



TRANSFORMATION & ACTION

The Strategic Review
of the United Synagogue

February 2003 / Adar 1 5763

blank - back of frontispiece

CONTENTS

	<i>Page</i>
SECTION 1. EXECUTIVE SUMMARY	5
SECTION 2. INTRODUCTION	8
2.1 Background	
2.2 Purpose	
2.3 The Report	
2.4 Process	
2.5 Ownership	
SECTION 3. REFORMULATING THE VISION OF THE UNITED SYNAGOGUE	10
3.1 The original mission statement	
3.2 The new Vision, Mission and Values	
SECTION 4. CURRENT ACTIVITIES	13
SECTION 5. THE FINDINGS OF THE REVIEW: MAJOR THEMES AND CONTEXTUAL BACKGROUND	15
SECTION 6. STRATEGIC IMPERATIVES	18
SECTION 7. ACTION PLAN	20
7.1 Governance	
7.2 Finance, Property and IT systems	
7.3 The Rabbinate	
7.4 Community Development	
7.4.1 Expand Community Development Group	
7.4.2 Develop Community Asset Management	
7.5 Extend Range of Communities	
7.6 Programmes to promote belonging	
7.6.1 Young People’s Programme – YPP	
7.6.2 Life long learning	
7.7 Human Resources – HR	
7.8 Communications	
7.9 Continuous Strategic Review	
SECTION 8. FUNDING THE PLAN	28
SECTION 9. CONCLUSION	29

In order to keep this document to a reasonable length, the appendices have not been printed. Together with the entire Review they can be downloaded from the United Synagogue website, www.unitedsynagogue.org.uk or call 020 8343 8989 to receive your copy.



blank - back of contents page

1 Transformation and Action

"The one who tends the fig tree will eat the fruit" Proverbs 27-18

EXECUTIVE SUMMARY

Introduction

This paper is the result of an intensive review of all aspects of the United Synagogue. It was conducted over a number of months and has involved many of our Rabbis, members of staff and volunteers. It lays out a new "Vision Mission and Values" statement for the United Synagogue and sets out a plan of action for the future. The plan is based on a series of strategic imperatives –broad aims- that, in the short term, will take us toward our Vision. The full document sets this out in detail.

The vision we have outlined is bold. It envisages a membership engaged in a compelling and inspiring Jewish life, rooted firmly in commitment to the Torah. It speaks of our communities, both individually and as a family, serviced and supported by the Executive Offices and together building a framework that provides more than any one community could achieve on its own.

We have identified the need for a number of initiatives such as our Young People's Programme, the Centre for Life Long Learning and the Centre for Rabbinic Development that are – and will become – visible signs of a resurgent United Synagogue. We have also recognised the need for a Governance Review, which is essential if we are to be an efficient and well-run organisation. The plan to improve the level of service provision for our communities will ensure that the US Executive Office is better able to provide the quality of support that our communities are entitled to expect.

It was understood that for this exercise to be effective, there must be a shared feeling of ownership of the Review process and its conclusions. This aim has been pursued throughout and will be continued during its implementation. The sense of joint involvement is as important for the Vision, Mission and Values as it is for the specific action plans.

Reformulating the Vision, Mission and Values of the United Synagogue

Key to the Review and to the future of the US is our reformulated Vision, Mission and Values statement.

VISION

Our Vision for the United Synagogue is of a modern and united family of communities, with members connected to vibrant Jewish life and Torah values.

MISSION

The Mission of the US Executive Office is to serve our communities and to lead the organisation by

- 1 Initiating, developing and supporting communities and helping them provide relevant and high quality services to their members.**
- 2 Providing the infrastructure for Jewish religious life.**
- 3 Developing creative programmes, which involve members and potential members in Jewish life and values.**
- 4 Recruiting, developing and maintaining outstanding Rabbis and other professional staff, lay leaders and volunteers.**

VALUES

The values that lie at the heart of the United Synagogue are embodied in the principles of Torah and Halacha.

These values are:

- The welcoming of every Jew**
- Creating a sense of belonging**
- Life long Jewish learning**
- Spiritual growth and practice**
- Mutual responsibility**
- The centrality of Israel in Jewish life**

Each of these values is supported by classic Jewish texts, which can be found in the main body of the Review. The Chief Rabbi has collated a number of further sources to provide a deeper understanding of our values. These are available in the appendices which can be found on our website and from our Executive Offices.

MAJOR THEMES

A number of major themes emerged from the findings of the Review.

- Anglo Jewry needs the United Synagogue.
- The need to assert a clear sense of direction and purpose for the United Synagogue.
- The need to confront difficult issues that have, in the past, led to the build up of many unresolved problems.
- The challenge of developing a compelling framework for those who want to engage with Judaism on a more intensive basis.
- The United Synagogue must try to reach significant sections of the Jewish Community to whom it currently does not seem relevant.
- The need to put together a coherent strategy for maintaining and developing an outstanding Rabbinate and dealing with their conditions of employment.
- Governance of the organisation is unclear, outmoded and causes confusion.
- The need to address the sense of dissatisfaction with the role of Council under the current constitution.
- The need to create a High Performance Service Culture at our Executive Office.
- The need to improve both internal and external communication and develop an organisation wide strategy.
- A strong feeling among staff that their needs are not being properly addressed.

CONTEXTUAL BACKGROUND

The contextual background within which the US operates was also analysed and the following key points were identified

- A strong desire for the US to be successful.
- There are many thriving local communities.
- A high positive profile of various elements of the United Synagogue's work
- A readiness to embrace change.
- The United Synagogue is still uniquely placed within Anglo Jewry.
- Increasing competition for membership and involvement.
- Greater religious and geographic polarisation in Anglo Jewry.
- Declining numbers associating with centrist orthodoxy.
- Increasing age profile of Anglo Jewry.
- High age profile of membership.
- Lack of clarity over the direction of the Organisation
- Perceived leadership void in policymaking and its articulation.
- An uncertain international environment.

STRATEGIC IMPERATIVES

The Review has highlighted the major strategic imperatives-broad aims-, which the United Synagogue must address over the next two years.

The principal items for action that have been identified are;

Addressing the Governance issues

- Ensuring that the voice of the membership and of Council is properly heard
- Developing clear protocols and procedures throughout the organisation
- Ensuring compliance to statutory charity regulations

Improving Service provision

- Providing high quality financial, property and IT support to local communities

Developing programmes for the future

- Delivering the Young People's Programme
- Establishing a Centre for Rabbinic Development and a Centre for Life Long Learning at the new "Kehilla Community College"

Looking after our professionals

- Introducing appropriate Human Resources support for all of our staff

CONCLUSION

The Review of the United Synagogue has redefined our vision. It has clarified the role of the Executive Offices as both a servant and leader of the communities that comprise the organisation. It has set specific programmatic objectives that will enhance Jewish life and has identified a range of internal projects that will dramatically improve the way we operate.

