

Change is possible

SMK Strategy 2026 - 2028

“Hope is not a lottery ticket... It is an axe you break down doors with, in an emergency. Hope should shove you out the door....”

Rebecca Solnit, Hope in the Dark: The Untold History of People Power

1. Our Purpose

The Sheila McKechnie Foundation (SMK) was set up in June 2005 in memory of legendary campaigner, Sheila McKechnie. For over two decades, we have worked with a wide variety of people, causes and organisations to find their power as changemakers – as campaigners.

Our **mission** is to strengthen campaigning by championing excellence and building a connected, resilient community of changemakers fuelled by the hope that change is possible.

Our **vision** is a thriving community of confident, connected and resilient changemakers effectively shaping a more hopeful and just future together.

1.1 Our values

- **Courage.** We choose courage as a value, because we are witnesses to the scale of injustice and refuse to be daunted by it. We are not afraid to flex and learn.
- **Generosity:** We choose generosity as a value because healthy communities require interdependence, diversity and partnership. We cannot thrive without one another.
- **Hope:** We chose hope as a value because it is the renewable energy of the campaign's community. Hope always believes that change is possible

Our values are underpinned by behaviours that help put these into practice throughout our organisation's operations and services (see [here](#)).

1.2 Our unique contribution

SMK is uniquely placed to strengthen the UK's campaigning ecosystem — providing trusted, practice-led training, connecting a diverse community of changemakers, and acting as a cross-movement hub that helps people collaborate for social and environmental justice.

These are summarised below.

1. **SMK is the UK’s only charity dedicated to strengthening campaigning infrastructure**, supporting every stage of the campaigning cycle, every tactic in the toolbox, and campaigners at every point in their journey.
2. **SMK is a trusted source of high quality, practice led training**, delivered by experienced campaigners who are actively working on the frontline of social change.
3. **SMK is deeply embedded and respected presence within the campaign’s community**, with strong connections and reach across a wide, diverse network of changemakers.
4. **SMK is a non-issue-specific charity that acts as connective tissue across movements**, fostering collaboration between those tackling social and environmental justice issues and helping them address the systemic challenges they share.



- | | | |
|--------------------------|---------------------------|---------------------------|
| ■ Affected by crime | ■ Animals | ■ Children & Young People |
| ■ Climate | ■ Criminal Justice | ■ Disability |
| ■ Employment | ■ Environment | ■ Health |
| ■ Housing & Homelessness | ■ Human Rights | ■ Law |
| ■ LGBTQI+ | ■ Older People | ■ Poverty |
| ■ Racial Justice | ■ Refugees/Asylum Seekers | ■ Women & Girls |
| ■ Other | | |

2. Who we are for

We are here for campaigners and campaigning organisations in the UK. Our key audience is divided into three segments.

- **Grassroots Campaigners** - For campaigners in small charities (less than £100k turnover) or community-based organisations and networks.
- **Campaigning Workforce**. For people whose campaigning work is part of their organisational or freelance role.
- **Campaigning Leadership**. For senior campaigners with authority over strategy, direction, and budgets.

Our target audience focuses on those in the not-for-profit sector involved in driving social change. At one end, the **Grassroots Campaigners** brings together individuals working in small charities, community groups, and local networks, often powered by deep community ties and lived experience. At the centre sits the **Campaigning Workforce**, made up of people for whom campaigning is a defined part of their organisational role, shaping and delivering activity as part of their day-to-day work. Completing the picture is **Campaigning Leadership**, those with the

authority to set strategic direction, influence organisational priorities, and steward the resources that make campaigns possible. Together, these three groups form a key part of a connected ecosystem of changemakers.

