

HIAS + JCORE

The UK Jewish Voice on Refugees and Racial Justice



Our strategy

2024-2027

A plan for a UK where refugees and asylum seekers can flourish, as a part of a society free from xenophobia and racism.

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Introduction

For nearly 50 years the Jewish Council for Racial Equality, JCORE, has pushed for a world free of racism and hate.

Sadly, we are living in times where division seems more prevalent than cohesion; where hates seems more common than harmony.

JCORE's work in more recent years began to focus more on supporting refugees, and fighting the racism that they so often experience.

This work is relevant now more than ever.

And now, a new opportunity has arisen as JCORE has recently commenced a partnership with HIAS, a US based and now global NGO delivering humanitarian aid to displaced people. HIAS works in 22 countries and believe that Jewish values point to building a culture of welcome and inclusion for refugees.

Refugees face many barriers, both institutional and societal. Furthermore, we often find that societies welcoming refugees lack



social and community cohesion required to integrate them into their society.

It is vital that people fleeing conflict and persecution have the right to seek asylum, according to international human rights law. But when they do lodge a claim, go through the process, and often receive refugee status, what sort of a world is waiting for them after?

We at HIAS+JCORE believe that **refugees should find safety, community, and be welcomed by good neighbours** when entering their new community. These beliefs are built on our Jewish values and history of **Compassion** (Rachamim), **Responsibility** (Arvut), **Solidarity** (Shlemut) and **Partnership** (Gishur).

Therefore, our strategy will be to **advocate for refugees, support them directly** and **mobilise the Jewish community** to their aid, in order to enable them to flourish as a part of a society free from xenophobia and racism.

Having spent the first year building the collaboration between HIAS+JCORE and HIAS, and introducing new leadership, this strategy is being developed in order to establish our next steps in accordance with our refined vision, up and until 2027.



Our purpose

HIAS+JCORE stands for a world in which refugees find **safety**, **community**, and are **welcomed by good neighbours**, built on our Jewish values and history of **Compassion** (Rachamim), **Responsibility** (Arvut), **Solidarity** (Shlemut) and **Partnership** (Gishur).

We exist to enable refugees and asylum seekers to flourish as a part of a society free from xenophobia and racism.

Welcome the stranger. Protect the refugee.



Our values

COMPASSION

Rachamim

Compassion, according to Maimonides, is a defining characteristic of a Jewish person. We need to shine out the light of compassion on others in need.

RESPONSIBILITY

Arvut

Jewish people are asked to be 'responsible' for each other. So we as a people should share responsibility with the wider world and this should drive us to help those seeking refuge and asylum.

SOLIDARITY

Shlemut

We are not complete without others. This value should drive us to work together with other communities in order to solve problems and work toward a more compassionate society.

PARTNERSHIP

Gishur

We believe in collaboration with individuals and organisations. This will be an act of bridging between different worldviews and communities. But in partnership we believe that more change can be achieved.

Strategic aims

1**ADVOCATING****2****MOBILISING****3****SUPPORTING****4****THRIVING**

Strategic aims



1: ADVOCATING

By 2028, we will be the go-to Jewish organisation in refugee and asylum policy and recognised as the bold, confident, Jewish voice working toward a society in which displaced people can flourish free from xenophobia and racism.

Why we advocate

To elevate our voices alongside those of displaced people so that attention and resources are given to those who need it most

By 2028, we will be the go-to Jewish organisation in refugee and asylum policy and recognised as the bold, confident, Jewish voice working toward a society in which displaced people can flourish free from xenophobia and racism. We would engage with the UK refugee sector and with politicians from across the political spectrum, and we would be regularly called for comment in the wider media.

Strategy

On the cusp of a General Election – and into a new government – we believe there is a gap for a new, expert voice that can be called upon by decision makers in government and civil society on our core issues that draws on the knowledge and experience of our community. We will draw on experienced HIAS staff who are travelling between the United States and countries in Africa,

Europe and Asia to conduct in-person briefings, as well as issuing written accounts to be distributed. We also appreciate that other organisations may have years of expertise in advocating for our core issues. We seek to complement their work through coalition and partnership work, and to bring our distinct perspective to their campaigns and work.