We have already made significant progress in working towards our goals and are committed to ensure that we reach them. Because the United Synagogue is a living organisation, any review of its work must develop as it grows. We hope to revisit our plans and review progress on an annual basis and we are confident we will find ways to address new challenges as they arise.

Most importantly this review points towards an exciting and better future for the United Synagogue.

"Why is Torah compared to a fig tree? Because the fruit of most trees, such as the olive, the vine and the date palm is gathered all at once, while the fruit of the fig tree is gathered little by little. So it is with Torah. One studies a little each day and eventually learns much, because the Torah cannot be learned in one or two years."

Introduction

2.1 Background and purpose

The United Synagogue has a long and distinguished history within Anglo Jewry. It has been and clearly remains one of its most important institutions, responsible for the Jewish lives of 30,000 households and with an indirect impact on many more. The last decade has not been an easy one for the United Synagogue and much of the excellent work carried out in local communities and by the Executive Offices has been overshadowed. There is now however a new spirit of optimism in the United Synagogue with a determination at the highest level to take the organisation through whatever changes are needed to secure a future at least as successful as the past.

In October 2001 the United Synagogue, led by the President Peter Sheldon, brought in a new Chief Executive, Rabbi Saul Zneimer, with the clear aim of moving the Charity on to a new phase. The Chief Executive, recognising that the United Synagogue was at an important point in its history, decided, with the support of the Trustees, to initiate a Strategic Review. The Review had a broad brief and this paper sets out the findings of the review and draws its conclusions into a planning document incorporating a set of specific action plans.

The main focus of the Review was to clarify the Vision of the United Synagogue, to refocus its direction and to establish a set of action plans that would help it achieve its goals. A wide spectrum of opinions from inside and, to a lesser extent, outside the United Synagogue were sought, in order to secure the breadth of understanding that must inform a review of this sort.

This paper tells the story of the Review. It has two main focal points. Section 3 sets out the new Vision, Mission and Values statement for the United Synagogue, clearly outlining what the United Synagogue is about. Sections 6 and 7 link the findings of the Review to a set of critically important strategic imperatives and action plans, which will begin the process of achieving the goals we have identified.

A number of the points in the action plans have already been completed, some to great effect, since, as

the review progressed it became clear that they were critical for any future success. These points are mentioned where appropriate. Many of the actions also reflect issues highlighted in a recent report commissioned by the US from its auditors Deloitte and Touche.

Because the United Synagogue is a living organisation any review of its work must develop as it grows. We hope to revisit our plans and review progress on an annual basis and we are confident we will find ways to address new challenges as they arise.

This report sets out a strong sense of direction and purpose for the United Synagogue, with many clear and measurable objectives. It points to a significant shift in our thinking about the role of Executive Offices and the relationship to our local communities.

It must also be remembered that the action plans in this report are not a comprehensive statement of all work in progress, but rather focus attention on the areas that require priority action.

The narrative of the main body of the Review is intended to be as concise as possible. More detailed analysis and discussion can be found in the Appendices which are available on our website or through our Executive Offices.

2.2 The Process

- In early 2002 the Chief Executive of the United Synagogue, Rabbi Saul Zneimer, decided that the organisation required a plan to help establish and guide its future directions.
- In March 2002, after an initial two-days of fact-finding interviews, mainly at United Synagogue Head Office, an external consultant, Robert Silbermann of the new>lands company, submitted a document entitled, "Proposal to work with the United Synagogue (US) in developing a Strategic Plan". This plan was accepted by the Trustees and has formed the basis of the review.
- During the two days of preliminary fact-finding there was considerable enthusiasm for the idea of developing a plan. Answers to the critical question "What would you like to see come out of the Strategic Planning Process?" included:

- A strategy to know where we are going
 - A clearer picture of how the organisational pieces fit together
 - The ability to allocate resources properly
 - Better co-ordination between Departments
 - Improved internal communications
 - Better processes ('good practice') within the Executive Offices and a resolution as to how to deliver our services
 - A more positive involvement in the changing dynamic of our member synagogues
- The overall structure of the planning process has been based on the three stages listed below, with a significant amount of overlap and linkage between them:

Stage 1: "Findings"

The data collection stage, involving interviews with staff, Rabbis, lay leaders, members as well as desk research.

Stage 2: "Analysis"

Interpretation of the Findings and assembly of information from disparate sources into usable units.

Stage 3: "Recommendations"

Synthesis of the Findings and Analysis into a structural report identifying key objectives, strategies and action plans.

- The process overall has included many hours in discussion with the Chief Executive and senior managers whose task it will be to implement the plan.
- The culmination of the process is this document comprising a revised statement of the Vision Mission and Values of the United Synagogue with a set of strategic objectives and action plans.

2.3 Ownership

For the Strategic Review to be really influential in directing the Organisation it was recognised from the outset that there must be a feeling of widespread ownership and consciousness of the Review process.

This aim has been pursued in two ways:

- By making the Strategic Review process a key part of the thinking of both Trustees and Senior Management.
- By encouraging a flow of information and ideas throughout the various parts of the US.

Securing agreement to the Review's conclusions among the various groups of people in the United Synagogue will also require intensive work. This is as important for the Vision, Mission and Values as for the specific strategic imperatives and action plans.

Reformulating the Vision, Mission and Values of the United Synagogue

The review process was complex. We looked in detail at what was happening on the ground and at what needed to be changed, at what people's hopes and expectations of the future were and at the overall sense of direction and focus of the US. These issues and others are inter-related and play off of one another.

The United Synagogue is a religious body representing a commitment to orthodox Jewish values in a challenging modern environment and working for the benefit of its members. It became clear that true success depends on developing a shared understanding of exactly what we want to be and to achieve. Only with such clarity can we really test out what activities we should and should not be engaged in. In light of this understanding we decided to review our Mission Statement.

3.1 The original mission statement

"The Mission of the United Synagogue is to create communities committed to the principles of Torah and Halachah and inclusive of every Jew"

Discussion on this formula brought out a number of questions and observations including;

- The mission does not relate to the idea of a family of communities sharing a sense of direction.
- The US is a membership organisation; the members are not mentioned.
- The US does a lot more than create communities. It services Day Schools and part-time centres and provides Kashrut and burial services. It is responsible for the London Beth Din and plays a major role in the Office of the Chief Rabbi. It provides for in-service training programmes for its Rabbis and so on.

3.2 The new Vision Mission and Values statement

These considerations led to the reformulation of the Mission of the US. After careful thought it made sense to identify –

A Vision – an ideal view of who we are and what we want to be.

A Mission – a broad outline of what we need to do to achieve the vision; and

Values – the core values that underpin all we do.

These statements are presented recognising that they will attract significant attention from our members and beyond. We believe that this will be a fruitful process enabling us to refine and improve them over time. In addition, we are delighted that the Chief Rabbi has helped us provide a set of sources, some of which are quoted below, which will provide a deeper perspective on the values underpinning our work.

