

# Pathways to Peace

## A Place for Hope Strategy for 2026-2030

### INTRODUCTION

Place for Hope was conceived of in 2008, to support reconciliation within faith communities. Since then, the organisation has grown significantly, working with several major denominational partners and supporting thousands of people to learn more about conflict and work through conflict situations.

Place for Hope's new strategy comes at a time when faith communities are experiencing increased division from inside and outside of their denominations. 'Questions of Hope and Hate', a 2026 report from the Religion Media Centre highlights that faith leaders across Christian, Muslim, Jewish, Sikh and Hindu communities consistently describe increasing internal strains and polarisation. More in Common's 2025 study, 'Shattered Britain' notes widespread social exhaustion, mistrust, and new fault-lines emerging across communities. This landscape of increased conflict in the UK and with and between faith communities is held against a backdrop of global conflict and violence, contributing to a sense of hopelessness and fear.

At Place for Hope, we see the difference that being supported in navigating conflict can make to faith communities. Both those who learn with us, and those who come to us for support when facing conflict in their context, show us that it is possible to grow through conflict.

In creating this strategy, we aim to open new ways for people to encounter and draw on Place for Hope's experience and expertise in supporting faith communities. In doing so, we aim to build a community of Peacemakers who walk alongside one another in this work, while strengthening the organisation for the future.

At the heart of this strategy is our team of remarkable volunteer practitioners. By investing in their considerable skills and deep commitment to Place for Hope's mission, we can widen the support we offer, deepen the impact of our work through co-design, and extend hope to those who find themselves navigating conflict.

You will find more of the detailed information that fed into the development of this strategy in the appendices, including details and data from the co-design process and a review of the previous strategy. Thanks to everyone who has helped to create and shape ***Pathways to Peace***, Place for Hope's strategy for 2026-30.

## ABOUT PLACE FOR HOPE

**OUR HISTORY** Founded in 2009 in response to increasing conflict within the Church of Scotland, Place for Hope has grown from a small network of trained mediators into an independent charity that supports and equips faith communities across the UK and beyond to navigate conflict and build peace.

**OUR VISION** is for a world in which all embrace the transformational potential of conflict and nurture the art of reconciliation.

**OUR PURPOSE** is to accompany and equip people and faith communities so that all may reach their potential to be peacemakers, able to navigate change and conflict well.

**OUR ORGANISATION** comprises seventy highly skilled volunteer practitioners, seven members of staff and six trustees. Our practitioners are all trained in mediation, and each holds expertise in working within a faith context.

**OUR REACH** currently means that we train around four hundred people in conflict transformation every year, and support between fifty and a hundred faith communities to navigate a specific conflict every year.

**OUR PARTNERS** currently comprise three major denominations. Our work with them aims for long-term capacity building and institutional learning.

## HOW WE CREATED THIS STRATEGY

This strategy was co-designed between November 2025 and March 2026. Input was given by the whole Place for Hope community via a range of different methods, including face to face events, surveys and online consultations. The insight gained from stakeholders through this process has defined our future plan and areas of focus. You can read more detail about the methods used and the detailed outputs in the appendices to this document.

The top five themes that emerged for strategic focus from this work were:

- **A stronger, better-supported practitioner community**
- **A clearer, more coherent and diverse offer**
- **Robust organisational foundations for long-term sustainability**
- **Deeper partnerships and ecumenical engagement**
- **Clear identity, communication and impact storytelling**

# Pathways to Peace

## CORE STRATEGIC AIM

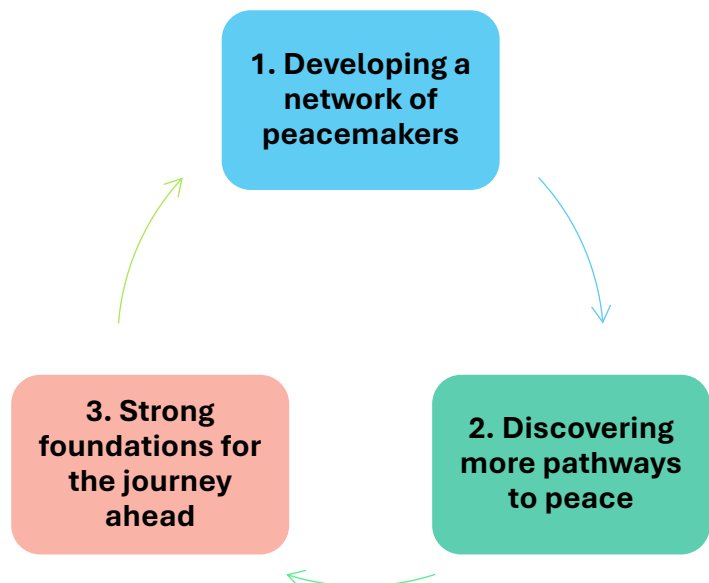
There are many pathways to peace. This strategy is about supporting others to find them. This strategy is about depth rather than growth, with our core strategic aim being to maximise the impact of our existing networks and resources. Through this we will aim to reach a significant number of new learners and resource them to transform conflict for good. We will also deepen and expand the support we provide to those who find themselves in conflict.

