



OUR STRATEGY FOR 2026-2030

LIMMUD.ORG





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OUR PURPOSE

WHY WE ARE NEEDED

When Limmud was first created 45 years ago, we did something that was otherwise very rare in the UK Jewish community – we gathered people from different denominations and created spaces for them to connect with one another.

Since then, the impact Limmud has had on Jewish life in the UK and beyond is significant and lasting – we have created new opportunities for hundreds of thousands of Jews of all ages and backgrounds to engage in rich Jewish learning, culture and community that is personally meaningful to them; we have curated spaces for people to express their full authentic Jewish selves at times when they did not exist elsewhere in the community; we have developed leaders through our strong culture of volunteering, with Limmud acting as the training ground for many of today's most celebrated communal leaders; we have facilitated thousands of deep relationships, between teachers and students, romantic partnerships and lifelong friendships; and we have brought together diverse groups of Jewish participants that would otherwise not meet, learn from, listen to or understand one another.

Today, we face new challenges. Additional lines of division have emerged. Although the community has made progress, there remain too many siloes, with minimal opportunities to deeply connect across difference. There are deep divisions within our community in terms of age, geography, denomination and, particularly since October 7th, politics.

Many Jewish people in the UK feel disillusioned, disempowered and disengaged from Jewish life.

There is a lack of diversity among our communal leadership and barriers to entry remain high for young and marginalised Jews to step into leadership roles that can make genuine change.

Access to vibrant, diverse, high-quality Jewish learning – the kind that we know can inspire lifelong commitment – is very limited, with minimal opportunities for bold, constructive dialogue on contemporary Jewish challenges.

There are not enough meaningful, uplifting communal experiences that create a compelling, positive vision for the future of Jewish life.

The fractures in UK Jewish life make addressing these challenges urgent. It is not too late. We envision a revitalised Jewish life in the UK that is uplifting, dynamic and connected.

OUR NEW VISION, MISSION & THEORY OF CHANGE

We have long promised that “wherever you are, Limmud will take you one step further on your Jewish journey.” This remains at the heart of who we are, offering an eclectic range of inspiring opportunities and a ‘choose your own adventure’ approach, empowering every participant to find meaning and deepen their Jewish identity in the way that is uniquely right for them.

Over the last two years, we have grappled with some big questions in order to further unpack what exactly Limmud’s purpose is and how we make change in the world. Through extensive consultation with Limmud volunteers and participants, we emerged with a richer understanding of the ways we have impacted people’s lives and the community landscape. The result is a renewed sense of purpose and a clear articulation of what we do and why.

Our new Vision, Mission and Theory of Change have guided the production of this strategic plan and will act as a North Star for the dozens of volunteers that play a leading role in the delivery of our programmes each year.

See our Theory of Change in the appendix on page 16.

OUR VISION

An uplifting and dynamic Jewish world, powered by vibrant and accessible Jewish learning, bold and inclusive leadership, and deep relationships transcending our differences.

OUR MISSION

Limmud inspires and empowers people to learn, lead and build community, catalysing change that continually revitalises Jewish life in the UK.

OUR PROMISE

Wherever you find yourself, Limmud will take you one step further on your Jewish journey.

REALISING OUR VISION

OUR THREE PILLARS

Through extensive consultation with the Limmud community, we have identified three pillars that capture how we have impacted

people's lives to date and that reflect the core of our workstreams moving forward. These pillars are at the heart of all we do.

LEARNING

Creating vibrant and accessible immersive Jewish learning experiences.

LEADERSHIP

Cultivating bold and inclusive Jewish leaders and educators.

CONNECTIONS & COMMUNITY

Facilitating deep relationships that transcend differences in the Jewish world.

OUR VALUES

Underpinning how we work are the 10 values that have set Limmud apart since its inception:

Learning

Empowerment

Respect

Expanding Jewish Horizons

Diversity

Arguments for the Sake of Heaven

Enabling Connections

Community and Mutual Responsibility

Religious Observance

Participation

Read more about each of our values at limmud.org/about-limmud/values

2026–2030 STRATEGIC PRIORITIES

In 2030, Limmud will mark half a century of impacting Jewish life in the UK through Jewish learning, leadership and community-building. For 2026-2030, we have three strategic priorities that are grounded in Limmud's history, respond to the state of the world right now, and shine a light on where we're heading. They each intersect with one, two or often all three of our pillars – Learning, Leadership and Connections & Community. Informed by conversations with a wide array of Limmud volunteers, they are an articulation of what we are called upon to do.