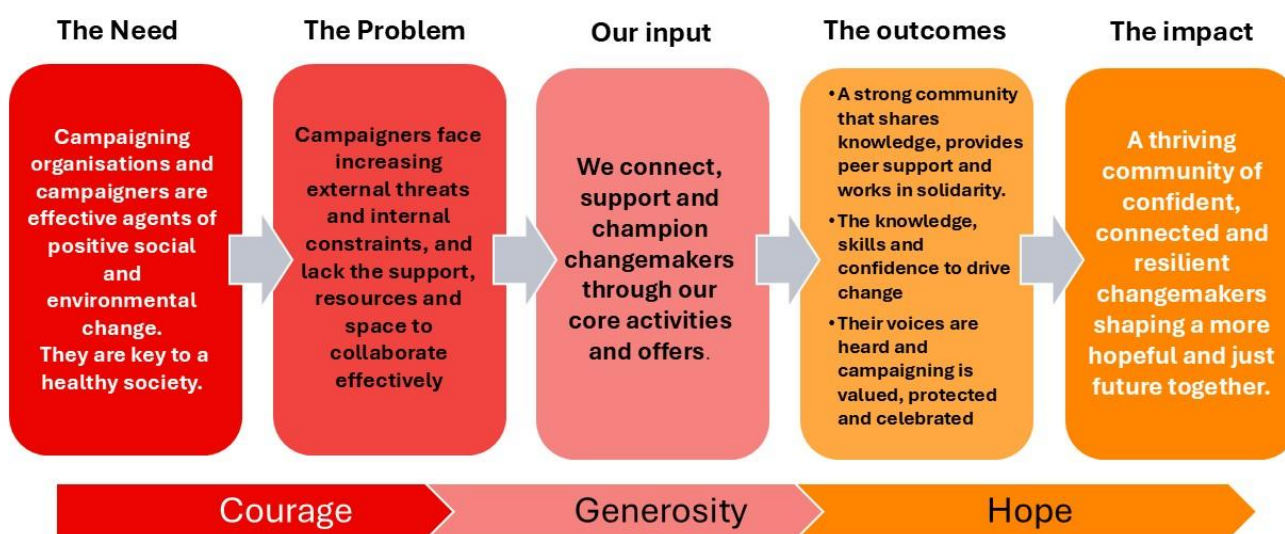
We define campaigning as any activity designed to create positive social or environmental change such as:

- **Changes in the law or policy** – how things work
- **Changes to a public service** – how people are supported
- **Changes in people’s behaviour or attitudes** – how people think

A campaign could be aimed at righting a wrong, protecting an asset, upholding a right, or holding a body to account.

What they should all have in common is the determination to secure a specific change that will challenge injustices and bring lasting social transformation – whether for a group of people, a local neighbourhood or for every single one of us. **A campaign ‘win’ that further fractures a community, damages the planet, reduces the agency of ordinary people or has a negative impact on the most vulnerable is not a win.**

3. Our theory of change



3.1. The need

We believe that campaigning organisations and campaigners are vital to a healthy and just society. They are effective agents of positive social and environmental change holding a critical place in the changemaking ecosystem.

Up from just 88% ten years ago, 100% of campaigners¹ in 2025 believe it’s legitimate for civil society organisations, including charities, to campaign for changes to policy, law, attitudes and behaviours. This follows an eight-year streak of over 98% believing this, but the first time since

¹ [Hope in Collaboration](#) Sheila McKechnie Foundation Annual Campaigner Survey 2025.

2020 it's been unanimous. Over the past 10 years, those who think there will be a need for more campaigning by civil society in the next 12 months has steadily increased, from just 86% in 2016 to now 98% in 2025.

People need to know they have the power to make a difference: that they are able to envisage change and can push for that change to happen. Campaigning demonstrates that change is possible. And we see the difference it makes.

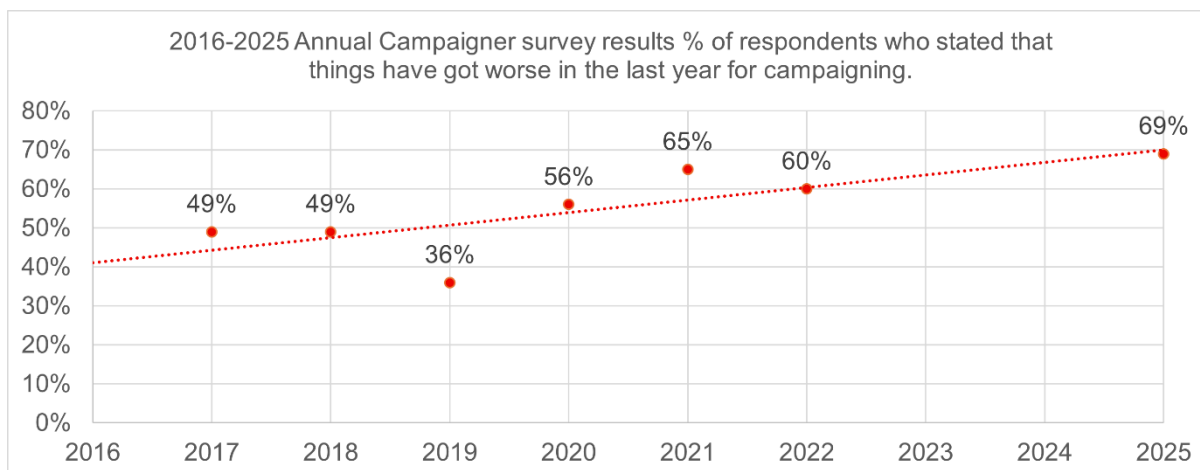
In 2025 the Renters' Rights Campaign brought the most significant reform in a generation to increase security for millions of renters through the Renters' Rights Act ([Runners-up SMK Campaign of the year 2026](#)). In 2024, a coalition including Rape Crisis England & Wales, Centre for Women's Justice, End Violence Against Women and Rights of Women won a crucial victory for rape survivors to keep their therapy notes confidential protecting the mental health and dignity of those affected ([Winners SMK Campaign of the Year 2025](#)).