## WHAT WILL SUCCESS LOOK, SOUND AND FEEL LIKE?

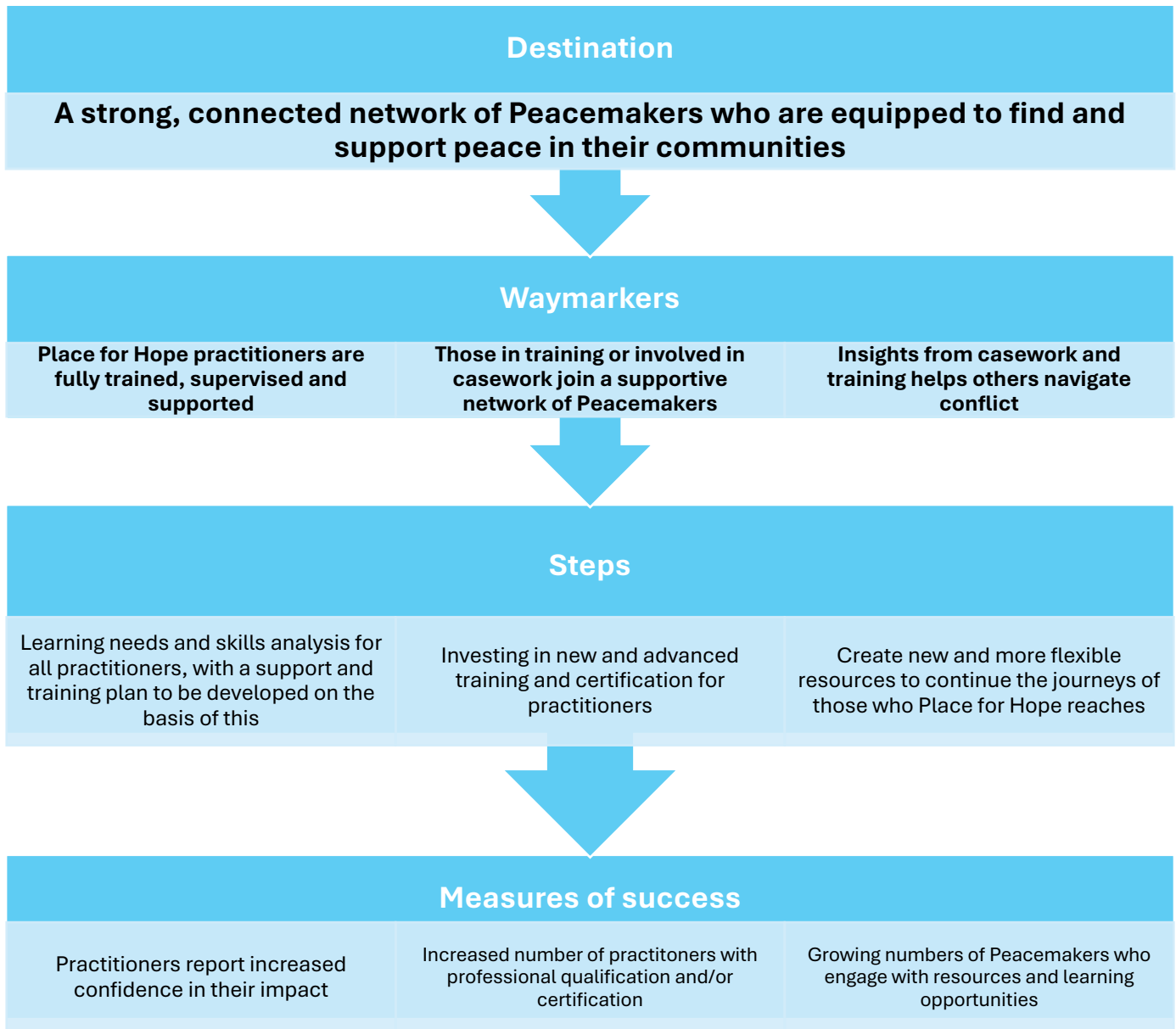


## STRATEGIC GOALS

Through our co-design process, we have identified three key strategic goals to help us to maximise our impact. These goals are mutually reinforcing and each has a destination, a set of waymarkers and key steps, as well as key measures of success, as follows.