VISION

Our vision for the United Synagogue is of a modern and united family of communities with members connected to vibrant Jewish life and Torah values.

MISSION

The Mission of the US Executive Office is to serve our communities and to lead the organization by

- 1 Initiating, developing and supporting communities and helping them provide relevant and high quality services to their members.**
- 2 Providing the infrastructure for Jewish religious life.**
- 3 Developing creative programmes, which involve members and potential members in Jewish life and values.**
- 4 Recruiting, developing and maintaining outstanding Rabbis and other professional staff, lay leaders and volunteers.**

VALUES

The values that lie at the heart of the United Synagogue are embodied in the principles of Torah and Halacha.

These values are:

- **The welcoming of every Jew**
- **Creating a sense of belonging**
- **Life long Jewish learning**
- **Spiritual growth and practice**
- **Mutual responsibility**
- **The centrality of Israel in Jewish life**

THE VISION

"Our Vision for the United Synagogue is of a modern and united family of communities, with members connected to vibrant Jewish life and Torah values."

Our vision starts by recognising that the United Synagogue succeeds or fails in the end according to the quality of the Jewish life it can provide to its members. In our dream for the future, our members are involved in a rich and vibrant Jewish environment, rooted clearly and unambiguously in Torah values.

This Vision explicitly links together the three elements of member, community and family of communities making a statement that our dream is to bring all three together within our avowed goal of connecting people to Jewish life. Knowing that in our vision we aspire to link these three we are better able to check that our future plans respect each of them accordingly.

We also recognise that among all the institutions of Anglo Jewry the United Synagogue has a vital and unique role to play in the enterprise of connecting people to Jewish life.

THE MISSION

The Mission of the US Executive Office is to serve our communities and to lead the organization

We recognise that the United Synagogue Executive Office has two special and particular roles. It is a servant of the Communities and its members, responding to their needs. At the same time it has to lead the organisation, giving a sense of direction and purpose and ensuring that its overall goals can be realised.

The constituent parts of the Mission are a bold and clear assertion that there are four distinct but inter-related arenas for activity. They give us a framework for testing out all that we do. As time progresses every project and each initiative must fall within the Mission or must have an alternative and strong justification.

Any programme or activity we undertake on our own must be something that we are in a unique position to achieve. We recognise that on occasion our members' interests will be best served by our working in partnership with others.

1 "To initiate, develop and support communities and help them provide relevant and excellent services to their members."

This statement represents the recognition that the most important role of the Executive Office is to support communities. The Executive Office of the US justifies its existence primarily by its ability to provide the support, expertise, accumulated understanding and guidance that allow communities to be more than they would be on their own. There is a clear linkage from the Executive Office to the community and on to the members who, for the most part, see themselves as connected to their local shul and not to the US. There is also an acknowledgement of the need to be proactive in dealing with community matters, especially in the early stages of planning – and then to step back to a supportive role.

Charity law requires that, as we are currently constituted, the Trustees of the US (the elected Honorary Officers – President, 3 Vice Presidents and 3 Treasurers) are ultimately responsible for all US matters and this sets limitations to the independence of communities.

2 "To provide the infrastructure for Jewish religious life."

The United Synagogue has a long and proud history of ensuring that its members and the community beyond benefit from a religious infrastructure that no individual community could provide on its own. This means that the US provides access to Kashrut services, a Day School infrastructure, the London Beth Din, a fully developed burial service and so on. We are also the major supporter of the Office of the Chief Rabbi

3 "To develop creative programmes which involve members and potential members in Jewish life and values."

We have to recognise the reality that for the United Synagogue to flourish, it must help reconnect people to Jewish life and practice. Local communities are not the only place that this happens. Our mission makes it clear that the US will take responsibility for selective programmes designed to bring members into positive contact with our values in the belief that they will become inspired to become more committed Jews.

4 "To recruit, develop and maintain outstanding Rabbis and other professional staff, lay leaders and volunteers."

The most significant and important asset of the United Synagogue is the people associated with it. We can only succeed by ensuring that our Rabbis, our staff and our volunteers are suitably qualified, trained and motivated.

THE VALUES

The Values that lie at the heart of the United Synagogue are embodied in the principles of Torah and Halacha.

They are all drawn from the wellsprings of the Torah. We present below one classical source for each.

The welcoming of every Jew

"When three strangers passed by, Avraham, who was being visited by God, asked Him to wait while he greeted them. From here we learn that welcoming visitors is more important than receiving the Divine Presence" *Midrash Agada Breshit 18-3*

Creating a sense of belonging

"As it says; 'You are children of the Lord your God' When you behave like children should, you are called children. When you do not, you lose the title 'children'. This is the view of Rabbi Yehuda. Rabbi Meir objected and said, 'In all circumstances you remain His children.' " *Talmud Bavli Kiddushin 36 a*

Life long Jewish learning

"The one who tends the fig tree will eat the fruit" (Proverbs 27-18). Why is Torah compared to a fig tree? Because the fruit of most trees, such as the olive, the vine and the date palm is gathered all at once, while the fruit of the fig tree is gathered little by little. So it is with Torah. One studies a little each day and eventually learns much, because the Torah cannot be learned in one or two years." *Midrash Bmidbar Raba, Chapter 21*

Spiritual Growth and Practice

"Like drops of rain on the grass" (Deuteronomy 2.2). Just as the rain falls and causes the plants to grow,

some red in colour, some green, some dark and some light, so do the words of Torah cause people to grow. Some become wise, some become wholesome, some righteous, and some saintly."

Midrash Sifrei, Dvarim, Chapter 206

Mutual responsibility.

"Just as an animal, if it suffers a blow on its head or on one of its limbs, feels the pain in its whole body, so it is with the Jewish People. If one of them suffers, all of them feel the pain." *Midrash Vayikra Raba, Chapter 4*

The Centrality of Israel

"It is said about Jerusalem 'It is a city built up where people are joined together'. Rabbi Yehoshuah Ben Levi said 'It is a city which causes all of the Jewish People to feel united.' " *Midrash Yalkut Shimoni, Tehillim 247*

Current Activities

The findings that emerged during the Review provided a wealth of information upon which our decisions for action were based. The Review also confirmed that there is much that is good going on within the United Synagogue. Many individual communities are flourishing centres of Jewish life with appropriate and well-constructed activities for their members. Much of the help given from the Executive Offices to the

communities is appreciated and the structures for Jewish life we provide are highly regarded.

The themes that emerged from the analysis of the material are explored in detail in section 5 and the implications of these themes are discussed in section 6.

Section 4 sets out for reference purposes a brief overview of all areas of activity that the US centre is involved in.

