

Power and Social Change Capacity Building



**Welcome to SMK's programme for Oak
Foundation's UK Housing and
Homelessness partners.**

www.smk.org.uk

@smkcampaigners



About SMK

SMK is here for people working to make lasting change, whether in their community, across society, or for our planet.

We support change-makers by sharing the latest thinking and advice. We connect the campaign community to grow solidarity, share ideas, and find the common cause. And we act as a powerful champion for the right to campaign.

We recognise that campaigners are trying to change lots of different things – from helping someone access their rights to changing policy or attitudes at a national scale. We also recognise that there are lots of ways to campaign from awareness raising and community organising, to movement building and political lobbying. We know that social change typically happens when lots of people use different tactics across this broad ‘eco system’ of change.

Our job is to help campaigners and changemakers of all kinds – whether working on their own or in big organisations – understand more about how social change happens and how to design their campaigns to have the best chance of success.

The Power and Social Change Capacity Building programme

The Oak Foundation has been working with SMK for the last three years to deliver campaigning support for UK Oak Grantees. Our programme for Year 4 has two main workstreams.

Building campaign capacity

Funded places on SMK's flagship programmes and tailored support for campaigning teams.

Strengthening connection

Bespoke events for Oak HHP partners, providing relevant content, networking & leadership development.

This guide will introduce you to the options within the Building Campaign Capacity workstream (pages 4-9) and the Strengthening Connection workstream (page 10) and provide details of how to register your interest for the activities (page 11).



Who is this programme for?

This programme is for UK Oak Foundation Grantees who want to strengthen and/or develop the campaign and advocacy areas of their work. All elements of the programme are free to participate in however you will need to register your attendance in advance (see page 11 for details).

Meet your SMK support team



Sana Naz
Grant Programme
Manager



Alex Jones
Head of Programmes



Megan Poyiadzis
Events and Programme
Manager

Please contact Sana for all programme enquiries.
Email: sana.naz@smk.org.uk

How we work

All our programmes benefit from:

- **SMK's core expertise** in how change happens, building solidarity, and the legal and regulatory environment for campaigners
- **Participatory approaches** ensure learning is relevant, applicable and impactful
- **Practical tools** build the skills and confidence to navigate complexity and effect change
- **Specialist insights and latest campaign thinking** bring learning to life and inspire a creative approach
- **Specialist Associates**, skilled trainers and campaigners in discrete disciplines including movement building, community organising and digital communications
- **Flexible access** with a range of online and in person options across a selection of dates running from September 2025 to May 2026



Building campaign capacity: Funded places on SMK's flagship online programmes and support for **early career campaigners**.

Campaign Carousel™

This comprehensive package trains those at or near the start of their campaigning journey in a rounded set of campaigning skills and approaches.

This is an exciting and flexible way for campaigners to hone their skills across a broad range of areas in **online workshops**. The Campaign Carousel includes four mandatory workshops which all Carousel riders must take.

- Introduction to Campaigning and Social Change (must be completed first)
- Analysing the Problem and Planning for Change
- Communicating for Change
- Evaluating What Matters.

From here, you can choose five further three-hour online workshops from amongst seven specialist topics offered (detailed on the following pages). Workshop topics vary from digital campaigning and community organising, to broad approaches such as using the legal system to achieve change and

building your resilience in challenging times. The full Carousel runs three times a year (Sep–Nov, Jan–Mar and April–May) so you can jump on and jump off as and when suits you.

Open Training

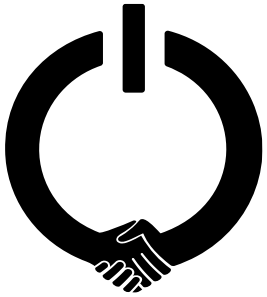
These are ideal for those wanting to top-up on their skills or to develop their skills in a particular campaigning area. All the **online workshops** listed are included, but unlike the Campaign Carousel you can book these as one-off workshops rather than committing to the full programme.

All the workshops are 3-hours long and are delivered online via Zoom. Similarly to the Campaign Carousel, the open trainings run three times a year so there are a variety of dates to choose from.

What participants say

“The Carousel has had such a big effect on the way that I campaign...It's been really wonderful to be part of a wider community of activists and campaigners.”

All workshops are free to Oak Grantees. Please refer to page 11 for registration details.



Carousel and Open Training workshop detail (all online via Zoom)

- ★ **Introduction to campaigning and social change:**
In this campaigning workshop you will learn about SMK's ground-breaking concept of Social Power and how it can drive truly transformational change. You'll also be introduced to some great campaigning tools to plan and develop your ideas. Click [here](#) for more information.
- ★ **Analysing the problem and planning for change:**
Using a series of practical tools, this campaigning workshop will help you work through how to define your core campaign problem and concrete steps to developing your campaign plan. Click [here](#) for more information.
- ★ **Communicating for change:**
In this content-rich campaign communications workshop, you'll learn how to successfully craft narratives and use powerful storytelling and framing. Click [here](#) for more information

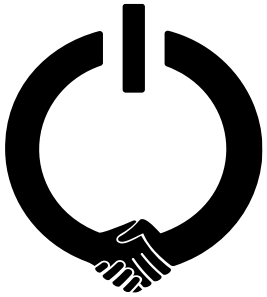
- ★ **Evaluating what matters:**
Jam-packed with insider tips, this campaigner workshop provides useful tools and frameworks for embedding a learning-based campaigning approach. Click [here](#) for more information.