These campaigns point to just a few of the people we're lucky enough to come into contact with, through our training, our awards, our research and our networks, they do extraordinary things. They dream of a different world, and then they bring it about. They inspire us, and others, to hold on to the hope that comes from knowing that **change is possible**.

3.2 The problem

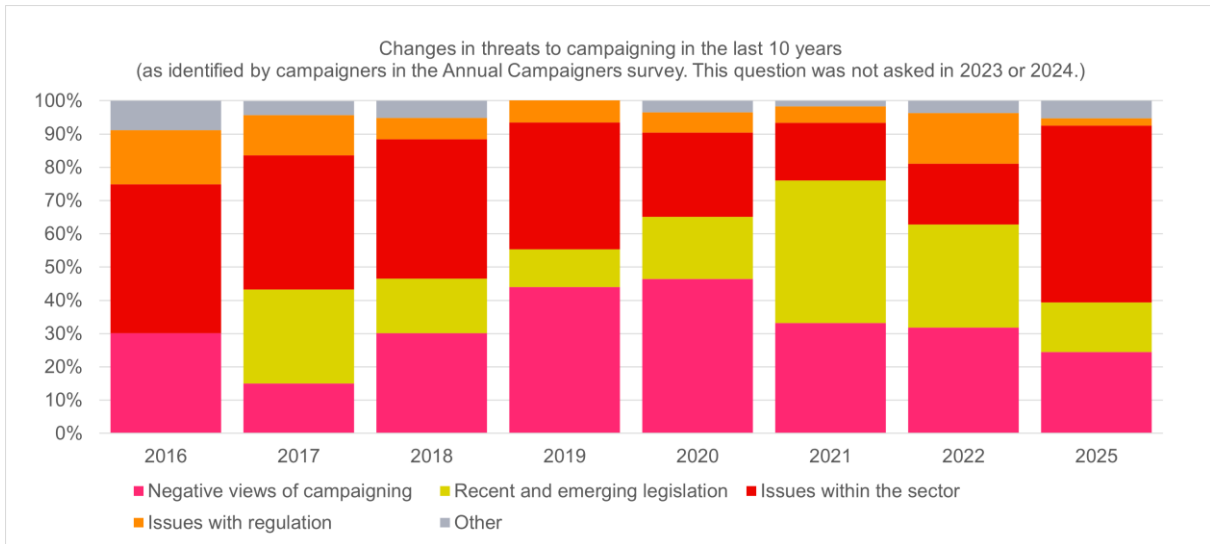
Campaigners face growing external threats and internal constraints that undermine their ability to drive meaningful change. They lack the support, resources and space to connect and collaborate, that they need, to create the change our society requires.

Our national campaigner survey² results indicate that things are getting worse for campaigners which is driving the need for urgent intervention and support.



Since 2016 the majority of respondents in our campaigner survey (92% on average) have agreed that there are specific threats to campaigning. As the graph below shows, these threats are multi-dimensional and the relative significance of them shift over time.

² [Hope in Collaboration](#) Sheila McKechnie Foundation Annual Campaigner Survey 2025.



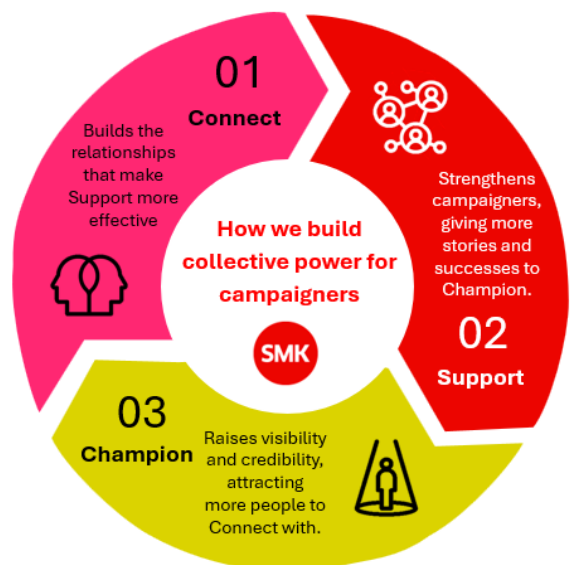
Our respondents told us that the campaigning sector is being held back by deep structural challenges that limit its ability to respond to an increasingly hostile external environment. Chronic underfunding, shrinking teams and a lack of core investment, leaving organisations with too little capacity to plan strategically, innovate or sustain momentum. Skills gaps in areas like digital engagement, legal confidence, community organising and emerging technologies make it harder to adapt, while outdated tactics and over-reliance on traditional methods reduce impact.

