

NEW NORTH LONDON SYNAGOGUE

England & Wales · Charity number 1094668

Details

Other names NNLS, THE NEW NORTH LONDON SYNAGOGUE

Status Registered

Legal form Charitable company

Company number [04493731](#)

Registered 2002-11-18

Register [View on the Charity Commission register](#)

Contact

Address 80 East End Road
Finchley
London
N3 2SY

Phone 02083468560

Email office@nnls-masorti.org.uk

Website www.nnls-masorti.org.uk

Activities

Objects: THE CHARITY'S OBJECTS ("THE OBJECTS") ARE A) FIRSTLY, THE SUPPORT MAINTENANCE AND PROMOTION OF THE NEW NORTH LONDON SYNAGOGUE ("THE SYNAGOGUE") AND THE ADVANCEMENT AND PROMOTION OF THE PRACTICE AND TEACHING OF MASORTI (TRADITIONAL) JUDAISM IN ACCORDANCE WITH THE PROVISIONS OF THIS MEMORANDUM AND B) SECONDLY, IN SO FAR AS ANY PROPERTY OF THE CHARITY IS NOT REQUIRED FOR THE PURPOSE SET OUT IN CLAUSE 3(A), TO PROMOTE SUCH OTHER OBJECTS WHICH ARE CHARITABLE ACCORDING TO THE LAWS OF ENGLAND AND WALES AS THE CHARITY SHALL FROM TIME TO TIME DETERMINE.

Activities: The charity provides religious, educational, and cultural activities for its members and for the wider community within the framework of practice and ethos of Masorti Judaism. It actively encourages its members to participate in raising funds for other charities and to do practical work for these, and to support projects to enhance social justice.

Classification

- **How:** Provides Services, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Religious Activities
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** GREATER LONDON - BARNET
- Barnet

Finances

Period end	Income	Expenditure	Assets	Employees
2025-10-31	£2,166,941	£2,289,758	£7,085,179	74
2024-10-31	£2,119,824	£2,327,320	£7,207,994	78
2023-10-31	£2,077,404	£2,152,495	£7,415,490	103
2022-10-31	£2,134,964	£2,038,362	£7,490,582	89
2021-10-31	£1,727,011	£1,775,918	£7,393,975	72
2020-10-31	£1,741,109	£1,741,371	£7,317,673	68

Trustees

Name	Role	Appointed
MARK FLENNER Co-Chair	Chair	2025-06-26
Aaron Caplan		2025-11-03
Adrian Richardson		2026-06-25
Deborah Sobel		2026-06-25
Dr Noga Applebaum		2026-06-25
Karen Horwitz Co-chair		2026-06-25
Lisa Caplan		2023-07-12
Mark Teeger		2026-06-25
Rahwa Fessahaye		2026-06-25
Richard Fox		2025-06-26
Ruth Clifton		2023-06-22
Sara Okrent		2026-06-25

Accounts

Charity registration number 1094668

Company registration number 4493731 (England and Wales)

**THE NEW NORTH LONDON SYNAGOGUE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2024**

THE NEW NORTH LONDON SYNAGOGUE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

Debbie Bloom	(Appointed 27 June 2024)
Nicholas Brill	(Appointed 27 June 2024)
Ruth Bross	
Lisa Caplan	
Ruth Clifton	
Victoria Fox	(Appointed 27 June 2024)
Shirli Gilbert	(Retired 27 June 2024)
Ayala Gottlieb Alter	
Joshua Irish	
Roger Levitt	(Retired 27 June 2024)
Martin Otvos	(Retired 27 June 2024)
Bruce Rigal	
Martin Ross	(Retired 27 June 2024)
Sophie Ross	
Nigel Roth	
Joel Steinhart	
Julia Wagner	
Daniel Wilkins	
Nadine Young	

Charity number 1094668

Company number 4493731

Registered office
The Manor House
80 East End Road
Finchley
London
N3 2SY

Auditors
HaysMac LLP
10 Queen Street Place
London
EC4R 1AG

Website www.mynnls.org.uk

THE NEW NORTH LONDON SYNAGOGUE

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THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

The Trustees present their report including Directors' report and accounts for the year ended 31 October 2024.

The New North London Synagogue (NNLS) is a company limited by guarantee, which is also a charity registered with the Charity Commission under registration number 1094668.

The accounts have been prepared in accordance with accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019).

STRUCTURE, GOVERNANCE, AND MANAGEMENT

All members of the Synagogue Council, which is elected by the Membership, are Directors of the Company and Trustees of the Charity. Election to the Council is for a two-year period which can be renewed once only.

The Council is responsible for the strategy and general conduct and management of the Synagogue's business. Some Council members have portfolios to indicate a special interest in particular areas of synagogue operations, e.g. security, young adults, young families. There are several standing committees: Finance, Premises, Tzedakah (overseeing the charitable appeals the community runs) and Services. Each committee includes at least one Trustee representative, and some have a non-Trustee chair. The committees report to Council. The delegation scheme is published on the members' portal of the website (in MyNNLS.com) to which all members have access.

Joint Chairs are elected so that their terms overlap. The Treasurer is elected in even-numbered years. The Senior Rabbi and Chief Executive Officers are entitled to attend all meetings of the Council and of all committees.

Trustees must be members of the Synagogue and will typically have had a leadership role in another aspect of the Synagogue's activities or the Masorti movement, prior to election. In addition, the institution of Joint Chairs means that the continuing Chair assists an incoming Chair. There is an informal mentoring system whereby the outgoing Treasurer assists the incoming Treasurer to understand the financial systems and processes as well as the wider responsibilities of the role of Trustee. An induction session is held for all Council members at the first Council meeting following the Annual General Meeting and individual mentoring and continued training is offered to all Trustees throughout their term of office.

Salary for the Chief Executive Officers is set within a reasonable salary range for personnel of this seniority and is comparable to others in similar roles in other Jewish organisations. The Chief Executive Officers are accountable to the Chairs, and line manage other employees and direct day-to-day decisions as appropriate.

None of the Trustees have any beneficial interest in the company. All the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

The following Honorary Officers and Council Members have been in post since June 2024:

Honorary Officers

Joint Chair	Victoria Fox
Joint Chair	Bruce Rigal
Treasurer	Nigel Roth

Council Members:

Debbie Bloom
Nicholas Brill
Ruth Bross
Lisa Caplan
Ruth Clifton
Ayala Gottlieb Alter
Joshua Irish
Sophie Ross
Joel Steinhart
Julia Wagner
Daniel Wilkins
Nadine Young

The following Council Members were in post from November 2023 until June 2024 (unless otherwise stated when they stood down from these positions):

Council Members:

Shirli Gilbert
Roger Levitt
Martin Otvos
Martin Ross

OBJECTIVES AND ACTIVITIES

Who we are

New North London Synagogue (NNLS) is a thriving Masorti community in North London with a membership having grown to over 3,700. NNLS is the largest Masorti Synagogue in the UK, and one of the leading congregations of any denomination of Judaism in the country. Based at its purpose-built premises in Finchley, N3, NNLS sits at the cutting edge of contemporary Jewish life, constantly striving to develop and enhance Judaism for its members and sharing its values and ideas with wider society.

The charity was established by a charitable trust deed on 10 November 1974. A new trust deed was approved on 9 June 1998. By Special Resolutions in October 2013, the dual structure of NNLS being both an Unincorporated Association and a Company was changed into a unitary structure with new Articles of Association ("the Articles"). These Articles are subject to intermittent minor changes (most recently in June 2023) and remain the Articles of Association currently in effect.

The charity's objects are to further the objectives and to conduct the activities of NNLS under the direction of its Council.

What we do

The Synagogue is active in support of its continuing objectives, in the areas of religion, young family engagement, youth and adult education, welfare, culture, charity, social action and interfaith initiatives.

We aim to facilitate and deepen our engagement with each member of our community and to also engage with communities and the society around us. It is our responsibility to do our best so that no one is left to feel lonely or ignored, and we work hard to ensure that there are plenty of opportunities to connect with the community either by volunteering, attending programming and events or at a geographical or interest level. We want to celebrate life together and to be present for one another in quiet solidarity in times of sorrow.

At the same time, we have responsibilities to the wider Jewish community in this country and beyond. Social action initiated by our community expresses our involvement in the key issues which confront both Jewish and wider society in areas covering poverty, loneliness, social injustice, the environment, and refugees.

Year-round, we offer:

- Shabbat and festival services within a **traditional, open-minded, pluralist environment**;
- a **pre-school nursery**.¹ In 2023-24, 16 children were enrolled;
- **excellent formal and informal Jewish learning opportunities for our young people and their families**, and numerous leadership opportunities for our teens;
- an extensive range of **adult learning courses and social and cultural events**;
- **pastoral care** provision for members in need from the Pastoral Care Coordinator, the Rabbinic Team and a wider group of experienced and compassionate volunteers;
- **volunteering opportunities** for members across our full range of synagogue activities;
- opportunities for members to engage in many different **outwards facing projects**, seeking to make a difference to various local, national and international causes;

¹ rated "Good" upon re-inspection in 2019

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

- member led interest 'Circle' groups providing a range of opportunities to connect over interests or similar life stages or experiences.

Here are some of the achievements during the year:

- **Membership Growth:** Membership has grown 3% from 1,475 to 1,519 households this year.
- **Shabbat Services:**
 - Shabbat service attendance across the minyanim (the different style services that NNLS runs) remains healthy, and streamed services ensure that those unable to attend in person feel part of the community.
 - We have continued to run our full menu of Family, Explanatory and Children's Services.
 - New innovations such as Sing In Shabbat services for young families and Contemplative services have become permanent fixtures.
- **High Holydays:** We held a large variety of High Holyday services for over 2,000 members, including a number of children and family services, engaging high numbers of volunteers across every aspect of our High Holyday provision.
- **B'nei Mitzvah:** We celebrated 80 B'nei Mitzvah. We continued to limit the number of B'nei Mitzvah we can deliver in any given year-group to 80 due to capacity issues (no more than 2 B'nei Mitzvah per week and leaving some shabbatot free for community events and chaggim) and waiting lists for certain cohorts remained active.
- **Community Engagement:**
 - The Circle Groups project was created, encouraging members to build small communities based on shared interests (e.g. backgammon, running) and pastoral needs (e.g. bereavement, single parents).
 - Successful special Shabbatot allowed the community to mark important occasions, show appreciation to our members and allow people to connect and build relationships, e.g. Label Shabbat, Baby Shabbat, Volunteer Shabbat and Pride Shabbat.
 - A School leavers' Friday night dinner marked an important milestone in the lives of our young adults and signaled to them that we want NNLS to be part of their future.
 - Hand delivery of pots of honey and the High Holyday magazine to each member's home before Rosh Hashanah created hundreds of individual touchpoints on the doorstep between volunteers and other members.
 - Our Challah Project marked both simchas and challenging times in our members' lives with hand delivery of homemade challot.
- **Fundraising:** We raised £142,891 across the Pesach and High Holyday Appeals.
- **Tikkun Olam:** We continued working weekly with FEAST With Us, cooking 40 meals out of the NNLS kitchen for a homeless shelter in East Finchley. Working with Homeless Action Barnet, we participated in the Winter night shelter and were able to host guests again at NNLS for 7 Monday nights in January and February.
- **Environmental Activities:** Through our work with our Green Team, we were very proud to retain our EcoJudaism Gold status.
- **Programming:** We continued to offer a full and diverse calendar of programming with panel discussions, film screenings, book launches, classical music concerts and lectures from eminent speakers.

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

What were our goals for the year, and how did these play out against our strategic plan?

The year ending 31st October 2024 was a challenging one. The events of 7th October 2023 and their aftermath had a profound impact on Anglo Jewry and on our community. A public statement on actions of the Israeli Government by one of our Rabbinic team in a non-NNLS sponsored channel elicited strong and diverse responses from members, resulting in an internal disciplinary process and some communal division. We retained independent external legal counsel with employment expertise given the potential financial and reputational losses from any wrongful dismissal claims or other reputational risks. We self-reported this incident to the Charity Commission, who responded that our Trustees acted appropriately. Our CEO of 16 years stepped down and our Senior Rabbi of 40 years worked towards a retirement announcement which came just after the end of this reporting period in early November 2024. These challenges meant that we reviewed our goals before year end to reflect the changing needs of our community.

We entered the year maintaining the goals from the previous year namely:

Organisational Resilience:

Our goal was to distribute knowledge amongst staff and promote collaborative working, to continue to improve governance and management structures and provide a robust financial model to ensure we could resource the growth in the size of the community.

Developing a Strong Rabbinic Team:

In September 2023 we recruited two recently ordained Rabbis to join our team, Rabbi Lara Haft Yom-Tov and Rabbi Yael Jaffe. We were very excited to bring two energetic, learned, innovative individuals to join our team of established Rabbis. Our goal was to embed them within the community through a process of careful management, mentoring and incremental workload to enable them to build relationships in the community, understand the breadth of their remits and to discover their own particular areas of interest.

Fostering Community Engagement:

Our goal was to enable each member to feel connected to and inspired by our vision and values. Key to that was the acknowledgment that we are a community of builders, each responsible for crafting the community we wish to belong to. We endeavoured to re-energise our volunteer culture and create new opportunities to engage and meet fellow members.

However, the impact of October 7, community divisions and of the impending announcement of Rabbi Jonathan's retirement, prompted a review and reset of the goals in August 2024.

These updated goals were articulated as follows:

Repair:

Bringing the community together after months of division post October 7th, where the collective trauma of that event played out in division, fear, heartache and uncertainty. The goal was to bring back a both sense of stability and the potential for change and creativity.

Belonging:

To bring the community back into deep connection with the activities, values and vision of NNLS. The goal was to find out what mattered to each member, what connects them to NNLS and to find ways to celebrate being part of the community.

Readiness:

Readying ourselves for Rabbi Jonathan's expected retirement with the goal to cover both the practical planning and the psychological resilience of the community.

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

In the table below, we have mapped these goals across each of the core focus areas developed in our strategic plan of 2018-22. This plan remained in place during 2023/24 and will not be reviewed until the work to repair and ready the community is complete, and a new senior rabbi is in place to lead that significant piece of work with us.

Core Focus Areas as outlined in our Strategy 2018-22	
Strengthening our Rabbinic team	
We will continue to be led by an inspirational Rabbinic Team in all areas of our communal life, and we will increase the capacity of this team to at least the equivalent of three full time Rabbis.	<i>To facilitate the goal of readiness, much work has been done to induct and embed the two new Rabbis (Rabbi Lara Haft Yom-Tov and Rabbi Yael Jaffe) who joined the team in September 2023. Rabbi Jonathan provided mentorship to them and Rabbi Zahavit formal line management. The expanded team have developed new strategies for sharing work by collaborating and supporting each other. Much needed capacity has been added, and the new Rabbis have integrated into the community exceedingly well in a short space of time. Rabbi Jonathan and Rabbi Zahavit have continued to serve the community with the wisdom, compassion and dedication for which they are renowned, and Rabbis Lara and Yael have demonstrated an innovative, energetic and refreshing approach to their new roles.</i> <i>An advisory group to the Joint Chairs considered the impact of Rabbi Jonathan's impending retirement, exploring models of rabbinic leadership, researching the role of Emeritus Rabbi, scanning the job market and acting as a trusted sounding board as planning began in earnest for a likely retirement announcement.</i>
Operations	
We will increase the effectiveness of how we manage our daily operations, giving it the right amount of resource and attention so that the smooth running of our shul supports our staff and everyone in the community.	<i>A new Senior Leadership Team (SLT) structure was introduced with the aim of delivering improved knowledge sharing, expanded capacity, more resilience to staffing change and improved communication between teams. The SLT was supported by a business coach (pro bono) who introduced and helped embed a new operating model for the team.</i> <i>We replaced our Chief Operating Officer with an Operations Director.</i> <i>Operational improvements continued to be made, exemplified by a review into Human Resources (HR) that is still ongoing and a complete Governance review which was started the previous year. A new modelling tool for 5-year forecasts was rolled out and will now form part of the standard operating procedures for presenting the budget to Council.</i>

