



BOARD PLAN 2024-2027

**A BRIGHTER FUTURE
FOR THE UK JEWISH COMMUNITY**



OUR KEY PRIORITIES

**FIGHT
ANTISEMITISM**

**STAND UP FOR PEACE AND SECURITY IN
ISRAEL AND THE MIDDLE EAST**

**DEFEND OUR RELIGIOUS
FREEDOMS**

**MAKE OUR COMMUNITY MORE UNITED,
INCLUSIVE, AND OUTWARD-LOOKING**

**CELEBRATE OUR FAITH, HERITAGE,
AND CULTURE AS BRITISH JEWS**

HONORARY OFFICERS



Phil Rosenberg
President



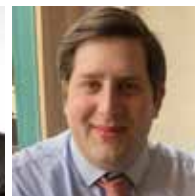
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INTRODUCTION

The 2024-27 Triennium began in the shadow of the Hamas atrocities of 7 October 2023, the subsequent war between Israel and Hamas (and other Iranian proxies), the ongoing hostage situation, and an explosion of antisemitism, all set within the context of growing populism and extremism in the UK, Europe and around the World.

At the same time, there are serious challenges to Jewish unity. Disagreements about the correct path for Israel to take, different positions on the so-called 'culture wars', denominational divergences, and inter-organisational

rivalries all hamper efforts for the Jewish community to present an effective, cohesive and united response to these challenges.

Nevertheless, the UK Jewish community continues to have much cause for positivity. We have incredible human capital, with British Jews making an outsized contribution in all areas of public life. The UK Jewish community has a proud history, and incredible heritage and cultural assets around the country. The community has very strong – if sometimes overlapping – political, religious,

educational, welfare and cultural institutions. The 2021 Census showed us to be a community enjoying modest growth, in significant part due to the birth rate among Haredi families. Despite the challenges, this means that we have all the right ingredients for a bright future.

Over the coming Triennium, the Board of Deputies will lead our community in confronting the challenges and maximising the opportunities before us, by focusing on five main priorities.

We will:

- **Fight antisemitism**
- **Stand up for peace and security in Israel and the Middle East**
- **Defend our religious freedoms**
- **Make our community more united, inclusive and outward-looking**
- **Celebrate our faith, heritage and culture as British Jews**

To best serve our community, we will enhance the reach, relevance and impact of the Board of Deputies right around the country. After 264 years, the Board of Deputies has many strengths, some of them untapped. We have around 300 Deputies representing

around 200 synagogues and Jewish institutions, from Cornwall to Aberdeen. We need to utilise this network of networks far better and unleash its potential. The Board's ambitions are not always matched by the financial means to deliver changes. This is an area that

has been neglected over recent years, and that must change. A significant part of that challenge is better explaining what we do to our community and, of course, continuing to effectively advance our communities' interests.

To do this we will:

- **Empower our 300 Deputies and their 200 constituencies to advocate for our community**
- **Enhance the BOD's finances and fundraising**
- **Strengthen our advocacy, communications and marketing**

This Plan will show how we will do it. We hope you will join us on our journey towards a brighter future for the UK Jewish community.

FIGHT ANTISEMITISM

- Launch a 'Commission on Antisemitism' to ensure focus on the issue and make recommendations to tackle the issue at root.
- Review all hate crime legislation, policing, and prosecutions, to ensure we have the toughest possible framework in place for offenders. This will include public order and online safety.
- Pursue means of addressing the failings in civil society since 7th October, whether in the media, online, universities, the workplace, professional BoDies, unions, culture, or sport.
- Tackle the threat of extremism from Islamists, the far right and the far left, to Jews and wider UK society, including both active terrorist groups and those who sow hatred and division.
- Boost education, training, and interfaith outreach to defeat ignorance and antisemitism.
- Roll out high quality physical and digital educational resources for schools, employers, and faith communities, backed up by in-person engagement from the local Deputies.
- Advocate on post-Holocaust issues, particularly promoting commemoration and restitution, and tackling Holocaust denial and revisionism, on both a UK and international level.
- Work with CST in the UK, and international Jewish partners like the World Jewish Congress and the J7, to tackle antisemitism and other shared global challenges.



STAND UP FOR PEACE AND SECURITY IN ISRAEL AND THE MIDDLE EAST

- Campaign vociferously, and at every level, until all hostages are released.
- Counter anti-Israel bias in the UN, media, social media, educational settings, and elsewhere.
- Strengthen our work with different communal organisations, grassroots groups and allies from different faiths who support our shared goals.
- Highlight the menace posed by Iran, and its role in the current Middle East crisis in Israel, Gaza, Lebanon, Yemen and Iraq.
- Secure the proscription of Iran's Islamic Revolutionary Guard Corps, the Al Aqsa Martyrs' Brigades, the PFLP, and other Iranian proxies.
- Promote expansion of the Abraham Accords and peace with the Palestinians based on the elusive two-state solution, leading to a secure Israel alongside a viable Palestinian state.
- Deepen our community's relations with Israel and ensure that every part of our community can feel a strong bond with the precious Jewish and Democratic State, a state for all its citizens, and a Jewish state that caters to all streams of Judaism.