At the same time, internal risk aversion, driven by legal uncertainty, political pressure and fear of reputational damage, is slowing decision-making and diluting ambition. Collaboration is weakened by competition for scarce resources, siloed working and uneven capacity across organisations. Together, these pressures have created a sector that is overstretched, cautious and struggling to keep pace with the demands of modern campaigning, even as the need for bold, coordinated action grows.

3.3 Our input / how we work




We connect, support and champion changemakers through our core activities and offers.

Connect, Support and Champion form a continuous cycle that strengthens the campaigning community. By connecting people and organisations, we build the relationships and insight that make our support more relevant and effective. That support, in turn, equips campaigners with the skills, confidence and evidence that fuel powerful stories and successes to champion. By championing campaigners and elevating their impact, we attract new allies, strengthen credibility and expand the community, feeding back into deeper connection. Together, the three areas create a dynamic loop that builds momentum and resilience across the sector.



3.4 The outcomes and impact. The difference we will make.

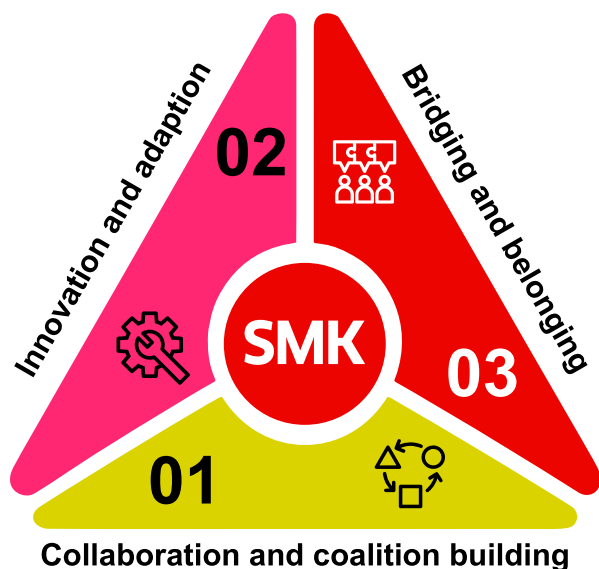
We want to build a thriving community of confident, connected and resilient changemakers shaping a more hopeful and just future together.

Connect			
Our input	Success indicators	Outcomes	Impact measures
<p>Strengthening relationships within our community to amplify collective impact through</p> <ul style="list-style-type: none"> Sharing information and signposting Annual campaigner survey Convening and conferences Mobilising unexpected allies and impactful partnerships Celebrating diversity and inclusion 	<ul style="list-style-type: none"> Reach: # of campaigners we are connected with Engagement: # campaigners actively engaged with SMK Partnerships: # active partnerships Organisations: # organisations we are connected with Diversity of campaigns: The range of issues our campaigners are working on Diversity of campaigners – the demographics of those we work with Opportunity: # of spaces we curate for campaigners to connect 	<p>Campaigners build a strong community that shares knowledge, provides peer support and works in solidarity</p> 	<ul style="list-style-type: none"> Stories of connection and solidarity e.g. joint actions, co-authored resources, peer support or events. Content created by campaigners for SMK to share e.g. blogs, case studies, survey results and resources. New connections made by campaigners at through working with SMK
Support			
Our input	Success indicators	Outcomes	Impact measures
<p>Giving campaigners practical tools and advice on what actually works through</p> <ul style="list-style-type: none"> Open-access and grant-funded training Bespoke consultancy for campaigning teams Knowledge, resources and insights on how social change happens Mentoring and advice 	<ul style="list-style-type: none"> Trainees: # of campaigners receiving training Quality of support: Net promoter score from trainees Knowledge sharing: # downloads / web traffic to learning pages Access: # training offers that are free or funded. Support structures: # campaigners involved in coaching, peer mentoring, wellbeing check-ins etc. 	<p>Campaigners have the skills and confidence to drive change</p> 	<ul style="list-style-type: none"> Self-reported increase in campaigner confidence Self-reported increase in campaigner resilience Self-reported increase in skills or knowledge Impact stories from trainees
Champion			
Our input	Success indicators	Outcomes	Impact measures
<p>Valuing campaigners and their essential role in driving positive change by</p> <ul style="list-style-type: none"> Celebrating success at the National Campaigner Awards Promoting stories of courage and hope Supporting campaigner resilience and well-being Working with others to protect the space and right to campaign 	<ul style="list-style-type: none"> Public recognition moments: Engagement in the SMK Awards (live stream views, attendees, nominations) Stories: # of campaigner stories shared and celebrated Media: SMK media coverage featuring campaigners (interviews, quotes, profiles). Acts of solidarity: Examples of SMK standing up for campaigners during difficult moments (e.g., public statements) 	<p>Campaigners' voices are heard and campaigners are valued, protected and celebrated</p> 	<ul style="list-style-type: none"> Examples of awards winners using the recognition to drive change Evidence of campaigners amplifying each other's work Examples of others using SMK's work to champion campaigning.

