Sustainable development.
Beliefs	WWF believes that rural communities have a vital role to play in producing healthy food – and that it is possible to safeguard Europe's natural resources, wildlife and landscapes at the same time.
Website	www.wwf.org.uk

The National Trust	
Vision	To preserve the British countryside.
Purpose	The National Trust was established for the permanent preservation of its properties, land of great beauty, historic interest and nature conservation value. Its main duty is to ensure that landscape, archaeology and wildlife are conserved 'for ever'. Providing access to this land, however, is also a prime purpose of the Trust. Land is held for the 'benefit of the nation' and one of the main ways of providing benefit is to allow access.
Mission	We have many long term programmes in place to help educate people about the importance of the environment and of preserving our heritage for future generations. We also contribute to important debates over the future of the economy, the development of people's skills and sense of community, and the quality of the local environment in both town and country.
Strapline	For ever, for everyone
Values	The three philanthropists who founded The National Trust in 1895 were concerned about the impact of uncontrolled development and industrialisation. They set up the Trust to act as a guardian for the nation in the acquisition and protection of threatened coastline, countryside and buildings.
Beliefs	<p>The National Trust has produced a number of position statements, explaining our views on selected issues of particular importance to us.</p> <ul style="list-style-type: none"> • Valuing our Environment - Much of the rural economy is in crisis. BSE and Foot and Mouth have caused a collapse in the number of visits to our countryside, emphasising the importance of the tourism to the future of our countryside and its communities. • Genetically Modified Crops - Position statement The National Trust is not opposed in principle to genetic modification technology. We believe it has the potential to provide significant benefits. We also recognise, however, that it has the potential to cause harm. Important questions remain unanswered about the safety and desirability of GM, and its effects on environment, local and national economies, consumer choice and human health.
Website	www.nationaltrust.org.uk

Animal and wildlife charities

Blue Cross	
Vision	Not clearly stated.
Purpose	The Blue Cross is a registered charity which aims to ensure the welfare of companion animals by providing practical care, highlighting the benefits of companionship between animals and people, and promoting responsibility towards animals in the community.
Mission	<p>The Blue Cross exists to:</p> <ul style="list-style-type: none"> • treat the animals of owners who cannot afford private veterinary services; • find permanent homes for unwanted or abandoned animals; • educate the public in responsible animal ownership; • promote the benefits to humans of companion animal ownership; • ensure that all engaged with us, whether animals or people, receive courteous, friendly and high quality service.
Strapline	Britain's pet charity
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.bluecross.org.uk

Cats Protection	
Vision	Not clearly stated.
Purpose	Cats Protection rescues and rehomes unwanted and abandoned cats, and promotes responsible cat ownership.
Mission	<p>It is Cats Protection mission to rescue unwanted and abandoned felines, rehabilitating and rehoming them where possible.</p> <p>We also seek to alleviate the problem of unwanted cats, by offering information and advice about responsible cat ownership and promoting neutering as the only effective solution.</p> <p>Our mission is based upon the charity's three key aims:</p> <ul style="list-style-type: none"> • To rescue stray and unwanted cats and kittens, rehabilitating and rehoming them where possible • To encourage the neutering of all cats and kittens not required for breeding • To inform the public about the care of cats and kitten
Strapline	Caring for the UK's cats: rescuing, rehoming and raising awareness
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.cats.org.uk