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

Services & Spirituality	
We will focus on how we manage organic change in our services while preserving the pluralist nature of our community and tolerance. We will continue creating and developing the vibrancy of all services, so that our members will want to come together in prayer more often.	<i>A key focus has been the management of services to enable them to run smoothly and sustainably into the future. Services are run by a dedicated group of volunteers and the rabbinical and the office teams who operate together through regular meetings of the Services Committee. The Committee has reviewed its Terms of Reference and has become more strategic in its outlook. Examples of the strategic issues addressed are revitalising Friday Night Services, options to make the liturgical language more egalitarian, and succession planning for leadership in the services.</i> <i>Careful project planning of the High Holydays enabled the execution of a complex project plan with nearly 20 services being offered over that period across multiple sites.</i> <i>Engagement opportunities for families at services has also been a key priority. A regular schedule of family and explanatory services is achieving record attendance.</i> <i>Neshama, a new music and meditation service established in early 2023, doubled its membership over the course of the year, and is expanding its reach beyond Shabbat morning.</i> <i>Streamed services continue to reach those who are unable to make it to synagogue. Although streaming is used by a small number of people each week, we know that it is deeply appreciated as a touchstone of spiritual life for those unable to come to synagogue in person.</i>
Lifelong Learning	
We will continue to encourage everyone to deepen their Jewish learning, recognising that NNLS learning exists alongside many other sources of Jewish learning. We will nurture grass roots initiatives and support our members to come together proactively in groups to create their own learning opportunities.	<i>To nurture lifelong learning for members we have continued to craft a programme of events, lectures and educational opportunities.</i> <i>We have continued to run our annual Hebrew reading crash course which is taken by a combination of existing members and conversion students.</i> <i>Core Jewish literacy is also being developed through a range of Family and Explanatory services which have been expanded since Rabbi Lara and Rabbi Yael joined.</i> <i>We offered a year-long Ulpan (modern Hebrew) course.</i> <i>Rabbi Jonathan has continued to run weekly classes on the Talmud, the Psalms and Hasidut (Hasidic philosophy).</i> <i>Forum, a member-led lecture programme, brought us prominent speakers across a wide range of cultural and scientific disciplines and in the same vein our almost monthly series of classical music concerts have continued to draw sizeable crowds.</i>

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

	<i>The Israeli Film Club continues its popular programme, curated and run by a team of volunteers.</i> <i>We held one-off lectures and book launches; speakers included Daniel Finkelstein and Foreign Secretary David Lammy.</i> <i>Post October 7, many speakers have been invited into the Synagogue to reflect and inform on events in Israel and the wider region.</i>
Pastoral Care	
We will widen pastoral care in the community and raise awareness of what we offer. We will strengthen our professional team with an additional staff member to bring skills, experience, capacity and co-ordination, and to support and train further groups of volunteers. This was achieved in 2019 with the employment of a Pastoral Care Co-Ordinator.	<i>This year saw several initiatives to integrate pastoral care firmly within all areas of synagogue life.</i> <i>Rabbinic/pastoral team:</i> <i>Regular pastoral supervisions with both Rabbi Lara and Rabbi Yael to support their pastoral development now take place along with the introduction of a pastoral training programme. The Pastoral Care Coordinator (PCC), together with the Rabbis, continued to support individual members. The PCC also coordinates and manages a small group of volunteers who act as 'befrienders'.</i> <i>Programming:</i> <i>We hosted an educational theatre company, whose play, Fighting for Life, explored the challenges of navigating the UK's health and social care system. An expert panel provided practical help for members who shared the concerns expressed in the play.</i> <i>Post October 7th, in conjunction with Masorti Judaism, we facilitated The Wall workshop, addressing the silence and hostility felt by many members in their workplaces and friendship groups.</i> <i>Facilitated the Israel 'Listening' groups, run to help members understand each other's strong views on Israel.</i> <i>Community engagement:</i> <i>Following on from the much-appreciated Shloshim packs delivered to mourners after 30 days of mourning, we launched a 'new parenting pack'.</i> <i>Supported the Hosts of several life stage circle groups, e.g. single parents and bereavement.</i> <i>Inclusion:</i> <i>The work that started around researching the needs of an ageing demographic has become woven into a larger piece of work covering all aspects of inclusion and belonging within the community.</i>
Tikkun Olam	
We will build on the strong interest and volunteering passion for Tikkun Olam amongst many in the community. We will help people work together and share information on projects and find ways for	<i>Our established projects continued successfully in the areas of alleviating food poverty, (through FEAST With Us and our neighbourhood-based foodbank collection work) and with homelessness (through Homeless Action in Barnet).</i>

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

these projects to integrate with other facets of shul life.	<i>The Green Team continued their sustainability work maintaining the EcoJudaism Gold status, achieved in July 2023.</i> <i>We continue to bake challahs for community members to mark special or difficult occasions, give teddies to new babies and give care packs to members taking A-levels</i>
Communities within community	
We will build on the pilot scheme of neighbourhood champions, growing the number of neighbourhoods included and the infrastructure and networks at the local community level. We want this to extend to all areas of communal life, including volunteering, care of the elderly, caring, hospitality, lifelong learning. Technology will help better, more tailored communication with all our members.	<i>In a year of division and uncertainty, we have focused on the themes of 'repair and belonging' to enable our community to better understand each other, heal rifts and re-establish the values that bind us.</i> <i>A series of community conversations have been key to starting that process of repair and belonging. Workshops on the art of listening have encouraged members to hear diverse voices.</i> <i>Building communities, whether through neighbourhood champions, life stage cohorts or shared interest, remains core to our creating connections and being a welcoming cohesive community, which is a challenge given our size.</i> <i>Neighbourhood Champions remain embedded in our community structure, enabling support to members within local regional groupings.</i> <i>WhatsApp communities have been a tool for digital connection particularly amongst teens and young families.</i> <i>Circle Groups, launched in the summer of 2023, are member led groups, based on shared interests. These now include a book group, cake and comfort (for bereaved individuals), cycling, knitting and stitching and single parents. Led by members but supported by staff, these are an innovative way to build community connections via small, grass roots networks.</i> <i>Our programme of recreational community activities continues with our regular programme of classes e.g. the Big Ideas Book Group, Israeli Film Club, Pilates and Table Tennis.</i>
Volunteering	
We will make a step change in the ethos of volunteering, building more opportunities to volunteer within our community, and welcoming all members to deepen their involvement with the shul. We will have a clearer set of committees to organise our work, reach out to all members and grow our future senior lay leaders.	<i>We have a very strong volunteer culture with large numbers of members engaged across synagogue life from joining Council, running weekly and festival services, to organising social clubs and activities. Some volunteer roles operate on an 'opt-out' rota basis - e.g. Security, ensuring we have enough volunteers for this key function.</i> <i>Many volunteers are supported by the new Community Engagement Co-ordinator, expanding our professional resource to serve our strong volunteer culture.</i>

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

Young adults (18-30)	
We will encourage young adults to feel shared ownership in our community by building a much more deliberate approach to including and welcoming them - in our services, our committees, and also supporting and facilitating specific spaces and events targeted at and catering for young adults.	<i>The new lower fees charging structure for 21-30 year olds has continued to encourage new membership numbers in this cohort.</i> <i>At Council, this cohort is represented by a Young Adult Trustee ensuring their perspectives are heard and promoted.</i> <i>The new Rabbis in our team are in this cohort and have built strong relationships, hosting meals, officiating at lifecycle events, teaching and engaging one-to-one.</i> <i>Continued collaboration with the Young Adult professionals at Masorti Judaism has enabled ongoing appropriate sharing of information and cross-promotion of events, and avoidance of duplicated work.</i>
School Age Learning	
We will continue to strengthen our engagement opportunities we provide for the children and young people of our community. We will employ a youth worker to enhance our teenage provision; we will review our tefillah provision; and we will explore new ways to involve young people in these developments.	<i>A huge range of children, teen and family engagements have been key to developing a sense of community and belonging. Many children progress through our age specific programmes and develop a strong sense of Jewish identity as they enter adulthood. One of the most meaningful events we facilitate is a graduation dinner for those finishing year 13, before many of them leave home for travel or further education. For the families involved this is the culmination of a journey that often began with our baby playgroup or toddler services, and it is an emotional and joyful event.</i> <i>Examples of the education touchpoints that children engaged with at NNLS this past year include are:</i> <i>Residentials: The Education team ran the annual February half term residential with 33 children attending, led by 8 Madrichim for 3 nights and 4 days. We also ran 4 Shabbatonim, for Years 4, 5 and 6 in December 2023 and January 2024.</i> <i>Camps: Summer Scheme ran successfully in July 2024, with 82 children over a week with three teams of Madrichim each headed by a Rosh.</i> <i>B'nei Mitzvah: We welcomed 80 new participants to our B'nei Mitzvah programme, hosting an Erev Gibush introductory evening for them and their families. We hosted a new Parent Information Evening at the start of the academic year for Years 7 and 8 and continued our Evening of Creativity for Year 6 and 7 B'nei Mitzvah families. Termly Dvar Torah workshops continue.</i> <i>Kehilatainu: Kehilatainu has continued this year with 115 children, 6 external teachers and over 20 Madrichim. Family Beit Midrash mornings have engaged parents and Kehilatainu Family Services have seen over 150 attendees.</i> <i>Haderech: Haderech has continued for over 220 children, 15 Madrichim and 40 Mentors. The timings have been extended to allow the Year 8 cohort a new evening programme of guest speakers and Rabbi led discussion.</i>

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

	<i>Training: Over 30 Year 8 teens participated in Mentor Training and over 20 Year 9 and 10 teens took part in Hadracha (leadership) training. An additional 15 Year 8 and 9s took part in Junior Service Leadership training.</i> <i>Children's Services: Weekly Shabbat morning children's services for Toddlers, Infants and Juniors continue, with Family and Explanatory Services scheduled every 6-8 weeks. A new addition, PlayShul (a weekly baby and toddler zone before services) attracts on average 10 to 20 children each week. Monthly Torah Breakfasts for Years 5 and 6 attracts on average of 20 children a month.</i> <i>Shabbat Events: Friday Night dinners have been run for each year group, attracting on average 25 children. Our Leavers Friday Night dinner saw over 60 children and parents attend.</i> <i>Chaggim: High Holy Day programming for children and youth saw over 30 different events scheduled and High Holy Day Family Services attracted more than 150 people. Chaggim parties have attracted more than 100 children per event. Pesach saw a new 'Family Seder' for Years 6 and above which was attended by over 70 people.</i> <i>Exchanges: In March, 12 Year 11 and 12 students visited the NNLS from a community in Barcelona, building on a strong reciprocal relationship.</i> <i>Noam: Collaboration with Noam has continued with Movement workers joining NNLS for Haderech, teaching Hebrew, Study Groups and supporting Hadracha. They have also joined us for Shabbatonim, residentials, festivals and Friday Night Dinners.</i>
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What are our goals for the coming year?

We will continue to pursue:

Repair

There remain some divisions within parts of the community, and we will continue to establish forums for diverse views to be expressed in a supportive framework and create opportunities where our common values can be celebrated.

Belonging

Crafting channels for the leadership to connect with the community to discover what matters to each member. Honouring our 50th year will be a key vehicle for the membership to celebrate their connection with NNLS. There will be a renewed focus on the NNLS vision of 'We are our community', i.e. volunteering and community-building at the core of members' engagement.

Readiness

Ensuring the community is psychologically and practically ready for Rabbi Jonathan's retirement. Planning for the operational changes this will affect. Long-term thinking to begin on managing the growth of the community and the development of a sustainable and robust financial model.

PUBLIC BENEFIT

Trustees have a duty to report on the public benefit provided by their charity.

The section above entitled 'Objectives and Activities' sets out the Synagogue's objectives and reports on activity and successes in the financial year, as well as explaining the plans for the current financial year. The Synagogue's work benefits in the first instance persons of the Jewish faith who wish to be actively involved in Synagogue activities, but through its sponsorship of involvement in charitable giving and social action by its members, and through its interfaith and other outreach activity, it also benefits many other classes of people including individuals in need.

The Trustees, having given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary guidance on the advancement of religion for the public benefit, have concluded:

1. That the aims of the Synagogue continue to be charitable and that there is a moral and ethical framework which is promoted by the religious work of the organisation;
2. That the aims and the work done in pursuance of them give clearly identifiable benefits to the public including, both indirectly and directly, to individuals in need;
3. That the benefits are for the public, and are not unreasonably restricted in any way (including not by ability to pay); and,
4. That there is no significant detriment or harm arising from the aims or activities.

We were carefully monitoring the declining numbers in Gan Alon and whether this would have long term financial implications. Subsequent to the year-end, a decision was made to close Gan Alon and it appears the financial ramifications of the closure will be small.

FINANCIAL PERFORMANCE

The charity's principal source of funds is from membership subscriptions and education charges, which enable it to meet its main objectives of providing the various activities supported by the NNLS. In addition, the charity receives substantial donations from time to time, much of which is for specific Restricted Fund activity. We keep close financial controls, which involves budgeting carefully at the start of the year and reviewing meticulously any unexpected costs that may arise during the course of the year. Activities are budgeted as far as is possible and a principal aim for us is to try to recover any incremental costs arising from any initiative.

As will be outlined below, the Synagogue experienced more financial challenges than usual during the course of the year.

We made a decision to increase the membership fee rates by 5% for the 2023-2024 membership year. We were also able to generate greater income than expected from hall hire, weddings, conversion courses and guest tickets for High Holydays. In addition, we took advantage of the higher interest rates now available for deposit holdings in banks and our interest income on our surplus funds has therefore increased over the year.

Furthermore, the membership of the Synagogue has continued to grow, and we have been extremely successful in recovering unpaid membership fees.

Nevertheless, during the year, the Synagogue was faced with additional and unanticipated expenditure. Some of this was attributable to the increases in security costs following the devastating events in Israel of 7 October 2023 as well as reflecting the very significant inflationary increases experienced in recent years. This has manifested itself in several ways including: various aspects of facilities management (including cleaning, maintenance contracts and repairs), the service charges paid to Manor House Trust, an increase in the levy paid to Masorti Judaism, and various professional fees, including an exceptional legal fee. This legal fee of £65,728 related to an incident reported earlier on page 5 within the Annual Report and Financial Statements and was incurred in retaining an employment lawyer to ensure that we were compliant with our Articles of Association and Employee Handbook, given the severity of the situation. As reported in the two last years, we engaged in an organisational restructuring exercise involving some staff changes following recommendations made from an earlier consultancy exercise. Almost all of these changes in personnel are now in place, resulting in an increase in payroll costs. It should also be noted that our former CEO resigned during the course of the year and was replaced by two co-CEO's who fulfil the role on a shared basis (but at a higher overall cost).

The impact on the Synagogue of these expenditure headwinds has therefore been difficult. We have managed the various challenges carefully, on both the income and expenditure sides, but, despite our best efforts, we have seen the Synagogue navigate to a financial deficit for the 2023 - 2024 membership year for the first time in several years.

The Audited Report and Accounts for the year ended 31 October 2024, which are to be put to Members at the AGM on 26 June 2025, resulted in a net deficit of -£62,074 before transfers and before the exceptional legal fee in relation to the unrestricted income funds and -£127,802 after the exceptional item, on unrestricted income of £2,038,876. Restricted fund movements in the year have resulted in a deficit of £32,573, and at the year end the Synagogue held funds for specific restricted fund purposes of £102,970.

Unrestricted Funds are in the main those received from membership subscriptions, education charges, social functions, and donations for the running of the Synagogue itself. Restricted Funds are those received and utilised only in accordance with the donors' wishes, for specific purposes such as the Ecclesiastical Salaries fund; the Tikkun Olam fund; the Synagogue Artwork fund; the Kibbutz Tree fund; the Winter Night Shelter fund; and the Rabbis' Discretionary Funds.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

The Fixed Assets Fund, Building Sinking Fund, Audio Visual (AV) Equipment Fund, Environmental Enhancement Fund and Steinway Piano Fund are run as separate Designated Funds. The Fixed Assets Fund has been managed separately, again under close financial control. The Building Sinking Fund represents amounts set aside for cyclical repairs, maintenance and refurbishment to the Synagogue's building and its plant and machinery over the coming years. The AV Equipment Fund is sums set aside for equipping the Synagogue with streaming equipment to enable streamed services and other activities for the community. The Environmental Enhancement Fund is an amount set aside for improving the Synagogue's green credentials. The Steinway Piano fund is an amount set aside for the purchase, insuring and maintaining of the piano.

At the date of this report, 7 full-time and 17 part-time (combined equating to nearly 13 full-time equivalents) professionals support the pastoral, welfare, cultural and administration needs of the Synagogue and the community. In addition, Gan Alon and the Education Department programmes have 20 staff and teachers and a further 34 teenagers who act as assistant teachers. We are extremely grateful for the contribution of all the staff to the Synagogue.

The high level of activity within the Synagogue every day has been maintained by a large majority of our members paying full fees and via Gift Aid along with other generous donations from some Members, often marking life-cycle events. The majority of our members pay their subscriptions by direct debit, which aids our financial management. We carefully monitor the number of Members who cannot pay the full fees, since this is a key element of the overall balance of our income and expenditure. Due to the financial impact of the cost-of-living crisis on a number of our members, we have again, where necessary, agreed subscription breaks and reductions and flexible payment terms. We continue to review late payment of fees and other items owing and have robust controls and procedures in place to manage any potential impact.

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

FUNDRAISING

The charity undertakes fundraising activity to our members via direct mail, email and direct contact at events. We are committed to ensuring that we are completely open and transparent about our fundraising, the causes that we support, and allocation of the funds raised.

