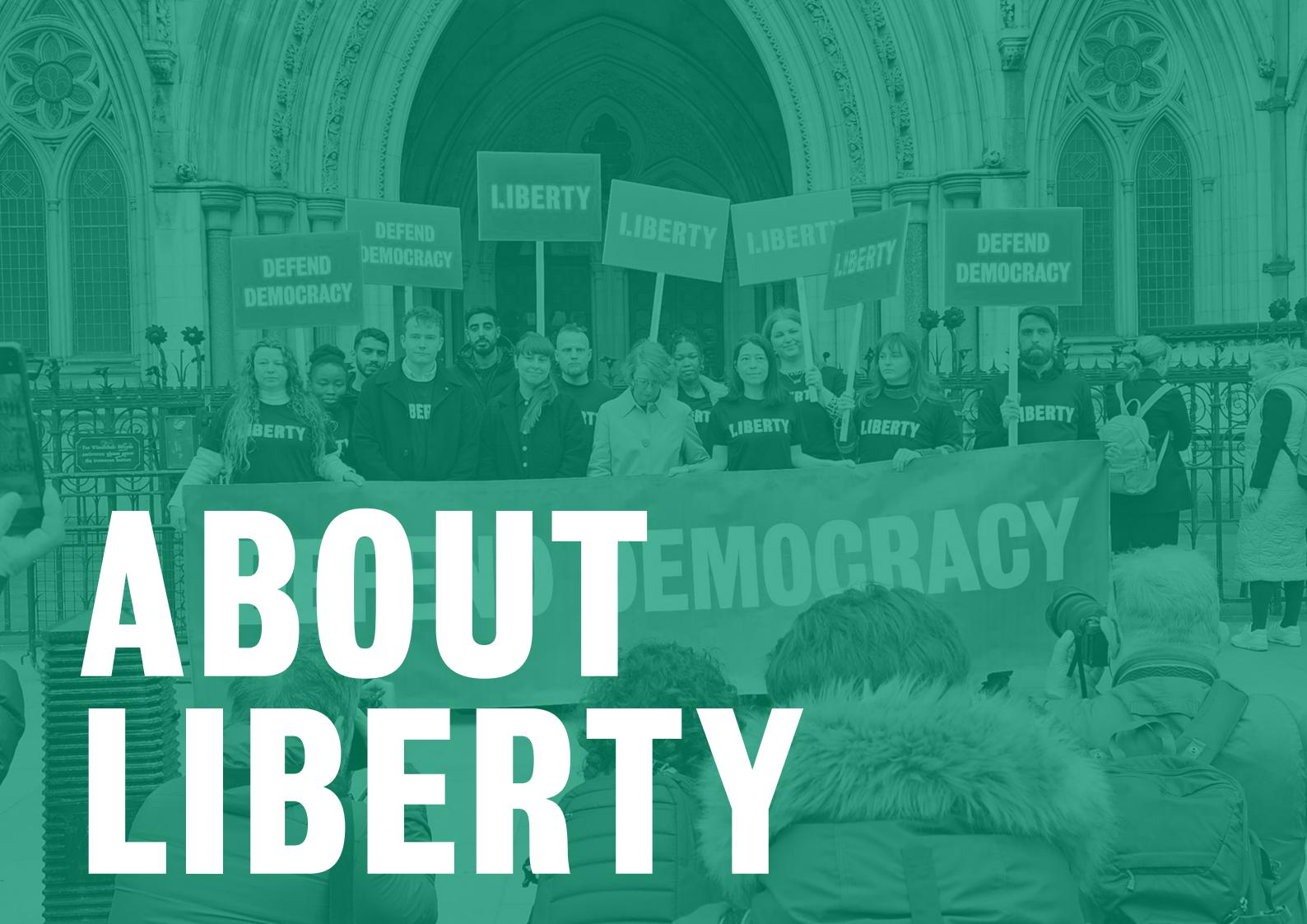


LEADING WITH BRAVERY

LIBERTY STRATEGY 2026-2029



ABOUT LIBERTY

Liberty is the UK's oldest human rights organisation, set up in 1934.

For almost a century, Liberty and its supporters have fought for the rights and freedoms of everyone in the UK. We've stood up to fascism and racism, censorship and state surveillance.

Our legal challenges have shaped laws and our campaigns have changed lives.