Digital campaigning:
In this digital campaigning workshop, you will explore what makes a successful digital campaign strategy, including how to develop effective, impact-driven mobilisation tactics and actions. To find out more click [here](#).

The resilient campaigner:
This self-care workshop provides practical tips and tools, plus a chance to hear how peers maintain resilience in their work. To find out more click [here](#).

- ★ *Indicates the four workshops which all Carousel riders must take. They are also available as open training sessions.*

All workshops are free to Oak Grantees. Please refer to page 11 for registration details.



Carousel and Open Training workshop details (all online via Zoom)

Influencing in parliament and central government:

This political campaigning workshop features a political insider's perspective into where power in our political system lies, focusing on Parliament, 10 Downing Street and Whitehall. To find out more click [here](#)

Influencing Locally:

Where local power lies is at the heart of this workshop. In this local organising workshop, you will learn how to influence officials at different tiers of local government. To find out more click [here](#).

Social media to win campaigns:

You will leave this social media masterclass in rapid content creation with a practical plan full of social content ideas to use. To find out more click [here](#).

Community organising:

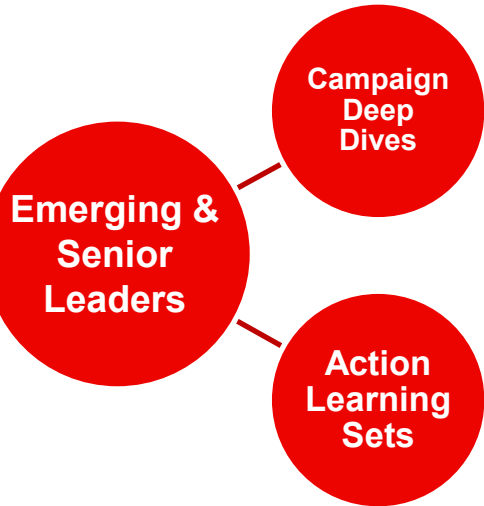
Our community organising workshop is full of tips and tricks on how to best work locally to build lasting communities of change. To find out more click [here](#)

Lived experience, solidarity, and social change:

Using SMK's unique tools and approaches to thinking about power, this solidarity workshop guides you through allyship and participation of people with first-hand experience in social change work. To find out more click [here](#).

Using the legal system to achieve change:

Brimming with insights, this legal campaigns workshop will provide you with impactful methods and a practical planning framework for future use. To find out more click [here](#).



Building campaign capacity: Funded places on SMK’s flagship online programmes and support for **emerging and senior leaders**.

Campaign Deep Dives

These provide social change campaigners with intensive, focused sessions that explore specific subjects in depth.

This set will appeal to people who are managing a campaigning workstream or campaigning team. Or recently appointed senior leaders who are either new to campaigning and want to understand more about what it means to lead a campaigning organisation.

What participants say

“Those three hours – that’s probably the best three hours of the week, a time for you to create some space to really think about what you’re doing, the impact you approach things.”

“I really recommend SMK’s Action Learning Set. It was great to have a safe, common space we could come together – it gave a real sense of solidarity”.

Action Learning Set (ALS)

Action Learning Sets are delivered online and bring together a small group of peers who meet four times over a fixed time period to discover practical ways of addressing ‘real life’ challenges you face and support your own learning and development.

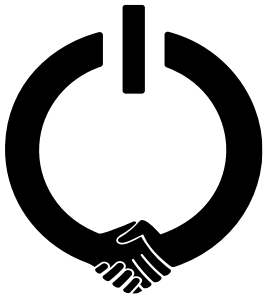
Focused on mutual support and problem-solving, they are a safe space for campaign leaders to work through thorny issues with peers, guided by an expert facilitator.

We will be running two ALS, one focused on emerging leaders (25/09, 23/10, 25/11 & 16/12) and one focused on senior leaders (14/01, 03/02, 04/03 & 24/03).

For those new to this approach, we are happy to answer any questions you may have about the ALS or visit our webpage [here](#) for more information.