The charity's main fundraising activities focus on the two key appeals at the High Holydays and at Passover, when appeals are made for members to support a number of external charitable causes. A Tzedakah (Charities) Committee is in place, with a volunteer member Chair and up to five other volunteer members. Prior to each appeal, the Committee puts a call out to NNLS members to nominate charities they would like the community to support; nominations are considered by the Committee, and as part of this process, the financial accounts of the nominated causes are scrutinised. The Tzedakah Committee then puts forward its recommendations to Council, who formally approve the chosen causes for each appeal. Once decided, details of the chosen charities are published to the community and members can choose whether or not to donate to one or more of the appeal causes. Funds raised will be passed on to the chosen charities with Gift Aid relief claimed by NNLS on their behalf where possible. Care is taken throughout the process to ensure the fundraising is not done in an intrusive manner. Members who wish not to be contacted are clearly indicated on our database, and members' data is not passed on to the chosen charities unless permission is expressly given by each individual member.

Other smaller scale fundraising campaigns are done during the year (e.g. at some of the other Jewish festivals), as well as some direct requests of members for specific donations to NNLS itself, such as to mark a life-cycle event; It is always made clear that this is voluntary.

The charity is committed to high standards in fundraising, and to being:

- clear, honest and open
- respectful
- fair and reasonable
- accountable and responsible, and, to
- conforming with recognised fundraising standards

Within the last 12 months, we did not receive any complaints about our fundraising activities, nor did we work with professional fundraisers.

RESERVES POLICY

It is the policy of the charity that Unrestricted Funds which have not been designated for a specific purpose ("the free reserves") should be preferably maintained at a level equivalent to between two and six months of Unrestricted Funds Expenditure (UFE) amounting this financial year to between £375,070 and £1,125,214. The unrestricted general funds at 31 October 2024 amount to £919,390 which is within the required level. The free reserves may from time to time fall below this level, but the Trustees were comfortable provided that unrestricted cash resources were at least equal to three months of UFE. The position is also regularly reviewed, and plans are put in place to use the reserves to best service the community.

FINANCE AND RISK

The Trustees have assessed the risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

Examples of risks identified (but for which a number of appropriate prevention measures have been noted and/or implemented), include:

- **Security** - terrorism threat: steps taken to mitigate against this risk include ongoing interaction with the Sternberg Centre site professional security team (and continual review of levels of professional guarding required), who in turn are in continuous liaison with the Community Security Trust (CST) and the local police; supplementing of professional security guarding with regular volunteer security rotas; following through with various recommendations made by the CST vis-à-vis the site's perimeter walls and appropriate equipment; policies in place for emergency evacuation and invacuation (lock-ins), with drills and training as appropriate; a full 'Security' Risk Register is maintained and reviewed on an ongoing basis.
- **Safeguarding Risks:** steps taken to mitigate against these risks include safeguarding policies in place both for Gan Alon Pre-School and the Synagogue at large; Designated Senior Leads undergo refresher safeguarding training; and the Synagogue has a designated Safeguarding Trustee on an ongoing basis.
- **Health & Safety Risks:** actions taken to mitigate against these risks include systematic building inspections built into a planned annual maintenance programme, which is reviewed annually; biennial independent fire risk assessment; employer's, public and product liability insurance cover is in place with PiB. We also look to have a PPM undertaken in the early part of the next financial year.
- **Financial Risks:** the Finance Committee meets quarterly; one of the Committee's purposes is to oversee financial risk of the Synagogue
- **Other Risks:** a Risk Register detailing other potential risks to NNLS is maintained and reviewed on an ongoing basis.

Trustees continued to monitor these risks on an ongoing basis during this past financial year, our detailed risk assessments were kept updated and a review of the risk register and how we manage risk was started.

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of The New North London Synagogue for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the net movement in funds, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice for Charities ("SORP");
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

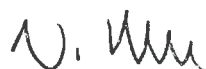
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

On 18 November 2024 the company's auditor changed its name from Haysmacintyre LLP to HaysMac LLP.

A resolution proposing that HaysMac LLP be reappointed as auditors of the company will be put to the members.

On behalf of the board of Trustees



Nigel Roth
Trustee

Dated: 15 May 2025



Victoria Fox
Trustee

Dated: 15 May 2025

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON
SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)
FOR THE YEAR ENDED 31 OCTOBER 2024**

We have audited the financial statements of The New North London Synagogue for the year ended 31 October 2023 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 October 2023 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON
SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)
FOR THE YEAR ENDED 31 OCTOBER 2024**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 12, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with Company law, employment law and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Company Law, the Charities Act 2011, The Statement of Recommended Practice for Charities (SORP 2019), FRS102 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting Trustees' minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON
SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)
FOR THE YEAR ENDED 31 OCTOBER 2024**

- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted at the year-end or those with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Adam Halsey
(Senior Statutory Auditor)
For and on behalf of HaysMac LLP,
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: **17 June 2025**

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 OCTOBER 2024

	Notes	Unrestricted Funds General £	Unrestricted Funds Designated £	Restricted Funds £	Total 2024 £	Total 2023 £
Income from:						
Donations and legacies:						
Donations		11,120	35,352	45,596	92,068	148,329
Government grants		67,370	-	-	67,370	107,885
Charitable activities	3	1,897,858	-	-	1,897,858	1,783,182
Investments	4	62,528	-	-	62,528	38,008
Total income		<u>2,038,876</u>	<u>35,352</u>	<u>45,596</u>	<u>2,119,824</u>	<u>2,077,404</u>
Expenditure on:						
Charitable activities	5	<u>2,166,678</u>	<u>82,473</u>	<u>78,169</u>	<u>2,327,320</u>	<u>2,152,495</u>
Net (expenditure) before transfers		(127,802)	(47,121)	(32,573)	(207,496)	(75,091)
Transfers between Funds		-	-	-	-	-
Net movement in funds		<u>(127,802)</u>	<u>(47,121)</u>	<u>(32,573)</u>	<u>(207,496)</u>	<u>(75,091)</u>
Reconciliation of funds						
Fund balances at 1 November 2023		<u>1,047,192</u>	<u>6,232,755</u>	<u>135,543</u>	<u>7,415,490</u>	<u>7,490,581</u>
Fund balances at 31 October 2024		<u>919,390</u>	<u>6,185,634</u>	<u>102,970</u>	<u>7,207,994</u>	<u>7,415,490</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE NEW NORTH LONDON SYNAGOGUE

BALANCE SHEET

AS AT 31 OCTOBER 2024

		2024		2023	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	8		6,003,566		6,096,641
Current assets					
Debtors	9	327,282		220,576	
Investments	10	1,898		1,898	
Cash at bank and in hand		1,426,079		1,469,519	
		<u>1,755,259</u>		<u>1,691,993</u>	
Creditors: amounts falling due within one year	11	(550,831)		(371,977)	
Net current assets			<u>1,204,428</u>		<u>1,320,016</u>
Total assets less current liabilities			<u>7,207,994</u>		<u>7,416,657</u>
Creditors: amounts falling due after more than one year	12		-		(1,167)
Total net assets			<u><u>7,207,994</u></u>		<u><u>7,415,490</u></u>
FUNDS:					
Restricted funds	14		102,970		135,543
Unrestricted funds					
Designated funds	15	6,185,634		6,232,755	
General funds		<u>919,390</u>		<u>1,047,192</u>	
			<u>7,105,024</u>		<u>7,279,947</u>
			<u><u>7,207,994</u></u>		<u><u>7,415,490</u></u>

These accounts were approved by the Trustees on 15 May 2025


Nigel Roth
Trustee


Victoria Fox
Trustee

Company registration number 4493731

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 OCTOBER 2024

	2024 £	2023 £
Cashflows from operating activities:		
Net cash (used in)/provided by operating activities (see note 19)	(105,967)	30,591
Cash flows from investing activities:		
Purchase of tangible fixed assets	-	(80,661)
Interest from investments	62,528	38,008
Net cash (used in) investing activities	(62,528)	(42,653)
Change in cash and cash equivalents in the reporting period	(43,439)	(12,062)
Cash and cash equivalents at the beginning of the reporting period	1,469,519	1,481,581
Cash and cash equivalents at the end of the reporting period	1,426,080	1,469,519

ANALYSIS OF CHANGES IN NET DEBT

	Balance at 1 November 2023	Cash flows	Other non-cash changes	Balance at 31 October 2024
	£	£	£	£
Cash and bank	1,469,519	(43,439)	-	1,426,080
Loans	-	-	-	-
	1,469,519	(43,439)	-	1,426,080

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

a. Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The New North London Synagogue meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes(s).

b. Preparation of the accounts on a going concern basis

Having considered future budgets and cash flows, the Trustees confirm that they have no material uncertainties about the entity's ability to continue as a going concern for the foreseeable future.

c. Fixed assets

Expenditure on fixed assets is capitalised where the cost (or the value if donated) is in excess of £1,000; otherwise it is written off through the Statement of Financial Activities.

Tangible fixed assets are depreciated at rates calculated to write off the cost, less estimated residual value of each asset evenly over its expected life, as follows:

Long leasehold premises – 1% straight line

Furniture, fittings and equipment - 10-20% straight line (computer equipment included in this category is depreciated at 33.33%)

d. Investments

Current assets are stated at fair value less impairment.

e. Funds

The different funds are defined as follows:

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor.

Designated funds are those funds designated by the Trustees for specific purposes.

Unrestricted funds are those funds available to the charity for its general purposes.

It is the policy of the Trustees to retain unrestricted funds, amounts in which in their judgement, can help to mitigate the short-term effect of income volatility, and retain funds to generate sufficient income to meet current and future operational activities of the charity.

f. Income recognition

This comprises fees receivable from the various activities and investment income. All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income can be measured reliably.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2024

f. Income recognition (continued)

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are recognised on a case-by-case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy with the title of the asset having been transferred to the charity.

Membership income is recognised upon receipt.

Investment income is credited to income when it is receivable, and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Government grant income represents the total amount claimed from HM Revenue & Customs under the Coronavirus Job Retention Scheme (CJRS). The income is accounted for in the period in which the associated salary payments are made to furloughed staff.

g. Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of obligation can be measured reliably.

Expenditure is recognised on an accruals basis as a liability is incurred, inclusive of VAT, which cannot be recovered.

Charitable activities comprise mainly of the provision of religious activities including welfare and catering, premises and administrative costs.

Support costs have been allocated to charitable activities. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

h. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

i. Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2024

k. Pension Scheme

The charity makes contributions into a defined contribution scheme on behalf of all employees who have enrolled in the scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs is the total contribution payable for the year.

l. Estimation uncertainty

In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

m. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Critical judgements – depreciation of tangible fixed assets

The charity's policy for depreciation of fixed assets is designed to allocate the assets' depreciable amounts on a systematic basis over their useful lives.

The application of this policy involves estimates of the assets' residual values and useful lives and judgement over the charity's pattern of consumption of the assets' economic benefit.

In each reporting period the Trustees review for indicators of change in any of these factors and, if necessary, adjust their estimates accordingly.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

3. Income from charitable activities

	Religious £	Educational £	Total 2024 £	Total 2023 £
Community services provided	1,674,954	222,904	1,897,858	1,783,182

4. Investments

	Total 2024 £	Total 2023 £
Bank interest receivable	62,528	38,008

5. Charitable activities

Charitable activities - 2024

	Religious £	Educational £	Total 2024 £	Total 2023 £
Staff costs	431,740	335,397	767,137	682,572
Depreciation	93,075	-	93,075	85,584
Subscriptions for Masorti Judaism	169,854	-	169,854	153,295
Loss on disposal of fixed assets	-	-	-	54,255
Other religious expenses	212,485	-	212,485	238,528
Other educational expenses	-	64,914	64,914	66,535
	907,154	400,311	1,307,465	1,280,769
Share of support costs (note 6)	560,995	435,808	996,803	856,486
Share of governance costs (note 6)	12,973	10,079	23,052	15,240
	1,481,122	846,198	2,327,320	2,152,495
Analysis by fund				
Unrestricted funds – general	1,320,480	846,198	2,166,678	1,892,443
Unrestricted funds – designated	82,473	-	82,473	135,100
Restricted funds	78,169	-	78,169	124,952
	1,481,122	846,198	2,327,320	2,152,495

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

5. Charitable activities (continued)			Total 2023	
	Religious	Educational	£	
Charitable activities – 2023	£	£	£	
Staff costs	319,466	363,106	682,572	
Depreciation and impairment	85,584	-	85,584	
Subscriptions for Masorti Judaism	153,295	-	153,295	
Loss on disposal of fixed assets	54,255	-	54,255	
Other religious expenses	238,528	-	238,528	
Other educational expenses	-	66,535	66,535	
	<u>851,128</u>	<u>429,641</u>	<u>1,280,769</u>	
Share of support costs (note 6)	400,863	455,623	856,486	
Share of governance costs (note 6)	7,133	8,107	15,240	
	<u>1,259,124</u>	<u>893,371</u>	<u>2,152,495</u>	
Analysis by fund				
Unrestricted funds – general	999,072	893,371	1,892,443	
Unrestricted funds – designated	135,100	-	135,100	
Restricted funds	124,952	-	124,952	
	<u>1,259,124</u>	<u>893,371</u>	<u>2,152,495</u>	
6. Support costs – 2024	Support	Governance	Total 2024	Total 2023
	£	£	£	£
Staff costs	517,987	-	517,987	479,658
Other support costs	413,088	-	413,088	376,828
Legal fees re HR matter	65,728	-	65,728	-
Audit and accountancy fees	-	23,052	23,052	15,240
	<u>996,803</u>	<u>23,052</u>	<u>1,019,855</u>	<u>871,726</u>
Analysed as follows:				
Religious	560,995	12,974	573,969	407,996
Educational	435,808	10,078	445,886	463,730
	<u>996,803</u>	<u>23,052</u>	<u>1,019,855</u>	<u>871,726</u>
Support costs -- 2023	Support	Governance	2023	
	£	£	£	
Staff costs	479,658	-	479,658	
Other support costs	376,828	-	376,828	
Audit and accountancy fees	-	15,240	15,240	
	<u>856,486</u>	<u>15,240</u>	<u>871,726</u>	
Analysed as follows:				
Religious	400,863	7,133	407,996	
Educational	455,623	8,107	463,730	
	<u>856,486</u>	<u>15,240</u>	<u>871,726</u>	

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

Support costs – 2023 (continued)

Governance costs include payments to the auditors of £18,000 (2023: £14,400) for audit fees and £1,452 (2023: £1,800) for other services.

7. Employees

	2024 Number	2023 Number
Number of employees		
The average monthly number of employees during the year was:		
Education	54	81
Religious	7	5
Administration	17	17
	<u>78</u>	<u>103</u>
Full time equivalent employee numbers include:		
Education	9	13
Religious	6	3
Administration	11	11
	<u>26</u>	<u>27</u>
The number of employees whose annual remuneration was £60,000 or more was:		
£60,000-£70,000	-	1
£70,000-£80,000	1	1
£100,000-£110,000	-	1
£110,000-£120,000	1	-
	<u>-</u>	<u>-</u>
Staff costs		
	Total 2024 £	Total 2023 £
Wages and salaries	1,129,840	999,010
Social security costs	109,035	96,748
Other pension costs	46,249	32,236
	<u>1,285,124</u>	<u>1,128,994</u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2024

8. Tangible fixed assets	Long Leasehold Premises £	Fixtures Fittings & Equipment £	Total £
Cost			
At 1 November 2023	6,733,123	459,421	7,192,544
Additions			
Disposals			
At 31 October 2024	6,733,123	459,421	7,192,544
Depreciation			
At 1 November 2023	837,084	258,819	1,095,903
Depreciation charged in the year	67,331	25,744	93,075
At 31 October 2024	904,415	284,563	1,188,978
Net book value			
At 31 October 2024	5,828,708	174,858	6,003,566
At 31 October 2023	5,896,039	200,602	6,096,641

9. Debtors	Total 2024 £	Total 2023 £
Other debtors	8,863	15,069
Prepayments and accrued income	318,419	205,507
	327,282	220,576

10. Current asset investments	Total 2024 £	Total 2023 £
Unlisted investments	1,898	1,898

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2024

11. Creditors: amounts falling due within one year

	Total 2024 £	Total 2023 £
Other taxation and social security	27,386	31,167
Deferred income (Note 13)	32,421	24,473
Other creditors	423,298	238,465
Accruals	67,726	77,872
	<u>550,831</u>	<u>371,977</u>

12. Creditors: amounts falling due after more than one year

	Total 2024 £	Total 2023 £
Other creditors (provision for repayment of CST grant over 3 years)	<u>-</u>	<u>1,167</u>

13. Deferred income

	Total 2024 £	Total 2023 £
Balance at 1 November 2023	24,473	32,289
Amounts released relating to:		
Education fees paid in advance	(14,527)	(23,071)
Function hire deposits	(9,946)	(8,074)
Salaries reclaim	-	(1,144)
Amounts accrued relating to:		
Education fees paid in advance	14,178	14,527
Function hire deposits	12,036	9,946
Salaries reclaim	5,007	
Wedding deposits	1,200	
Balance at 31 October 2024	<u>32,421</u>	<u>24,473</u>

Income received in advance has been deferred as above.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

14. Restricted Funds – 2023/24

Within the financial year 2023/24, the income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Balance at 1 November 2023	Income	Expenditure	Balance at 31 October 2024
	£	£	£	£
Ecclesiastical Salaries Fund	3,679	23,996	(23,821)	3,854
Tikkun Olam Fund	12,356	-	-	12,356
Synagogue Artwork and Stained Glass Window Fund	5,507	-	-	5,507
Kibbutz fund	265	1,521	(1,284)	502
Night Shelter	830	5,367	(4,703)	1,494
Rabbis' Discretionary Funds	112,906	14,712	(48,361)	79,257
	<u>135,543</u>	<u>45,596</u>	<u>(78,169)</u>	<u>102,970</u>

Restricted funds – 2022/23

By way of comparison, the 2022/23 restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes were:

	Balance at 1 November 2022	Income	Expenditure	Balance at 31 October 2023
	£	£	£	£
Ecclesiastical Salaries Fund	3,537	25,238	(25,096)	3,679
Tikkun Olam Fund	12,356			12,356
Synagogue Artwork and Stained Glass Window Fund	5,507			5,507
Eco Synagogue Fund	2,580	37,582	(40,162)	-
Kibbutz Tree Fund	1,522	2,542	(3,799)	265
JTree	6,011	9,843	(15,854)	-
Night Shelter	1,789	447	(1,406)	830
Rabbis' Discretionary Funds	136,932	14,609	(38,635)	112,906
	<u>170,234</u>	<u>90,261</u>	<u>(124,952)</u>	<u>135,543</u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2024

14. Restricted Funds (continued)

Details of 2023/24 Restricted Funds

The Ecclesiastical Salaries fund relates to contributions received towards salary costs of various employees.