Existing partnerships (beyond that with HIAS) include with: Alliance for Racial Justice, Board of Deputies of British Jews, BOND, British Future, EcoJudaism, Faith in Labour, Host Nation, Jewish Labour Movement, Refugee Action, Refugee Council, Refugees at Home, Rene Cassin, Together With Refugees coalition, World Jewish Relief.

The ‘faith voice’ carries legitimacy, and as such we are bringing together voices across the various faith traditions in support of displaced people. We intend, in partnership with others, to build this into a more formal Faith Network, and consider the possibility of creating an All-Party Parliamentary Group (APPG), which will have

which will have officers drawn from various political parties, and for which HIAS+JCORE will be the secretariat.

Approach and tone

Our approach will be informed by our other strands of work. Our legitimacy as a voice of British Jewry comes from the mass movement we have mobilised, and so requires their involvement and engagement with campaigns, events, and communications. We will also centre the experiences

and voices of the services users in our volunteering programmes, and ensure that their priorities are the ones being expressed to decision makers.

Our public communications – from HIAS+JCORE and key personnel on news and social media – will complement this work, and also seek to be informative, eye-catching and engaging. We will be forthright, measured, and inclusive in our language, not be afraid to speak confidently, and will centre our experience and values as Jews.



Advocating: Objectives and goals

BY 2028, WE WILL...

- **Be the go-to organisation** for decision makers and media for the Jewish voice on refugees
- **Be an active part** of coalitions working towards policy change in support of our cause, including convening the interfaith response
- **Develop expertise working in policy change** in three leading refugee policy areas, including legal support
- **Develop expertise in advocacy for international refugee populations** supported by HIAS country offices, and build relationships with institutional donors to fund this work
- **Be a leading voice** in the conversation advocating for a society free of racism, especially linking treatment of refugees to racism
- **Support social cohesion** between the Jewish communities and others



Outputs and success indicators

Objectives	Year one SMART goals	Performance indicators
<p>Be the go-to organisation for decision makers and media for the Jewish voice on refugees.</p>	<p>Create and deliver on an advocacy strategy that involves engaging with MPs, councillors, and Peers across all parties, civil servants, and other decision makers, and having a growing print, broadcast and social media output.</p>	<ul style="list-style-type: none"> a. Number of new engagements with decision makers (MPs, Peers, councillors and relevant civil servants)* b. Number of meetings held with existing decision makers c. Broadcast and print media engagements* d. Events organised or participated in e. Social media followers f. Social media engagement
<p>Be an active part of coalitions working towards policy change in support of our cause, including convening the interfaith response.</p>	<p>Building active participation in lobbying coalitions on refugee policy and an Interfaith Refugee Network/APPG made up of at least eight leaders amplifying faith voices on refugee policy. This network will meet four times over the year.</p>	<ul style="list-style-type: none"> a. Policy coalitions joined b. Faith leaders engaged c. Meetings held
<p>Develop expertise working in policy change in three leading refugee campaign areas, including legal support.</p>	<p>Agree on priority areas, from UASCs, refugee inclusion, and HIAS areas of expertise. Contribute to meetings, policy asks, and grassroots campaigns on these three areas at least once.</p>	<ul style="list-style-type: none"> a. Policy Priority areas identified b. Learning sessions held c. Engagements contributed to d. Participation in coalitions