DEFEND OUR RELIGIOUS FREEDOMS

- Enhance the Board's role in efforts to protect Shechita, Milah, and other religious requirements in the UK and around the World.
- Work closely with senior medical and legal colleagues in the Family Law Group to provide input and guidance on a range of medical and other issues which have a direct impact on the Jewish community, including mental health, genetic screening, end-of-life care, autopsies, organ donation, and coroners' services.
- Work with national, regional and local government to play a full part in the development of the new National Resilience Strategy, as well as regional resilience forums, bringing our expertise in risk, responsibility and accountability, partnership, community, investment and skills.
- Expand the BoD@Work programme to respond to the needs of Jewish employees, support existing and develop new Jewish staff networks, and invite them to join the BoD.
- Regularly convene coordinators of Jewish networks to ensure they are properly supported.
- Build capacity to offer effective cultural competence and cultural sensitivity training.

MAKE OUR COMMUNITY MORE UNITED, INCLUSIVE AND OUTWARD-LOOKING

UNITED

- Pursue unity where possible, whilst celebrating diversity and debate.
- Strengthen relationships across UK Jewry, including deepening ties with Haredi communities, and improving connections with smaller communities.
- Make the Board a place where British Jews can come together, regardless of politics or religious affiliation. Our only principled boundaries will be with those who express hatred towards other groups, oppose the continued existence of Israel as a Jewish and democratic state, or who are trying to evangelise Jews to another faith.
- Arrange a series of events for members of the community with other perspectives on a range of issues, including around Israel, in order to help advance open discussion, better understanding of different perspectives, and better disagreement where agreement cannot be found.
- Pursue a merger with the Jewish Leadership Council, bringing the two organisations together within a democratic structure.

INCLUSIVE

- Enhance gender equality in the BoD by launching and implementing a Gender Equality Plan.
- Invite Jewish schools to join the Board, to include this vital component of UK Jewish life.
- Create a young leadership development pipeline from Jewish sixth formers, to youth movements, to UJS, to workplace networks, working with our Under-35 Assembly.
- Launch a review of the Under-35 Observer Scheme, after more than a decade of operation, with a view to further empowering our young Deputies.
- Remove barriers to inclusion, such as reviewing the timings of meetings, a full review of accessibility, and piloting childcare at plenaries to engage parents with young families.
- Build on the Bush Racial Inclusivity Report and launch a Commission on Disability Inclusion.
- Support our regional communities with a £100,000 ringfenced commitment.
- Resume regional plenaries and enhance the Board's visibility in the regions.
- Run at least 10 events per year that celebrate Jewish life outside London.
- Enhance connections between Deputies in different UK regions, using digital and other means.
- Explore deeper connections with Israelis in the UK and with British Olim in Israel.

OUTWARD-LOOKING

- Build an 'Optimistic Alliance' with British Muslims that seeks to challenge prejudice and extremism; build cooperation on shared priorities; and find better ways of mediating differences on the Israeli-Palestinian conflict, so that we cease to import conflict, and start exporting peace instead.
- Continue, and build upon, our existing interfaith work with Christian denominations, and strengthen our ties to Hindu, Sikh, and other minority faith communities, to overcome divisions and advance shared concerns and interests.
- Promote Jewish values around social and environmental issues, where there is broad consensus, like the cost of living, mobilising the Social Justice Committee, Deputies, and partners to highlight key issues and campaigns.

CELEBRATE OUR FAITH, HERITAGE AND CULTURE AS BRITISH JEWS

- Expand our educational outreach about Judaism through the Jewish Living Experience Exhibition and involve Deputies in being or finding Jewish SACRE representatives, local ambassadors for the JLEE and well-trained volunteer guides.
- Support and enhance the teaching of Judaism in mainstream schools, including monitoring, advising on educational resources, and taking action where misinformation or bias is found.
- Actively market Jewish Living Online to schools throughout the country, offer support to teachers using the resource, and develop bespoke versions for use in teacher training and the devolved administrations.
- Continue to work with Pikuach and relevant authorities to promote best practice in Jewish education in our Jewish day schools.
- Curate a programme to celebrate the community's history and culture, including the Board's own history as it approaches 270, working with Jewish cultural institutions around the UK.
- Launch a British Jewish Culture Month, accompanied with media and social media fanfare and resources, where the BoD's 200 organisations welcome the public to learn about our community. This may include seeking funding to give copies of the Jewish Living Experience Exhibition to as many organisations as can deploy it.
- Launch a heritage plaque scheme to mark key events and individuals in UK Jewish history.
- Mark the 80th anniversary of the end of the Shoah and the end of the Second World War in 2025, both in the UK and around the World. As well as working with Holocaust-related charities and international Jewish partners, there may be opportunities to partner with AJEX to mark the contribution of British Jewish personnel to the campaigns in Europe, Asia, and Africa.
- Create a working group to recommend future steps for the Board's cemeteries.
- Continue to develop partnerships with diplomatic missions to celebrate and commemorate different aspects of Jewish heritage and culture.