The Tikkun Olam Fund relates to an original £15,000 sum that was set aside from the 2% fund of the new Synagogue building that was allocated for small Tikkun Olam seed fund projects to which members and non-members have applied for funding. The purpose of Tikkun Olam is to promote social action within and beyond the NNLS community.

The Synagogue Artwork and Stained-Glass Fund relates to sums specifically donated towards enhancing the aesthetics of the Synagogue building generally. Remaining sums in this fund will be applied to further aesthetic enhancements to the building in due course.

EcoJudaism (formerly EcoSynagogue) is an environmental project run by a collective of a number of different Synagogues; NNLS agreed with the other Synagogues that it would continue to hold all funds in respect of this project. Eco Judaism has been incorporated as an independent charity on 28th November 2022 and all funds will be transferred as soon as their bank account has been set up.

The Kibbutz Tree Fund is a project whereby donors contribute donations for planting trees in Israel, often as part of their Bar and Bat Mitzvah charitable giving.

JTree is an environmental project run as part of EcoJudaism to enable the planting and protection of forests in the UK and beyond; NNLS has agreed with the organisers of JTree, that that, being a project of EcoJudaism it would in turn hold all funds in respect of this project until EcoJudaism has its own bank account.

The Night Shelter is a community-run project led by a team of NNLS volunteers and supported by the NNLS Community Engagement Director; the project is run in partnership with Together in Barnet/Homeless Action Barnet. Through this project, over the winter period during which NNLS offer meals and shelter to homeless guests.

The Rabbis' Discretionary Funds are fund for the Rabbis in their discretion to apply to a) assist individuals (whether or not members of NNLS) experiencing financial hardship, (b) make donations to external charitable causes, and c) apply to NNLS projects to which he is particularly committed which otherwise may not be budgeted for within core funding.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

15. Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific purpose.

Designated funds - 2024	Balance at 1 November 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 October 2024 £
Fixed Assets Fund	5,985,692		(75,397)	-	5,910,295
Building Sinking Fund	142,133	35,352	(5,858)	-	171,627
AV Equipment Fund	6,385		(240)	-	6,145
Environment Enhancement	2,426	-	-	-	2,426
Steinway Piano	96,119	-	(978)	-	95,141
	<u>6,232,755</u>	<u>35,352</u>	<u>(82,473)</u>	<u>-</u>	<u>6,185,634</u>

Designated funds - 2023	Balance at 1 November 2022 (as restated) £	Income £	Expenditure £	Transfers £	Balance at 31 October 2023 £
Fixed Assets Fund	6,027,192	-	(122,161)	80,661	5,985,692
Building Sinking Fund	191,524	35,352	(4,082)	(80,661)	142,133
AV Equipment Fund	10,674	-	(4,289)	-	6,385
Environment Enhancement	5,000	-	(2,574)	-	2,426
Steinway Piano	98,113	-	(1,994)	-	96,119
	<u>6,332,503</u>	<u>35,352</u>	<u>(135,100)</u>	<u>-</u>	<u>6,232,755</u>

Fixed Assets Fund

The Fixed Assets Fund represents the net book value in the balance sheet of principally the Synagogue building and integral features, plus related debtors and creditors.

Building Sinking Fund

This fund represents amounts set aside for repairs and maintenance to the building.

AV Equipment Fund

This fund represents amounts set aside for streaming equipment.

Environmental Enhancement Fund

This fund represents amounts set aside for enhancing the environment.

Steinway Piano Fund

This fund represents amounts set aside for Steinway piano.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

16. Analysis of net assets between funds

2024	Unrestricted general funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 October 2024 are represented by:				
Tangible assets	(1,870)	6,005,436	-	6,003,566
Net assets	921,260	180,198	102,970	1,204,428
	<u>919,390</u>	<u>6,185,634</u>	<u>102,970</u>	<u>7,207,994</u>
2023				
Fund balances at 31 October 2023 are represented by:				
Tangible assets	14,831	6,081,811	-	6,096,642
Net Current assets/	1,032,361	150,944	135,543	1,318,848
	<u>1,047,192</u>	<u>6,232,755</u>	<u>135,543</u>	<u>7,415,490</u>

17. Operating lease commitments

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Total 2024 £	Total 2023 £
Within one year	1,167	8,167
Between two and five years	-	-
	<u>1,167</u>	<u>8,167</u>

18. Trustees and related party transactions

Trustee, Ayala Gottlieb Alter received £2,271 remuneration as B'nei Mitzvah Coordinator (2023 £9,849). In 2023 she also received a grant of £750 from Leslie Lyndon Memorial Scholarship towards her music contribution to European Academy for Jewish Liturgy. (Trustee, Ruth Clifton, a Green Energy consultant, received £2,573 in 2023 for her services rendered to NNLS). No amounts were owing or owed to them at the year end.

Remuneration paid to key management personnel in the year amounted to £396,286 (2023 - £315,982).

There were no other related party transactions in either the current or previous years.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

19. Reconciliation of net income to net cash flow from operating activities

	Total 2024 £	Total 2023 £
Net (expenditure) for the reporting period (as per the Statement of Financial activities)	(207,496)	(75,091)
Adjustment for:		
Interest from investments	(62,528)	(38,008)
Depreciation charges	93,075	85,584
Loss on disposal of fixed assets	-	54,263
(Decrease)/increase in debtors	(106,706)	53,041
Increase/(decrease) in creditors	177,688	(49,198)
Net cash (used in)/provided by operating activities	(105,967)	30,591

20. Comparative statement of financial activities - 2023

	Unrestricted Funds - General £	Unrestricted Funds - Designated £	Restricted Funds £	Total 2022 £
Income from:				
Donations and legacies	22,716	35,352	90,261	148,329
Government grants	107,885	-	-	107,885
Charitable activities	1,783,182	-	-	1,783,182
Investments	38,008	-	-	38,008
Total income	1,951,791	35,352	90,261	2,077,404
Expenditure on:				
Charitable activities	1,892,443	135,100	124,952	2,152,495
Net income/expenditure before transfers	59,348	(99,748)	(34,691)	(75,091)
Transfers between funds	-	-	-	-
Net movement in funds	59,348	(99,748)	(34,691)	(75,091)
Reconciliation of funds				
Fund balances at 1 November 2022	987,844	6,332,503	170,234	7,490,581
Fund balances at 31 October 2023	1,047,192	6,232,755	135,543	7,415,490

Accounts

Charity registration number 1094668

Company registration number 4493731 (England and Wales)

THE NEW NORTH LONDON SYNAGOGUE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

THE NEW NORTH LONDON SYNAGOGUE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Alison Richardson	(Retired 22 June 2023)
	Ayala Gottlieb Alter	
	Bruce Rigal	
	Daniel Wilkins	
	Joshua Irish	(Appointed 22 June 2023)
	Joel Steinhart	
	Julia Wagner	
	Lisa Caplan	(Appointed 22 June 2023)
	Martin Otvos	
	Martin Ross	
	Nadine Young	(Appointed 22 June 2023)
	Nicola Tiefenbrun	(Retired 20 September 2023)
	Nigel Roth	
	Roger Levitt	
	Ruth Bross	(Appointed 22 June 2023)
	Ruth Clifton	(Appointed 22 June 2023)
	Ruti Amal	(Retired 22 June 2023)
	Shirli Gilbert	(Appointed 12 July 2023)
	Sophie Ross	(Appointed 22 June 2023)
	Victoria Fox	(Retired 22 June 2023)

Charity number 1094668

Company number 4493731

Registered office The Manor House
80 East End Road
Finchley
London
N3 2SY

Auditors Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

Website www.mynnls.org.uk

THE NEW NORTH LONDON SYNAGOGUE

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THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2023

The Trustees present their report including directors' report and accounts for the year ended 31 October 2023.

The New North London Synagogue (NNLS) is a company limited by guarantee, which is also a charity registered with the Charity Commission under registration number 1094668.

The accounts have been prepared in accordance with accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019).

STRUCTURE, GOVERNANCE, AND MANAGEMENT

All Members of the Synagogue Council, which is elected by the Membership, are Directors of the Company and Trustees of the Charity. Election to the Council is for a two-year period which can be renewed once only.

The Council is responsible for the strategy and general conduct and management of the Synagogue's business. It has adopted a delegation scheme whereby, in addition to the Management Committee and Services Committee which are required under the Articles, committees have been, or are in the course of being, set up to cover different aspects of the Synagogue's activities. Each Committee has at least one Trustee representative on it, and some have a non-Trustee chair. The Committees report to Council. The delegation scheme is published on the Members' portal of the website (in MyNNLS) to which all Members have on-line access. Council meets approximately ten times each year. Through the course of 2022-2023 a review was undertaken to review the governance structure to create a more streamlined process and increased engagement of Trustees. Following agreement at Council and then a vote at the Annual General Meeting (AGM) in June 2023, the Management Committee was disbanded, and the Articles of Association amended. The position of Secretary was also removed as an Officer position.

Chairs are elected on alternate years so that their terms overlap; the Treasurer is elected in even-numbered years. The Senior Rabbi and Chief Executive Officer (formerly Executive Director) are entitled to attend all meetings of the Council and of all Committees.

Trustees must be Members of the Synagogue and will typically have had a leadership role in another aspect of the Synagogue's activities or the Masorti movement, prior to election. In addition, the institution of Joint Chairs means that the continuing Chair assists an incoming Chair. There is also an informal mentoring system whereby the outgoing Treasurer assists the incoming Treasurer to understand the financial systems and processes as well as the wider responsibilities of the role of Trustee. An induction session is held for all Council Members at the first Council meeting following the AGM and individual mentoring and training is offered to all Trustees according to need.

Pay for the Chief Executive Officer is set within a reasonable salary range for personnel of this seniority, experience and comparable to others in similar roles in other comparable Jewish organisations. The Chief Executive Officer is accountable to the Chairs, and line manages other employees and directs day-to-day decisions as appropriate.

None of the Trustees has any beneficial interest in the company. All the Trustees are Members of the company and guarantee to contribute £1 in the event of a winding up.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2023

The following Honorary Officers and Council Members have been in post since June 2023:

Honorary Officers

Joint Chair	Bruce Rigal
Treasurer	Nigel Roth

Council Members:

Ayala Gottlieb Alter
Daniel Wilkins
Joshua Irish
Joel Steinhart
Julia Wagner
Lisa Caplan
Martin Otvos
Martin Ross
Nadine Young
Roger Levitt
Ruth Bross
Ruth Clifton
Shirli Gilbert
Sophie Ross

The following Council Members were in post from November 2022 until June 2023 (unless otherwise stated when they stood down from these positions):

Council Members:

Alison Richardson
Nicola Tiefenbrun (20 September 2023)
Ruti Amal
Victoria Fox

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2023

OBJECTIVES AND ACTIVITIES

Who we are

New North London Synagogue (NNLS) is a thriving Masorti community in North London with a Membership having grown to over 3,700 today. NNLS is the largest Masorti Synagogue in the UK, and one of the leading congregations of any denomination of Judaism in the country. Based at its purpose-built premises in Finchley, N3, NNLS sits at the cutting edge of contemporary Jewish life, constantly striving to develop and enhance Judaism for its Members and sharing its values and ideas with wider society.

The charity was established by a charitable trust deed on 10 November 1974. A new trust deed was approved on 9 June 1998. By Special Resolutions in October 2013, the dual structure of both NNLS the Unincorporated Association and NNLS the Company was changed into a unitary structure with new Articles of Association, thereafter being subject to intermittent minor changes (most recently in June 2023) and remain the Articles of Association currently in effect.

The charity's objects are to further the objectives and to conduct the activities of NNLS under the direction of its Council.

What we do

The Synagogue is active in support of its continuing objectives, in the areas of religion, pre-school, youth and adult education, welfare, culture, charity, social action and interfaith initiatives.

We aim to facilitate and deepen our engagement with each Member of our community and to also engage with communities and the society around us. It is our responsibility to do our best so that no one is left to feel lonely or ignored, and we work hard to ensure that there are plenty of opportunities to connect with the community either by volunteering, attending programming and events or at a geographical or interest level. We want to celebrate life together and to be present for one another in quiet solidarity in times of sorrow.

At the same time, we have responsibilities to the wider Jewish community in this country and beyond. Social action initiated by our community expresses our involvement in the key issues which confront both Jewish and wider society in areas covering poverty, loneliness, social injustice, the environment, and refugees.

Year-round, we offer a wide variety of:

- Shabbat and festival services within **a traditional, open-minded, pluralist environment**;
- a **pre-school nursery**¹ for up to 36 children; In 2022-23, 24 children were enrolled;
- excellent **formal and informal Jewish learning opportunities for our young people and their families**, and numerous leadership opportunities for our teens;
- an extensive range of **adult learning courses and social and cultural events**;
- **pastoral care** provision for Members in need from the Pastoral Care Coordinator, the Rabbinic Team and a wider group of experienced and compassionate volunteers;
- **volunteering opportunities** for Members across our full range of synagogue activities;
- opportunities for Members to engage in many different **outwards facing projects**, seeking to make a difference to various local, national and international causes;
- Member led interest '**Circle**' groups providing a range of opportunities to connect over interests or similar life stages or experiences.

¹ rated "Good" upon re-inspection in 2019

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2023

Some facts and figures highlighting some of the achievements during the year:

- **Membership Growth:** Membership growth has been steady and increased by 3% from 1,430 to 1,475 households this year.
- **Shabbat Services:**
 - Shabbat service delivery and attendance has been steady; and, having installed streaming equipment within two of our three service venues last year, streamed, hybrid services continue to be offered at least twice a month.
 - We have continued to run our full menu of Family, Explanatory and Children's Services, and Sing In Shabbat services for young families and Niggun & Contemplation services have remained permanent fixtures.
- **High Holydays:** We held a large variety of High Holyday services, including a number of children and family services, engaging high numbers of volunteers across every aspect of our High Holyday provision.
- **B'nei Mitzvah:** We celebrated 80 in-person b'nei mitzvah. We continued to limit the number of b'nei mitzvah we can deliver in any given year-group to 80 and waiting lists for certain cohorts remained active.
- **Community Engagement:** The employment of a Community Engagement Co-ordinator in June provided much needed additional support in this area, in particular looking into how we record volunteer activities and recognising volunteer achievements. Community hospitality events were held such as the Shabbat picnic, two Community Lunches and the Communal Seder on 2nd night Pesach. Life-stage activities continued including School Leavers Friday Night Dinner in September and a Donkey Fun Day for families with young children in June. General community engagement was maintained by organising meal rotas for Members who need care, holding Name Badge Shabbatot, gifting teddies to new babies in the community, enabling Yom Tov meal hosting, meeting up with new Members, encouraging neighbourhood engagement and facilitating memorial plaques for lost loved ones.
- **Fundraising:** We raised £155,322 across the Pesach and High Holyday Appeals.
- **Tikkun Olam:** We continued working weekly with FEAST With Us, cooking 40 meals out of the NNLS kitchen for a homeless shelter in East Finchley. Working with Homeless Action Barnet, we were able to host guests again at NNLS for four Mondays in February. We hosted our fifth Peace of Mind group of 25 veteran combat soldiers at NNLS for a week in February engaging many Members of the community as hosts.
- **Environmental Activities:** Through our work with our Green Team, we were very proud to achieve EcoJudaism Gold status. We invited 3 companies to provide quotes for putting solar panels on our flat roof.
- **Programming:** A full and diverse calendar of programming was evident with panel discussions, film showings, book launches, classical music concerts and lectures from eminent speakers. We were honoured to be offered an exclusive showing of the film Golda raising over £6k for the Peace of Mind project.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2023

What were our goals for the year, and how did these play out against our strategic plan?

