



MACCABI GB
For an *active* Jewish Community

MACCABI GB STRATEGY 2024-2029





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Why we undertook a strategic review

The Maccabi movement has been active in Great Britain since 1936. Part of the Maccabi worldwide movement, Maccabi GB became a Registered Charity in 2003. Since then, it has expanded the quality and reach of its programmes, to become Britain's leading Jewish sports, health, wellbeing and informal education charity.

In marking this twenty-year anniversary, we undertook a strategic review to ensure the charity continues to address the contemporary challenges faced by the Jewish community in modern Britain. These challenges range from issues related to physical activity and health to tackling antisemitism in education and sports. This comprehensive review guides Maccabi GB in focusing its resources and services for the future, shaping the strategic direction of the organisation.

Our Vision

A healthy, active and proud Jewish community integrated within British society.

Our Mission

To create inclusive sporting, community and educational experiences that strengthen Jewish identity, enhance wellbeing and inspire engagement in the Jewish community, Israel and beyond.

We do this by:

- Creating sporting opportunities that support health, wellbeing and Jewish identity.
- Facilitating leadership, educational and cohesion-building activities, within the Jewish community and beyond.
- Strengthening connections across the Jewish community and Israel, by creating community-wide experiences that bring people together.
- Creating safe spaces where people feel confident and have the tools to address discrimination, criticism, harassment or other emotional or physical harm.
- Engaging with our affiliates and partners at home and in Israel as part of the international Maccabi movement.

OUR VALUES

The Maccabi movement was founded towards the end of the 19th Century in mainland Europe, as a response to the exclusion of Jewish people from sports organisations. Our values of today reflect our history, our Jewish faith and our aspirations for the future.

Passion for Sport – Core to our identity is sport. We harness the power of sport to promote a healthy & active lifestyle, to build leaders, connect people and enable them to enhance their Jewish identity.

Inclusivity & Community – We work to ensure everyone in the Jewish community can take part regardless of their ability, age or identity. We aim to strengthen connections across the Jewish community and work with other diverse communities, ethnicities and religions to promote inclusivity and social change.

Teamwork & Society – We believe more can be achieved together and we develop people into team players who can contribute more effectively to society.

Our Faith – We are underpinned by core Jewish values including honesty (kenut), social justice (tzedakah), community (kehilah), respect (kavod), role modelling (dugma ishit), kindness (chesed) and the Maccabi value of rachmanus – sporting integrity and fair play.



"The Maccabees had neither might nor strength, neither weapons nor numbers. But they had a double portion of the Jewish spirit that longs for freedom and is prepared to fight for it. Never believe that a handful of dedicated people can't change the world. Inspired by faith, they can. The Maccabees did then. So can we today."

(Rabbi Lord Jonathan Sacks Z"l)



OUR PROGRAMMES & ENGAGEMENT MODEL

OUR ENGAGEMENT MODEL						
Demographic	Primary Schools	Secondary Schools	Universities	Young Professionals	Adults, Parents, Teachers	Seniors
MGB Programmes	After-school clubs Holiday camps Inter-school tournaments MGB Community Fun Run MWU Torch Relay delegation Schools' physical education Streetwise PSHE Yellow Candle project	Alan Senitt Upstanders Leadership programme EMYG24 - SEND Access Games European Maccabi Youth Games - London 2024 Grassroots sport clubs Inter-school tournaments JCC Maccabi Games - Houston 2024 Maccabi GB Community Fun Run Maccabi Leadership programme Maccabiah Games - Israel 2025 SEND Challenge trip Stand Up! Education Against Discrimination Streetwise antisemitism education Streetwise personal safety Streetwise PSHE Yellow Candle project	EMYG24 - SEND Access Games Grassroots sport clubs Maccabi GB Community Fun Run Maccabiah Games - Israel 2025 Maccabiah Games - Israel 2025 SEND Challenge trip Student Sport Yellow Candle project	Grassroots sport clubs Maccabi GB Community Fun Run Maccabiah Games - Israel 2025 MGB Young Professionals events Tackling Antisemitism in Sport Yellow Candle project	Grassroots sport clubs Maccabi GB Community Fun Run Maccabiah Games - Israel 2025 Stand Up! teacher training Streetwise antisemitism education Streetwise parent sessions Tackling Antisemitism in Sport Yellow Candle project	Grassroots sport clubs Maccabi GB Community Fun Run Maccabiah Games - Israel 2025 Sport provision in Care Homes Sport provision partnership projects Walking sports Yellow Candle project
		EMYG 24 Volunteering Leadership Volunteering MGB Community Fun Run	EMYG 24 Management JCC Maccabi Games Management Maccabi Leadership Madrichim Maccabiah 25 Management SEND Challenge trip Madrichim Student Sport teams Management	Advisory & Trustee boards EMYG 24 Management Grassroots sports Management JCC Maccabi Games Management Maccabi Leadership Madrichim Maccabiah 25 Management MGB Community Fun Run SEND Challenge trip Madrichim	Advisory & Trustee boards EMYG 24 Management Grassroots sports Management JCC Maccabi Games Management Maccabiah 25 Management MGB Community Fun Run	Advisory & Trustee boards Grassroots sports Management Maccabiah 25 Management MGB Community Fun Run
Volunteering Opportunities	Chanukiah Making Torch Relay					