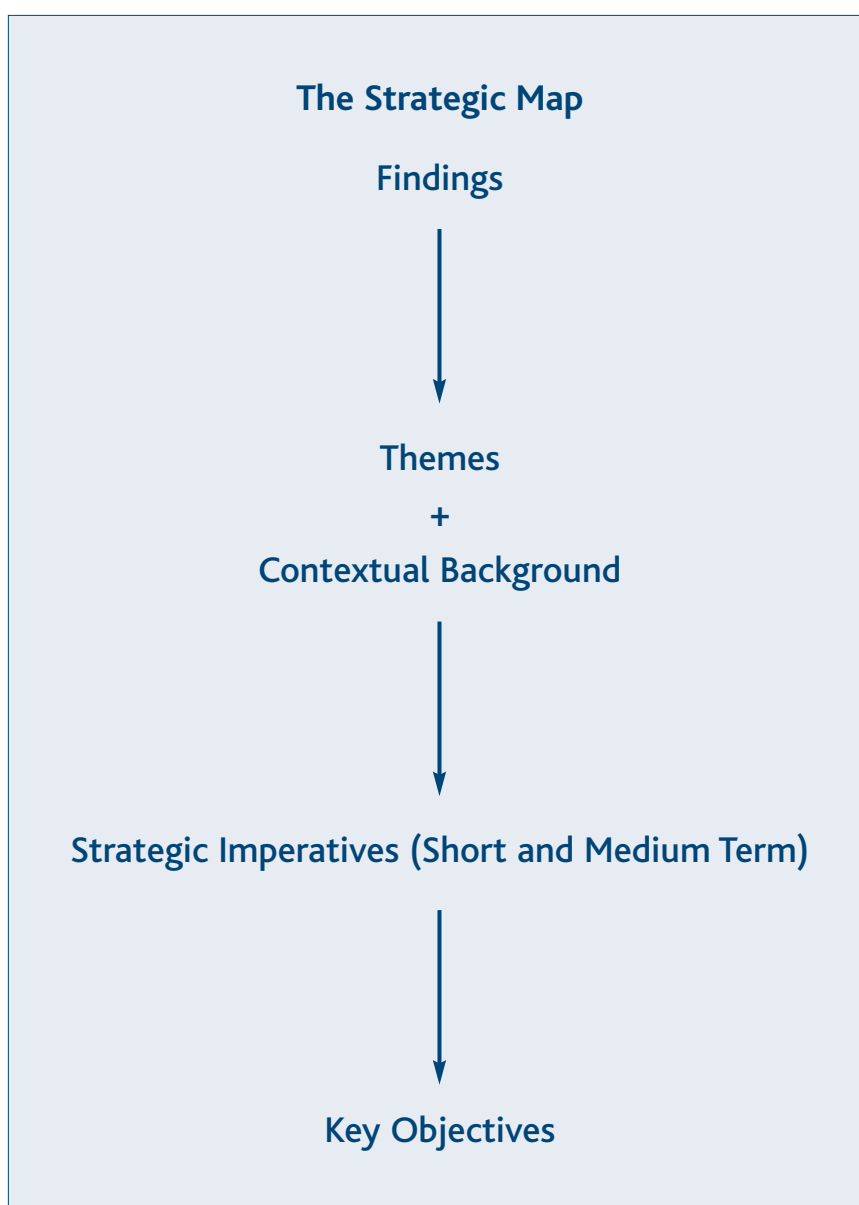
AREAS OF ACTIVITY OF THE US EXECUTIVE OFFICES

REPORTING TO	DEPARTMENT/ACTIVITY	RELATES TO MISSION STATEMENT PART (see page 5)
Chief Executive	Overall management	1,2,3,4
	Human Resources	1,4
	Fund Raising	1,2,3,4
Director of Central Services Division	Finance	1
	Property	1
	IT	1
	Membership	1
	Burial	2
	Central Administration	1,2
Director of Religious Services Division	Kashrut	2
	London Beth Din Administration	2
Director of Education, Publications and Visitation Division	Agency for Jewish Education and Publications	2 and 3
	Visitation – Hospital, Prison and Bereavement	2
Director of Community Services Division	Consultancy	1
	Training	1 and 4
	Volunteers	1 and 4
	Research	1
	Regional Networks	1
	Young People's Programme	1,3,4

Having outlined the current range of activities that the United Synagogue centre is engaged in, section 5 explores the major themes that emerged from our intensive discussions during the Review. We also set out the contextual background within which the United Synagogue operates currently and which will continue to impact on our work.

In section 6 the Review addresses these issues through a set of strategic imperatives.

The following diagram illustrates the process.



The Findings of the Review: Major Themes and Contextual Background

5.1 Major Themes

Analysis of the intensive "findings" stage of the Review highlighted a number of key themes. These themes represent a core set of ideas that underpin the Review's conclusions.

Theme 1 – Anglo Jewry needs the United Synagogue

From the start the Review did not shirk from asking difficult questions. Key stakeholders, Trustees, Rabbis, staff and members were asked to reflect on who really benefits from the United Synagogue and what would happen if the US were to cease to exist. No group or individual believed that dismantling the organisation was a viable option, nor questioned that there is a need to provide the type of open orthodoxy and style of religious services it does. It was however widely observed that there are many issues to do with lack of purpose, complex structures and poor performance that, nonetheless, lead people to question their own personal or community involvement within the US.

Theme 2 – The need to assert a clear sense of direction and purpose for the United Synagogue

There is a widespread feeling that the US, as a whole, does not have a clear enough sense of direction and purpose. The ties that hold people in are often to do with a feeling of very general association with certain values or specific life cycle requirements. They do not reflect a feeling of commitment to a particular vision or mission. It is often felt that there is a lack of clarity regarding where the US stands on key issues and that the actions or policies of the US are not formulated in light of the current mission statement.

Theme 3 – The need to confront difficult issues that have, in the past, led to the build up of many unresolved problems

The US is beset by a long list of unresolved, multi-faceted and complex issues, many of which have built up over an extended period. Many are interconnected, making their resolution problematic and difficult. Most significantly, there appears to have been a long history of not confronting certain deep issues. This has allowed a culture to develop where problems are put aside only to resurface at a later stage. In fairness it must be said that a lack of funding, taken together

with a shortage of sufficiently skilled people, has exacerbated the problem. A high degree of emotional involvement on behalf of some of those involved has sometimes made attempts to resolve the issues personal and painful. There are some notable exceptions, such as the success in turning around the deficit on the G and CP account – but the issue is a deep-seated one.

Theme 4 – The challenge of developing a compelling framework for those who want to engage with Judaism on a more intensive basis

The United Synagogue has not done enough to convey the importance of its members associating with a compelling, rich and meaningful Judaism that will inspire all who come in contact with it. The US, as an organisation, has underplayed the importance of commitment to Torah and halacha. In the competitive environment in which the US now finds itself, the amorphous nature of the Jewish content of many communities is not attracting those who want to deepen their knowledge and understanding. It is widely acknowledged that the Chief Rabbi is a most inspiring thinker, communicator and leader, who is ideally placed to play a central role in helping to infuse the United Synagogue with Jewish spirit, passion and vitality.

