

LIBERTY STRATEGY

2023-2027



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Find out more:

www.libertyhumanrights.org.uk

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TINY) HANDS
OFF OUR
RIGHTS!!!

ABOUT LIBERTY

Liberty was founded in 1934 in response to brutal police attempts to stop protests during the Hunger Marches and the ‘general and alarming tendency to encroach on the liberty of the citizen’.

For almost a century, Liberty has championed anyone whose rights come under threat, from Gypsy, Roma and Traveller communities, to migrants, protestors, Government whistle-blowers and people under surveillance.

We’ve grown to become one of the UK’s biggest and most impactful civil liberties and human rights groups, with more than 15,000 members and over 200,000 supporters. Every year, Liberty gives 1,000 people free human rights

legal advice and 750,000 people access our online advice pages.

We have brought legal cases challenging an array of human rights abuses, from winning the world’s first case against police facial recognition technology to forcing the Ministry of Defence to return a veteran’s medals after he was expelled from the army for being bisexual.

We’ve worked across political divides to strike down or amend draft laws on everything from policing and protest to public health and online safety, and in 2022 we secured the highest number of defeats suffered by the Government in the House of Lords since 1999.

We have worked collaboratively to build diverse coalitions of hundreds of NGOs, grassroots groups and public sector workers. We’ve led petitions with close to a million signatures and our social media engagement is at a record high. Our media impact has risen year on year as we counter toxic narratives and shape public opinion, and Liberty Investigates – our editorially independent investigative journalism unit – has shone a light on human rights abuses through their ground-breaking stories.

From fighting against compulsory ID cards to campaigning for trans equality – Liberty stands on the side of freedom and justice.

FOREWORD FROM LIBERTY’S DIRECTOR



One of Liberty’s founders observed in 1934 that the work of a human rights organisation will never be done. With every passing decade this has proved true, and ours is no exception.

We are facing a crisis of rights in the UK. Fundamental freedoms like protest and free expression are under attack. The rights we all need to live dignified lives are being eroded. Marginalised groups are being scapegoated and oppressed. Technology has extended the reach of the state’s coercive power while people in power have made themselves unaccountable. A climate crisis, a cost-of-living crisis, a crisis of democracy. This is 2022. There is much work for us to do.

People who work at Liberty, join Liberty, support Liberty or collaborate with Liberty share something powerful – we are animated by the hope of a different world. Sometimes hope is work, and keeping it alive is perhaps the most important strategic goal of all.

The different world we are striving for is equal and free. In it, people flourish. The work set out in this strategy is another step on the journey to that world. It requires deep, slow work to dismantle structures of oppression and domination. It demands that we challenge the root causes of human rights abuses – racism, poverty, borders, patriarchy – and uplift the work of those who have long articulated different ways to make things better.

This is not just the work of one organisation at one point in history. It’s the work of a movement across generations. Here is Liberty’s part in it for the next five years.

**MARTHA SPURRIER
SUMMER 2022**

HOW WE WORK

Liberty is an anti-racist, disability-positive, trans affirming organisation. We do not tolerate discrimination on any grounds. We take the side of the most marginalised, defend minoritised groups, challenge oppressive practices and fight for true equality.

We are independent. Our principles are guided by evidence, expertise, and human impact. We're not swayed by political agenda, profit, or popular opinion.

We are not afraid to speak uncomfortable truths and challenge intolerance, discrimination, and abuse of power wherever we find it.

Our work strives to recognise and counter the structural and historic oppression that faces our society; we consider the power dynamics of any issue or situation, working to rebalance them in favour of minoritised or disempowered groups. We do not use human rights or civil liberties arguments to support actions that would oppress others or suppress rights.

We listen to the people closest to a problem or issue and recognise that expertise can be gained from lived experience, from research, and from academic learning, all of which we take into account.

We know we are stronger and better when we work collaboratively. We partner with and support a range of voices, from established NGOs and community groups to grassroots collectives and activists. We work in partnership, build coalitions and make space for others, playing our part in sustaining a long-term movement for change.

We are committed to creating a positive, supportive, respectful environment where people are free to be themselves. We welcome respectful challenge and feedback, and we strive to listen, reflect, and learn, responding with respect rather than acting defensively or with hostility.