You will not find here a tick-box list of deliverables. Instead, we have outlined why we are doing what we're doing and shared a few examples of early strategic initiatives for each priority area. This approach gives us a solid foundation and will steer our decision-making for the next five years, while allowing us the flexibility to meet the needs of a rapidly changing and complex world.

OUR THREE STRATEGIC PRIORITIES FOR 2026–2030 ARE:

1

Broaden Limmud Festival's reach and secure its future.

2

Offer an alternative to the growing polarisation within the Jewish world and wider society.

3

Amplify our impact by growing and diversifying our programmes and leadership opportunities.

1. BROADEN LIMMUD FESTIVAL'S REACH AND SECURE ITS FUTURE

Make Limmud Festival accessible to more people and more diverse voices through improved affordability, while ensuring its long-term financial sustainability.

WHERE WE ARE:

Our flagship programme, Limmud Festival, remains one of the highlights of the UK Jewish communal calendar – a unique multi-day gathering with a vibrant and eclectic programme and 1,800+ participants of all ages, affiliations, identities and political persuasions. And perhaps most remarkably, it is almost entirely led by volunteers.

Festival's biggest challenge by far is the financial one – the rising costs for the venue, kosher catering, increased security, flights for international presenters and more, have led to surging demand for financial assistance and reliance on volunteer discounts, with the ticket price representing a barrier to entry for many.

In February 2025 we surveyed past Festival participants that had not been back to the event since the Covid pandemic to find out why. The single biggest driver was the ticket price, with 39% of respondents giving this as the reason they had not returned.

WHERE WE'RE GOING:

We are committed to lowering the financial barrier for those that need this. This is critical to safeguarding and furthering the diversity of Limmud Festival participants, which benefits everyone that takes part. We have already begun the process of questioning some of the assumptions that exist about how Festival must look, feel or be. Everything (pretty much) is on the table and we're ready to innovate the event however necessary in order to improve its affordability and financial sustainability. Ultimately, we want as many people as possible to enjoy and be part of Limmud Festival now and long into the future.

HOW WE'LL GET THERE:

Critically examining the Limmud Festival financial model and revamping core aspects of the event.

While Limmud Festival has evolved over its 45 years, its format has not changed nearly as much as the world around it has transformed. There are no easy wins for improving affordability and we are committed to exploring ways to innovate the event in order to achieve this, while maintaining the essence that makes it such a unique and impactful experience. This will involve a radical rethink of the event's financial model and approach to catering, accommodation and programming.

Growing the Limmud Access Fund and ensuring that those that need it, use it.

The Limmud Access Fund exists to remove the financial barrier to participation. We want everyone that wishes to be a part of Limmud Festival to be there. In 2026-2030, we will continue to fundraise for the Limmud Access Fund and improve our communications to ensure that all those that need it, use it.

Of the 39% of survey respondents that cited the ticket price as the reason for not attending Festival in the last 3 years, the majority of those (almost 80%) said they could technically afford the Festival ticket price but it would be a real squeeze for them. This demonstrates the need to lower the financial barrier for middle-income families and individuals, not just for those on low or no income.

Increasing fundraising and developing new income streams to reduce reliance on ticket income.

In 2024, 84% of Festival income came from ticket sales, with the remainder covered primarily by grants, donations and event sponsorships. Communal events that break even and rely so heavily on ticket income are a rarity. In the next five years, we will invest in growing the philanthropic and commercial income for Limmud Festival in order to pause or slow down the increasing ticket price and improve the event's financial sustainability.

Addressing other key opportunities while revamping the financial model.

Throughout our 45-year history, Limmud has relied on presenters – including those that are world renowned, artists or freelancers – being part of the wider volunteer-led fabric of the event, receiving no fee for the sessions they offer. In a context of rising cost of living and a growing gig economy, this is increasingly difficult to sustain. In revamping our financial model, we are committed to addressing the need to compensate the artists and freelancers that add so much vibrancy and value to our programme, as well as striving to book the world-class presenters that we know appeal to our audience.