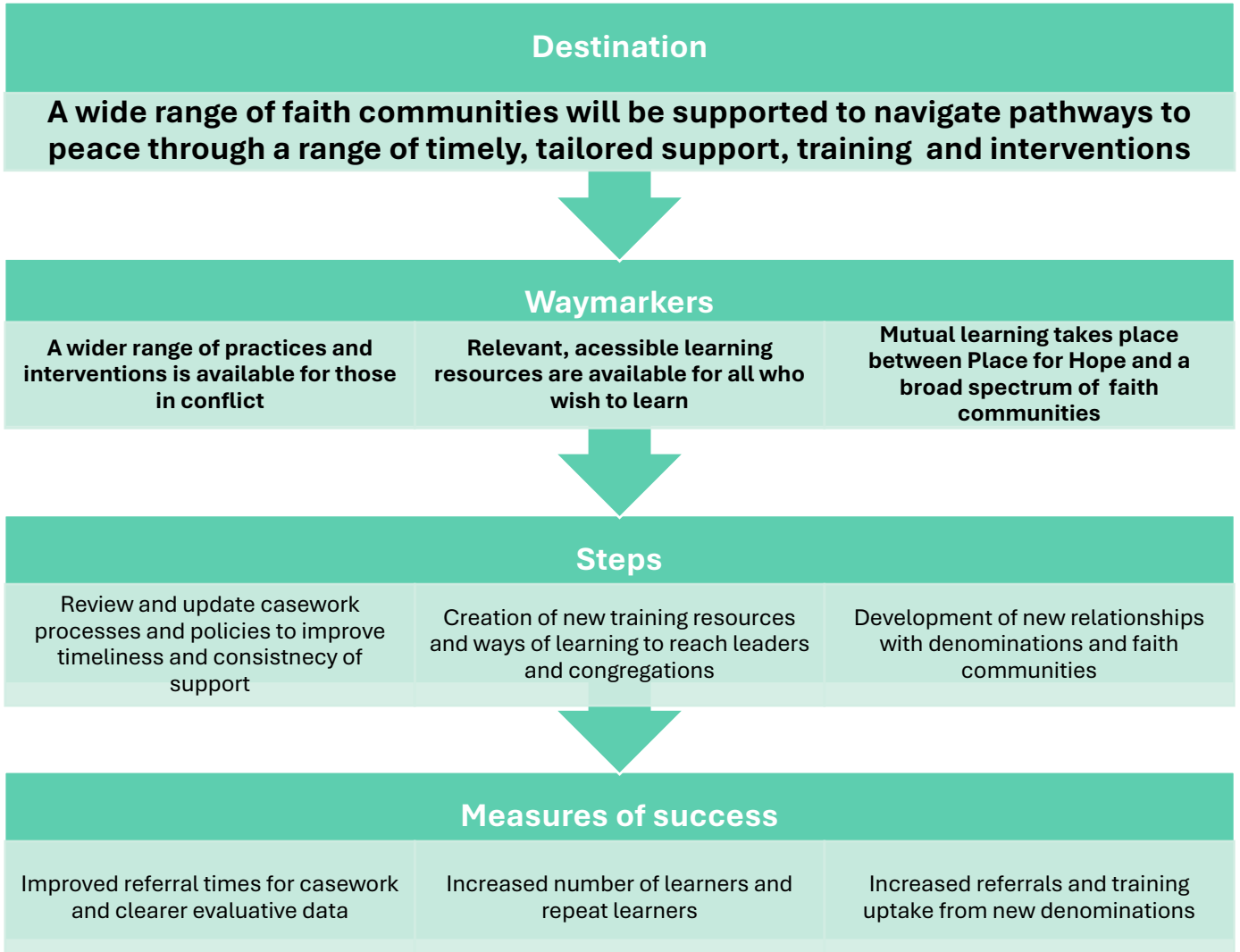


## 1. DEVELOPING A NETWORK OF PEACEMAKERS



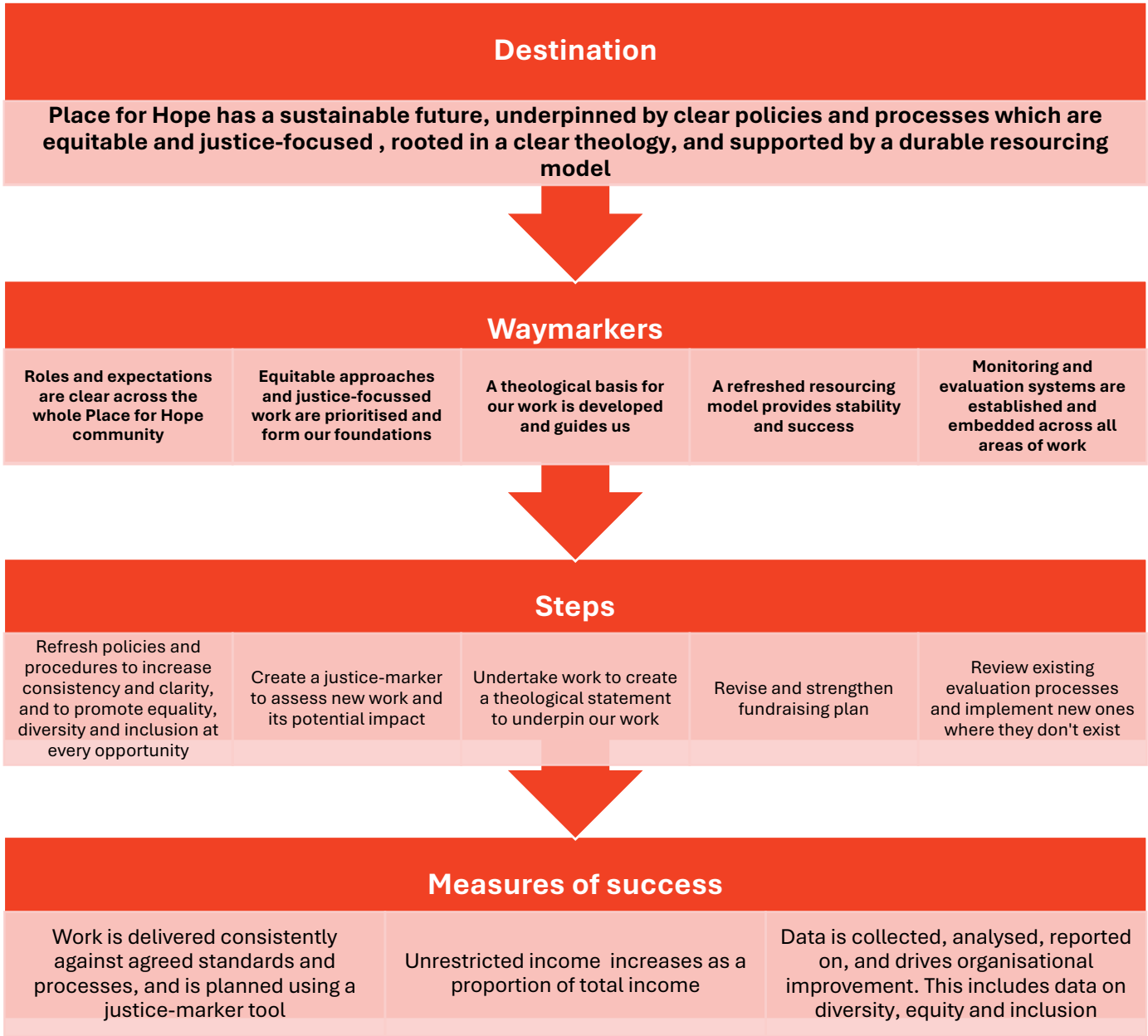
***Anyone who seeks the help of Place for Hope, who learns with us, or who gives their time to our work is a Peacemaker. By investing in the capacity of Peacemaker at every stage, we create a virtuous cycle of co-designing new resources, delivering more varied training and casework, and strengthening the organisation for the long-term.***