We know that to succeed in Liberty's mission and deliver this strategy, anti-oppression must run through everything we do. This means centring our commitment to dignity and equality, challenging the acute impact of abuses of power on marginalised people, and working to dismantle systems of oppression. We must live Liberty's values of dignity and respect and be courageous in championing Liberty's mission internally and externally.



PROBLEM

Many people in the UK face abuse, injustice, prejudice and a lack of dignity because their rights are not respected

THEORY OF CHANGE

ACTIVITIES

Challenging unjust laws, policies and practices

Working effectively and creatively together

Defending and empowering individuals and communities

Winning hearts and minds, and inspiring action

OUTCOMES

People can access human rights protections

People understand the value of human rights and civil liberties

Failures and abuses are exposed and challenged

Human rights are protected by our institutions, laws and policies

People respect the rights of others

People are empowered to defend their rights and the rights of others

Resources are maximised

IMPACTS

Rights and freedoms are valued and defended

The powerful are held to account

People's rights are protected

Liberty is a best practice leader in civil society

SUPER IMPACT

People in the UK are free and are treated fairly and with dignity



LIBERTY STRATEGY 2023-2027

**Five goals will drive
our work from
2023 – 2027:**

1. The UK's human rights framework is valued, protected and expanded

2. Protest, free expression and privacy are respected

3. Social issues are met with rights-respecting responses

4. Our supporter base is strong and diverse

5. Liberty is an agile, effective, value-driven organisation

To deliver on our goals, we will deploy Liberty's unique and powerful combination of member activism and public mobilisation, creative communications, strategic litigation, coalition building, policy analysis, research, political lobbying, public advice, information and education, and investigative journalism.

Learning and reflection are a crucial part of this strategy. We will continue to monitor and evaluate our impact, developing more sophisticated ways of analysing our progress towards our strategic goals with quantitative and qualitative data and trend and impact analysis. We will use what we learn to get even better at what we do.

GOAL 1: THE UK'S HUMAN RIGHTS FRAMEWORK IS VALUED, PROTECTED AND EXPANDED

Rights are under threat. They are seen as a political football rather than a vital part of democratic culture in the UK. Marginalised communities are being scapegoated to accelerate the dismantling of our human rights framework.

Attacks on rights make us all less safe and less free. But many people in the UK feel indifferent or even hostile to the idea of human rights.

Our vision is a UK where human rights are protected by laws, policies and practices, and respected by the public and people in power. This is more than just holding the line: this is about imagining a future where equality, dignity and justice are a reality for everyone.

Over the next five years, we will...

Continue defending existing human rights frameworks, resisting attempts to roll back rights, freedoms, and accountability

Win more hearts and minds, transforming attitudes to ensure human rights are cherished by the public and respected by those in power

Advocate for greater human rights protections, galvanising people behind a bold, positive vision for a society where everyone can flourish

We will achieve this by...

Campaigning and taking strategic legal cases to protect our existing human rights and equality framework, including by keeping the UK part of the European Convention on Human Rights

Providing accessible information about the law so people know and understand their rights

Working with a broad and diverse coalition of organisations, grassroots groups, communities, funders, members and supporters to envision and drive an ambitious, positive human rights agenda across the UK

Planning and executing a long-term change campaign to galvanise and sustain public support for human rights

GOAL 2: PROTEST, FREE EXPRESSION AND PRIVACY ARE RESPECTED

The rights to protest, free expression and privacy are at the heart of a free and open society. They enable people to speak out, express how they feel and what they think, and hold power to account.

The right to protest is under attack – legally and through over-policing. Respect for private information and communication, and our right to live free from surveillance, is being violated on a mass scale. Free expression is being co-opted by the powerful to mask the creep of state control over ideas, information and dissent.

Our vision is a society where these foundational freedoms are respected and protected. Where people can protest without fear of repression, speak without fear of reprisals and live free from the shadow of surveillance.

Over the next five years, we will...

Protect the right to protest and curb powers to limit or chill protest rights

Champion free expression, articulating a principled defence that recognises the vital role of free expression in holding power to account and achieving positive change

Resist the expansion of the surveillance state, challenging mass surveillance and defending people's privacy and free expression, online and in the real world

We will achieve this by...