Theme 5 – The United Synagogue must try to reach significant sections of the Jewish Community to whom it currently does not seem relevant

Significant parts of the Jewish community, who could potentially be involved and connected to Jewish life through the US, feel as if they do not belong. An example of this is our young people. As has been widely observed, young people are not, in the main, connecting to the United Synagogue. Even though there are some local and centralised initiatives that have energised young people, there is little to maintain and develop their interest. As a result many chose not to remain involved.

Other segments of our youth, who have become enthused and more involved in active Jewish life, often through a positive Jewish experience in Israel, find little reason to remain involved with the United Synagogue on their return. They are finding alternative contexts for their Jewish expression.

There are some notable exceptions in communities where our youth directors have been successful, and

where local communities have responded to new needs by introducing various initiatives, including alternative minyanim.

Theme 6 – The need to put together a coherent strategy for maintaining and developing an outstanding Rabbinate and dealing with their conditions of employment

The Rabbis of the United Synagogue are by common consent the key group for delivering the future for our communities. They are the most significant agents for achieving the United Synagogue's Vision. Currently, there is no coherent approach to the overall development of our Rabbanim, looking at all aspects of recruitment, placement, training and motivation. There is no provision for appropriate review of terms and conditions.

Theme 7 – Governance of the organisation is unclear, outmoded and causes confusion

Throughout the US, there is a lack of understanding and proper definition of the roles of different stakeholder groups relative to each other. The formal rules and regulations are generally ignored, since they are often outmoded and confusing. Clarity as to the levels of responsibility and authority within the US is vital for success. This issue impacts on the relationships between local community leadership and the Executive Offices, between professionals and Trustees and between the Trustees and Council. At the moment, the lack of clarity and shared understanding means that inappropriate decisions made by unempowered people are a real risk. Significant amounts of Executive time are currently spent in resolving historic issues that have arisen because of this lack of clarity and in dealing with new issues without the benefit of clear policy guidelines. This issue impacts directly on the independence of local communities and the parameters of local decision making.

The United Synagogue is comprised of Member and Affiliated Synagogues. There is considerable lack of agreement as to whether this distinction is any longer helpful. This is an important issue and needs to be resolved.

Theme 8 – The need to address the sense of dissatisfaction with the role of Council under the current constitution

Since the Constitution was changed in 1998, there has been a general sense that Council, which used to be the Trustee body of the US, is no longer an effective body. A lack of clarity as to its role has led to the feeling that the voice of the member communities is not properly represented to the Trustees. In some situations the feeling of "us and them" that results is both acute and damaging. At the same time the development of the Regional forums has provided an alternative voice for the communities. The relationship between these bodies and Council needs to be clarified.

Theme 9 – The need to create a High Performance Service Culture at the Executive Offices

The United Synagogue has not had sufficient resources to devote to providing the level of support services that local communities have a right to expect. It is widely agreed that the US Executive Offices needs to refocus energy and resource on becoming a quality service agency, particularly in the areas of finance, property and IT. This is a question of both reality and perception. It appears that the Executive Offices so lack credibility on some fronts that local communities deliberately avoid central "interference" where they can. Recent initiatives have shown that this issue can be successfully addressed.

Theme 10 – The need to improve both internal and external communication and develop an organisation wide strategy

In the contemporary world it is widely recognised that our method of communication has to be sophisticated in terms of both content and delivery. The findings indicate that the United Synagogue falls well short in both respects. Our inability to communicate effectively, whether within the Executive Offices, to our members or to Anglo Jewry in general, hinders our chances of success. Additionally, this lack of good communication is a source of conflict and misunderstanding throughout the Organisation. There is a real and a strongly perceived need to improve both the content and the means of delivery of "our message".

Theme 11 – A strong feeling among staff that their needs were not being properly addressed

It is felt widely by staff that many fundamental prerequisites for the professional exercise of their duties are not in place. This includes proper contracts of employment, job descriptions and regular appraisals. This clearly impacts on the motivation and commitment of the United Synagogue's staff.

5.2 Contextual Background

These bullet points identify the key issues in the contextual background against which the United Synagogue operates. They are explored in detail in the Appendix.

External factors

- Increasing competition for membership and involvement
- Greater religious and geographic polarisation in Anglo Jewry
- Declining numbers associating with centrist orthodoxy
- Increasing age profile of Anglo Jewry
- Uncertain international environment

Internal factors

- US uniquely placed within Anglo Jewry
- Strong desire for the US to be successful
- Many thriving local communities
- High positive profile of various elements of US work
- A readiness to embrace change
- High age profile of membership
- Lack of clarity over the direction of the Organisation
- Perceived leadership void in policy making and its articulation

Strategic Imperatives

The following Strategic imperatives – broad aims – are drawn from the Themes and Findings of the Review and take the contextual background into consideration. They represent the major issues that the United Synagogue must address by the end of 2004. Many of them are directed at providing the core Executive Offices service functions that are a prerequisite for a successful and professionally run organisation. The short-term imperatives are explored in greater detail over the next few pages.

In coming to these conclusions, it was consciously decided that there are some issues that can only be effectively approached once others, which form the foundation of the organization, have been substantially addressed. For this reason, we have distinguished between short term and medium term imperatives.

We also decided to regard three particular issues as "givens" for the short and medium term. It is understood that they could not be properly addressed until such a time as the other core issues have been resolved. They are:

- 1 Ownership of properties will remain with US Trust Ltd.
- 2 The delivery of financial services will continue from the Executive Offices.
- 3 The administration of Contracts of Employment for Rabbi's will remain under the control of the US and not be devolved to the member synagogues.

We believe that we can only address these issues properly when the short-term imperatives have been met.

Short-term imperatives: 6 months to 2 years

- 1 **Resolve the Governance relationships within the organisation**
- 2 **Improve the quality of the central finance, IT and property functions**
- 3 **Introduce programmes for the maintenance and development of an outstanding Rabbinate**
- 4 **Further develop our ability to help local communities excel**

- 5 **Begin to extend the range of communities associated with the US**
- 6 **Develop programmes that promote a sense of belonging among members and non-members alike**
- 7 **Implement high quality Human Resources systems and procedures**
- 8 **Develop a comprehensive communications strategy**
- 9 **Ensure continuous and consistent review of strategic issues**

Medium-term imperatives: 1 year to 3 years

- 1 **Maintain and enhance the position of the United Synagogue as the main provider of religious infrastructure to British Jewry**
In particular this will include the assessment of the role the US plays through the Agency for Jewish Education (AJE) in supporting the Day school and part time education provided for our children.
- 2 **Develop more effective research and long term financial planning**
It is of critical importance that the US is able to devote sufficient resource to researching and planning its long-term financial future.
- 3 **Review the issue of local synagogue debt**
This is related to the point above. The successful resolution of the revenue deficit allows us to move on to look at local debt that has been allowed to grow to unreasonable proportions. Resolution will be informed by the results of the Governance Review.
- 4 **Review and appraise the success of Kashrut as a business**
Kashrut is a business that contributes significantly to the US income. Its prospects for sustained growth must be assessed and managed over the medium and longer term.
- 5 **Relocate Executive Offices**
There is general agreement that in terms of quality of office space, size and flexibility the current location is not suitable for the medium and long-term.