Our goals for the year were threefold:

Operational Resilience: Continuing the work of the organisational review in early 2022, our goal was to distribute knowledge and scope amongst staff to bring resilience to the organisation in case of significant staff change at a senior level.

Rabbinic Recruitment: Given the size and growth of the community and recognising the demands on our Rabbinic team's capacity to deliver our core services, a recruitment process began to find a new Junior Rabbi to join the team.

Community Building: Our scale and diversity are key strengths and post pandemic we have seen a robust return to our services and programming. A key goal for this period is to continue to find ways to engage a large community into smaller cohorts to enable personal interactions, support networks and engender a sense of belonging.

In addition, we continued to work towards gaining our Gold EcoJudaism Award integrating our green values with all that we do across the different functions of the synagogue. We are pleased to announce that we achieved Gold in July 2023.

Over the course of the year, we made great strides in each of these goals, which is illustrated below within each of the core areas of communal life highlighted within our 2018-2022 strategic plan:

Strategy for 2018-2022	
Strengthening our Rabbinic team	
We will continue to be led by an inspirational Rabbinic Team in all areas of our communal life, and we will increase the capacity of this team to at least the equivalent of three full time Rabbis.	<i>After a robust recruitment process, across the UK, Europe and the Americas, two candidates reached the final selection process. Collaborating with Masorti Judaism, and with the approval of Council, we found a way to employ both candidates on a 0.75 week basis. Rabbi Lara Haft Yom-Tov and Rabbi Yael Jaffe joined the team in September 2023 on two-year contracts. Rabbi Wittenberg is providing mentorship and Rabbi Zahavit formal line management. With immediate effect, particularly in the area of children, youth and families, the 2 new rabbis are integrating into the community and bringing much needed capacity to the Rabbinic team. Rabbi Jonathan and Rabbi Zahavit continued to serve the community with wisdom, compassion and dedication for which they are renown.</i>
Operations	
We will increase the effectiveness of how we manage our daily operations, giving it the right amount of resource and attention so that the smooth running of our shul supports our staff and everyone in the community.	<i>Sue Shefras began in the role of COO in Jan 2023. The role was created to lift the pressure on the CEO to manage the day-to-day facilities management, operations, and human resources functions of the synagogue. The appointment resulted in, amongst other improvements, a review of contractors and their services, standardisation of our onboarding and Human Resources policies across departments, the delivery of a bathroom refurbishment, new hall hire pricing, and a new policy logging and updating register.</i> <i>A review of our governance structures took place, with the aim of streamlining decision making, which resulted in the approval at our AGM of the following changes to our articles: the Management Committee was disbanded, and its functions reallocated; the number of formal standing committees was reduced; the Office of Secretary was removed.</i>

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FOR THE YEAR ENDED 31 OCTOBER 2023

Services & Spirituality	
We will focus on how we manage organic change in our services while preserving the pluralist nature of our community and tolerance. We will continue creating and developing the vibrancy of all services, so that our members will want to come together in prayer more often.	<i>A key focus has been the management of services to enable them to run smoothly and sustainably into the future. Services are run by a dedicated group of volunteers and the Rabbinical and the Office teams. Careful project planning of the High Holydays enabled the execution of a complex project plan with nearly 20 services being offered over that period across multiple sites.</i> <i>Engagement opportunities for families at services has also been a key priority. A regular schedule of family and explanatory services was reestablished, post Covid, particularly during festivals.</i> <i>Neshama, a music and meditation service, was established, reaching a small but dedicated core of followers and service takers.</i> <i>Streamed services continue to reach those who are unable to make it to synagogue. Although this service is used by a small number of people each week, we know that it is deeply appreciated as a touchstone of spiritual life for those unable to come to synagogue in person.</i>
We will continue to encourage everyone to deepen their Jewish learning, recognising that NNLS learning exists alongside many other sources of Jewish learning. We will nurture grass roots initiatives and support our members to come together proactively in groups to create their own learning opportunities.	<i>A full programme of learning opportunities for the year ahead was launched at High Holyday services in September 2022. In the following year, innovative programming included an online panel discussion, "The Fall of Roe v Wade", Ben Okri in conversation with Rabbi Jonathan, a Lag B'Omer BBQ. The amazing gift of the Steinway piano gave renewed energy to our music programming, starting with a Chanukah launch concert for Food Bank Aid.</i> <i>The Everyone Counts programme, to upskill service leaders and encourage greater participation in services, was expanded. This is seen as integral to the sustainability of volunteer led services, which is core to our ethos.</i> <i>An exclusive showing of Golda at the Phoenix cinema for NNLS members raised £6000 for Peace of Mind charity.</i>
Pastoral Care	
We will widen pastoral care in the community and raise awareness of what we offer. We will strengthen our professional team with an additional staff member to bring skills, experience, capacity and co-ordination, and to support and train further groups of volunteers.	<i>Efforts were made to integrate Pastoral Care provisions more comprehensively into our website to enable members to be clearly signposted. Events such as Jewish and Emotional were well attended. A beautiful Shloshim Package initiative was launched, giving those who are at the end of a formal period of mourning a warm embrace from the shul with healing words and gifts.</i> <i>A staff wellbeing package was researched and will be rolled out in stages across the year 23/24.</i> <i>A review into the eldest cohort of Members was launched. A committee dedicated to looking at the projected growth of that cohort and how we respond to their needs.</i> <i>The Pastoral Care co-ordinator was a valued resource for the staff team, providing a safe and supportive space to reflect on work.</i> <i>Regular touchpoints with Members continue led by the Pastoral Care Co-ordinator, Rabbinic team and volunteers.</i>

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FOR THE YEAR ENDED 31 OCTOBER 2023

Tikkun Olam	
We will build on the strong interest and volunteering passion for Tikkun Olam amongst many in the community. We will help people work together and share information on projects and find ways for these projects to integrate with other facets of shul life.	<i>Our established projects continued successfully in the areas of alleviating food poverty, (through FEAST With Us and our neighbourhood-based foodbank collection work) and with homelessness (through Homeless Action Barnet).</i> <i>The Green Team continued their journey towards achieving the EcoJudaism Gold award, which was achieved in July.</i> <i>We hosted our fifth Peace of Mind group of 24 veteran combat soldiers at NNLS for a week in February.</i> <i>We continue to bake challahs and hand them to community Members to mark special or difficult occasions.</i>
Communities within community	
We will build on the pilot scheme of neighbourhood champions, growing the number of neighbourhoods included and the infrastructure and networks at the local community level. We want this to extend to all areas of communal life, including volunteering, care of the elderly, caring, hospitality, lifelong learning. Technology will help better, more tailored communication with all our Members.	<i>Building communities, whether through neighbourhood champions, life stage cohorts or shared interest remains core to our creating connections and being a welcoming cohesive community, even at our size.</i> <i>We created a Whatsapp group for parents of new babies as well as trialled 'championless' neighbourhoods. The success of the trial has meant that several new neighbourhoods have been set up that run via Whatsapp groups rather than co-ordinated by a champion.</i> <i>Circle groups were launched in the summer of 2023. These are member led groups, based on a shared interest. These have included book group, cake and comfort (for bereaved individuals), cycling, knitting and stitching, single parents and young adults' get-togethers to name a few. Led by Members but supported by staff they are an innovative way to build community connections via small, grass roots networks.</i> <i>Our programme of recreational community activities continues with our regular programme of classes e.g. the Big Ideas Book Group, Israeli Film Club, Pilates, Table Tennis, Yoga etc.</i>
Volunteering	
We will make a step change in the ethos of volunteering, building more opportunities to volunteer within our community, and welcoming all Members to deepen their involvement with the shul. We will have a clearer set of committees to organise our work, reach out to all Members and grow our future senior lay leaders.	<i>Whilst requiring constant nurturing, we have a very strong volunteer culture with large numbers of Members engaged across synagogue life from joining Council, running weekly and festival services, to organising social clubs and activities. Some volunteer roles operate on an 'opt-out' rota basis - e.g. Security, ensuring we have enough volunteers for this key function.</i> <i>Many volunteers are supported by the new Community Engagement Co-ordinator, expanding our professional resource to serve our strong volunteer culture.</i>
Young adults (18-30)	
We will encourage young adults to feel shared ownership in our community by building a much more deliberate approach to including and welcoming them – in our services, our committees, and also supporting and facilitating specific spaces and events targeted at and catering for young adults.	<i>The new lower charging structure for 21-30 year olds has continued to yield 38 new young adult signups</i> <i>Activities have included a new Member evening specifically for young adults and a summer BBQ,</i>

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	<i>Continued collaboration with the Young Adult professionals at Masorti Judaism has enabled ongoing appropriate sharing of information and cross-promotion of events, and avoidance of duplicated work.</i>
School Age Learning	
We will continue to strengthen our engagement opportunities we provide for the children and young people of our community. We will employ a youth worker to enhance our teenage provision; we will review our tefillah provision; and we will explore new ways to involve young people in these developments.	<i>The Education team were delighted to run their annual February half-term residential camp in addition to their full set of year-group Shabbatonim and the annual week-long non-residential Summer Scheme for Reception to Year 4's.</i> <i>Other events throughout the year were the Erev Gibush b'nei mitzvah journey welcome evening for Year 6 students and their families; our Evening of Creativity for Year 6 & 7 b'nei mitzvah families; and, termly D'var Torah Workshop options.</i> <i>Kehilatainu and Haderech continued this year with 137 on the register for Kehilatainu, plus 20 Madrichim and 200 at Haderech plus 15 Madrichim and 40 Mentors.</i> <i>In addition, over 30 Year 8 teens participated in Mentor Training and up to 20 Year 9 & 10 teens engaged in Hadrachah (leadership training).</i> <i>We continued to offer weekly Shabbat morning children's services for Toddlers, Infants and Juniors, in addition to Family and Explanatory Services scheduled every 6-8 weeks which have become very popular, each time attended by up to 70 people and indeed festival Family Services have regularly drawn up to 150; and, monthly Torah Breakfasts for Years 5 & 6 – drawing 25-30 young people each month.</i> <i>In February 12 year 11+12s visited the Masorti community of Barcelona, forging strong relationships which will build as we reciprocate with future visits to London for the Barcelona community. Collaboration with Noam continued with Noam Movement Workers joining us for weekly Haderech where they teach Hebrew, Study Groups and Hadracha.</i> <i>Noam Movement Workers have also joined us on our Shabbatonim and residentials and arrange activities on festivals for our teens. They also ran monthly Friday Night Dinners at the synagogue for our teens.</i>

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2023

What are our goals for the coming year?

Our goals in the coming year are to:

- Continue to build organisational resilience
- Develop a strong rabbinic team
- Foster community engagement

Organisational Resilience

We will continue to look at our governance practices and procedures to enable more long-term strategic thinking across the governance and professional teams. Considering our growth and our ability to resource it will be a key strategic question. We will strive to fill all posts currently vacant and continue to develop collaborative working and synergy across departments.

Develop a Strong Rabbinic Team

In September 2023 we recruited two recently ordained Rabbis to join our team, Rabbi Lara Haft Yom-Tov and Rabbi Yael Jaffe. We are very excited to bring two energetic, learned, innovative minds to join our team of established Rabbis. Our goal is to embed them within the community through a process of careful management, mentoring and incremental workload to enable them to build relationships in the community, understand the breadth of their remit and discover their own particular areas of interest to focus on over time.

Foster Community Engagement

As the community grows it is even more important that each Member feels connected to and inspired by our vision and values. Key to that is the acknowledgment that we are a community of builders, each responsible for crafting the community we wish to belong to. We will endeavour to re-energise our volunteer culture and create new opportunities to engage and meet fellow members. We will encourage members to develop their liturgical skills to ensure a cadre of leaders to support the sustainability of religious services.

PUBLIC BENEFIT

Trustees have a duty to report on the public benefit provided by their charity.

The section above entitled 'Objectives and Activities' sets out the Synagogue's objectives and reports on activity and successes in the financial year, as well as explaining the plans for the current financial year. The Synagogue's work benefits in the first instance persons of the Jewish faith who wish to be actively involved in Synagogue activities, but through its sponsorship of involvement in charitable giving and social action by its Members, and through its interfaith and other outreach activity, it also benefits many other classes of people including individuals in need.

The Trustees, having given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary guidance on the advancement of religion for the public benefit, have concluded:

1. That the aims of the Synagogue continue to be charitable and that there is a moral and ethical framework which is promoted by the religious work of the organisation;
2. That the aims and the work done in pursuance of them give clearly identifiable benefits to the public including, both indirectly and directly, to individuals in need;
3. That the benefits are for the public, and are not unreasonably restricted in any way (including not by ability to pay); and,
4. That there is no significant detriment or harm arising from the aims or activities.

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2023

FINANCIAL PERFORMANCE

The charity's principal source of funds is from membership subscriptions and education charges, which enable it to meet its main objectives of conducting the activities of the NNLS. In addition, the charity receives substantial donations from time to time, much of which is for specific Restricted Fund activity. We keep close financial controls, budgeting at the start of the year and carefully reviewing any unexpected costs that may arise. Activities are budgeted as far as possible to recover their own incremental cost.

During the year, the financial wellbeing of the Synagogue has continued to remain strong and robust. Having frozen the membership fees for two years during the pandemic and faced with material increases in costs, as referred to below, we made the decision to increase the membership fee rates by 8% for the 2022-2023 membership year. Nevertheless, the membership of the Synagogue has continued to grow, and we have been more successful in recovering unpaid membership fees.

We have also been able to generate greater income than expected from hall hire, weddings, conversion courses and guest tickets for High Holydays. In addition, we have taken advantage of the higher interest rates now available for deposit holdings in banks and our interest income on our surplus funds has therefore increased significantly over the year.

During the year, the Synagogue was faced with additional and unanticipated expenditure largely due to the very significant increases in inflation experienced in recent years. This has manifested itself in several ways including a substantial increase in our electricity costs, following a corresponding increase in the gas charges in the previous year. In addition, other aspects of facilities management (including cleaning, maintenance contracts and repairs) experienced marked cost increases. As reported last year, following recommendations made from a consultancy exercise which examined resource levels against our current and future aspirations, we engaged in an organisational restructure involving some staff changes. A number of these changes in personnel were implemented during the year ended 31 October 2023.

The impact on the Synagogue of these inflationary headwinds could therefore have been very challenging, but careful management of the various challenges, both on the income and expenditure sides, has seen the Synagogue navigate to a financial surplus.

The Audited Report and Accounts for the year ended 31 October 2023, which are to be put to Members at the AGM on 27 June 2024, resulted in a net surplus before transfers of £59,348 in respect of the unrestricted income funds, on unrestricted income of £1,951,791. Restricted fund movements in the year have resulted in a deficit of £34,691, and at the year end the Synagogue held funds for specific restricted fund purposes of £135,543.

Unrestricted Funds are in the main those received from membership subscriptions, education charges, social functions, and donations for the running of the Synagogue itself. Restricted Funds are those received and utilised only in accordance with the donors' wishes, for specific purposes such as the Ecclesiastical Salaries fund; the Tikkun Olam fund; the Eco Synagogue fund; the Synagogue Artwork fund; the Kibbutz Tree fund; the JTree fund; the Winter Night Shelter fund; and the Rabbis' Discretionary Funds.

The Fixed Assets Fund, Building Sinking Fund, Audio Visual (AV) Equipment Fund, Environmental Enhancement Fund and Steinway Piano Fund are run as separate Designated Funds. The Fixed Assets Fund has been managed separately, again under close financial control. The Building Sinking Fund is amounts set aside for cyclical repairs, maintenance and refurbishment to the Synagogue's building and its plant and machinery over the coming years. The AV Equipment Fund is sums set aside for equipping the Synagogue with streaming equipment to enable streamed services and other activities for the community. The Environmental Enhancement Fund is an amount set aside for improving the Synagogue's green credentials. The Steinway Piano fund is amount set aside for the purchase, insuring and maintaining of the piano.

At the date of this report, 6 full-time and 15 part-time (combined equating to nearly 10 full-time equivalents) professionals support the pastoral, welfare, cultural and administration needs of the Synagogue and the community. In addition, Gan Alon and the Education Department programmes have 37 staff and teachers and a further 35 teenagers who act as assistant teachers. We are extremely grateful for the contribution of all the staff to the Synagogue.