2. OFFER AN ALTERNATIVE TO THE GROWING POLARISATION WITHIN THE JEWISH WORLD AND WIDER SOCIETY

Create countercultural spaces where difference is explored with curiosity, dialogue replaces division and community is strengthened.

WHERE WE ARE:

Global trends of increased polarisation are reflected in our specific context – both UK society and the Jewish community. A recent report by British Future and the Belong Network found that 30% of people say they rarely or never get a chance to interact with people from a different background to their own. Social media further embeds us in our echo chambers, spreads misinformation and provides an arena for uncivil online public discourse. Cancel culture poses a challenge to healthy dialogue across lines of difference, making it difficult to be exposed to and better our understanding of different views.

For the Jewish community, divergent views on Israel, particularly since October 7th, have deepened the divides between us and continue to be a source of great tension. JPR's report, 'A year after October 7: British Jewish views on Israel, antisemitism and Jewish life', noted signs of greater polarisation among British Jews, with less uncertainty about Israel and movement in both a more Zionist and in a non- or anti-Zionist direction. Limmud has received calls for presenters on both sides of the political spectrum to be banned from our events.

By virtue of Limmud's intergenerational and cross-communal approach, our events offer a rare opportunity for UK Jews to come together, learn and be in community with one another. Other institutions that are both intergenerational and cross-communal largely offer short events. The immersive, multi-day format of Limmud Festival, as well as our volunteer weekends, creates opportunities for deeper relationship-building and trying out new things.

WHERE WE'RE GOING:

Limmud will offer countercultural spaces for learning, leadership and community-building, offering opportunities to break down silos, deepen our understanding of those that are different to us and build deep relationships with them. Grounded in our value of Arguments For the Sake of Heaven, we will facilitate difficult conversations that will enable greater understanding and respect across lines of difference. By training leaders to skilfully curate and hold these conversations, we will begin to embed this work as a core competency for Jewish communal leadership within and beyond Limmud.

HOW WE'LL GET THERE:

Ensuring the diversity of our audience.

In order to break down silos and combat polarisation, we'll first need to ensure that our audience is as diverse as possible, reflecting the diversity of the UK Jewish community. We will redouble efforts to focus marketing and recruitment on those demographics we're not currently consistently engaging, while also developing our partnerships to ensure strong turnout from across the religious and political spectrums. Improving affordability (see Strategic Priority 1) will also play an important role in engaging a diverse audience.

Taking a big tent approach to our programming.

We will be bold on which presenters we give a platform to and which conversations we convene, recognising that growth and learning take place beyond our comfort zone. The more diverse our programming, the more diverse our audience will be and the greater our opportunity to combat polarisation. That said, choice will remain a central principle for us, empowering participants to choose their own adventure and, with that, how far from their comfort zone they feel able to wander.

Training leaders and educators in constructive dialogue across difference.

This work is sensitive and challenging. Limmud's professional and volunteer leadership, as well as that of the wider Jewish community, will need to develop the skills to be able to thoughtfully and effectively hold the difficult conversations that are necessary to deepen our understanding of different views. We will invest in the upskilling of presenters, moderators, volunteers and communal leaders so that they can help others have healthy disagreements at Limmud events and in their home communities.



3. AMPLIFY OUR IMPACT BY GROWING AND DIVERSIFYING OUR PROGRAMMES AND LEADERSHIP OPPORTUNITIES

Grow Limmud's reach year-round with new pathways for learning, leadership and connection.

WHERE WE ARE:

We have made significant strides in rebuilding the Limmud volunteer pipeline following the lasting disruption caused by the Covid pandemic. Limmud Festival has grown year-on-year since the pandemic and we've successfully launched the Young Leaders Programme, Presenter Bootcamp and Microgrant Fund, creating new ways for people to get involved, develop their leadership and build community throughout the year and across the UK. Limmud is emerging as one of the primary next steps for young adults to lead and engage with Jewish life following their experience with youth movements and on campus.