OUR STRATEGIC OBJECTIVES FOR THE FUTURE

1. Championing sporting opportunities

2. Broadening the Maccabi GB family

3. Reviewing and developing education & leadership

4. Valuing & promoting diversity

5. Better use of data & technology

6. Financial stability

1. Championing Sporting Opportunities

Maccabi GB is dedicated to fostering diverse sporting opportunities for Jewish individuals of all ages, abilities and genders in Great Britain. Our programmes range from organising inter-school sports tournaments to supporting professional Jewish athletes in mainstream sports. Some parts of British Jewry, such as the Haredi and Special Educational Needs & Disabilities (SEND) communities face additional barriers to taking part in sport and we will collaborate with these groups to support their further development. Maccabi GB emphasises the importance of sports in fostering a positive mindset and aims to create an active and inclusive Jewish community throughout Great Britain.

2. Broadening the Maccabi GB family

Maccabi GB sees itself as one large extended family with longstanding partnerships with Jewish organisations across Great Britain and abroad. International Maccabi Games are the pinnacle of Maccabi GB's programmes, and its community sports provision is aimed at promoting these opportunities to engage the entire Jewish community. Looking ahead, Maccabi GB aims to establish new community partnerships, and a network of ambassadors, to lead in grassroots sports, volunteering, leadership training and fundraising. Additionally, the organisation plans to offer safeguarding and welfare training to its affiliates and develop an

accredited 'quality mark' – demonstrating best practices aligned with Maccabi GB's values.

3. Reviewing and developing education & leadership

Maccabi GB has been trusted by Jewish and non-Jewish schools and community organisations to deliver its programmes to combat antisemitism and racism as well as to deliver PE and PSHE sessions in the community for the last twenty years. We are committed to aligning our content with current legislation, the national curriculum and best practices. Recruiting and developing young leaders is a priority for the organisation.

4. Valuing & promoting diversity

Maccabi GB values diversity and inclusion, aiming to eliminate participation barriers to programmes within the British Jewish community and wider society. Through our anti-discrimination education, our goal is to ensure the education and sport sectors become safe spaces for all. We aim to play a pivotal role in eradicating anti-Jewish hate from the sporting world.

5. Better use of data & technology

Technological advancements present opportunities for us to enhance efficiency and better target communications for our beneficiaries. Past data platforms lacked optimisation, prompting a recent review of marketing approaches. Recognising the impact of personalised communications, Maccabi GB plans to utilise data

more effectively, implementing clearer segmentation and targeted communications for improved engagement.

6. Financial stability

In response to the shifting perception of sport and active living as integral to health and wellbeing, Maccabi GB recognises the need for dedicated fundraising to secure revenue for its expanding array of sports, disciplines and programmes. To assess specific programme needs, a research project will explore Jewish participation in UK sports, providing both quantitative and qualitative insights. A broad fundraising review aims to diversify income streams, boost revenue, elevate brand awareness and sustain the organisation's future.