4. Our strategic priorities 2026-2028

In autumn 2025 we undertook analysis across our market, audience, stakeholder community and the context to inform our focus for the next two years. The three focus areas below will be delivered through leveraging our unique contribution and our established ways of working.

- 1. Collaboration and coalition building.** From formal coalitions to creative collaborations we will equip and connect campaigners to tackle the complex challenges no organisation can address alone.
- 2. Innovation and adaptation.** We will explore new tactics, technologies and ways of working that help campaigners adapt to a fast-changing environment, protect democratic participation and seize emerging opportunities.
- 3. Bridging and belonging.** We will focus on campaigning that builds community agency and values diverse voices, fostering empathy, connection and dignity across our differences



Together, we believe that these three priorities create a stronger, more resilient campaigning ecosystem addressing the specific needs and demands of UK campaigners today.

Collaboration and coalition building gives campaigners the shared power and alignment needed to take on complex challenges. Innovation and adaptation ensure those collaborations can respond creatively and effectively to a fast-changing world. Bridging and belonging roots both in the lived experience, dignity and agency of the communities most affected. Each priority strengthens the others (as illustrated), creating campaigning that is more connected, more imaginative and more grounded in people's real lives.

The following sub sections further clarify each strategic focus area and provide examples of how we intend to translate these priorities into projects and programmes designed to drive income and impact. The development of each is grounded in three key criteria.

- 1. We are responding to a clearly articulated need:** We will champion excellence by grounding our work in evidence and insight from the campaign's community. Through our annual survey, monitoring and evaluation, case studies from award winners and our presence within networks, we will stay close to the realities campaigners face. This proximity will ensure our support remains relevant, timely, and shaped by the voices of the community we are part of, strengthening connection and shared purpose.
- 2. We have understood and assessed the demand:** We will continue to build a connected and effective community by understanding what campaigners need and

designing our work around those needs. We will test new ideas through pilots, gather insight to refine our propositions, and set clear measures of success. This disciplined, audience-led approach will reinforce our mission to champion excellence and strengthen the practice of campaigning.

3. **We are capitalising on our strengths and finding opportunities:** We will maximise our impact by focusing on what we do best, our assets (training, awards and survey), expertise, and clarity of mission. By leaning into our refreshed theory of change and our unique value offer, we will support campaigners in ways that are both realistic and high-quality. This will ensure we contribute meaningfully to a resilient community of changemakers, grounded in the belief that effective campaigning can and does create change.

These ensure that our work remains focused on long-term impact, grounded in the real needs of campaigners, responsive to demand, and anchored in the strengths that make SMK uniquely effective. Together, they provide a solid foundation for how we maximise our contribution to a thriving campaigns ecosystem fuelled by the belief that change is possible.

4.1 Collaboration and coalition building

This is about **who** we work with and how we build shared power. From formal coalitions to creative collaborations we will equip and connect campaigners to tackle the complex challenges no organisation can address alone

Distinctive focus: Collective power, shared strategy, working *with* others to amplify impact.

The need and the demand.

Despite some grim trends in other parts of the survey³, over half (55%) of our campaigners had a breakthrough moment or campaigning success in 2025. We asked them what they thought had made the difference, '*working with others to leverage different strengths*' was the second most important factor. Connecting with others in civil society including work in **collaboration** or **coalitions** was also key to how campaigners maintain momentum and morale, especially when change is slow or they face setbacks.

Campaigners know that it usually takes many different voices and tactics to cut through and the appetite for **collaboration** seems to have grown stronger. 93% of respondents said they would like to collaborate more.

We asked what was getting in the way of collaborating and the greatest barrier to **collaboration** is capacity, with respondents citing 'not enough time' (70%) and 'not enough money' (38%). Other barriers include perceived risks, such as a potential culture clash (37%) or straying from campaign focus (30%), and lack of knowledge about how to do it well (29%). Regulatory and audience-reaction worries exist but are not the main blockers.

³ [Hope in Collaboration](#) Sheila McKechnie Foundation Annual Campaigner Survey 2025.

In April 2026 SMK ran a focus group with campaigners at the [Campaigning Forum](#) on collaboration and delivered a comprehensive evaluation of the Renters Rights **coalition**. Based on this insight and case studies (e.g. this review of the [Red Line for Gaza Coalition](#)) we have summarised some of the specific challenges that are contributing to those barriers.