Objectives	Year one SMART goals	Performance indicators
<p>Develop expertise in advocacy for international refugee populations supported by HIAS country offices, and build relationships with institutional donors to fund this work.</p>	<p>Work with at least three different country offices to learn about the most up-to-date issues and how HIAS is contributing, and feed this back to at least three relevant desks at the FCDO.</p>	<ul style="list-style-type: none"> a. Policy briefings produced b. Meetings with civil servants in FCDO c. Meetings with HIAS staff overseas d. Expert and senior level HIAS staff engaged with to deepen expertise e. Gain knowledge and expertise from three differing HIAS country offices
<p>Be a leading voice in the conversation advocating for a society free of racism, especially linking treatment of refugees to racism.</p>	<p>Engage in at least three events or campaigns around the issue of racial justice, and have at least four print or broadcast engagements on the topic.</p>	<ul style="list-style-type: none"> a. Broadcast and print media engagements* b. Events organised or participated in
<p>Support social cohesion between the Jewish communities and others.</p>	<p>Actively support social cohesion efforts in both interfaith and antiracism settings.</p>	<ul style="list-style-type: none"> a. Events b. Meetings

NB: * = key success measure

Strategic aims



2: MOBILISING

By 2028, we will be leading a Jewish movement built on passionate, informed, and effective networks taking part in multiple pathways of engagement.

Why we mobilise communities

To create and foster an ever-growing cohesive network of support which shares our ideals and principles

By 2028, we will be leading a Jewish movement built on passionate, informed, and effective networks taking part in multiple pathways of engagement. This includes networking within the Jewish community, engaging youth and students, and working to facilitate local Jewish support for refugees and asylum seekers as well as for community cohesion work.

Youth and students

Young people (in particular those aged 16-25) are a ready-made resource for campaigning and activism. They offer a moral clarity and elevated position when looking to assert our profile across the rest of the community (especially those concerned with Jewish continuity or “the next generation”). Both racial justice and refugees are issues that rank relatively highly in terms of matters of concern for

young Jews. It’s easy for young people to feel hopeless about change, and not take action as a result. We are best placed to offer guidance, training, and leadership to restore some optimism and action. Ultimately, HIAS+JCORE offers an outlet for this audience to live out their values.

Through programming, collaboration and empowerment of youth and student organisations, HIAS+JCORE will be a leading voice throughout the community.

Beyond youth: adult community engagement

Many synagogues and communities are already active on our core issues, particularly through community volunteering. However, this work is isolated, unconnected, and can also motivate further action.

By embedding ourselves within communities across the religious spectrum, HIAS+JCORE will be able to elevate the importance of our core issues. This will drive change

and engagement on a local, regional and national level across advocacy and volunteering. In order to do this, we develop messaging on our core issues that is able to drive support and minimise opposition.

Developing a calendar of events and activities – incorporating **festivals**, HIAS’s **Refugee Shabbat**, and **Mitzvah Day**, as well as others – will mean that there is a ‘place’ for our work, as well as working

with partners such as **EcoJudaism** to show how our core issues intersect with others.

This work is led by the development of a cross-communal **Rabbinic Network** and exploring both a **Community Refugee Ambassador programme** and a **role on the Board of Deputies of British Jews**.

Through training and supporting people across the community to champion our core issues, we will be able to magnify our work.



Mobilising: Objectives and goals

BY 2028, WE WILL...

- **Have an offering available** to any and all Jewish communities and organisations
- **Maintain and grow** the network of Jewish activists engaged in supporting refugees and asylum seekers
- **Develop programmes and pathways** for youth and student engagement and leadership
- **Foster and strengthen partnerships** with communal institutions
- **Develop a rabbinic network** in support of HIAS+JCORE
- **Cement refugee-focused events** in the communal calendar
- **Increase communal participation** in volunteering projects with refugees and asylum seekers
- **Deepen communal awareness** on the links between forms of xenophobia and racism, especially against refugees and asylum seekers, including the role JCORE has played in this
- **Tackle racist attitudes** within Jewish communities, especially towards refugees