TRUSTEES' REPORT

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The high level of activity within the Synagogue every day has been maintained by a large majority of our Members paying full fees and via Gift Aid along with other generous donations from some Members, often marking life-cycle events. The majority of Members pay their subscriptions by direct debit, which aids our financial management. We carefully monitor the number of Members who cannot pay the full fees, since this is a key element of the overall balance of our income and expenditure. Due to the financial impact of the cost-of-living crisis on a number of our Members, we have again, where necessary, agreed subscription breaks and reductions and flexible payment terms. We continue to review late payment of fees and other items owing and have robust controls and procedures in place to manage any potential impact.

FUNDRAISING

The charity undertakes fundraising activity to our Members via direct mail, email and direct contact at events. We are committed to ensuring that we are completely open and transparent about our fundraising, the causes that we support, and allocation of the funds raised.

The charity's main fundraising activities focus on the two key appeals at the High Holydays and at Passover, when appeals are made for Members to support a number of external charitable causes. A Tzedakah (Charities) Committee is in place, with a volunteer member Joint Chair and up to five other volunteer Members. Prior to each appeal, the Committee puts a call out to NNLS Members to nominate charities they would like the community to support; nominations are considered by the Committee, and as part of this process, the financial accounts of the nominated causes are scrutinized. The Tzedakah Committee then puts forward its recommendations to Council, who formally approve the chosen causes for each appeal. Once decided, details of the chosen charities are published to the community and Members can choose whether or not to donate to one or more of the appeal causes. Funds raised will be passed on to the chosen charities with Gift Aid relief claimed by NNLS on their behalf where possible. Care is taken throughout the process to ensure the fundraising is not done in an intrusive manner. Members who wish not to be contacted are clearly indicated on our database, and Members' data is not passed on to the chosen charities unless permission is expressly given by each individual Member.

Other smaller scale fundraising campaigns are done during the year (e.g. at some of the other Jewish festivals), as well as some direct requests of Members for specific donations to NNLS itself, such as to mark a life-cycle event; this would never, however, be conducted in a coercive manner.

The charity is committed to high standards in fundraising, and to being:

- clear, honest and open
- respectful
- fair and reasonable
- accountable and responsible, and, to
- conforming with recognised fundraising standards

Within the last 12 months, we did not receive any complaints about our fundraising activities, nor did we work with professional fundraisers.

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2023

RESERVES POLICY

It is the policy of the charity that Unrestricted Funds which have not been designated for a specific purpose ("the free reserves") should be preferably maintained at a level equivalent to between two and six months of Unrestricted Funds Expenditure (UFE) amounting this financial year to between £358,606 and £1,075,817. The unrestricted general funds at 31 October 2023 amount to £1,047,192 which is within the required level. The free reserves may from time to time fall below this level, but the Trustees were comfortable provided that unrestricted cash resources were at least equal to three months of UFE. The position is also regularly reviewed, and plans are put in place to use the reserves to best service the community.

FINANCE AND RISK

The Trustees have assessed the risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

Examples of risks identified (but for which a number of appropriate prevention measures have been noted and/or implemented), include:

- **Security** - terrorism threat: steps taken to mitigate against this risk include ongoing interaction with the Sternberg Centre site professional security team (and continual review of levels of professional guarding required), who in turn are in continuous liaison with the Community Security Trust (CST) and the local police; supplementing of professional security guarding with regular volunteer security rotas; following through with various recommendations made by the CST vis-à-vis the site's perimeter walls and appropriate equipment; policies in place for emergency evacuation and invacuation (lock-ins), with drills and training as appropriate; a full 'Security' Risk Register is maintained and reviewed on an ongoing basis.
- **Safeguarding Risks:** steps taken to mitigate against these risks include safeguarding policies in place both for Gan Alon Pre-School and the Synagogue at large; Designated Senior Leads undergo refresher safeguarding training; and the Synagogue has a designated safeguarding trustee on an ongoing basis.
- **Health & Safety Risks:** actions taken to mitigate against these risks include systematic building inspections built into a planned annual maintenance programme, which is reviewed annually; biennial independent fire risk assessment; employer's, public and product liability insurance cover is in place with PiB.
- **Financial Risks:** the Finance Committee meets quarterly; one of the Committee's purposes is to oversee financial risk of the Synagogue
- **Other Risks:** a Risk Register detailing other potential risks to NNLS is maintained and reviewed on an ongoing basis.

Trustees continued to monitor these risks on an ongoing basis during this past financial year, our detailed risk assessments were kept updated.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of The New North London Synagogue for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the net movement in funds, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice for Charities ("SORP");

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- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

A resolution proposing that Haysmacintyre LLP be reappointed as auditors of the company will be put to the Members.

On behalf of the board of Trustees



Nigel Roth
Trustee

Dated: 4th June 2024



Bruce Rigal
Trustee

Dated: 4th June 2024

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON

SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 OCTOBER 2023

We have audited the financial statements of The New North London Synagogue for the year ended 31 October 2023 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2023 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON

SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 OCTOBER 2023

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 12, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with Company law, employment law and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Company Law, the Charities Act 2011, The Statement of Recommended Practice for Charities (SORP 2019), FRS102 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting trustees' minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON

SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 OCTOBER 2023

- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted at the year-end or those with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Members as a body, for our audit work, for this report, or for the opinions we have formed.



Adam Halsey
(Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 25 June 2024

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 OCTOBER 2023

	Notes	Unrestricted Funds General £	Unrestricted Funds Designated £	Restricted Funds £	Total 2023 £	Total 2022 £
Income from:						
Donations and legacies:						
Donations		22,716	35,352	90,261	148,329	370,550
Legacies		-	-	-	-	1,500
Government grants		107,885	-	-	107,885	107,802
Charitable activities	3	1,783,182	-	-	1,783,182	1,649,003
Investments	4	38,008	-	-	38,008	6,109
Total income		<u>1,951,791</u>	<u>35,352</u>	<u>90,261</u>	<u>2,077,404</u>	<u>2,134,964</u>
Expenditure on:						
Charitable activities	5	<u>1,892,443</u>	<u>135,100</u>	<u>124,952</u>	<u>2,152,495</u>	<u>2,038,362</u>
Net income/ (expenditure) before transfers		59,348	(99,748)	(34,691)	(75,091)	96,602
Transfers between Funds		-	-	-	-	-
Net movement in funds		<u>59,348</u>	<u>(99,748)</u>	<u>(34,691)</u>	<u>(75,091)</u>	<u>96,602</u>
Reconciliation of funds						
Fund balances at 1 November 2022		<u>987,844</u>	<u>6,332,503</u>	<u>170,234</u>	<u>7,490,581</u>	<u>7,393,980</u>
Fund balances at 31 October 2023		<u>1,047,192</u>	<u>6,232,755</u>	<u>135,543</u>	<u>7,415,490</u>	<u>7,490,582</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE NEW NORTH LONDON SYNAGOGUE

BALANCE SHEET

AS AT 31 OCTOBER 2023

		2023		2022	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	8		6,096,642		6,155,821
Current assets					
Debtors	9	220,575		273,616	
Investments	10	1,898		1,898	
Cash at bank and in hand		1,469,519		1,481,589	
		<u>1,691,992</u>		<u>1,757,103</u>	
Creditors: amounts falling due within one year	11	<u>(371,977)</u>		<u>(414,175)</u>	
Net current assets			1,320,015		1,342,928
Total assets less current liabilities			<u>7,416,657</u>		<u>7,498,749</u>
Creditors: amounts falling due after more than one year	12		(1,167)		(8,167)
Total net assets			<u><u>7,415,490</u></u>		<u><u>7,490,582</u></u>
FUNDS:					
Restricted funds	14		135,543		170,236
Unrestricted funds					
Designated funds	15	6,232,755		6,332,503	
General funds		<u>1,047,192</u>		<u>987,843</u>	
			7,279,947		7,320,346
			<u><u>7,415,490</u></u>		<u><u>7,490,582</u></u>

These accounts were approved by the Trustees on 4th June 2024

Nigel Roth

Nigel Roth
Trustee

Bruce Rigal

Bruce Rigal
Trustee

Company registration number 4493731

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 OCTOBER 2023

	2023 £	2022 £
Cashflows from operating activities:		
Net cash provided by operating activities (see note 19)	30,591	62,194
Cash flows from investing activities:		
Purchase of tangible fixed assets	(80,661)	(92,575)
Interest from investments	38,008	6,109
Net cash (used in) investing activities	(42,653)	(86,466)
Change in cash and cash equivalents in the reporting period	(12,062)	(24,272)
Cash and cash equivalents at the beginning of the reporting period	1,481,581	1,505,853
Cash and cash equivalents at the end of the reporting period	1,469,519	1,481,581

ANALYSIS OF CHANGES IN NET DEBT

	Balance at 1 November 2022	Cash flows	Other non-cash changes	Balance at 31 October 2023
	£	£	£	£
Cash and bank	1,481,581	(12,062)	-	1,469,519
Loans	-	-	-	-
	<u>1,481,581</u>	<u>(12,062)</u>	<u>-</u>	<u>1,469,519</u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

a. Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The New North London Synagogue meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes(s).

b. Preparation of the accounts on a going concern basis

Having considered future budgets and cash flows, the Trustees confirm that they have no material uncertainties about the entity's ability to continue as a going concern for the foreseeable future.

c. Fixed assets

Expenditure on fixed assets is capitalised where the cost (or the value if donated) is in excess of £1,000; otherwise it is written off through the Statement of Financial Activities.

Tangible fixed assets are depreciated at rates calculated to write off the cost, less estimated residual value of each asset evenly over its expected life, as follows:

Long leasehold premises – 1% straight line

Furniture, fittings and equipment - 10-20% straight line (computer equipment included in this category is depreciated at 33.33%)

d. Investments

Current assets are stated at fair value less impairment.

e. Funds

The different funds are defined as follows:

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor.

Designated funds are those funds designated by the Trustees for specific purposes.

Unrestricted funds are those funds available to the charity for its general purposes.

It is the policy of the Trustees to retain unrestricted funds, amounts in which in their judgement, can help to mitigate the short-term effect of income volatility, and retain funds to generate sufficient income to meet current and future operational activities of the charity.

f. Income recognition

This comprises fees receivable from the various activities and investment income. All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income can be measured reliably.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

f. Income recognition (continued)

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy with the title of the asset having been transferred to the charity.

Membership income is recognised upon receipt.

Investment income is credited to income when it is receivable, and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Government grant income represents the total amount claimed from HM Revenue & Customs under the Coronavirus Job Retention Scheme (CJRS). The income is accounted for in the period in which the associated salary payments are made to furloughed staff.

g. Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of obligation can be measured reliably.

Expenditure is recognised on an accruals basis as a liability is incurred, inclusive of VAT, which cannot be recovered.

Charitable activities comprise mainly of the provision of religious activities including welfare and catering, premises and administrative costs.

Support costs have been allocated to charitable activities. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

h. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

i. Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

k. Pension Scheme

The charity makes contributions into a defined contribution scheme on behalf of all employees who have enrolled in the scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs is the total contribution payable for the year.

l. Estimation uncertainty

In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

m. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Critical judgements – depreciation of tangible fixed assets

The charity's policy for depreciation of fixed assets is designed to allocate the assets' depreciable amounts on a systematic basis over their useful lives.

The application of this policy involves estimates of the assets' residual values and useful lives and judgement over the charity's pattern of consumption of the assets' economic benefit.

In each reporting period the Trustees review for indicators of change in any of these factors and, if necessary, adjust their estimates accordingly.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

3. Income from charitable activities

	Religious	Educational	Total	Total
	£	£	2023	2022
			£	£
Community services provided	1,520,368	262,814	1,783,182	1,649,003
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

4. Investments

	Total	Total
	2023	2022
	£	£
Bank interest receivable	38,008	6,109
	<u> </u>	<u> </u>

5. Charitable activities

Charitable activities - 2023

	Religious	Educational	Total	Total
	£	£	2023	2022
			£	£
Staff costs	319,466	363,106	682,572	659,186
Depreciation	85,584	-	85,584	87,820
Subscriptions for Masorti Judaism	153,295	-	153,295	145,435
Loss on disposal of fixed assets	54,255	-	54,255	-
Other religious expenses	238,528	-	238,528	319,663
Other educational expenses	-	66,535	66,535	53,379
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	851,128	429,641	1,280,769	1,265,483
Share of support costs (note 6)	400,863	455,623	856,486	756,997
Share of governance costs (note 6)	7,133	8,107	15,240	15,882
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	1,259,124	893,371	2,152,495	2,038,362
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Analysis by fund				
Unrestricted funds – general	999,072	893,371	1,892,443	1,731,372
Unrestricted funds – designated	135,100	-	135,100	79,664
Restricted funds	124,952	-	124,952	227,326
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	1,259,124	893,371	2,152,495	2,038,362
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

5. Charitable activities (continued)

	Religious	Educational	Total
Charitable activities – 2022	£	£	2022
	£	£	£
Staff costs	285,032	374,154	659,186
Depreciation and impairment	87,820	-	87,820
Subscriptions for Masorti Judaism	145,435	-	145,435
Other religious expenses	319,663	-	319,663
Other educational expenses	-	53,379	53,379
	<u>837,950</u>	<u>427,533</u>	<u>1,265,483</u>
Share of support costs (note 6)	327,325	429,672	756,997
Share of governance costs (note 6)	6,868	9,014	15,882
	<u>1,172,143</u>	<u>866,219</u>	<u>2,038,362</u>
Analysis by fund			
Unrestricted funds – general	865,153	866,219	1,731,372
Unrestricted funds – designated	79,664	-	79,664
Restricted funds	227,326	-	227,326
	<u>1,172,143</u>	<u>866,219</u>	<u>2,038,362</u>

6. Support costs – 2023

	Support	Governance	Total	Total
	£	£	2023	2022
	£	£	£	£
Staff costs	479,658	-	479,658	447,887
Other support costs	376,828	-	376,828	309,110
Audit and accountancy fees		15,240	15,240	15,882
	<u>856,486</u>	<u>15,240</u>	<u>871,726</u>	<u>772,879</u>
Analysed as follows:				
Religious	400,863	7,133	407,996	334,193
Educational	455,623	8,107	463,730	438,686
	<u>856,486</u>	<u>15,240</u>	<u>871,726</u>	<u>772,879</u>

Support costs - 2022

	Support	Governance	Total
	£	£	2022
	£	£	£
Staff costs	447,887	-	447,887
Other support costs	309,110	-	309,110
Audit and accountancy fees	-	15,882	15,882
	<u>756,997</u>	<u>15,882</u>	<u>772,879</u>
Analysed as follows:			
Religious	327,325	6,868	334,193
Educational	429,672	9,014	438,686
	<u>756,997</u>	<u>15,882</u>	<u>772,879</u>

Governance costs include payments to the auditors of £14,400 (2022: £14,400) for audit fees and £840 (2022: £1,482) for other services.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

7. Employees

	2023 Number	2022 Number
Number of employees		
The average monthly number of employees during the year was:		
Education	81	72
Religious	5	5
Administration	17	12
	<u>103</u>	<u>89</u>
Full time equivalent employee numbers include:		
Education	13	11
Religious	3	3
Administration	11	9
	<u>27</u>	<u>23</u>
The number of employees whose annual remuneration was £60,000 or more was:		
£60,000-£70,000	1	1
£70,000-£80,000	1	1
£100,000-£110,000	1	1
	<u><u>1</u></u>	<u><u>1</u></u>
Staff costs		
	Total 2023 £	Total 2022 £
Wages and salaries	999,010	953,180
Social security costs	96,748	90,149
Other pension costs	33,236	31,872
	<u>1,128,994</u>	<u>1,075,201</u>

Included in 2022 Wages and salaries is a lump sum of £36,597 paid as part of settlement agreements.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

8. Tangible fixed assets	Long Leasehold Premises £	Fixtures Fittings & Equipment £	Total £
Cost			
At 1 November 2022	6,794,428	381,623	7,176,051
Additions	80,661	-	80,661
Disposals	(61,305)	(2,863)	(64,168)
At 31 October 2023	6,813,784	378,760	7,192,544
Depreciation			
At 1 November 2022	776,495	243,735	1,020,230
Depreciation charged in the year	67,907	17,678	85,585
Released on disposal	(7,050)	(2,863)	(9,913)
At 31 October 2023	837,352	258,550	1,095,902
Net book value			
At 31 October 2023	5,976,432	120,210	6,096,642
At 31 October 2022	6,017,934	137,887	6,155,821
9. Debtors		Total 2023 £	Total 2022 £
Other debtors		15,069	22,870
Prepayments and accrued income		205,506	250,746
		220,575	273,616
10. Current asset investments		Total 2023 £	Total 2022 £
Unlisted investments		1,898	1,898