- Uncertainty about choosing what kind of collaboration is appropriate for the campaign, not all require epic coalitions.
- Lack of core project management skills (time budgets, scope and purpose, roles and responsibilities) and an assumption that campaigners will automatically have these.
- Lack of access to a specialist / 'neutral'/dedicated coordinator.
- Difficult power dynamics across diverse partnerships including the involvement of people impacted by the issue and smaller grassroots organisations.
- Overly complicated sign off procedures linked to branding, risk management and ownership.
- The administration required to onboard new partners, maintain regularly communications and therefore buy-in and momentum.
- Lack of confidence/ knowledge of how to find and include non-charity sector partners.
- Lack of direct funding support for coalitions and collaborations.

Opportunities

The table below outlines SMK's response to these barriers.

Objectives	Key deliverables
1.1 Support cross sector collaboration by facilitating alliances with both expected and unexpected partners, enabling campaigners to work together on shared challenges that no single organisation can solve alone.	Co-create a digital collaboration toolkit supporting campaigners to decide what the right collaboration option is for their context and provide the right resources to make that happen (from impactful conversations to epic coalitions and everything in between).
	Convene participatory spaces where campaigners from different sectors can come together and connect building the networks and relationships to enable collaboration.
	Develop a partner database to enable SMK to proactively seek out and introduce potential organisations and individuals for collaboration to each other through our community.
	Role model and exemplify partnership working within SMK, highlighting unexpected allies and best practice.
1.2 Strengthen coalition skills across the campaigns community by providing tools, practical solutions and guidance that help campaigners build, lead and sustain effective coalitions.	Conduct participatory research with the campaigns community to identify common pain points and strengths within existing coalition work in order to create meaningful and effective solutions.
	Co-create freely available tools, tech solutions and accessible guidance that address these needs and support effective coalitions for change across the campaigns eco-system.
	Develop and deliver training for early careers campaigners new to working in coalitions to equip them for impactful contributions.
	Develop and deliver deep dive training on building, leading and sustaining effective and inclusive coalitions.
1.3 Champion the value of collaboration by promoting best practice, celebrating success and reinforcing the message that movements are stronger, more resilient and more impactful when they act collectively.	Deliver and promote the 2026, 2027 and 2028 SMK National Campaigner Awards and winners to celebrate the impact of collective action.
	Create an accessible online library of coalition case studies from previous SMK award winners and clients.
	Run a Change Maker blog series on collaboration and coalition building highlighting best practice and unexpected partnerships

4.2. Innovation and adaptation

This is **how** we evolve our practice and respond creatively to change. We will explore new tactics, technologies and ways of working that help campaigners adapt to a fast-changing environment, protect democratic participation and seize emerging opportunities.

Distinctive focus: Methods, tools and evolution, how campaigning changes to meet the moment.

The need and the demand.

Our 2025 survey⁴ captures a high state of anxiety and frustration. Campaigners tell us that things are worse for campaigning now than ever before. They are stretched thin in the face of multiplying priorities. Society, politics, economics, and technology are all in flux. Threats to the wellbeing of individuals, communities, campaigning, and even our democracy are rising. Campaigners have the will to address these big social and political tides, but do not feel they have the tools, knowledge, mandate, networks, or energy to effectively **adapt**.

2026 is also a moment heavy with the possibility of positive change. The challenges we face as a society need to be met on multiple fronts. They are both high tech and rooted in basic human behaviour. They require both **innovation** and a refusal to let some basic standards decline. Our results suggest that most campaigning organisations have yet to make a clear choice about whether to pursue 'business as usual' or adapt to meet the challenge.

Campaigners are already **adapting**. Overall, 48% of campaigners had made changes to the targets of their campaigning in the last year and 47% had made changes to the approaches of their campaigning. Most of those changes represent an increasing focus on a particular approach or campaigning target or increasing the spread of that focus across different targets or approaches. Our report and anecdotal evidence from our consultancy work suggests that this is symptomatic of a more scattergun response to the urgency of the context and raises a concern over whether stretching campaign capacity too thinly may impact our overall effectiveness.

While just under 10% of campaigners admitted to their 'tactics being out of date'. Campaigners gave us a clear steer that the effectiveness of their campaigns could be improved by;

- **Innovation** and new tactics
- Internal influencing and organisational culture support
- Practical guidance on what's working in campaigning
- Peer connection and collaboration
- Building collations with other organisations particularly around lived experience

In April 2026 SMK ran a focus group with campaigners at the **Campaigning Forum** focused on innovation and these were their priorities for support in order of preference.

⁴ **Hope in Collaboration** Sheila McKechnie Foundation Annual Campaigner Survey 2025.

- Sharing stories & creating a space to share success and failure
- Support building an innovation culture
- Provide models for testing & learning
- Tools & tips for ideation

Opportunities

The table below outlines SMK’s response to these needs.