STRENGTHENING THE INSTITUTION

Empower our 300 Deputies and their 200 constituencies to advocate for our community

- Unleash the potential of Deputies by creating a new 'hub and spoke' model where BoD advocacy at the centre is mirrored and enhanced by our 300 Deputies engaging online and with their local media, MPs, councillors, and faith leaders.
- Enable greater Deputy engagement by implementing a programme of Deputy Briefings, resources and training on advocacy and current issues facing the Jewish community.
- Support Deputies and their constituencies to run election hustings.
- Launch a BoD Parliamentary Advocacy Day, where Deputies will go together to Westminster to engage MPs.
- Recruit a Campaigns Officer to support these activities.
- Appoint an Independent Chair (or Chairs) for Board plenaries and utilise the plenaries to hold more substantive discussions and debates.
- Use new digital tools to run 'snap polls' of Deputies' opinions between meetings, and enhance communications about campaigns, which can be cascaded to communities.
- Pilot Deputy-sponsored 'Kiddush-style' receptions at plenaries to build Deputies' social capital.
- Make Plenary, Divisional, and other committee meetings accessible and attractive to engage a wider range and number of Deputies.
- Enhance organisational representation and Deputy recruitment to bring in new talent and enhance diversity.
- Improve our internal communications around working groups and opportunities for Deputies with relevant skills and experience to be involved in the delivery of BoD projects

Enhance the BoD's finances and fundraising

- Ensure that the Board's finances are well managed and sustainable for the long-term.
- Change our culture around fundraising and rename the Finance and Organisation Division as the 'Finance, Fundraising, and Organisation Division'.
- Promote and enhance the Communal Contribution, implementing the recommendations of the Community Contribution Task Force.
- Continue conversations with current and potential major donors.
- Develop and grow additional sources of funding including events, grants, and legacies.
- Run a BoD crowdfunder in early 2025 as a pilot for a recurring campaign.
- Appoint designated fundraising staff to support these activities.
- Review our investments and reserves policies and implement changes to align with current and mid-term needs.
- Ensure our organisation has appropriate and sufficient internal processes to manage our governance and risk, including updating our governing documents where required.

STRENGTHEN OUR ADVOCACY, COMMUNICATIONS AND MARKETING

ADVOCACY

- Build and maintain relations with Ministers, MPs, Peers, Special Advisors and civil servants, in order to ensure that the needs of the Jewish community are being heard and addressed.
- Support this engagement through new initiatives like the BoD Parliamentary Advocacy Day; key events like the annual Parliamentary Chanukah Reception; and strengthening the APPG on British Jews, for which the Board provides the secretariat.
- Develop and enhance key relationships in devolved and local government, police, health, transport and community associations, including by promoting and enhancing our local government seminars and Jewish Manifesto series for local and devolved government.
- Provide the training and support to help set up networks between Jewish communities and their civic representatives across the country and to help secure local and national intervention where required. By the end of the Triennium, we will ensure that the vast majority of areas where Jews live are supported by these networks.
- Further enhance relations with London's diplomatic community, in particular Ambassadors from the Abraham Accords countries, Central and Eastern Europe, countries with large Jewish communities, and other countries where the Jewish world has a strategic interest.

COMMUNICATIONS & MARKETING

- Enhance internal and external communications to ensure we have the most robust networks for engaging with journalists and other key influencers
- Optimise key assets like our website, social media accounts, and Community Briefing.
- Develop the best means of engaging directly with Jews across the country through communications, marketing, visits, and events.

CONCLUSION

We all recognise the challenges our community faces as we enter this new Triennium. But we believe that if we can implement this plan, the UK Jewish community's brightest days lie ahead.

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MAKE A DONATION

bod.org.uk/donate



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TO STAND TOGETHER, COME ON BOARD

For more than 250 years, the Board of Deputies has been the enduring voice of the British Jewish Community. It has defended it, spoken up for it, fought for it and protected its interests.

Now, with historically high levels of antisemitism in this country, this voice is needed more than ever.

The Board speaks for the entire community, talking to the Government, Opposition, other authorities, the media, other faiths and civil society organisations.

Our credibility comes from our democracy – representing synagogues and organisations across the country. Learn more at: bod.org.uk



**BOARD OF DEPUTIES OF
BRITISH JEWS**
ADVOCACY | DEMOCRACY | COMMUNITY