**2. DISCOVERING MORE PATHWAYS TO PEACE**



***Developing new pathways to peace will help us to reach a more diverse group of people, while unlocking the creativity and expertise that already forms the heart of Place for Hope. By expanding our specialist training and widening casework interventions we can respond more effectively to the changing needs of the communities we serve.***

**3. STRONG FOUNDATIONS FOR THE JOURNEY AHEAD**



***After a period of significant growth, Place for Hope must now put in place the systems, processes and resourcing model that will secure our sustainability for the future.***

## IMPLEMENTING THE STEPS

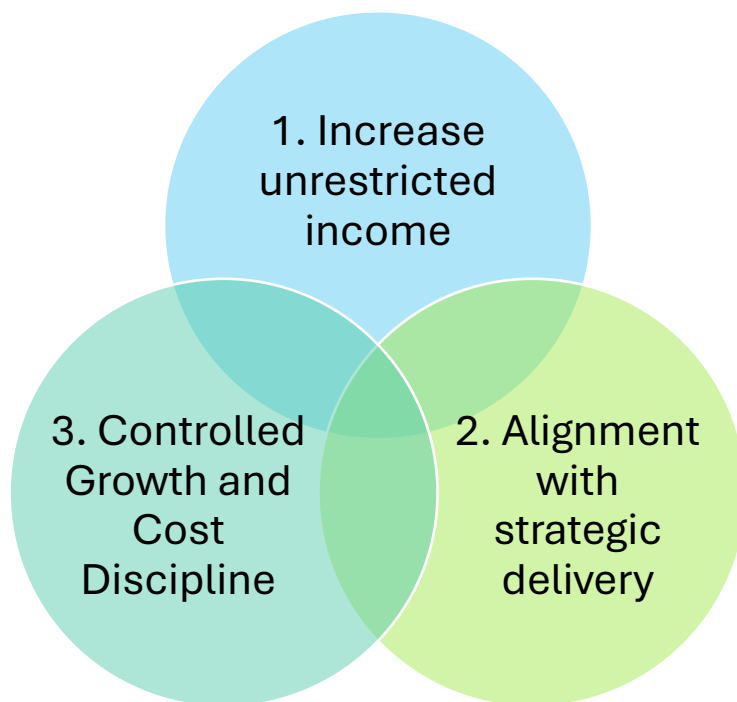
Delivering the strategy will need to take place against a set of clear operational steps. A proposed sequence is presented below. For each subsequent year of the strategy, quarterly goals will need to be agreed in advance.

Steps	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2	Y3	Y4
<b>Learning needs and skills analysis for all practitioners, with a support and training plan to be developed on the basis of this</b>	Learning needs and skills analysis issued	Analysis phase and delivery plan developed	Ongoing analysis for new practitioners			Analysis re-run	
<b>Investing in new and advanced training and certification for practitioners</b>			Ongoing analysis for new practitioners	Training commences	Training continues	Training continues	Training continues
<b>Create new and more flexible resources to continue the journeys of those who Place for Hope reaches</b>			Resource creation	Resource launch		Resource revision	
<b>Review and update casework processes and policies to improve timeliness and consistency of support</b>		Review and analysis of current processes	New processes rolled out				Review of processes
<b>Creation of new training resources and ways of learning to reach leaders and congregations</b>		New resources are designed	New resources are delivered			Review of training portfolio	
<b>Development of new relationships with denominations and faith communities</b>			Outreach to interfaith groups	Launch of offer for individual worshipping communities	Outreach to interfaith groups	Outreach to interfaith groups	Outreach to interfaith groups
<b>Refresh policies and procedures to increase consistency and clarity, and to promote equality, diversity and inclusion at every opportunity</b>	Policy review schedule enacted	Operational processes adopted	Review online and digital systems. Recruitment of administrator	Policy review continues	Policy review continues	Policy review continues	Policy review continues
<b>Create a justice-marker to assess new work and its potential impact</b>		Creation of justice-marker tool	Use of justice-marker tool to prioritise new work	Use of justice-marker tool to prioritise new work	Use of justice-marker tool to prioritise new work	Use of justice-marker tool to prioritise new work	Review of tool
<b>Undertake work to create a theological statement to underpin our work</b>			Determine who will create theological statement	Commence work to create a theological statement	Roll out of statement		
<b>Revise and strengthen fundraising plan</b>	Significant grant applications begin	Development of community fundraising offer	Significant grant applications continue	Community fundraising offer launches	Significant grant applications continue	Significant grant applications continue	Significant grant applications continue
<b>Review existing evaluation processes and implement new ones where they don't exist</b>	New Board reporting template adopted	Implementation of new training evaluation	Implementation of new casework evaluation	Use of data to review current practice	Use of data to review current practice	Use of data to review current practice	Use of data to review current practice

## OUR FINANCIAL MODEL

A sustainable and mission-aligned financial model is critical to delivering Pathways to Peace and ensuring Place for Hope can continue to accompany faith communities for the long term. Over the period of this strategy (2026–2030), our financial model will evolve significantly.