Dogs Trust	
Vision	The health and happiness of every dog is at the heart of all our efforts and we try to find each and every dog in our care a loving home for life. We never destroy a healthy dog.
Purpose	The objects of DOGS TRUST shall be (and for the avoidance of doubt whether within the United Kingdom or elsewhere throughout the World) to protect dogs from maltreatment, cruelty, suffering.
Mission	<ul style="list-style-type: none"> • To establish and maintain rescue/re-homing centres for the care, treatment and re-homing, where possible, of unwanted, homeless, stray, ill-treated, injured and sick dogs and to provide a permanent home for life for all those that cannot be re-homed. • To ensure that no mentally and physically healthy dog taken into the protection of the rescue/re-homing centres shall be destroyed. • To purchase, lease or otherwise acquire any lands or buildings for the purpose of establishing new rescue/re-homing centres or extending/improving those already existing. • To refer any cases of alleged cruelty reported to DOGS TRUST to the appropriate authority or organisation capable of investigating the allegations and of instituting proceedings against the persons concerned, and of monitoring action taken. • To advocate that adequate legislation is passed to ensure that whenever it is necessary for a dog to be destroyed, it shall be carried out in a humane manner. • To monitor, so far as practical, any Bill, Act of Parliament, Rules, Regulation, By-law, EU Directives and Regulations or Order relating to dogs ("Proposals") and to make submissions to the appropriate authorities in respect of any such Proposals or against any that appear to be unjustified or inequitable. • To support actively proposals for the control of the national dog population by advocating neutering dogs whenever practicable or desirable to do so, and to make funds available whenever possible to provide financial assistance to members of the public for this purpose. • To maintain a continuous campaign via the media and other methods to educate members of the general public to have a responsible attitude towards dogs and their welfare. For this purpose books, pamphlets, posters, letters, websites and advertisements shall be printed and published and distributed as necessary. • To aid persons of limited means in so far as their dogs' welfare is concerned. • To maintain special funds for any of the above objects and aims. • To raise funds, to borrow money and to give security for loans (but only in accordance with the restrictions imposed by the Charities Act 1993) • To co-operate with and to establish working arrangements with any kindred associations or organisations. • To care in exceptional circumstances for other animals or birds until alternative provision for their care can be made. • To conduct research into, or gather information relating to matters affecting dogs and dog behaviour. • To undertake all such other activities that further the objects of the Charity as the Council may decide from time to time.
Strapline	We are the largest dog welfare charity in the UK.
Values	DOGS TRUST shall be non-political, non sectarian and non racial.
Beliefs	We believe no healthy dog should ever be destroyed and that every dog should have a chance to lead a happy and healthy life in a loving home.
Website	www.dogstrust.org.uk

IFAW	
Vision	Our vision is of a world where people and animals live in harmony, where no animal suffers from cruelty, exploitation, or unethical trade.
Purpose	The International Fund for Animal Welfare works to improve the welfare of wild and domestic animals throughout the world by reducing commercial exploitation of animals, protecting wildlife habitats, and assisting animals in distress. IFAW seeks to motivate the public to prevent cruelty to animals and to promote animal welfare and conservation policies that advance the well-being of both animals and people.
Mission	Over the years, our approach has been as varied as the species we protect. We are now joined in this important work by some two million supporters worldwide. This broad base of support makes it possible for IFAW to engage communities, government leaders, and like-minded organisations around the world and achieve lasting solutions to pressing animal welfare and conservation challenges - with solutions that benefit both animals and people.
Strapline	Protecting animals and their environments worldwide
Values	From the outset, the founders of the International Fund for Animal Welfare, or IFAW, rejected the notion that the interests of humans and animals were separate. Instead they embraced the understanding that the fate and future of harp seals - and all other animals on Earth - are inextricably linked to our own.
Beliefs	Beliefs expounded by IFAW personnel in their annual report: I believe ifaw is the leading animal welfare organisation in the world with the power to bring lasting change for animals and people. Nothing is as gratifying as engaging in an activity you feel about strongly. I believe wild animals are just that, wild, and should be let to be, that they have an existence value besides that of economics, that we can learn from them, and that it is possible to share our world with them."
Website	www.ifaw.org.uk

PDSA	
Vision	"My vision for PDSA is to treat the largest number of pets belonging to those who cannot afford private vets' fees and to show owners how to care for their animals." (Director General, Marilyn Rydström)
Purpose	See below.
Mission	<p>PDSA's mission is to care for the animals of needy people by providing free veterinary care to their sick and injured pets and by promoting responsible pet ownership. This we achieve by treating some 4,500 animals every working day.</p> <ul style="list-style-type: none"> • PDSA PetAid hospitals are located in most major towns and cities throughout Britain. • PDSA PetAid services funds treatment through PetAid practices where our own PetAid hospitals would not be viable.
Strapline	For pets in need of vets.
Values	PDSA was founded in 1917 by Maria Dickin CBE, an animal welfare pioneer, whose values are still upheld by PDSA today. PDSA is non-campaigning, and non-political. It does not provide preventive treatment, its resources being totally devoted to curative care.
Beliefs	Not clearly specified
Website	www.pdsa.org.uk