Working with a broad civil society coalition, our members, and supporters to secure public support for protest, and fight laws, policies or practices that restrict or criminalise protest

Supporting protest movements with advice and information about their rights

Using press and social media to empower people to stand up for their right to protest

Campaigning to protect free expression and working to resist unjustified attempts by the state to restrict and censor free expression and access to information, particularly where it impacts the freedom of minoritised groups

Continuing to expose, monitor, and challenge surveillance

GOAL 3: SOCIAL ISSUES ARE MET WITH RIGHTS-RESPECTING RESPONSES

Policing, punishment and criminalisation are too often seen as the solutions to complex social problems, ignoring the root causes of these issues and entrenching violence, racism and injustice.

People face criminalisation for rough sleeping, begging and experiencing mental health issues. Borders are enforced through the use of punitive state power against migrants. Serious youth violence is met with a criminal justice response that perpetuates injustice.

Our vision is for these human rights issues to be met with a human rights-based response, centring community-led solutions that keep people safe and support them to flourish. By championing solutions that have dignity and justice at their heart, we want to put an end to over-policing and break the damaging cycle of over-reliance on the criminal justice system.

Over the next five years, we will...

Work with communities and grassroots groups to develop and advance a positive, effective, rights-based vision for safe and flourishing communities

Limit coercive and punitive state power

We will achieve this by...

Advocating for and galvanising people around the non-policing, community-based solutions our grassroots partners and allies have been developing for many years

Challenging racist and unjust police and punishment responses to complex social issues

Exposing human rights abuses in the UK, including through Liberty Investigates, our editorially independent investigative journalism unit

Exposing and challenging the use of technology to unfairly and oppressively enhance the state's coercive and punitive powers

GOAL 4: A STRONG AND DIVERSE SUPPORTER BASE

Our members, supporters, donors and funders are central in realising the success of this strategy. They add insight, expertise, and legitimacy to our work, amplify our campaigns, and give Liberty the secure foundation it needs to achieve its goals.

To scale our impact we must continue to invest in growing our membership, working to ensure it reflects the people and communities we work with and for, and supporting members to take part in our campaigns and set our policy positions.

To deliver on our ambitious strategy, we must raise enough income to keep pace with inflation, fund our campaigns and ensure our income portfolio is diverse and sustainable.

Over the next five years, we will...

Grow a larger and more diverse membership and supporter base, more reflective of the people and communities we work with and for

Increase member and supporter engagement and activism

Build a Policy Council with the values, skills and expertise Liberty needs to develop its policy work

Secure a solid and sustainable base of income from funders and donors across a diverse portfolio

We will achieve this by...

Investing in member and supporter recruitment and stewardship

Providing creative, engaging, and effective ways for members and supporters to take action on our campaigns

Engaging more deeply with Liberty's Policy Council and supporting members to stand for election

Investing in long term relationships with new and current funders and donors

Promoting legacy giving, sharing the inspirational stories of the members and supporters who have left transformational gifts in their wills

GOAL 5: AN AGILE, EFFECTIVE, VALUE-DRIVEN ORGANISATION

We will only achieve Liberty's goals if we live the values we want to see in the world – our culture is central to our strategy. Supporting staff to flourish, continuing to build a reflective and anti-oppressive organisational culture, reforming our governance, and having the infrastructure to enable agile, effective working, are all vital to our strategic success.

Over the next five years, we will...

Embed an anti-oppressive approach to our operations and role model how best to nurture the wellbeing and development of staff

Create inclusive, sustainable, climate-conscious spaces, infrastructure and practices that support agile and collaborative working

Build a Board with the values, skills and experience Liberty needs to deliver its strategy

Pilot new ideas, celebrate success, embrace a reflective approach to failure and develop wisdom from our experience

We will achieve this by...

Investing in our staff and their wellbeing

Investing in our building and infrastructure

Developing systems that maximise effectiveness and efficiency across all processes, including through digital solutions

Attracting and retaining recruited and elected Board members with the skills, perspectives and experience required to govern Liberty in a strategic, value-driven and sustainable way

Integrating monitoring, evaluation and learning across the organisation



2023-2027

LIBERTY STRATEGY

Liberty challenges injustice, defends freedom and campaigns to make sure everyone in the UK is treated fairly. Join us. Stand up to power.

Find out more:

www.libertyhumanrights.org.uk

   @libertyhq

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