Objectives	Key deliverables
2.1 Strengthen the sector’s ability to innovate by identifying, testing and sharing new approaches, technologies and creative methods that respond to emerging challenges and opportunities.	Develop new training support offer to build core skills and confidence in innovation for campaigning.
	Convene creative spaces to ideate and innovation, connecting our diverse community of campaigners and releasing people from business-as-usual approaches or siloed thinking.
	Work with partners and clients to develop/adapt new evaluation tools for campaigning that support test and learn approaches and enable leaders to make better decisions about resources, targets and approaches.
2.2 Equip campaigners to adapt to a polarised, tech-driven landscape by understanding social and digital change and using emerging tools, including AI, in ethical, creative and impactful ways.	Develop new deep dive training focused on adapting tactics and approaches to the current context e.g. campaigning and AI, campaigning in political turmoil, local power and devolution
	Refresh and adapt our open early campaigner programme (Campaign Carousel) to reflect the 2026 context with fresh case studies, new core units in AI, reducing polarisation and responding to the far right.
	Design and deliver subsidised and bespoke Campaign Carousel training for campaigners at the front line of responding to the far right and those working to reduce polarisation in the UK.
2.2 Learn from innovation within and beyond the sector by building relationships, scanning the horizon and sharing insights that help campaigners adapt quickly and effectively	Design, deliver and disseminate the 2026, 2027 and 2028 Annual Campaigner Survey to highlight and share insights with campaigners and funders.
	Provide regular content on what’s new in campaigning through guest blogs from within and outside of the sector and our bi-monthly e-newsletter to connect changemakers with ideas .
	Identify and build key partnerships with social enterprise networks and create opportunities to connect blend the strengths of different types of social action and fundraising with charity campaigning.

4.3 Bridging and belonging

This is about **why** and **for whom** we campaign. We will focus on campaigning that builds community agency and values diverse voices, fostering empathy, connection and dignity across our differences

Distinctive focus: Human connection, social fabric, and ensuring people feel valued and able to contribute.

The need and the demand.

Where people with lived experience are part of movements for social justice and where unexpected allies can **bridge** their differences and join for common purposes then change is more likely.

We asked those who reported a success or breakthrough what they thought had made the difference. The top answer was ‘Community or grassroots perspectives and voices cut through’. We also asked how campaigners maintain momentum and morale in their work and here again working and connecting with people affected by the issue was key. Tactically we can also see just over half (51%) of campaigners adapting their approaches to have more focus on advocating on behalf of or with people with first-hand experience of the issue over the last year.

Campaigners also consistently identify peer connection as their top need. Across feedback and within a Learning Report commissioned by the Oak Foundation on the effectiveness of our training to their grantees, participants report, “connecting with other organisations”, “network building”, “sharing experiences and challenges”, and “learning from other people’s perspectives” are the most valuable aspects of participation. Participants describe these spaces as helping them realise “there is a diverse community of organisations who are fighting for change”, reinforcing the importance of solidarity in navigating complex campaigning environments. In a context where many campaigners describe siloed working, limited capacity and fragmented efforts, these structured spaces for connection are consistently highlighted as essential to sustaining momentum, building bridges and enabling trust across organisations and issues.

Bridging difference is also key to combatting polarisation which undermines collective agency within communities. In January 2026 we established a new partnership with [The Mint House \(Oxford Centre for Restorative Practice\)](#) and asked campaigners what they needed to lead social change without further fracturing society? Their responses included;

- Practical training session on using restorative practice tools in campaigning (56%)
- Facilitated conversations within the campaigning community about responding to polarisation (38%)
- Facilitated conversations between campaigners in the same issue area where tactics or approaches are contested (38%)
- Peer-learning or action learning-style group over several sessions (13%)
- Written resources or tools I could use independently (63%)

Campaigners **belong** in civil society, and they should feel valued and able to contribute.

This year our survey⁵ also showed that the threat to campaigners is personal. The safety of campaigners, volunteers, and supporters is of clear and rising concern – while most still feel secure, many (43%) report feeling threatened and exposed by their work, sometimes without proper recognition or support from employers (21% of campaigners working in an organization felt very or somewhat unsupported in their role). Risk is frequently described as both digital and physical: 18 responses mention *both* in-person risks *and* online harassment.

Campaigners are effective agents of positive social and environmental change. They are key to a healthy society, but one in five respondents (21%) identified a lack of belief that social change is even possible as a key threat to campaigning. The top five words used to describe the experience of being a campaigner in 2025 are: frustrating, exhausting, tiring, challenging and hard.

⁵ [Hope in Collaboration](#) Sheila McKechnie Foundation Annual Campaigner Survey 2025.