OUR THEORY OF CHANGE

Maccabi GB operates within three key areas: sports, community and education. The strategic objectives outlined in this review are designed to leverage our expertise in these domains, shaping our long-term strategic direction. Our Theory of Change, which guides our development, identifies three core themes aligning with the needs of the Jewish community and broader British society. Our diverse programmes play distinct roles in addressing these needs, with inputs and activities aimed at delivering sustainable, measurable impact for the future.

The Theory of Change specifically centres on three focal points:

1. Sport, Health & Wellbeing:

This remains a top priority across all demographics of the Jewish community, responding not only to the health crisis in British society but also addressing the lack of coordinated provision within the Jewish community.

2. Education & Development of Jewish People:

In response to the growing need for skill development, confidence building as well as addressing antisemitism and the mental health crisis among young people, our initiatives focus on building resilience, training leaders, and enriching participants' Jewish identity.

3. Contribution to British Society:

Addressing the imperative of representation for the Jewish community and combating anti-Jewish racism within British sport and the education sector, our efforts aim to ensure full integration of the Jewish community in British society, through interfaith activities, and through contributing to the fight against antisemitism across the world of British sport and education.

The Theory of Change serves as a roadmap, outlining the identified problems, specific needs we aim to impact, expected outcomes, and how these outcomes contribute to Maccabi GB's overarching vision:

'A healthy, active and proud Jewish community integrated within British society.'

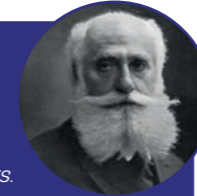
The following conditions have been derived from the analysis of research papers, surveys and studies conducted in the key areas identified over the last 20 years.

1. Sport, Health & Wellbeing:

The pervasive issue of physical inactivity in the UK, affecting both children and adults, reveals alarming statistics: 32.4% of children fall below daily activity guidelines, contributing to 50% failing to achieve the recommended 60 minutes, and one in four children facing obesity. Over 25% of adults are classified as 'inactive,' with gender disparities (Department for Digital, Culture, Media & Sport 2023).

In the Jewish community, while activity levels might be worse, further research is needed to consider cultural, religious and demographic factors. The lack of dedicated funding for Jewish sports exacerbates the challenge, emphasising the need for targeted interventions. Additionally, the absence of coordination for sporting activities across schools, synagogue movements

"Nobody can deny us the necessary physical activity needed to make our bodies healthy again. We will renew our youth in our aging years. We will develop wide chests, strong arms and legs, a brave look. We will be warriors. What is lacking physically, we will develop through exercise. But our recovery to health is not only through the body, but also in the spirit, for as Hebrews attain more achievements in sport, so will our self-confidence improve."
(Max Nordeau Z"l, Co-Founder of the World Zionist Organisation and leader of the Maccabi Movement)



and charities in the Jewish community presents both challenges and opportunities (Maccabi GB 2023).

The demographic landscape of the Jewish population in Great Britain poses a multifaceted challenge, with an overall 4.4% increase in the self-identifying Jewish population over the last two decades, yet some regions are witnessing significant decline (Institute for Jewish Policy Research 2024). The rapid growth of the Haredi population, expected to constitute 40% of the UK Jewish community within the next decade, introduces further unique challenges.

Contrasting this with only 57% of British Jewish adults belonging to a synagogue (JPR 2024), we believe that some people's only regular engagement with the Jewish community is through Jewish-facilitated sporting activities (Maccabi GB 2023).



2. Education & Development of Jewish People:

The 1990s initiative to support 'Jewish continuity' has enabled a majority of Jewish children to attend Jewish schools – 66% in 2015 and an estimated 80%+ in 2025 (JPR 2023).

Antisemitism is a significant concern for young Jewish people and adults, both in Jewish and mainstream schools. In 2023, 198 incidents were reported in or around Jewish schools, and a further 127 incidents involved Jewish students or staff at mainstream schools, constituting an increase of 232% over the previous year (Community Security Trust 2024). There is an ongoing need to educate young Jewish people on how to tackle anti-Jewish hate, by teaching its history and tropes, as well as how to recognise, challenge and report this. The approach to this education must differ in Jewish and mainstream schools, but in both cases confidence building plays a relevant part in preparing young Jewish people for future stages in their lives.