The key strategic changes needed all interlink, as follows:



### **1. Increasing unrestricted income**

We will intentionally rebalance our income portfolio by growing unrestricted income sources. While major denominational partnerships will continue to be an essential and valued component of our funding, we cannot rely on these partnerships alone to ensure long-term stability. Our strategy therefore embeds a deliberate shift toward a broader income base, including grants, fundraising and community-based giving.

### **2. Alignment with strategic delivery**

Our income generation plan directly supports the three strategic goals of Pathways to Peace. As we expand our training offer, broaden our casework interventions, and deepen practitioner development, these programme areas will also generate sustainable revenue streams. This ensures that the financial model grows in tandem with mission impact.

### **3. Controlled growth and cost discipline**

We will continue to adopt a cautious expenditure approach, increasing costs only when new, secured income allows it. We will also consider major new agreements and partnerships carefully, ensuring we have the resource to deliver these confidently, while retaining our ecumenical and impartial identity.

## COMMUNICATIONS AND WAYS OF WORKING

In order to support the strategy, we want to adopt some core communications principles, as follows:

These principles will be applied to all of our external and internal communications going forward.

### **Elevate the voice of Peacemakers**

Through ensuring that Peacemakers are involved at all stages of work development and delivery, we will seek to amplify their voices and increase their impact.

### **Clear, visible identity and pathways**

We are building a wider range of pathways to peace, and this offer will need to be clear and easy to recognise. Revising our existing guidelines and resources to capture this will be important.

### **Show and celebrate our impact**

By demonstrating impact, we can share hope and support the learning of those who hear about our work. Including impact statistics and stories in all of our communications will support this.

## MEASURES OF SUCCESS

To make sure that the strategy stays on track, we will report on it according the following framework. It should be noted that creating evaluative systems will be a significant piece of work, requiring additional funding and resources.

Measure	Target	How will we measure this?	How will this be monitored and reported?	Frequency of reporting
<b>Practitioners report increased confidence in their impact</b>	Year on year increase. Precise target to be set once baseline numbers are established	Baseline study in Y1, with refreshed data each year	To be monitored in team meetings and included in Board reports	Annually
<b>Increased number of practitioners with professional qualification and/or certification</b>	Year on year increase. Precise target to be set once baseline numbers are established	<ul style="list-style-type: none"> <li>Skills audit and learning needs analysis in Year 1.</li> <li>New practitioners to complete skills audit and learning needs analysis.</li> </ul>	To be included in Board reports	Annually
<b>Growing numbers of Peacemakers who engage with resources and learning opportunities</b>	Year on year increase. Precise target to be set once baseline numbers are established	Via Salesforce - reporting capability needs to be established	To be monitored in team meetings and included in Board reports	Annually
<b>Increased referrals and training uptake from new denominations</b>	Increase in spread of referrals and training uptake across a wider range of denominations	Via Salesforce - reporting capability needs to be established	To be included in Board reports	Quarterly
<b>Improved referral times for casework and clearer evaluative data</b>	KPIs to be established through process review	Via Salesforce - reporting capability needs to be established	To be monitored in team meetings and included in Board reports	Quarterly
<b>Increased number of learners and repeat learners</b>	10% increase year on year	Via Salesforce – reporting capability needs to be established	To be monitored in team meetings and included in Board reports	Quarterly
<b>Work is delivered consistently against agreed standards and processes, and is planned using a justice-marker tool</b>	KPI to be developed once new casework and training evaluation systems have been implemented, and the justice-marker tool is developed	Via Salesforce – reporting capability needs to be established	To be monitored in team meetings and included in Board reports	Quarterly
<b>Unrestricted income increases as a proportion of total income</b>	Increases from 8% in f.y 2025/6 to 20% in f.y. 2026/7, and to over 60% by the time the strategy has concluded	Via management accounts	To be monitored by Finance and Funding Forum and reported to the Board	Quarterly