But we now stand at an inflection point in history. Shared assumptions on freedom, equality and democracy are being overturned, and with this the threat to our basic rights grows.

This impacts everyone in the UK – from where and how we can speak out about issues we care about, to our ability to keep our personal

lives private, to how we're cared for in hospitals and treated by those in positions of power.

Liberty stands firm in our pursuit of a better society where everyone is treated with dignity and respect, and our freedoms and rights are valued, protected and expanded.

To meet these extraordinary challenges and help to build the just society we want to live in, Liberty has developed a new three-year strategy taking us up to 2029.

STRATEGY OVERVIEW

WHY

The threats to everyone's freedoms and rights in the UK are greater than ever in Liberty's history

WHAT

Liberty exists to protect and strengthen human rights and civil liberties in the UK

HOW

Leading with bravery to protect and advance everyone's rights and freedoms

Telling a story of hope

Changing the narrative to re-frame freedoms and rights

Protecting rights and freedoms

Protecting systems and laws which keep us safe

Building a safe and just future

Designing new systems, safeguards and institutions

SO THAT

The public better understand their rights and why they matter

Legal frameworks around rights and equalities are in place and robust

New or improved systems or guardrails protect people in the future



STRATEGIC PILLARS

**LIBERTY'S STRATEGY IS BUILT AROUND THREE
COMMITMENTS: HOPE, PROTECT, AND BUILD.**

TELLING A STORY OF HOPE

Human rights are increasingly seen to work against us instead of for us. Liberty can win in the courts, but we also need to be winning in the court of public opinion.

A rights-respecting society doesn't happen by accident. It is built when people understand their rights, believe they matter, and are willing to stand up for them.

We need to play a leadership role in setting out what is at stake, engage with complex issues with courage, and bridge generational and other divides. We need to tell an ambitious, positive and inclusive story about our freedoms and rights that speaks to people and everyday lives.

Key priorities in this work will be:

- building a media and online presence which position Liberty as the leading voice on human rights and civil liberties in the UK, and where Liberty advances principled, courageous and independent positions

- telling a compelling and inclusive story to existing and new audiences about how the foundations of our democracy are at risk, explaining how what seem like standalone policy and political positions are part of a tried and tested anti-democratic playbook
- delivering strategic campaign and legal wins on high-profile issues which speak to people's lives and sense of fairness and justice, particularly where they impact marginalised communities, and which build new and broader audiences.

PROTECTING PEOPLE'S RIGHTS AND FREEDOMS

The government has immense power over many aspects of our everyday lives and also has a responsibility to protect our freedoms.

We need to protect our rights and freedoms from any overreach of state power, and protect the systems and laws which keep us safe and ensure we are all treated fairly.

Key priorities in this work will be:

- protecting the European Convention on Human Rights, the Human Rights Act and the Equality Act
- protecting the right to protest and reclaiming freedom of expression
- ensuring we are equipped in advance to protect rights which come under threat.

BUILDING A SAFE AND JUST FUTURE

We are at the foothills of profound social change, from the cultural movements which are overturning shared assumptions on freedom, equality, and democracy, to the technological revolution affecting every aspect of our everyday lives.

We need to design new systems, safeguards and institutions now, to advance our rights and freedoms and those of our children. We need to build on existing partnerships and develop new ones across different sectors, bringing design and innovation skills and experience into this work.

Key priorities in this work will be:

- developing and promoting future rights-based guardrails across specific areas of technology, in particular the use of data and AI, which will increasingly affect our lives, for example biometrics and predictive policing
- developing future-based proposals on the use and over-use of counter-terror powers by the government across different policy areas
- developing proposals to ensure the UK constitution is robust and future-proof.



STRATEGIC ENABLERS

For this strategy period, Liberty will be working towards five headline strategic enablers to support the organisation to achieve its mission and to ensure it remains agile and resilient into the future.

1. A mission-focused staff team: supported, equipped and empowered to deliver the strategic pillars effectively.
2. Financial resilience: with income growth to meet costs and opportunities, income diversity to stabilise the impact of change in the funding environment, and well managed costs.
3. A robust operational infrastructure: focused on best practice and risk management.
4. A strong evaluative approach: embedded across the organisation with further shifts towards outcomes and impact driven decision making.
5. Robust governance: with Liberty's complex governance structure refreshed following a review, to ensure it is meeting the current and future needs of the organisation.