WHERE WE'RE GOING:

Limmud Festival remains our flagship high-impact programme and we want to continue growing the number of participants benefiting from it. Our work with young adults is critical to both Limmud's and the wider community's leadership pipeline. We also recognise the need to offer more opportunities for learning, leadership and cross-communal dialogue throughout the year. In 2026-2030, we will continue to invest in the development of new programmes and projects that embody Limmud's values and realise our mission, broadening our audience by providing additional and varied pathways.

HOW WE'LL GET THERE:

Exploring the development of cohort-based programmes that focus on particular demographics or audiences.

Building on the success of the Young Leaders Programme, we will explore the possibility of developing additional cohort-based programmes that offer a tailored experience for different audiences, such as artists, rabbis, parents or those at a particular stage on their Jewish journey. Cohort-based programmes will enable us to more meaningfully engage particular segments of our audience, meeting their specific needs, fostering deep relationships between participants and addressing the topics that are most relevant to them.

Developing new opportunities for year-round learning and leadership.

We know that many participants emerge from Limmud Festival inspired to keep learning and practising their leadership. The Microgrant Fund has supported several projects that have offered new and creative opportunities to engage with Jewish life and we will continue to seed these grassroots initiatives. By investing in innovative projects in this way, Limmud will create a culture of experimentation and empowered Jewish leadership that will continually revitalise Jewish life in the UK.

Additionally, in collaboration with our community partners, we will offer more opportunities to take part in vibrant, accessible Jewish learning and culture in a cross-communal setting.

In order to increase accessibility, we will consider online programmes where appropriate.

Increasing engagement in UK regions outside of London

Engaging participants from right across the UK is a priority. We will proactively recruit regional participants to take part in all of our programmes and volunteer opportunities, ensuring they are as accessible as possible, while acknowledging that the majority of our participants are London-based. Regional one-day Limmud events will gradually return, pending sufficient interest from local volunteers and capacity from the Limmud staff team and Executive Committee to support with production.



SUCCESS MILESTONES

These are long-term, strategic areas of work. Here are some of the major milestones we want to see happen by 2030, mapped onto our three pillars.

	LEARNING	LEADERSHIP	CONNECTIONS & COMMUNITY
1. Broaden Limmud Festival's reach and secure its future.	Increase participation in vibrant Jewish learning and culture at Limmud Festival by 25%.	By increasing the diversity of participants through improved affordability, we will be able to inspire a more diverse cadre of volunteers to step into leadership experiences.	By increasing the diversity of participants through improved affordability, there will be greater opportunities to facilitate connections across divides.
2. Offer an alternative to the growing polarisation within the Jewish world and wider society.	Enrich our learning offerings by convening bold conversations, engaging and training skilled moderators, and curating diverse programming with a broad spectrum of presenters.	Engage 250+ Limmud volunteers and 60+ communal leaders in training focused on facilitating dialogue across difference.	A year-on-year increase in our participants' i) openness to learning from a broad range of Jewish people and perspectives, ii) comfort with having difficult conversations across divides, and iii) connections or friendships with people different from their Jewish background, belief or experience.
3. Amplify our impact by growing and diversifying our programmes and leadership opportunities.	Engage 2,600+ in learning programmes each year.	Engage 500+ in leadership opportunities each year.	Deliver 50+ events and trainings each year with opportunities for meaningful cross-communal dialogue.

OUR ORGANISATIONAL FOUNDATIONS

In order to ensure the successful implementation of this strategy, we will continue to invest in the development of the people, culture, infrastructure and processes that form the foundations of Limmud as an organisation. Our ten core organisational foundations are:



With the 2026–2030 strategic priorities in mind, we have identified the following organisational foundations as those most in need of development:

STRONG AND CONSISTENT MARKETING AND COMMUNICATIONS

In order to grow our existing programmes, promote new ones and effectively position Limmud as a leader on cross-communal dialogue, the marketing, communications and PR functions of the organisation must be operating very well. Having already invested in this area in 2024-25, with the hire of our first Marketing Manager, as well as the appointment of a marketing expert to our volunteer Executive Committee, we will continue to improve the effectiveness of our marketing and communications throughout 2026-2030.