Key Objectives

The table below links the Strategic Imperatives outlined above to a set of Key Objectives, as well

as to the Mission statements on page 10 and identifies the main beneficiaries in the organisation.

STRATEGIC IMPERATIVE	KEY OBJECTIVE	HOW IT LINKS WITH THE MISSION (see page 10)	BENEFICIARIES* (RANKED)
1 Resolve the Governance issues within the organisation	Finalise the Governance Review and fully implement new arrangements by June 2004	M1, 4	2, 3
2 Improve the quality of the central finance, IT and property functions	Deliver finance, IT and property service functions that meet internal head office and member synagogue requirements by December 2004	M1	2, 3
3 Maintain and develop an outstanding Rabbinate	Build a comprehensive infrastructure aimed at enhancing long-term Rabbinic leadership	M4	2, 1, 3
4 Further develop our ability to help local communities excel	Undertake focused expansion of Community Development Group during the plan period Ensure a cross-departmental approach to community planning and the best use of assets	M1	1, 2
5 Begin to extend the range of communities associated with the US	Develop proposals for new types of communities to be associated with the US	M1, 3	1, 2, 3, 4
6 Develop new programmes that promote a sense of belonging among members and non-members alike	Develop the Young People's Programme into a highly respected programme with the confidence and support of the community by December 2004 Develop a range of life-long learning programmes at the provisionally titled "Kehilla Community College" appropriate to the membership and leadership of the US	M3	
7 Implement high quality HR systems and procedures	Implement modern HR practices which will benchmark well against other similar organisations by December 2004	M4	5, 2
8 Develop a comprehensive communications strategy	Implement a strategy to communicate the Vision, Mission, Values and accomplishments of the US for the benefit of all stakeholders	M1, 2, 3, 4	1, 2, 3, 4, 5
9 Ensure continuous review of strategic issues	Provide a lay/professional resource for ongoing strategic review	M1, 2, 3, 4	2, 3, 4, 5

* 1 = Individual member; 2 = Individual communities; 3 = US family of communities; 4 = Anglo Jewry; 5 = Staff

Action Plans

These action plans form the most focused part of the Review. They take the key objectives outlined above, identify the benefits that will accrue and set out action plans to achieve the goals. Some action plans have commenced and others are already completed as mentioned below. It is important to restate that these plans reflect the new work of the US in response to the Review. Much other important and ongoing work continues.

In practice, much of the work described entails detailed project planning which has been developed, but is beyond the scope of this paper.

7.1 Governance

Objective: *Finalise the Governance Review and fully implement new arrangements by June 2004*

Key Benefits:

- 1 Efficient decision making carried out by properly authorised personnel
- 2 Managing (eradicating!) the risk to the organisation that inappropriate decisions are made by unauthorised personnel
- 3 Creation of a positive environment for lay leaders to become actively involved and engaged with the United Synagogue with clarity about their role and responsibilities
- 4 Professional staff will have a clearer understanding of their roles and responsibilities and how to better work with their lay counterparts
- 5 Fulfills a major requirement of the Deloitte and Touche Report

STRATEGY	ACTION PLAN	TIMING (Q = Quarter)
1 Conduct a review of Governance within the United Synagogue and implement its findings and recommendations	1.1 Undertake phase one of review. Scope out the issues and recommend plan of action	Q1 2003
	1.2 Implement findings	Q1 2003-Q2 2004

Comment

The first phase of the Governance Review was conducted by an independent consultant and is now completed. It was reported to the Trustees in January 2003. The specific areas of work identified for the next stage will include wide consultation with different sectors of the community. The scope of the exercise is very broad and will require intensive professional and lay work over the next year. The projects that have emerged will ensure that the voice of the membership

and of Council is properly heard, develop clear protocols and procedures throughout the organisation and ensure compliance to statutory Charity regulations. They will also clarify the role of the Trustees and establish a new management structure for the US.

An extract from the original proposal for the Review can be found in the Appendices.

7.2 Service Provision: Finance, Property and IT Systems

Objective: *Deliver Finance, IT and Property service functions that meet internal and member Synagogue requirements by December 2004.*

Key Benefits:

- 1 Re-establish confidence at the local synagogues in the United Synagogue's ability to service their core administrative and financial needs
- 2 Develop awareness and appreciation of 'value for money' that local communities receive from central support services
- 3 Help local communities better manage their affairs through accurate and timely information flows
- 4 Increased administrative finance, property and IT efficiency of local communities
- 5 Avoidance of crisis management within service provision
- 6 Fulfills a major requirement of the Deloitte and Touche Report

STRATEGY	ACTION PLAN	TIMING
Finance		
1 Deliver Financial Support services to local synagogues that meet the communities' needs	1.1 Appoint community finance manager 1.2 Appoint internal auditor	Commenced complete Q1 2003 Completed
2 Build more efficient financial reporting and communication channels with local communities to improve the flow of information from the communities to central accounts and back	2.1 Establish financial protocols steering group and working party 2.2 Develop and implement new intranet driven invoice payment system	Commenced Complete report Q2 2003 Q1 2003

Comment

A Financial Protocols Working Party made up of local representatives has completed a report leading to significant changes in the communication of financial information. An internal auditor has been appointed

and has begun his work. The intranet driven invoice payment system is currently being tested and implemented and has been very well received by local communities.

STRATEGY	ACTION PLAN	TIMING
Property		
1 Undertake a review of property support services and reconfigure the property department accordingly	To be developed	Q1 2003

Comment

A volunteer property expert has been engaged to help carry out the review of the property department.

STRATEGY	ACTION PLAN	TIMING
IT 1 Develop appropriate IT systems and support across the organisation to ensure an efficient and effective flow of timely information and communication	Secondment of Totally Communications Plc to the United Synagogue on a 3 month contract to deliver:- 1. Improved IT, hardware and software systems for Executive Offices, Burial and the AJE 2. Intensive management of Elonex and Softgen (suppliers of IT services) 3. Installation of an Intranet 4. Development of an electronic invoice payment system 5. Building a logical data model for the flow of data within the United Synagogue 6. Development of a five year strategy for the organisation	TC Plc currently engaged. Excellent interim results Completion Q1 2003

Comment

There has been a dramatic improvement in IT provision at the Executive Offices with a large number of historic problems solved. Support services from our

contractors have undergone a transformation in light of intensive management.