Outputs and success indicators

Objectives	Year one SMART goals	Performance indicators
Have an offering available to any and all Jewish communities and organisations.	We have developed a menu of event offers that are relevant to synagogues and wider Jewish community groups (e.g. sports clubs) and are facilitating at least 8 events.	<ul style="list-style-type: none"> a. Events to synagogues offered b. Events to synagogues delivered* c. Events in non-synagogal setting offered d. Events in non-synagogal setting delivered* e. Mailing list signups f. Total participants* g. Feedback/Impact data
Maintain and grow the network of Jewish activists engaged in supporting refugees and asylum seekers.	Create a programme to network eager individuals in synagogues, including at least 12 people meeting for quarterly sessions.	<ul style="list-style-type: none"> a. Communities recruited b. Events in communities organised c. Impact data
Develop programmes and pathways for youth and student engagement and leadership.	Develop a strategy to deliver programming for at least 500 Jewish youth and students a year, including providing leadership opportunities.	<ul style="list-style-type: none"> a. Youth and students engaged b. Training events c. Impact data (knowledge) d. Young people mailing list signups
Foster and strengthen partnerships with communal institutions.	Hold annual check-in meetings with 12 community organisations, including OCR, BoD, JLC, and the denominations, and participate in key communal events including Limmud.	<ul style="list-style-type: none"> a. Meetings held b. Staff attending Limmud Festival

Objectives	Year one SMART goals	Performance indicators
Develop a rabbinic network in support of HIAS+JCORE.	Creating a space for clergy to engage in our work, including bespoke festival projects.	a. Rabbis engaged b. Impact data or feedback
Cement refugee-focused events in the communal calendar.	Have five Refugee Shabbat events organised for February, and three Refugee Week events organised for June.	a. Participation in Refugee Shabbat b. Participation in Refugee Week
Increase communal participation in volunteering projects with refugees and asylum seekers.	Recruit at least 50% of JUMP volunteers from the Jewish community and hold five coordination meetings for synagogue asylum seeker drop-ins.	a. Jewish identifying volunteers engaged for JUMP b. Drop-in Network meetings held
Deepen communal awareness on the links between forms of xenophobia and racism, especially against refugees and asylum seekers, and the role JCORE has played in this.	Develop educational resources and community briefings on the linkages between racism and migrant justice.	a. Educational resources developed b. Community briefings produced c. Education sessions delivered on the topic
Tackle racist attitudes within Jewish communities, especially towards refugees.	Provide three or more trainings a year across the Jewish community.	a. Training events b. Impact data c. Meetings with communal leaders

NB: * = key success measure

Strategic aims



3: SUPPORTING

By 2028, we will be significantly impacting refugees and people seeking asylum to navigate the system through welcoming, empowering, and volunteer-driven programmes.

Why we offer direct support

To create scalable opportunities to volunteer and support our vision

By 2028, we will be significantly impacting refugees and people seeking asylum to navigate the system through welcoming, empowering, and volunteer-driven programmes. These programmes will be responsive to the needs of our service users, respected in the sectors we operate within, and enabling volunteers – in particular in the Jewish community – to be more engaged than they were.

JUMP

Our longstanding programme JUMP provides befriending and casework to refugees and asylum seekers between the ages of 16-25. We offer transformative support by matching a trained befriender with an unaccompanied asylum seeking young person and are there for them with assistance in instances of hardship, and community activities. Growing and sustaining this work for 50 pairs places JUMP as one of the strongest

programmes of its kind in London. Through programming, collaboration and empowerment of youth and student organisations, HIAS+JCORE will be a leading voice throughout the community.

New programming

It is important to offer more diverse programming that can be rolled out across the UK, and engage people with different skills and levels of availability.



This includes developing **Welcome Circles** (part of HIAS in the US and Europe) as a community sponsorship programme here in the UK, **networks of professionals** – starting with lawyers – who can provide expert support, and meaningful corporate opportunities.

Further programming will engage people who are looking to ‘get involved’ but unsure how, and generate new advocates and champions for our core issues.

A community hub

Volunteering with and for refugees is already taking place across the Jewish community, in particular

through drop-ins for asylum seekers and refugees. his work is impressive, and instigated mostly by volunteers.

HIAS+JCORE will be at the centre of a network of established and up-and-coming opportunities, being able to provide expertise, signposting for volunteers and donations, and microgrants for creating new programming.