Despite a greater access to personal, social, health and economic education and Relationships and sex education in Jewish schools, there is a steep rise in young people's mental health issues partly linked to technology overuse (NHS 2022) as well as STIs (UK Health Security Agency 2022). The need to support young people through expert education, in both formal and informal settings, is evidenced by this crisis.

The concentration of Jewish education within schools has changed the way young people engage in Jewish-run extracurricular activities; new opportunities are presented by innovative leadership programmes focused on sport, volunteering and enhancing Jewish identity.

With the Holocaust being a crucial aspect of modern Jewish identity (JPR 2024), better access to resources and learning focused on Jewish remembrance and commemoration is a necessity.

With a large proportion of Maccabi GB participants not being involved in other Jewish communal initiatives (Maccabi GB 2019/2022), there is a need to enhance learning about Judaism, Jewish identity and Israel amongst this cohort.

"I am not among those leaders within Maccabi who see sporting prowess as an absolute value; that was a concept of the ancient Greeks. For Maccabi in the Diaspora, sport should not be an end in itself, and I shall devote much effort to promoting increased Jewishness and Jewish education, stressing the centrality of Israel."

(Fred Worms Z"L, President 1982-1986 and Honorary President 1994 – 2012, Maccabi World Union)



3. Contribution to British Society:

Representation of minority communities is imperative in society; a microcosm of this sees the need for the Jewish community to be represented within the realm of British Sport.

In 2023, there were 1,007 reports of discriminatory behaviour in football, across the professional game, grassroots and social media, a 65.1% increase on the previous year (Kick It Out 2023). Antisemitic discrimination is the highest amongst the faith-based categories (61 in 2021/22 and 43 in 2022/23). In 2023, CST received 40 reports of antisemitic incidents in professional football and 18 in amateur football (CST 2024). These figures underscore the necessity for formal representation of Jewish people and other minorities in British sports, collaborating with national governing bodies to address hate crimes effectively.

Antisemitism remains a pervasive issue in Britain, with nearly a third of British Jews experiencing incidents in 2021 (JPR 2024). In 2023, antisemitic incidents involving Jewish schoolchildren or staff at non-faith schools increased by 243%, with 18% of all identifiable victims, as well as perpetrators, under the age of 18 (CST 2024). Immediate attention is required to combat this rise in mainstream schools, demanding dedicated resources and educational programmes to change perceptions, create allies, and equip mainstream communities to tackle anti-Jewish, as well as all other forms of discrimination while fostering positive engagement with the British Jewish community (BBC 2024).

The increasing percentages of young Jewish people attending

Jewish schools results in a diminishing Jewish population in mainstream schools; this presents a need for community cohesion programmes, utilising avenues like sports, leadership, and education to bring together Jewish and non-Jewish students across demographics (Institute for Strategic Dialogue – The Mayor's Office for Policing And Crime 2023). Addressing these challenges is crucial for the future vitality and cohesion of the Jewish community in Great Britain.

"Antisemitism is like the canary in the coal mine of democracy. It is a threat, a warning. If you're an antisemite, then you think, well, the justice system isn't fair because it's controlled by Jews. The government isn't fair because it's controlled by Jews. The media isn't fair because it's controlled by Jews. You lose faith in the democratic institutions. As a historian, I can think of no democracy that tolerated antisemitism and remained a vibrant democracy."

(Ambassador Deborah Lipstadt, Special Envoy to Monitor and Combat Antisemitism, U.S. Department of State)



OUR IMPACT MODEL

“Our Theory of Change, which guides our development, identifies three core themes aligning with the needs of the Jewish community and broader British society. Our diverse programmes play distinct roles in addressing these needs, with inputs and activities aimed at delivering sustainable, measurable impact for the future.”



“Our strategic review is both pragmatic and aspirational. After over a year of extensive research, we have identified key challenges for Maccabi GB, both within the Jewish community and broader British society. We analysed our existing services and developed comprehensive plans to expand the scope of our engagement. Our focus is on ensuring the sustainability of our programmes and measuring their impact. As we implement our new strategic plan, we are inspired by their potential and have confidence that they will support us in realising our vision of...”

(Ashley Lerner, CEO, Maccabi GB)





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