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

11. Creditors: amounts falling due within one year

	Total 2023 £	Total 2022 £
Other taxation and social security	31,167	22,090
Deferred income (Note 13)	24,473	32,289
Other creditors	238,465	304,545
Accruals	77,872	55,251
	<u>371,977</u>	<u>414,175</u>

12. Creditors: amounts falling due after more than one year

	Total 2023 £	Total 2022 £
Other creditors (provision for repayment of CST grant over 3 years)	<u>1,167</u>	<u>8,167</u>

13. Deferred income

	Total 2023 £	Total 2022 £
Balance at 1 November 2022	32,289	34,641
Amounts released relating to:		
Education fees paid in advance	(23,071)	(30,251)
Function hire deposits	(8,074)	(2,568)
Salaries reclaim	(1,144)	(1,822)
Amounts accrued relating to:		
Education fees paid in advance	14,527	23,071
Function hire deposits	9,946	8,074
Salaries reclaim	-	1,144
Balance at 31 October 2023	<u>24,473</u>	<u>32,289</u>

Income received in advance has been deferred as above.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2023

14. Restricted Funds – 2022/23

Within the financial year 2022/23, the income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Balance at 1 November 2022	Income	Expenditure	Balance at 31 October 2023
	£	£	£	£
Ecclesiastical Salaries Fund	3,540	25,238	(25,096)	3,682
Tikkun Olam Fund	12,355	-	-	12,355
Synagogue Artwork and Stained Glass Window Fund	5,508	-	-	5,508
Eco Synagogue Fund	2,580	37,582	(40,162)	-
Kibbutz Tree Fund	1,522	2,542	(3,799)	265
JTree	6,011	9,843	(15,854)	-
Night Shelter	1,788	447	(1,406)	829
Rabbis' Discretionary Funds	136,932	14,609	(38,635)	112,906
	<u>170,236</u>	<u>90,261</u>	<u>(124,952)</u>	<u>135,545</u>

Restricted funds – 2021/22

By way of comparison, the 2021/22 restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes were:

	Balance at 1 November 2021	Income	Expenditure	Balance at 31 October 2022
	£	£	£	£
Ecclesiastical Salaries Fund	14,783	11,352	(22,595)	3,540
Tikkun Olam Fund	12,354	-	-	12,354
Synagogue Artwork and Stained Glass Window Fund	5,508	-	-	5,508
Eco Synagogue Fund	14,141	50,146	(61,707)	2,580
Kibbutz Tree Fund	98	1,660	(236)	1,522
JTree	1,695	10,606	(6,290)	6,011
Night Shelter	2,235	-	(447)	1,788
Rabbis' Discretionary Funds	93,160	137,731	(93,958)	136,933
Covid Hardship Fund	42,441	98	(42,539)	-
	<u>186,415</u>	<u>211,593</u>	<u>(227,772)</u>	<u>170,236</u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

14. Restricted Funds (continued)

Details of 2022/23 Restricted Funds

The Ecclesiastical Salaries fund relates to contributions received towards salary costs of various employees.

The Tikkun Olam Fund relates to an original £15,000 sum that was set aside from the 2% fund of the new Synagogue building that was allocated for small Tikkun Olam seed fund projects to which Members and non-Members have applied for funding. The purpose of Tikkun Olam is to promote social action within and beyond the NNLS community.

The Synagogue Artwork and Stained Glass Fund relates to sums specifically donated towards enhancing the aesthetics of the Synagogue building generally. Remaining sums in this fund will be applied to further aesthetic enhancements to the building in due course.

EcoJudaism (formerly EcoSynagogue) is an environmental project run by a collective of a number of different Synagogues; NNLS agreed with the other Synagogues that it would continue to hold all funds in respect of this project. Eco Judaism has been incorporated as an independent charity on 28th November 2022 and all funds will be transferred as soon as their bank account has been set up.

The Kibbutz Tree Fund is a project whereby donors contribute donations for planting trees in Israel, often as part of their Bar and Bat Mitzvah charitable giving.

JTree is an environmental project run as part of EcoJudaism to enable the planting and protection of forests in the UK and beyond; NNLS has agreed with the organisers of JTree, that that, being a project of EcoJudaism it would in turn hold all funds in respect of this project until EcoJudaism has its own bank account.

The Night Shelter is a community-run project led by a team of NNLS volunteers and supported by the NNLS Community Engagement Director; the project is run in partnership with Together in Barnet/Homeless Action Barnet. Through this project, over the winter period during which NNLS offer meals and shelter to homeless guests.

The Rabbis' Discretionary Funds are fund for the Rabbis in their discretion to apply to a) assist individuals (whether or not Members of NNLS) experiencing financial hardship, (b) make donations to external charitable causes, and c) apply to NNLS projects to which he is particularly committed which otherwise may not be budgeted for within core funding.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

15. Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific purpose.

Designated funds - 2023	Balance at 1 November 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 October 2023 £
Fixed Assets Fund	6,027,192	-	(122,161)	80,661	5,985,692
Building Sinking Fund	191,524	35,352	(4,082)	(80,661)	142,133
AV Equipment Fund	10,674	-	(4,289)	-	6,385
Environmental Enhancement	5,000	-	(2,574)	-	2,426
Steinway Piano	98,113	-	(1,994)	-	96,119
	<u>6,332,503</u>	<u>35,352</u>	<u>(135,100)</u>		<u>6,232,755</u>

Designated funds - 2022	Balance at 1 November 2021 (as restated) £	Income £	Expenditure £	Transfers £	Balance at 31 October 2022 £
Fixed Assets Fund	6,095,575	-	(68,383)		6,027,192
Building Sinking Fund	159,982	34,062	(2,520)		191,524
AV Equipment Fund	16,923	-	(6,249)		10,674
Environmental Enhancement	-	5,625	(625)	-	5,000
Steinway Piano	-	100,000	(1,887)	-	98,113
	<u>6,272,480</u>	<u>139,687</u>	<u>(79,664)</u>	<u>-</u>	<u>6,332,503</u>

Fixed Assets Fund

The Fixed Assets Fund represents the net book value in the balance sheet of principally the Synagogue building and integral features, plus related debtors and creditors.

Building Sinking Fund

This fund represents amounts set aside for repairs and maintenance to the building. This year the Synagogue's bathroom was refurbished.

AV Equipment Fund

This fund represents amounts set aside for streaming equipment.

Environmental Enhancement Fund

This fund represents amounts set aside for enhancing the environment.

Steinway Piano Fund

This fund represents amounts set aside for Steinway piano.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

16. Analysis of net assets between funds

2023	Unrestricted general funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 October 2023 are represented by:				
Tangible assets	14,831	6,081,811	-	6,096,642
Net assets	1,032,361	150,944	135,543	1,318,848
	<u>1,047,192</u>	<u>6,232,755</u>	<u>135,543</u>	<u>7,415,490</u>
2022				
Fund balances at 31 October 2022 are represented by:				
Tangible assets	35,356	6,120,465	-	6,155,821
Net Current assets/	952,487	212,038	170,236	1,334,761
	<u>987,843</u>	<u>6,332,503</u>	<u>170,236</u>	<u>7,490,582</u>

17. Operating lease commitments

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Total 2023 £	Total 2022 £
Within one year	1,167	2,688
Between two and five years	0	4,704
	<u>1,167</u>	<u>7,392</u>

18. Trustees and related party transactions

Trustee, Ayala Gottlieb Alter received £9,849 remuneration as B'nei Mitzvah Coordinator (2022 £15,033). She also received a grant of £750 from Leslie Lyndon Memorial Scholarship towards her music contribution to European Academy for Jewish Liturgy. Trustee, Ruth Clifton, a Green Energy consultant, received £2,573 (2022 £625) for her services rendered to NNLS. No amounts were owing or owed to them at the year end.

Remuneration paid to key management personnel in the year amounted to £315,982 (2022 - £295,839).

There were no other related party transactions in either the current or previous years.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2023

19. Reconciliation of net income to net cash flow from operating activities

	Total 2023 £	Total 2022 £
Net income for the reporting period (as per the Statement of Financial activities)	(75,091)	96,602
Adjustment for:		
Interest from investments	(38,008)	(6,109)
Depreciation charges	85,584	87,820
Loss on disposal of fixed assets	54,263	
Increase/(decrease) in debtors	53,041	(38,386)
(Decrease) in creditors	(49,198)	(77,733)
Net cash provided by operating activities	30,591	62,194

20. Comparative statement of financial activities - 2022

	Unrestricted Funds - General £	Unrestricted Funds - Designated £	Restricted Funds £	Total 2022 £
Income from:				
Donations and legacies	21,219	139,687	211,144	372,050
Government grants	107,802	-	-	107,802
Charitable activities	1,649,003	-	-	1,649,003
Investments	6,109	-	-	6,109
Total income	1,784,133	139,687	211,144	2,134,964
Expenditure on:				
Charitable activities	1,731,372	79,664	227,326	2,038,362
Net income/expenditure before transfers	52,761	60,023	(16,182)	96,602
Transfers between funds	-	-	-	-
Net movement in funds	52,761	60,023	(16,182)	96,602
Reconciliation of funds				
Fund balances at 1 November 2021	935,082	6,272,480	186,418	7,393,980
Fund balances at 31 October 2022	987,843	6,332,503	170,236	7,490,582

Accounts

Charity registration number 1094668

Company registration number 4493731 (England and Wales)

THE NEW NORTH LONDON SYNAGOGUE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

THE NEW NORTH LONDON SYNAGOGUE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Alison Richardson	
	Ayala Gottlieb Alter	
	Bruce Rigal	
	Colin Grazin	(Retired 23 June 2022)
	Daniel Wilkins	(Appointed 23 June 2022)
	Harriet Oppenheimer	(Retired 23 June 2022)
	Joel Steinhart	(Appointed 23 June 2022)
	Julia Wagner	(Appointed 23 June 2022)
	Karen Horowitz	(Retired 23 June 2022)
	Mark Collins	(Retired 24 March 2022)
	Mark Flenner	(Retired 23 June 2022)
	Martin Otvos	
	Martin Ross	
	Nicola Tiefenbrun	
	Nigel Roth	(Appointed 23 June 2022)
	Paul Orchover	(Retired 23 June 2022)
	Roger Levitt	
	Ruti Amal	
	Victoria Fox	
Secretary	Colin Grazin	(Retired 23 June 2022)
Charity number	1094668	
Company number	4493731	
Registered office	The Manor House 80 East End Road Finchley London N3 2SY	
Auditors	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	
Website	www.mynnls.org.uk	

THE NEW NORTH LONDON SYNAGOGUE

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THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

The Trustees present their report including directors' report and accounts for the year ended 31 October 2022.

The New North London Synagogue (NNLS) is a company limited by guarantee, which is also a charity registered with the Charity Commission under registration number 1094668.

The accounts have been prepared in accordance with accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019).

STRUCTURE, GOVERNANCE, AND MANAGEMENT

All Members of the Synagogue Council, which is elected by the Membership, are Directors of the Company and Trustees of the Charity. Election to the Council is for a two-year period which can be renewed once only.

The Council is responsible for the strategy and general conduct and management of the Synagogue's business. It has adopted a delegation scheme whereby, in addition to the Management Committee and Services Committee which are required under the Articles, committees have been, or are in the course of being, set up to cover different aspects of the Synagogue's activities. Each Committee has at least one Trustee representative on it and some have a non-Trustee chair. The Committees report to Council. The delegation scheme is published on the Members' portal of the website (in MyNNLS) to which all Members have on-line access. Council meets approximately ten times each year. It is intended to review this structure to further streamline governance more effectively in the coming year to reflect what works best for Trustees, the professional staff and the most efficient delivery of the Synagogue's business.

Chairs are elected on alternate years so that their terms overlap; the Treasurer is elected in even-numbered years. The Senior Rabbi and Chief Executive (formerly Executive Director) are entitled to attend all meetings of the Council and of all Committees.

Trustees must be Members of the Synagogue and will typically have had a leadership role in another aspect of the Synagogue's activities or the Masorti movement, prior to election. In addition, the institution of Joint Chairs means that the continuing Chair assists an incoming Chair. There is also an informal mentoring system whereby the outgoing Treasurer assists the incoming Treasurer to understand the financial systems and processes as well as the wider responsibilities of the role of Trustee. An induction session is held for all Council Members at the first Council meeting following the AGM and individual mentoring and training is offered to all Trustees according to need.

Pay for the Chief Executive, being the key non-rabbinic management personnel within NNLS, is set on the basis of being within a reasonable salary range for personnel of this seniority, experience and comparable to others in similar roles in other comparable Jewish organisations. The Chief Executive is accountable to the Chairs, and line manages other employees and directs day-to-day decisions as appropriate.

None of the Trustees has any beneficial interest in the company. All of the Trustees are Members of the company and guarantee to contribute £1 in the event of a winding up.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

The following Honorary Officers and Council Members have been in post since June 2022:

Honorary Officers

Joint Chair	Nicola Tiefenbrun
Joint Chair	Bruce Rigal
Treasurer	Nigel Roth

Council Members:

Alison Richardson
Ayala Gottlieb Alter
Daniel Wilkins
Joel Steinhart
Julia Wagner
Martin Otvos
Martin Ross
Roger Levitt
Ruti Amal
Victoria Fox

The following Council Members were in post from November 2021 until June 2022 (unless otherwise stated when they stood down from these positions):

Council Members:

Colin Grazin
Harriet Oppenheimer
Karen Horwitz
Mark Collins
Mark Flenner
Paul Orchover

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

OBJECTIVES AND ACTIVITIES

Who we are?

New North London Synagogue (NNLS) is a thriving Masorti community in North London with a Membership having grown to just short of 3,500 today. NNLS is the largest Masorti Synagogue in the UK, and one of the leading congregations of any denomination of Judaism in the country. Based at its purpose-built premises in Finchley, N3, NNLS sits at the cutting edge of contemporary Jewish life, constantly striving to develop and enhance Judaism for its Members and sharing its values and ideas with wider society.

The charity was established by a charitable trust deed on 10 November 1974. A new trust deed was approved on 9 June 1998. By Special Resolutions in October 2013, the dual structure of both NNLS the Unincorporated Association and NNLS the Company was changed into a unitary structure with new Articles of Association, thereafter being subject to intermittent minor changes (most recently in June 2022), and remain the Articles of Association currently in effect.

The charity's objects are to further the objectives and to conduct the activities of NNLS under the direction of its Council.

What we do?

The Synagogue is active on many fronts in support of its continuing objectives, in the areas of religion, pre-school, youth and adult education, welfare, culture, charity, social action and interfaith initiatives.

We aim to facilitate and deepen our engagement with each Member of our community and to also engage with communities and the society around us. It is our responsibility to do our best so that no one is left to feel lonely or ignored, and this has been a continuing priority for us as we emerged from the Covid pandemic. We want to celebrate life together and to be present for one another in quiet solidarity in times of sorrow.

At the same time, we have responsibilities to the wider Jewish community in this country and beyond. Social action initiated by our community expresses our involvement in the key issues which confront both Jewish and wider society in areas covering poverty, loneliness, social injustice, the environment and refugees.

Year-round, we offer a wide variety of:

- Shabbat and festival services within a **traditional, open-minded, pluralist environment**;
- A **pre-school nursery**¹ for 36 children;
- excellent **formal and informal Jewish learning opportunities for our young people** aged 4 - 18, and numerous leadership opportunities for our teens;
- an extensive range of **adult learning courses and social and cultural events**;
- **pastoral care** provision for community Members in need from the Pastoral Care Coordinator, the Rabbinic Team and a wider group of experienced and compassionate volunteers;
- **volunteering opportunities** for Members across our full range of synagogue activities
- opportunities for Members to engage in many different **outward facing projects**, seeking to make a difference to various local, national and international causes.