STRONG VOLUNTEER LEADERSHIP CAPABILITY AND PIPELINE

While the health of our volunteer pipeline has improved significantly since the Covid pandemic, with many talented and committed young volunteers giving generously of their time in a variety of ways, there is still more work to be done here. Particularly in the light of our focus on addressing polarisation, we will need to further diversify our volunteer base, ensuring a broad range of ages, denominational and political affiliations. Our training and development of volunteers will also need to equip them to create spaces conducive to cross-communal dialogue and facilitate difficult conversations.

DATA- AND IMPACT-DRIVEN APPROACH

We know that it is vitally important for our decision-making to be informed by data and driven by our intended impact as an organisation. Having recently produced our new Theory of Change and clearly identified the outcomes and impact we are seeking to bring about, Limmud is in a stronger position than ever to do this. We must now ensure that we embed this approach in all we do, continually evaluating our impact. This approach will enable us to both prove what impact we are having and improve our impact by using our outcomes data to refine and develop our programmes.

SUSTAINABLE FINANCIAL MODEL

Financial sustainability is naturally a priority for any charity and this is felt more acutely in the current landscape of reduced philanthropic giving nationally, the cost-of-living crisis and the diversion of much Jewish philanthropy to Israel since October 7th, 2023. Alongside the work in our first strategic priority – ‘Broaden Limmud Festival’s reach and secure its future’ – we will invest in growing our fundraising capacity in order to increase philanthropic and commercial income, ensuring the viability and sustainability of all of our programmes and operations.

SYSTEMS AND TECHNOLOGY THAT STREAMLINE THE EXPERIENCE OF ALL OF OUR STAKEHOLDERS

Limmud has been fortunate to benefit from a bespoke database, built and maintained by committed volunteers for more than 20 years and fulfilling many of our bookings, event management and programme scheduling needs. As these volunteers have decided to step back, Limmud has already begun the process of identifying systems that will replace the database and offer a more streamlined experience to participants and volunteers. This will incur a significant ongoing cost to Limmud but is a necessary step as we mature our operational infrastructure.



THE PROBLEM WE SEE

Many Jewish people in the UK feel disillusioned, disempowered, and disengaged due to deep divisions and a lack of meaningful communal experiences, access to vibrant Jewish learning, and bold dialogue on contemporary challenges. A lack of diversity in communal leadership, high barriers to entry and insufficient development of leaders and educators reinforce these issues.

THE PEOPLE WE WORK WITH

Jews across the UK with diverse backgrounds in terms of age, gender, race, sexuality, politics, ability, financial means and denomination at all stages of their Jewish journey.

OUR VISION WHAT WE WANT TO SEE IN THE WORLD

An uplifting and dynamic Jewish world, powered by vibrant and accessible Jewish learning, bold and inclusive leadership, and deep relationships transcending our differences.

OUR MISSION WHAT WE DO TO FULFIL OUR VISION

Limmud inspires and empowers people to learn, lead and build community, catalysing change that continually revitalises Jewish life in the UK.

LEARNING

We create impactful and immersive learning experiences

Immediate outcomes

Participants will have more Jewish knowledge from a range of perspectives, along with the skills and desire to learn more and apply it in their lives.

Personal impact

Participants will have a strong connection to their Jewish identity due to sustained learning, teaching, or community involvement.

Communal impact

Jewish life is strengthened by engaged learners and teachers that extend beyond individual silos and produce new and innovative thought.

LEADERSHIP

We create accessible experiential leadership opportunities

Immediate outcomes

Participants will feel empowered to volunteer with Limmud and know how best to contribute.

Personal impact

Participants will take on greater commitments to leadership roles that advocate for positive change.

Communal impact

Jewish life is sustained by bold leaders that reflect the diversity of the community and drive communal progress on central challenges.

CONNECTIONS & COMMUNITY

We create opportunities to form connections across divides and invest in the bold projects that emerge from these relationships

Immediate outcomes

Participants will feel greater openness, curiosity and comfort to engage in conversations across divides.

Participants will have more connections with new people across the Jewish spectrum of identity and feel a sense of belonging in the Jewish world.

Personal impact

Participants have greater confidence to navigate difficult conversations across divides.

Participants will launch new projects, communities and collaborations to address contemporary needs.

Communal impact

Jewish life is animated by deep, lasting relationships across difference that sustain communities, projects and initiatives.

OUR PROMISE

Wherever you find yourself, Limmud will take you one step further on your Jewish journey.



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