2024 STRATEGIC PLAN

as of July 2024

OUR PURPOSE

For over 40 years Limmud has shaped the Jewish community through the delivery of our simple mission: ***Wherever you find yourself, Limmud will take you one step further on your Jewish journey.***

WE ARE A SOURCE OF LEADERSHIP: a pathway for volunteers to become leaders and educators for the whole Jewish community.

WE ARE A PLACE FOR LEARNING: Limmud enhances every individual's connection and engagement with their own Jewish journey. We make some of the world's most dynamic Jewish educators, performers and teachers accessible to all.

WE ARE AN ANTIDOTE TO DIVISION: Limmud provides spaces for respectful dialogue and encounters with diverse views. We deliver something for everyone, welcoming all levels of Jewish knowledge, Jewish affiliation and commitment to Jewish life.

2022-2025 STRATEGIC PRIORITIES

1. REACHING AND DEVELOPING OUR TARGET AUDIENCE

Our intergenerational and cross-denominational programme aims to engage all ages, levels of Jewish observance and people from communities large and small across the UK. We will re-engage the generation of young adults who lost out on many of the usual communal engagement and leadership opportunities as a result of the pandemic.

2. MAKING A DISTINCT, CLEAR AND VALUABLE CONTRIBUTION TO THE JEWISH COMMUNITY

Limmud's strength is our ability to reach across political and denominational divides to enable open and respectful dialogue. We partner with a diverse range of organisations and we welcome them and their constituents.

3. GROWING AND DEVELOPING A SUSTAINABLE VOLUNTEERING AND LEADERSHIP PIPELINE

Limmud will create and maintain a pipeline of volunteers who represent all our target audiences, and act as role models for the future. Limmud volunteers include those already involved in Jewish communal organisations, and those for whom Limmud is their first experience of communal engagement. All our volunteers are valued and provided with the opportunity to develop so that they will take on lay leadership and professional roles across the Jewish community.

4. **REMAINING RELEVANT IN AN EVER-CHANGING WORLD, RESPONDING NIMBLY TO CHANGE**

Limmud will be the place where Jewish responses to contemporary and current issues are explored in a diverse and respectful environment. We are innovative, and our gatherings push the boundaries of what Jewish communal life looks like.

5. **DEVELOPING AND TREASURING LIMMUD'S INSTITUTIONAL MEMORY AS AN AID TO OUR DECISION MAKING**

Limmud has a proud 43-year history of empowering thousands of leaders who have discovered a multitude of methods to transform our community. We will invest in capturing the lessons we have learned, ensuring they are retrievable, and used to inform our decisions as we plan for the future.

6. **ENSURING A HEALTHY AND SUSTAINABLE FINANCIAL POSITION THAT ALLOWS US TO DELIVER OUR MISSION**

Limmud will engage a Board of Trustees and professional team with the skills and expertise to maintain robust oversight of Limmud's financial activities. We will develop a culture of giving within the Limmud community in order to successfully and sustainably fundraise for our activities.

2024 DELIVERY PLAN

Following the lasting impact of the pandemic on the organisation's volunteer pipeline, paired with the success of Limmud Festival 2022 and 2023, Limmud is now focusing on three main priority areas:

1. **MATURING THE DEVELOPMENT, MARKETING AND GOVERNANCE FUNCTIONS THAT WILL ENABLE LONG-TERM SUSTAINABILITY AND EFFECTIVENESS**

Key initiatives:

1.1. In consultation with a cross-section of Limmudniks, create a new vision and mission statement and organisational theory of change.
1.2. Create an organisational fundraising strategy and grow Limmud's (lay-led) fundraising team.
1.3. Improve budgeting and accounting processes, spending oversight on event and organisational level.

1.4. Recruit volunteers (and explore the feasibility of a short-term professional hire) to develop an organisational marketing strategy, branding guidelines and training for marketing & communications volunteers.
1.5. Conduct a survey of Limmud's archival material and determine possible next steps for cataloguing, preservation and depositing.

2. BUILDING VOLUNTEER CAPACITY AND DEVELOPING OUR VOLUNTEERS (GROWTH + UPSKILLING)

Key initiatives:

2.1. Develop Limmud's lay leadership structures and recruit the volunteers needed to serve the organisation's year-round and longer-term needs.
2.2. Design and deliver a volunteer development programme that invests in our current cohorts of active volunteers, training them in key identified skill areas. Deliver 3-5 trainings (integrated with the Festival team) and engage at least 40 volunteers in total.
2.3. Develop the Microgrants Programme, engaging a second cohort of grantees and creating avenues for continued development of successful projects. Engage at least 100 participants in total through Microgrant projects.
2.4. Deliver a second iteration of Presenter Bootcamp, engaging 10-20 emerging educators.

3. GROWING AND DEVELOPING FESTIVAL

Key initiatives:

3.1. Grow Festival to 1,800 participants.
3.2. Deliver a third iteration of the Young Leadership Programme, engaging a new cohort of 70 participants, and develop a plan for ongoing alumni engagement. 25% of 2022-23 participants take on a volunteer role within Limmud in 2024.
3.3. Create and implement a robust onboarding process for Festival volunteers to ensure clear roles, support systems and expectations from day 1 in a new role.
3.4. Conduct a qualitative review of Festival, in consultation with our volunteers, developing plans for innovation across the board, programmatic partnerships and event sponsors, streamlining the Festival programming process, securing new income streams and how to better treat artists, performers and freelancers.