**All workshops
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refer to page 11
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Specialist Deep Dive workshop details (all online via Zoom)

How to develop effective campaign strategies:

This deep dive is an in-depth session for experienced campaigners and leaders who want to explore how to:

- Develop a campaign strategy that works using our 4Cs approach to campaign strategy (more below)
- Understand how to apply this approach in today's fast-moving landscape
- Dive deep into some case studies of how to balance strategy planning with agility
- Gain a set of practical tools to support your strategy development

Theory of Change:

This Deep Dive will equip you with a tried and tested approach to developing impactful theories of change for your campaigns and organisations including;

- The benefits of the theory of change approach and how it complements other campaign planning tools and frameworks used in advocacy
- Consider the best ways for teams to work on theories of change, as well as some of the pitfalls to avoid
- Work on your own draft theory of change using a template

Understanding local power:

This deep dive will demystify processes, help you understand where decisions are made and how to increase your campaigning impact. You will;

- Gain an insider's perspective on local power including the key channels and players
- Consider how to maximise your local campaigning and have a real impact ahead.
- Dive deep into some examples of what makes for a successful local campaign
- Understand how to best engage local activists

Working with Whitehall:

This deep dive will explore strategies to engage effectively with policymakers, developing tools and techniques that help. You will get to;

- Open up the black box that is policymaking. How is policy made? What shapes policy decisions?
- Explore what the world looks like to a policymaker, to help you put yourselves in the shoes of the people you are trying to influence.
- Examine strategies for engagement: applying the insight into policy to the changes you want to make.

Building campaign capacity: Funded places on SMK's flagship programmes and support for **teams and organisations.**

Group campaigning workshops

These are facilitated half-day workshops that can be delivered directly with teams or small organisations. Your trainer will work with your team to tailor the approach to your organisation's needs.

Any of the following workshops can be adapted for your group.

- Introduction to campaigning and social change
- Analysing the problem and planning for change
- The resilient campaigner
- How to develop effective campaign strategies
- Theory of Change
- Digital campaigning

Single half-day workshops are delivered online, however if your organisation or team would like two workshops, then these could be delivered across one training day in person if an appropriate training space is available.

What participants say

“SMK made the training interesting and understandable. It was accessible and useful for people who are seasoned campaigners and those newer to the approach.”

Strengthening
connection

In-person
Community
Days

Online
community
sessions

SMK

Strengthening connection: Bespoke events for Oak HHP partners, providing relevant content, networking & leadership development.

In-person Community Days

We know that taking constructive time out to meet with other campaigners and learn and reflect together is a keyway to strengthen the campaign community and increase our impact.

These days will include some amazing guest speakers and trainers, practical tools and resources and plenty of time to connect and reflect together. The programme for each Community Day will be based on your feedback and SMK's rich network of campaign experts.

Event 1: 1st October in London venue TBC

Event 2: February 2026 date, location and venue TBC

Event 3: April 2026 date, location and venue TBC

Online Community sessions

In between our in-person Community Days we will run three Online Community Sessions.

Event 1: Discovery session and project launch 14th July 2025 10-12.30pm

Event 2: Campaign Brunch 1st December 2025 10-12pm

Event 3: Campaign Brunch 2nd March 2026 10-12pm

The Discovery Session will feature the amazing Matt Turtle from the [Museum of Homelessness](#) and provide an introduction to this year's programme, team and top tips on how to engage. There will also be an opportunity to help co-design some future elements including our Community Hubs.



All events are free to Oak Grantees. Please refer to page 11 for registration details.



How to register for capacity building and connection activities

We know that there is a broad diversity of organisations supported by Oak and we have a limited amount of places for our capacity building activities. In order to be as fair as possible we are asking people to initially register their interest in any of the capacity building activities (pages 4-9) between **Monday 14th July and Friday 15th August**. Expressions of interest should be emailed to sana.naz@smk.org.uk with the following information.

- Your name and organisation:
- The names of the people attending (if different):
- The capacity building activities you are interested in:

You will be able to book on activities after this date via the [web portal](#) and we will provide monthly updates on upcoming events and availability following the initial allocation of places. Please note the web portal will be back online from the 14th July.

For the online community sessions and in-person community days we will share direct links to register in our monthly newsletters.

Programme places

Capacity building	Timing	Available places
Campaign Carousel (9 workshops)	Sep 25 to May 26*	12 places available (1 Carousel place per organisation)
Single Open training workshops	Sep 25 to May 26*	12 places available
Emerging Leaders Action Learning Set	Sep to Dec 2025	6 places available (1 place per organisation)
Senior Leaders Action Learning Set	Jan to March 2026	6 places available (1 place per organisation)
Campaign Deep Dives	Sep 25 to May 26*	24 places available (1 place per organisation per workshop)
Half day workshops for teams and organisations	Oct 25 to Apr 26	12 workshops available (Maximum of 2 per organisation)

* Specific training dates will be available on the Oak grantee web portal from the 14th July

Strengthening Connection	Timing	Available places
Online Community Sessions	14 th July 1 st Dec and 2 nd March	Unlimited places
In-person Community Days	1 st Oct, Feb and Apr	Up to two people per organisation

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**UNLEASHING
SOCIAL POWER**



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