Supporting: Objectives and goals

BY 2028, WE WILL...

- **Ensure JUMP is the leading befriending programme** for unaccompanied displaced people in London
- **Facilitate work for a legal network**, supporting asylum seekers and refugees, including those we support directly
- **Keep the experiences of JUMP service users** at the forefront of advocacy and community engagement work
- **Support the development** of befriending opportunities outside of London
- **Through Welcome Circles**, offer a supportive structure for community sponsorship of resettled refugee families



Outputs and success indicators

Objectives	Year one SMART goals	Performance indicators
Ensure JUMP is the leading befriending programme for unaccompanied displaced people in London.	Sustain a supportive community with at least 50 befriending pairs engaging in its work and achieve high satisfaction in its casework support.	<ul style="list-style-type: none"> a. Number of pairs engaged* b. Number of casework issues handled* c. Number of community events d. Amount of money given in Hardship Fund payments
Keep the experiences of JUMP service users at the forefront of advocacy and community engagement work.	JUMP service users participate in at least five advocacy or community engagement events or comms pieces.	<ul style="list-style-type: none"> a. Generated impact data b. Pairs engaging in advocacy work
Support the development of befriending opportunities outside of London.	Identify prospective areas for a project hub through community and sector meetings.	<ul style="list-style-type: none"> a. Meetings held with community groups on this b. Meetings held with sector orgs on this c. Funding secured
Through Welcome Circles, offer a supportive structure for community sponsorship of resettled refugee families.	We will have a network of at least three Welcome Circles.	<ul style="list-style-type: none"> a. Welcome Circles organised

Objectives	Year one SMART goals	Performance indicators
Facilitate work for a legal network, supporting asylum seekers and refugees, including those we support directly.	We will have formalised our loose network of lawyers into a formal group with a TOR, have had one event for them, and have shared at least 10 opportunities with them.	a. Lawyers in the network b. Number of cases supporting on c. Dedicated legal network events

NB: * = key success measure

Strategic aims



4: THRIVING

By 2028, we will be a financially sustainable organisation underpinned by a team culture that prioritises innovation and inclusion attracting high calibre staff, volunteers, and partners.

Thriving

To sustain our vision and our work

By 2028, we will be a financially sustainable organisation underpinned by a team culture that prioritises innovation and inclusion attracting high calibre staff, volunteers, and partners.

Our small, but energised team will reflect expertise in refugee policy, both domestic and international, as well as anti-racism work. This will include a strong Public Affairs team and a community mobilising team which will help build the movement of support.

This would all sit alongside a diverse and talented Board of Trustees who would offer relevant support and ensure good governance.

Governance

HIAS+JCORE is developing a diverse board of trustees that has the skills and experience to support and elevate the work of the executive team. While HIAS are our

primary partner in this work, it is important to emphasise that HIAS+JCORE is a separate entity.

Communications

Our presence on social media, in traditional broadcast and print media, and direct to our supporters through newsletters is integral across all of our objectives. Through this work, we aim to inform, engage, and mobilise people in support of our vision.



Fundraising

The work that we do is only possible through the support of generous donors. We will work to develop sustainable funding streams across trusts and foundations, individual givers, corporate donors, events,

and innovative campaigns and initiatives. This engagement includes both our work in the UK and also HIAS' global humanitarian impact.

Lived Experience Leadership

As an organisation working in support of a group that we do not ourselves belong to, it is vital that we create ways for people with lived experience of the asylum system to not just inform our approach, but to drive our work forward.

The work done by partners in the migration sector to platform and

empower these people gives HIAS+JCORE a solid foundation with which to develop over the course of this strategy, in terms of offering opportunities to join our professional and trustee teams, as well as to contribute to and lead our work in other ways.

Team culture and operations

We believe that a well-functioning, supportive team environment is essential to us achieving this vision. We will continue to foster a strong and positive working culture and ensure that we develop world-class internal systems to manage, develop, and evaluate our work.