This lack of perceived agency is attributed in part to the impact of the far right and a public and political environment that has grown increasingly more extreme and aggressive. Others expressed concern about the way it was shifting public attitudes, feeding anger and division, and polarising society. Campaigning by nature demands a change and challenges systems, structures and behaviours but narratives from the far right are using these tactics to divide communities and attack some of the most marginalised, portraying them as less-than human. We believe this is contributing to a less safe and less diverse civic space, undermining the empathy and connection that can strengthen community and build social power.

The opportunity

The table below outlines SMK's response to these needs.

Objectives	Key deliverables
<p>3.1 Strengthen relationship-building across differences. Develop tools, training and inclusive spaces that help campaigners bridge diversity, find shared values and work constructively with people who hold different perspectives.</p>	<p>Facilitated conversations/webinars within the campaigning community about responding to polarisation, building skills in empathy, finding common ground, disagreeing well and restorative practice to repair the social fabric.</p> <p>Work with partners to host online solidarity, connection and collaboration events for marginalised campaigners to build hope and community.</p> <p>Develop innovative digital connection tool for online spaces to facilitate community building</p>
<p>3.2 Root campaigning in community experience. Support campaigners to design and deliver work grounded in the lived realities, priorities and strengths of the communities most affected.</p>	<p>Re-design and relaunch power, solidarity and lived experience training offer building in methods for participatory approaches and co-design from other sectors.</p> <p>Deliver SMK Amplifying Voices award and spotlight great work through our communications</p> <p>Expand and update our Changemaker Toolkit as an accessible resource for grassroots campaigners with additional support materials for use by small groups, such as bitesize videos.</p> <p>Increase representation of grassroots campaigners in the SMK National Campaigner and Changemaker survey to amplify voice and influence.</p>
<p>3.3 Counter fear-based and dehumanising narratives. Equip campaigners to recognise, challenge and replace harmful narratives with approaches that centre dignity, hope and shared humanity.</p>	<p>Develop new deep dive training focused on building narrative power to counter the far right.</p> <p>Work with partners to role model and share best practice on hope-based communications that don't mirror the language of fear and hate and do evidence that change is possible.</p> <p>Facilitated conversations/webinars with actors outside of the campaigning community that centre dignity, hope and our shared humanity</p>
<p>3.4 Promote wellbeing, care and resilience in campaigning. Provide guidance and resources that help campaigners balance passion with self-care, sustain their energy and avoid burnout while working for the common good.</p>	<p>Host and deliver virtual and in person campaigners retreat focusing on re-building hope, increasing solidarity and community connections and supporting well-being</p> <p>Continue to offer resilience and well-being training and develop free support for those most impacted by the far right</p> <p>Re-design and launch our coaching and mentoring support offer for individual campaigners who struggle to get the support they need.</p>

5. Sustainability and learning

We are committed to strengthening charitable campaigning by investing in the long-term resilience and effectiveness of campaigners. As an infrastructure organisation, we intend to leave the community stronger than we found it and ensure our contribution is a more resilient ecosystem of changemakers can outlast this organisation.

We also have a responsibility to keep our own house in order and model the values that we are committed to. These organisational objectives reflect key enablers critical to supporting our own sustainability.

Objectives	Key deliverables
4.1 Secure the financial and in-kind support required to deliver the strategy	Re-establish SMK's core funding base through a mixture of strategic grant partnerships and trading income
	Scope and cost the deliverables within our strategy into project proposals that will lead to mutually beneficial partnerships with funders and sponsors.
	Maintain and establish new partnerships with those who hold the additional expertise and networks we need to realise our outcomes.
4.2 Increase our knowledge of our audience and extend our reach.	Create an audience development strategy that is aligned to our strategic priorities and the change we want to see.
	Replace or update our CRM to be fit for purpose and accelerate our ability to connect and build community. Integrate fully into our processes and culture.
	Upgrade and refresh our website to increase accessibility, traffic and engagement with the support, connection and campaigning stories we champion.
4.3 Culture role modelling the community we want to see	Embed and deliver action plan from the recommendations provided by our EDI/ anti-oppression audit completed in June 26.
	Invest in and re-focus our associate community to reflect the diversity of the campaigning community and the three strategic priorities.
	Invest in the personal development of the SMK team and Board of trustees to ensure we are modelling innovation and adaptation and have the right mix of skills to deliver our strategy.

We have already highlighted the complex and uncertain environment that campaigners are navigating, this strategy may need to flex and adapt over the course of its delivery in order to continue to meet need and demand and to capitalise on the opportunities that might emerge. The Board and staff team have committed to two in-person strategy days per year (June and December) as key milestones to review progress and learning and where necessary adapt our approach.

Strategy review days	Key focus
June 2026	Develop impact framework and key learning questions.
December 2026	Review one
June 2027	Review two
December 2027	Review three
June 2028	Review four and start process for new strategy development
December 2028	Sign off new strategy

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