7.3 The Rabbinate

Objective: *Build a comprehensive infrastructure aimed at enhancing long term Rabbinic leadership over the next three years.*

Rabbis will have the confidence that their contractual, financial and professional needs will be properly addressed and funded.

Key benefits:

1 The United Synagogue will be better placed to proactively recruit Rabbis appropriate to serving the needs of its communities. Once recruited,

2 The United Synagogue will be able to encourage the continuous development of the skills of its Rabbinate

3 Communities will benefit from Rabbis who are secure in their positions and able to fully extend themselves in leading their communities forward

STRATEGY	ACTION PLAN	TIMING
1 Secure the confidence and support of the Rabbinate, via the Rabbinical Council of the United Synagogue	1.1 Establish Working Party to develop a comprehensive plan of action with a view to establishing a Centre for Rabbinic development at the "Kehilla Community College"	Q1 2003
2 Ensure that the necessary funding stream is available from external sources for a minimum of three years	2.1 Liaise with potential funding bodies and supporters	Q1 2003

Comment

Funding commitments from a number of outside bodies for the Centre for Rabbinic Development at the new "Kehilla Community College" have been forthcoming. A number of historic issues related to the employment terms and conditions of the Rabbinate

are now under active review. Work has begun on developing the parameters for the Centre for Rabbinic Development involving representatives of the Rabbinical Council of the United Synagogue.

7.4 Communities

7.4.1 Objective: Undertake focused expansion of CDG during the plan period

STRATEGY	ACTION PLAN	TIMING
Research 1 Ensure that the US has extensive membership information providing adequate background for strategic decision-making	1.1 Update and expand quantitative data 1.2 Initiate qualitative research 1.3 Establish remit for the effective use of the results of the research	Q1 2003 Q1 2003 Q2 2003
Regionalisation 1 Develop and increase the use of Regional forums 2 Investigate the viability of a formal regional structure for the United Synagogue	1.1 Extend use of forums to include decisionmaking, training and sharing of best practice 1.2 Develop new forums to cover all of the US 2.1 Set up working party including members of the forums to investigate new structures in light of the Governance Review	Q1 2003 Q1 2003 Q3 2003
Volunteers 1 Promote, recruit and support Volunteers in the over 50's and under 30's age group	1.1 Employ a part time worker 1.2 Utilise regional framework and networks to develop & organise seminars, working closely with US Cares 1.3 Develop Social Action Programmes	Q1 2003 Q2 2003 Q2 2003
Training 1 Ensure that all key lay leaders and members of Boards of Management are provided with an appropriate range of training options	1.1 Design and implement training programmes 1.2 Design and produce accompanying good practice manuals/handbooks 1.3 Use regional networks to implement 1.4 Develop partnerships with Learning & Skills Council to effect quality training. 1.5 Work in conjunction with Property and Finance Departments to develop Trustee and Honorary Officer Induction, and Training for Financial Representatives	Commenced Q2 2003 Q2 2003 Q1 2003 Q2 2003

Comment

The Community Development Group of the United Synagogue has undoubtedly been the most important initiative of the past decade. It continues to provide a highly valued service to our communities as well as

engaging in managing new initiatives, such as the Kehilla Community Conference, US Shabbat, the Young People's Programme and CAM (Community Asset Management).

7.4.2 Objective: Ensure a cross-departmental approach to community planning and the best use of assets.

STRATEGY	ACTION PLAN	TIMING
Community Asset Management (CAM) 1 Local Communities: Work across departments to improve the use of our assets	1.1 Liaise with property, finance and other departments to develop effective management approaches for all communities in respect of their assets	Completed
	2 Globally: Identify opportunities to maximise the assets of the United Synagogue	2.1 Identify new strategies for maximising assets centrally and locally

Comment

The work of Community Asset Management (through our recently appointed Community Asset Manager) has already introduced a new set of important disciplines into the US with great effect. The level of interdepartmental cooperation has improved

dramatically and our ability to help solve related issues has already been proven effective. CAM is also improving our ability to understand our property asset base better and make it work harder for us.

7.5 Extend the range of communities associated with the US

Objective: *To develop new communities by creatively engaging with new and existing groups of members and potential members.*

Key Benefits:

- 1 US attracts involvement of segments of the community it is currently missing
- 2 Increased positive profile of the US
- 3 US offers a wider choice of Synagogue services and of ways to engage with the community

STRATEGY	ACTION PLAN	TIMING
1 Initiate new types of community designed to attract those currently uninvolved with our Synagogues	1.1 Report on current options for new community initiatives	Q2 2003
	1.2 Develop proposals for specific pilot initiatives	Q3 2003
	1.3 Bid for funding and initiate new communities	Q4 2003

7.6 Programmes to promote a sense of belonging

This section identifies the two most important proactive programmes that have emerged from the United Synagogue in the past year. The Review has highlighted the critical need for the US to recognise that, as attractive as our communities may be or may become, we need to take initiatives that are designed to attract people to vibrant Jewish life. Both these programmes will, of course, go on to link closely to our communities in order to ensure success.

7.6.1 Objective: *Develop the Young People's Programme into a highly respected programme with the confidence and support of the community by December 2004*

Key Benefits:

- 1 Secures the future of the organisation through engaging with youth
- 2 Increases membership potential
- 3 Shows the organisation provides effectively for young people
- 4 Enhances future leadership potential

Comment

The US Young People's Programme was initially launched in November 2001. It developed from an understanding that providing for our young people within our communities is a critically important long-term project. The appointment of two key personnel, in October 2002, was the result of a search process to find high calibre professionals to lead the initiative. The move to newly refurbished premises has now concluded. The YPP project is now poised to make a substantial impact on the US.

STRATEGY	ACTION PLAN	TIMING
1 Investigate current provision for young people within the US	1.1 Audit all organisations currently servicing US members, ages 5-30	Commenced
	1.2 Establish and maintain a comprehensive database of all members by age group	Q1 2003
2 Develop an integrated strategy for future activity within this area	2.1 Deliver a strategic plan for the programme's next three years, considering various options for the future	Q1 2003
	2.2 Recruit, develop and manage a competent and inspiring staff team	Q1 2003
3 Continue work with Youth Directors in situ	3.1 Arrange regular monthly meetings/training seminars for all paid synagogue youth personnel and lay leaders where appropriate	Completed
	3.2 Organise events that promote the YPP to its constituent members	Commenced

7.6.2 Objective: Develop a range of life long learning programmes appropriate to the membership and leadership of the US.