Thriving: Objectives and goals

BY 2028, WE WILL...

- **Maintain our financial sustainability** while growing ambitiously
- **Diversify** the sources of our income
- **Maintain strong systems** to meet our statutory obligations and live up to our values
- **Strengthen our bonds** with HIAS and its country offices
- **Develop a Board of Trustees** that it is active and informed across all our workstreams
- **Embed those with lived experience** of the asylum system as drivers across all our workstreams
- **Ensure a learning culture** in which staff and volunteers are provided with ongoing learning opportunities where needed
- **Develop and utilise** systems for monitoring, evaluation and learning (MEL) across all work



Outputs and success indicators

Objectives	Year one SMART goals	Performance indicators
Maintain our financial sustainability while growing ambitiously.	Devise and implement a fundraising strategy that is capable of raising more than our budgeted expenditure, primarily through grants and major donors.	<ul style="list-style-type: none"> a. Funds received* b. Grant applications c. Grant conversions d. Major donors approached e. Major donor conversions
Diversify the sources of our income.	Launch a Bnei Mitzvah fundraising programme for JUMP, and increase the number of recurring donors by 25%.	<ul style="list-style-type: none"> a. Recurring donors b. Bnei Mitzvah Fundraisers
Maintain strong systems to meet our statutory obligations and live up to our values.	Set up and utilise the CRM, and ensure that 100% of internal policies are in date.	<ul style="list-style-type: none"> a. Policies requiring renewal b. CRM completion
Strengthen our bonds with HIAS and its country offices.	Maintain quarterly contact with contacts in HQ and in at least three country offices, and arrange at least one factfinding trip for a staff member.	<ul style="list-style-type: none"> a. Meetings held b. Staff trip
Develop a Board of Trustees that it is active and informed across all our workstreams.	Quarterly board meetings and meetings of nominated subgroups are held to the satisfaction of board members.	<ul style="list-style-type: none"> a. Numbers of board meetings and subgroup meetings b. Feedback data from trustees

Objectives	Year one SMART goals	Performance indicators
Embed those with lived experience of the asylum system as drivers across all our workstreams.	Devise and implement a Lived Experience Leadership strategy that will provide opportunities for people to participate in programming and governance.	<ul style="list-style-type: none"> a. LEx Leaders in programming roles b. LEx Leaders in governance roles
Ensure a learning culture in which staff and volunteers are provided with ongoing learning opportunities where needed.	At least 90% of staff, trustees and volunteers take part in safeguarding training, and 100% of them can access further, internal training opportunities.	<ul style="list-style-type: none"> a. Percentage of staff, trustees and volunteers engaging in annual safeguarding training b. Percentage of staff, trustees and volunteers engaging in at least one training session c. Feedback data from staff*
Develop and utilise systems for monitoring, evaluation and learning (MEL) across all work.	Devise and implement a MEL strategy across all programming.	<ul style="list-style-type: none"> a. How many interviews conducted annually b. How many surveys issued annually

NB: * = key success measure

Review process

Setting our annual outputs

The staff team will discuss whether we are hitting the KPIs for our outputs on a monthly basis, which will be set out in a dashboard. This will be shared at each board meeting.

The Year One outputs will cover activity from July 2024 to June 2025. In April 2025, the staff team will set Year Two outputs, which will be agreed by the Strategy Subgroup ahead of July 2025. This cycle will continue for a third year, which can be further extended to the end of 2027.

The KPIs will also be tracked and reviewed in this end of year activity.

Strategic goal reviews

Annual review meetings with the Strategy Subgroup will be held to discuss the objectives and SMART goals in light of successes, challenges, and budgetary changes. Should any of these change or be dropped, this decision must be logged so as to aid in the development of the next strategy.

The next strategy

The successes and challenges logged within the dashboard will be used as the basis for the next organisational strategy.



Our work is only possible with your support.

If you would like to support our vision for a UK where refugees and asylum seekers are welcomed, treated with compassion and can thrive in a society free of racism, please contact us today.

Contact us

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