RSPB	
Vision	See below.
Purpose	The RSPB is the UK charity working to secure a healthy environment for birds and wildlife, helping to create a better world for us all.
Mission	<ul style="list-style-type: none"> • We champion birds and the environment to decision-makers. • We protect, restore and manage habitats for birds and wildlife. • We research the problems facing birds and the environment, looking for practical solutions that we can implement on the ground and promote to others. • We own or manage 190 nature reserves, where wildlife can flourish and people can be inspired. • We carry out recovery projects for our most threatened species. • We share our knowledge and enthusiasm to help young and old enjoy the natural world. • We champion the cause of biodiversity conservation as part of sustainable development. • We are active across the UK at national, regional and local levels – our work is relevant to your environment. • We tackle international conservation issues through the BirdLife International Partnership – a global coalition of like-minded conservation organisations
Strapline	For birds, For people , Forever
Values	Not clearly stated.
Beliefs	<p>The RSPB exists to conserve wild birds and the environment. Our work is driven by the passionate belief that:</p> <ul style="list-style-type: none"> • birds and wildlife enrich people's lives; • the health of bird populations is indicative of the health of the planet, on which the future of the human race depends; • conservation of biodiversity is a moral imperative; • we all have a responsibility to protect biodiversity.
Website	www.rspb.org.uk

RSPCA	
Vision	To promote kindness and prevent cruelty to animals (inferred from history section of website)
Purpose	The RSPCA's influence covers the whole range of animal protection. The Society is involved in practical welfare, law enforcement as well as high-profile campaigning and education. It employs veterinary experts and consultants in the care and treatment of farm livestock, wildlife, domestic pets and animals used in research.
Mission	While the RSPCA's mission is not clearly stated on its website, it does have a section about what the organisation does.
Strapline	No strapline evident.
Values	Not clearly stated.
Beliefs	Not clearly stated
Website	www.rspca.org.uk

Miscellaneous

Charities Aid Foundation	
Vision	Not clearly stated.
Purpose	CAF is a charity with a unique purpose: to do all in its power to ensure that charitable giving to all charities is as robust and effective as it can possibly be.
Mission	<p>The group works to raise the profile of giving, lobby for tax breaks, help donors find and support causes they care about and provide a broad suite of services to charities:</p> <ul style="list-style-type: none"> • for individual donors, we provide a range of ways to make giving simple • for corporate donors, we deliver solutions to help achieve their social and community goals • for charities, we have high-quality, low-cost services to help maximise what's given <p>Through our range of products and services, CAF promotes giving, helps charities get more money from donations and helps donors to find and support the causes that are important quickly and efficiently.</p>
Strapline	Committed to effective giving
Values	Not clearly stated.
Beliefs	Not clearly stated.
Website	www.cafonline.org

About nfpSynergy

nfpSynergy is a think-tank and research consultancy dedicated to not-for-profit organisations and issues. The purpose of nfpSynergy is to provide ideas, insights and information to help not-for-profit organisations thrive in a changing world. Our services and activities include syndicated research, project work and independent research and policy work. (See below for further details.)

Charity Awareness Monitor (CAM) - The Awareness Monitor tracks the attitudes and awareness of the general public to charities, pressure groups and voluntary organisations eight times a year four by telephone, four by paper.

Charity Parliamentary Monitor (CPM) - CPM tracks bi-annually the attitudes and awareness of MPs and the Lords to charities and pressure groups and their campaigns.

Charity Media Monitor (CMM) - CMM tracks bi-annually the attitudes and awareness of journalists who work closely with charities using both a questionnaire and qualitative interviews.

Youth Awareness Monitor (YAM) - YAM tracks bi-annually the attitudes and awareness of 11-25 year olds to charities, their activities and the issues affecting them

Charity Brand Attributes - This programme is designed to help charities find out in more detail how they are viewed by the public by researching which words or phrases the public associate with them.

Independent policy and research work

nfpSynergy carries out a range of internally funded research and policy projects, the results of which are often distributed free of charge. Recent reports and commentaries focus on charities internet use; payroll giving; gift aid; trust in charities; key trends in the wider social and economic environment and branding for charities.

Project and consultancy work

Of course, organisations often need tailored research or support to help them meet their objectives. As such, we regularly work with charities on a more focused and individualised basis. We have recently worked with a variety of voluntary organisations on projects which include: a communications audit, a series of seminars and briefings on the implications of the socio-economic environment, an analysis of corporate relationships and influence, and a global staff survey (in 35 countries) for a development agency.