Key Benefits:

- 1 Increased level of Jewish knowledge and commitment among lay leadership and membership of the US
- 2 Increased awareness of the importance of ongoing Jewish learning
- 3 Raising the overall Jewish content of US activities

Comment

The recognition of the need for appropriate, inspiring and challenging Jewish educational programmes for adults is now widespread. The United Synagogue is committed to taking the lead in providing this service to its members – and beyond. There are many models and programmes already in place within Anglo Jewry and we will make partnerships and share resources as appropriate. We do, however, recognise that we must take primary responsibility for our own community and its needs

STRATEGY	ACTION PLAN	TIMING
1 Secure the establishment of the Centre for Life Long learning at the "Kehilla Community College"	1. Ensure the outline development plans for the programme are agreed	Q1 2003
	2. Secure fixed funding for the first three years of the programme	Q1 2003
	3. Initiate new fundraising campaign	Q2 2003
	4. Develop the detailed educational plan for the Centre	Q1 2003
	5. Engage professional staff	Q2 2003

7.7 Human Resources

Objective: Implement modern HR procedures and processes

Key Benefits:

- 1 Make US fully legally compliant and reduce risk
- 2 Motivate staff
- 3 Increase attractiveness of US as an employer
- 4 Give staff clearer understanding of their roles
- 5 Increase performance at all levels

STRATEGY	ACTION PLAN	TIMING
	For each of the 4 strategies:	
1 Implement a comprehensive salary structure	1. Define the Objectives and Briefs for an external consultant	Q1 2003
2 Implement an organisation wide appraisal system	2. Obtain quotes, select and appoint consultants	Q1 2003- Q4 2003
3 Address key shortcomings against employment law	3. Implement project and develop recommendations	Q2 2003- Q4 2003
4 Implement appropriate skills training	4. Evaluate progress, agree solutions, communicate and implement	Q2+Q3 2003- Q1 2004

Comment

The staff survey showed just how important these issues are to our professionals .As a responsible employer we recognise the obligation we have to our staff and will do everything we can to improve their

working conditions. We have now engaged a consultant to work alongside our HR manager, who will focus on specific projects.

7.8 Communications

Objective: *Implement a strategy to communicate the Vision, Mission, Values and accomplishments of the US for the benefit of all stakeholders.*

Key Benefits:

- 1 Improve PR activity of the US and reaffirm US in its key role in Anglo Jewry
- 2 Ensure stakeholders and involved parties are always fully briefed and aware
- 3 Communicate the values and ideology of the US across the community

STRATEGY	ACTION PLAN	TIMING
1 Implement a comprehensive public relations, marketing and communications function	1.1 Investigate options and costings for a new department with responsibilities for: <ul style="list-style-type: none"> • Message development • Public and Media Relations • Effective use of internet /new media • Public affairs • Marketing and branding 	Commenced Q1 2003
	1.2 Set up department on appropriate scale	Q1 2004

7.9 Ongoing Strategic Review

Objective: *Provide a lay/professional resource for ongoing strategic review*

Key Benefits:

- 1 Ensure that the momentum for strategic thinking is maintained
- 2 Medium and long term issues that have been identified are properly addressed
- 3 United Synagogue avoids redevelopment of a reactive organisational mindset

STRATEGY	ACTION PLAN	TIMING
Investigate options for establishing appropriate Review function	Set up working party to provide a range of costed options for Trustee consideration	Q2 2003

Funding the Action Plans

The Treasurers of the United Synagogue received an in-depth presentation of the Review and its predicted results as part of the budgetary process for the year 2003. Together with the Finance Director and the Chief Executive, they considered the demands of the review and have allocated a substantial sum of money towards its implementation.

Some of the appointments of staff to carry out the plans have already been made and others will follow. Of the appointments some will be temporary and others will be permanent additions.

The United Synagogue now has a successful Fund Raising Department, which has already taken up the responsibility of supporting the Young People's Programme, as well as raising funds for disadvantaged members of our community. We anticipate that much of the funding for the "Kehilla Community College" and its two main new initiatives, the Centre for Rabbinic Development and the Centre for Life Long Learning, will be raised from non-membership income.

Conclusion

This paper is the result of an intensive effort conducted over a number of months. It lays out a new vision for the United Synagogue and sets out a plan of action that, in the short term, will take us toward that vision. It is a beginning and will need to be revisited on an annual basis for it to have long lasting effect.

We recognise that the Review does not go far enough in at least two respects, both of which we intend to address over the next year. Firstly, we recognise that we have more work to do in setting out measurements for our success. There are some specific indicators within each of the strategic imperatives and these can be assessed, but we do need to look carefully at applying appropriate measurements elsewhere.

Secondly we understand the importance of helping our communities concentrate on making themselves into yet more exciting centres of Jewish life. This enterprise will benefit enormously from the plans we have in place, but we expect that a new focus on what is coming to be known as Synagogue Transformation will be of great importance as we move forward. The next Review will, we hope, reflect this realisation.

We have identified the need for a number of initiatives such as our Young People's Programme, the Centre for Life Long Learning and the Centre for Rabbinic Development that are and will become visible signs of a resurgent United Synagogue. We have also recognised the need for a Governance Review, which is essential if we are to be an efficient and well-run organisation. The plan to improve the level of service provision for our communities will ensure that the US Executive Office is better able to provide the quality of support that our communities are entitled to expect.

The vision we have outlined is bold. It paints a picture of a membership engaged in a compelling, inspiring type of Jewish life, rooted firmly in commitment to the Torah. It speaks of our communities, both individually and as a family, serviced and supported by the Executive Offices and, together building a communal framework that provides more than any one element could achieve on its own.

In thinking about and in working on the enterprise of developing the United Synagogue, one cannot but be struck by a certain sense of awe. Tens of thousands of Jewish people express their Jewish lives through our communities and in our programmes. We have a serious responsibility both to them and to God whose partner in this journey we set out to be.

When the Jewish people completed the building of the *mishkan*, the sanctuary in the wilderness, Moshe Rabbenu offered them the blessing of "*she tishreh shechina be ma'aseh yadeichem*" – may the Divine Presence rest on the work of your hands. Of all the hopes we have for the future this blessing is probably the most appropriate.

Rabbi Saul Zneimer
Chief Executive

blank page on back of 29

Acknowledgements

A large number of people played a very significant role in this important piece of work. In singling out some there is always a risk of missing out others. We would therefore like to stress that all comments and suggestions received in all frameworks we created were helpful and prompted thought and discussion – thank you to all who participated.

We would particularly like to thank the following;

Chief Rabbi Dr Jonathan Sacks

Robert Silbermann – *Consultant to the Review*

Peter Sheldon, Simon Hochhauser, Brian Wolkind,
Jeremy Newmark – *The Steering Group*

Rabbi Jeremy Conway, David Braes, Simon Goulden,
Leonie Lewis – *Divisional Heads*

The Trustees of the United Synagogue

Anthony Cummings

The Senior Management Team of the United
Synagogue

The Rabbinical Council of the United Synagogue,
Executive and Members

Members of the local communities that we visited
during the Review

Steven Chelms – *Consultant*

Staff at Adler House, Bet Meir, our Burial offices and
local communities

blank on back of 31