If you would like to know about any of the work we do please contact: Alexandra Denye
(alexandra.denye@nfpSynergy.net)

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nfpSynergy's Reports and Articles

nfpSynergy regularly publishes reports and articles, on different subjects all relevant to the voluntary sector. A description of all our reports and articles is detailed below. For a copy of any of these resources please email reports@nfpsynergy.net or visit our website at www.nfpsynergy.net.

The 21st Century Volunteer - A report on the changing face of volunteering in the 21st Century - this report aims to help voluntary organisations understand the current volunteering environment and to anticipate how volunteering will change over the coming years. In particular, it aims to disseminate the ways in which volunteer management will need to develop in order to accommodate changes in the external environment.

Ten campaigning tips for lobbying MPs - October 2005 - nfpSynergy has a wealth of back-data regarding MPs' opinions of charities and their campaigns, comments from those who work in this area and experience of the sector. This has enabled us to compile a report containing ten tips, which extract the most salient issues to emerge from our research, to help you in your future charity campaigns and lobbying.

'Branding: the jeweller's story' - Case studies from the voluntary sector plus a branding toolkit - July 2005

Following the success of Polishing the Diamond, we decided to pull together a series of branding case studies from across the sector. We have also incorporated some of the simple branding tools that we had either developed or come across in the last two years that we felt would help organisations develop their own approach to branding.

Virtual Promise - From Rhetoric to Reality - A report on charities' use of the internet between 2000-2004

What's really going on in the virtual charity world? This report is a culmination of four years of research into UK charities' use of the internet since the initial report from 2000 called 'Virtual Promise - Are charities keeping up with the Internet revolution?' There have been yearly updates since.

Innovation Rules: nfpSynergy's latest report on Innovation

A practical guide to innovation and creativity in the voluntary sector, covering the roots of innovation, and why it matters to voluntary organisations. The report also gives practical ideas and guidance on how to make your organisation more innovative.

Touch and Go: The internet, digital TV and mobile telephony as tools for maximising the impact of charities. July 2004

This report aims to help voluntary organisations better understand the nature of the current technological revolution and plan for the future accordingly. A key theme runs through the report: that new communications technologies, including the internet, digital TV and mobile telephones, allow charities to do more with less, to punch above their weight, to reach new audiences, develop new services and to remorselessly achieve their goals more effectively.

Disgusted or delighted? What does concern the public about charities? March 2004

A representative sample of the UK population was asked to think about 'charities and the work that they do' and pick up to five issues from a prompted list that they found 'off-putting, worrying or irritating'.

Paid or unpaid? or how the public is more likely to think that trustees are paid rather than fundraisers – March 2004

A representative sample of the UK population was asked to identify which of a variety of groups involved with charities was paid or unpaid. The results are illuminating and help to guide charities to communicate better with their stakeholders.

Share giving – sheer indifference – March 2004

A research report on the use of share giving by charities, a policy introduced in April 2000, which allows individuals to give shares and offset the value of the shares sold against their income tax liability and avoid capital gains tax liability.

You can take a Gift Aid Horse to Water... February 2004

A research report on charities attitudes to Gift Aid and its marketing which shows charities are not making enough of Gift Aid. The first report 'Looking a Gift-Aid horse in the mouth – July 2003' is also available.

The power of dreams, the burden of leadership: Report on the Britain's Most admired Charity Survey – October 2003

'The power of dreams, the burden of leadership' is a report disseminating the 'Britain's Most Admired Charities' survey data.

Five key trends and their impact on the voluntary sector – May 2003

The impact of social and economic change on the voluntary and community sector is far-reaching. The trends examined in this first briefing are the ageing population, the changing nature of households and families and increased levels of educational qualifications and aspirations.

Payroll Giving: Big Opportunities / Big Obstacles – December 2002

A research report on charities' attitudes to payroll giving and its marketing. Questionnaires were sent to over 600 charities ranked by income. 136 completed questionnaires were received.

Polishing the diamond – October 2002

A charity's image is crucial to the success of every part of the organisation. 'Polishing the Diamond' uses case studies and examples from the NSPCC, Friends of the Earth, VSO, Diabetes UK, Barnardo's, WWF-UK and a number of other charities to illustrate how branding in charities is handled in practice. Our most popular report.

Any of these resources can be obtained by emailing reports@nfpsynergy.net or visit our website at www.nfpsynergy.net.

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