¹ rated "Good" upon re-inspection in 2019

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

Some facts and figures highlighting some of the amazing achievements during the year:

- **Membership Growth:** in light of successful, collaborative navigation through the pandemic, against the odds, membership numbers remained steady and even grew notionally from 1,415 to 1,430 households across the year.
- **Shabbat Services:**
 - By summer 2022, with the ending of Covid restrictions, we had effectively returned to pre-pandemic Shabbat in-person service delivery and attendance; and, having installed new streaming equipment within two of our three service venues, enabled streamed, hybrid services to continue to be offered at least twice a month.
 - We also successfully brought back our full menu of Family, Explanatory and Children's Services, and introduced new innovative Sing In Shabbat services for young families and experimented with new adult offerings including D'rash & Discuss and Niggun & Contemplation services.
- **High Holydays:** We also were able to revert to our pre-Covid scale of High Holyday services, and in light of the significant return of huge numbers of young families, we expanded the number of children and family services offered exceeding levels offered pre-pandemic, engaging record numbers of volunteers across every aspect of our High Holyday provision.
- **B'nei Mitzvah:** We celebrated 70 in-person b'nei mitzvah, that included a number of postponed celebrations where in-person celebrations were limited during the pandemic. Due to rising numbers, we also took the difficult decision to limit the number of b'nei mitzvah we can deliver in any given year-group to 80 and in light of continued significant demand, found ourselves establishing a waiting list for certain cohorts.
- **Community Engagement:** significant efforts were put into reigniting community engagement at all levels, taking on board Members' feedback obtained through post-lockdown Community Conversations and all of our best pre-pandemic experiences. We were delighted to see the return of so many of our in-person community events, including Family Friendly Friday Night Dinners, our Sixth Form Leavers Dinner, the Purim Megillah Reading and Spiel, our Community Seder and NNLS's renowned Lag Ba'Omer BarBQ and Singalong.
- **Fundraising:** we raised £171,393 across the Pesach and High Holyday Appeals.
- **Tikkun Olam:** we continued working with FEAST With Us, weekly cooking 80 meals out of the NNLS kitchen for a homeless shelter in East Finchley; and, we continued working with Homeless Action Barnet, providing meals to their guests accommodated in local hotels, and began putting plans in place enabling us to host guests on site in February 2023. With the outbreak of the war in Ukraine, we put structures in place to support approximately 20 NNLS member families hosting Ukrainian refugees.
- **Environmental Activities:** given our desire to further embed our environmental agenda and integrate our green values into all that we do across the different functions of the synagogue, we commissioned a Green Building Audit report, and established a roadmap leading to achieving the EcoJudaism (formerly EcoSynagogue) Gold award in the course of the upcoming financial year
- **Programming:** highlights included the full return into our building of both Intermezzo and Forum, with the latter continuing to draw incredible, high-profile speakers attracting record audiences including both Jon Sopel and Melvyn Bragg. We were also privileged to welcome author, Ben Okri for an evening in conversation with Rabbi Wittenberg.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

What were our goals for the year, and how did these play out against our strategic plan?

Our two main stated goals for the year were **capacity building**, and, reigniting **spiritual and cohesive communal engagement post-pandemic**.

Additionally, with our ambition to attain the Gold EcoJudaism award, we intended to **further embed our environmental agenda** and integrate our green values into all that we do across the different functions of the synagogue.

Drawing on recommendations that emerged from consultancy work commissioned in early 2022, in order to reflect our growth in size and complexity, and our need to resource the breadth of our activities in a way that is professional and resilient, we set about a plan to ensure roles in every part of the organisation (rabbinical, professional, governance, lay leadership) be designed to be manageable within a reasonable (albeit flexible) working week, and to enable NNLS to be run more efficiently, and have resource in place that better meets our needs.

As restrictions gradually eased in 2021, whilst the synagogue had done well to start bringing the community back into the building, we recognised that another key goal for 2021/22 was for more to be done to engage a wider group of members back into our physical spaces.

Over the course of the year, we made great strides on each of these goals, which is illustrated in detail below as against each of the core areas of communal life highlighted within our 2018-2022 strategic plan:

Strategy for 2018-2022	
Strengthening our Rabbinic team	
We will continue to be led by an inspirational Rabbinic Team in all areas of our communal life, and we will increase the capacity of this team to at least the equivalent of three full time Rabbis.	<i>In spite of our rabbinic team remaining at two full-time rabbis, throughout this year, Rabbis Wittenberg and Shalev continued to provide exceptional support to our community. Significant efforts to enlarge our rabbinic team capacity were put in place throughout this year involving a significant, proactive global search, with recruitment of at least one further full-time rabbi imminent at the time of writing this update. Efforts to ensure a future pipeline of rabbinic talent were also put in place with the establishment of a new <u>Nurturing Potential fund</u>.</i>
Operations	
We will increase the effectiveness of how we manage our daily operations, giving it the right amount of resource and attention so that the smooth running of our shul supports our staff and everyone in the community.	<i>We commissioned a consultant in early 2022 to review our resource against delivery ambitions, on the back of which we engaged in an organisational restructure with a view to reviewing and adding to resource levels (not least with the recruitment to a new senior Chief Operating Officer role) and improving overall efficiency on how NNLS is run. We also began a process of reviewing our lay governance structures, giving due consideration to a number of the consultant's recommendations in this area.</i>

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

Services & Spirituality	
We will focus on how we manage organic change in our services while preserving the pluralist nature of our community and tolerance. We will continue creating and developing the vibrancy of all services, so that our Members will want to come together in prayer more often.	<i>A key focus for throughout this year was to maximise spiritual and communal vitality across all of our services and activities, injecting further creativity and innovation, and using every possible opportunity to enable cohesive connections to be made and relationships to be strengthened – and for all community engagement efforts to be considered with inclusion at its core. This showed itself through a variety of small, but effective innovations introduced by each of the minyanim such as member yahrzeit memories, My Jewish Journey presentations, special b'ne mitzvah invitation Shabbatot, and minyan hosted Shabbat meals.</i> <i>In spite of reverting to pre-Covid services, we continued to offer streamed provision both on Shabbat and over the High Holydays to accommodate those members who, for various reasons, still did not feel ready to return in person.</i> <i>There has also been a slow and steady return to in-person midweek shacharit, and a commitment to continue with daily evening Zoom ma'ariv.</i>
Lifelong learning	
We will continue to encourage everyone to deepen their Jewish learning, recognising that NNLS learning exists alongside many other sources of Jewish learning. We will nurture grass roots initiatives and support our Members to come together proactively in groups to create their own learning opportunities.	<i>This year, careful consideration was given to the question of which elements of Jewish learning should continue through online engagement, when to offer hybrid options, and when in-person only was preferable.</i> <i>In addition to re-introducing many of our regular weekly and monthly learning to being back in-person (and others becoming hybrid), new initiatives introduced include the Everyone Counts service skills development project that ran between Pesach and Shavuot, and our Judaism on Life on Earth series, and, old favourites such as Get to Know a Jewish Prayer and the Hebrew Reading Crash Course returned.</i>
Pastoral Care	
We will widen pastoral care in the community and raise awareness of what we offer. We will strengthen our professional team with an additional staff member to bring skills, experience, capacity and co-ordination, and to support and train further groups of volunteers.	<i>Our pastoral care provision has continued to go from strength to strength with robust structures and procedures now very much embedded through the collaborative work of our Pastoral Care Coordinator, rabbinic team, and the group of Chesed volunteers. Some particular focus was given to the area of neuro-diversity amongst our young people, and the broader question of loneliness across the community.</i> <i>Members are continuously touched by small gestures around milestone birthdays and key life-cycle events.</i>
Tikkun Olam	
We will build on the strong interest and volunteering passion for Tikkun Olam amongst many in the community. We will help people work together and share information on projects and find ways for these projects to integrate with other facets of shul life.	<i>Besides our ongoing work with food poverty (through Feast With Us and our neighbourhood based foodbank collection work) and with homelessness (through Homeless Action Barnet), as noted above a new area of engagement this year was supporting efforts to host Ukrainian refugees. This took the form of supporting NNLS host families and piloting an after-school club for Ukrainian children. The Green Team embarked on setting out a roadmap towards achieving the EcoJudaism Gold award.</i>

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

Communities within community	
We will build on the pilot scheme of neighbourhood champions, growing the number of neighbourhoods included and the infrastructure and networks at the local community level. We want this to extend to all areas of communal life, including volunteering, care of the elderly, caring, hospitality, lifelong learning. Technology will help better, more tailored communication with all our Members.	<i>In the course of this year, we found that whilst remaining important in some geographical areas (more often located a little further out from the Synagogue) others became less active, and so higher priority was therefore given to targeting various specific community cohorts to better understand their interests and needs.</i> <i>Initial focussed efforts were put into the Young Families and Young Adult cohorts.</i> <i>Other small-group community building initiatives included the Blessings of a Skinned Knee parenting group series, a variety of in-person recreational options including yoga, pilates, dance fitness and table-tennis, and, the continuation of various projects that grew over lockdown including The Tuesday Club and the Big Ideas Book Club, as well as the above-mentioned daily online ma'ariv services.</i>
Volunteering	
We will make a step change in the ethos of volunteering, building more opportunities to volunteer within our community, and welcoming all Members to deepen their involvement with the shul. We will have a clearer set of committees to organise our work, reach out to all Members and grow our future senior lay leaders.	<i>Besides the numerous volunteers engaged in our various Tikkun Olam projects and the very large numbers involved in delivering weekly Shabbat and Yom Tov services, whilst some areas of volunteer recruitment remain challenging, volunteer engagement with security and kiddush has picked up significantly since our full in-person return.</i> <i>Over the last year there has been a recognition that commonly 'task and finish' teams are more effective than ongoing standing committees, and so it has been agreed that this should be the way forward wherever this is the preferred approach.</i>
Young adults (18-30)	
We will encourage young adults to feel shared ownership in our community by building a much more deliberate approach to including and welcoming them – in our services, our committees, and also supporting and facilitating specific spaces and events targeted at and catering for young adults.	<i>The new, significantly reduced charging structure for 21-30 year olds introduced this year positively resulted in c.50 new young adult member sign-ups.</i> <i>A number of successful in-person young adult Shabbat meals were reintroduced, that included working together with the Ohel Moed community.</i> <i>Continued collaboration with the Young Adult professional at Masorti Judaism has enabled ongoing appropriate sharing of data and cross-promotion of events, and avoidance of duplicated work in this area.</i>

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

School Age Learning	
We will continue to strengthen our engagement opportunities we provide for the children and young people of our community. We will employ a youth worker to enhance our teenage provision; we will review our tefilah provision; and we will explore new ways to involve young people in these developments.	<i>For the first time in 3 years, the Education team was delighted to once again be able to run its annual February half-term residential. This was in addition to their full set of year-group Shabbatons and the annual week-long non-residential Summer Scheme for Reception to Year 4's.</i> <i>Other events that were brought back for the first time since the pandemic were our Erev Gibush b'nei mitzvah journey welcome evening for Year 6 students and their families; our Evening of Creativity for Year 6 & 7 b'nei mitzvah families; and, termly D'var Torah Workshop options.</i> <i>Kehilatainu and Haderech returned fully in-person throughout this year with 137 on the register for Kehilatainu (plus 20 Madrichim) and 203 at Haderech plus 15 Madrichim and 40 Mentors.</i> <i>Additionally, we had 30 Year 8 teens participate in Mentor Training and up to 20 Year 9 & 10 teens engage in Hadrachah (leadership training).</i> <i>A new monthly Kabbalat Shabbat Sing In Shabbat service was introduced for families with primary school aged children.</i> <i>We continued to offer weekly Shabbat morning children's services for Toddlers, Infants and Juniors, in addition to Family and Explanatory Services scheduled every 6-8 weeks which have become very popular, each time attended by up to 70 people and indeed festival Family Services have regularly drawn up to 150; and, monthly Torah Breakfasts for Years 5 & 6 – drawing 25-30 young people each month.</i> <i>Collaboration with Noam continued with Noam Movement Workers joining us for weekly Haderech where they teach Hebrew, Study Groups and Hadrachah.</i> <i>Noam Movement Workers have also joined us on our Shabbatons and residentials and arrange activities on festivals for our teens. They also introduced new monthly Friday Night Dinners at the synagogue for our teens.</i>

What are our goals for the coming year?

Our key goals for the coming year are: a) to continue on our journey of capacity building to ensure a more resilient rabbinic and professional structure that befits the size and complexity of the Synagogue; b) to work through the other recommendations made in the 2022 Consultancy Report addressing the creation of more effective governance structures, processes and procedures; and, c) to focus on the strategic issue of how we best manage our scale in the years ahead to deliver the very best Synagogue provision to our members.

Capacity building:

Our intention is to recruit and embed at least one more full-time rabbi to join the rabbinic team – and, to fill those posts not yet recruited to within our revised organisational structure, which at the time of writing, included a full-time Communications Manager and a part-time Community Engagement Coordinator. We will continue to invest in team-building initiatives and best working practices to enable the new team to establish itself and reach its full potential.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

More Effective Governance:

It had been evident over the last few years that some improvements were needed within the governance structure. After a review consulting both staff and lay leaders it was acknowledged that the structure was over-engineered, resource intensive and insufficiently flexible. Several changes to the governance structure and scheme of delegation are now on course to be presented at the 2023 AGM. These include changes to the Council structure, the prioritisation of task and finish groups over standing committees and a review of how Council meetings are utilised to ensure best practice.

Managing our Growth:

NNLS was founded in 1974 within the homes of a small number of enthusiastic members. Today, NNLS is one of the largest synagogues in the country with circa 3,500 members and, over the last few years, has seen a growth rate of over 2% per annum. We are considering different growth scenarios for the next few years based on our own demographic analysis, UK census data and JPR data. Whilst we do not believe in growth for its own sake, we are uncomfortable turning away anyone who wants to join our community, and, in particular, we want to keep under review our current approach to limiting the number of B'nei Mitzvah we can accommodate. We want our size strategy to enable us to continue to ensure that provision in all aspects of communal life remains of the highest quality and that our services and programmes are innovative and meaningful, accessible and personal. Despite our size and growth, we need to ensure that we have the right number, quality and diversity of professional and rabbinical staff along with the right sustainable space and financial resources to take us into the next phase of NNLS's development. After an initial strategy day with professional, rabbinic and lay input, we are reviewing the options open to us.

PUBLIC BENEFIT

Trustees have a duty to report on the public benefit provided by their charity.

The section above entitled 'Objectives and Activities' sets out the Synagogue's objectives and reports on activity and successes in the financial year, as well as explaining the plans for the current financial year. The Synagogue's work benefits in the first instance persons of the Jewish faith who wish to be actively involved in Synagogue activities, but through its sponsorship of involvement in charitable giving and social action by its Members, and through its interfaith and other outreach activity, it also benefits many other classes of people including individuals in need.

The Trustees, having given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary guidance on the advancement of religion for the public benefit, have concluded:

1. That the aims of the Synagogue continue to be charitable and that there is a moral and ethical framework which is promoted by the religious work of the organisation;
2. That the aims and the work done in pursuance of them give clearly identifiable benefits to the public including, both indirectly and directly, to individuals in need;
3. That the benefits are for the public, and are not unreasonably restricted in any way (including not by ability to pay); and,
4. That there is no significant detriment or harm arising from the aims or activities.

FINANCIAL PERFORMANCE

The charity's principal source of funds is from membership subscriptions and education charges, which enable it to meet its main objectives of conducting the activities of the NNLS. In addition, the charity receives substantial donations from time to time, much of which is for specific Restricted Fund activity. We keep close financial controls, budgeting at the start of the year and carefully reviewing any unexpected costs arising. Activities are budgeted as far as possible to recover their own incremental cost.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

During the year, as we reached the end of the pandemic and emerged from the various restrictions and lockdown, the financial wellbeing of the Synagogue has continued to remain extremely strong and robust. During the course of the year, the membership of the Synagogue has continued to grow and we have been more successful in recovering unpaid membership fees. We have also been able to generate greater income than expected from hall hire, weddings, conversion courses and guest tickets for High Holydays. Also, the income received from Gan Alon has proved to be greater than anticipated due to a greater uptake of afternoon sessions, a larger number of Voluntary Contributions made by parents and a larger than budgeted grant made available from the London Borough of Barnet.

On the other side, during the course of the year, the Synagogue has been faced with additional and unanticipated expenditure partly due to the substantial increases in energy costs. So far, we have only been impacted by substantially increased gas charges but we envisage that our electricity costs will also increase markedly in the next year when that contract comes up for renewal.

Also, following recommendations made from a consultancy exercise which examined resource levels against our current and future aspirations we engaged in an organisational restructure involving some staff changes. This in turn had an impact on our finances, but were within manageable tolerance levels in the latest financial year. Looking ahead, we also felt that the decisions made around enhanced staffing levels should be affordable, based on the current levels of reserves along with taking a number of proactive steps planned to raise further income. Going forward, we propose to maintain a robust balance of our income and expenditure.

We have also faced other increases in expenditure during the year largely arising due to the sharp increases in inflation during the course of the year. We continue to review carefully expenditure items as well as reducing the scope of certain planned expenditure.

The impact on the Synagogue of these inflationary headwinds could therefore have been very challenging, but careful management of the various challenges, both on the income and expenditure side, has seen the Synagogue navigate to a financial surplus.

The Audited Report and Accounts for the year ended 31 October 2022, which are to be put to Members at the AGM on 22nd June 2023, resulted in a net surplus before transfers of £52,761 in respect of the unrestricted income funds, on unrestricted income of £1,784,133. Restricted fund movements in the year have resulted in a deficit of £16,182, and at the year end the Synagogue held funds for specific restricted fund purposes of £170,236.

Unrestricted Funds are in the main those received from membership subscriptions, education charges, social functions, and donations for the running of the Synagogue itself. Restricted Funds are those received and utilised only in accordance with the donors' wishes, for specific purposes such as the Ecclesiastical Salaries fund; the Tikkun Olam fund; the Eco Synagogue fund; the Synagogue Artwork fund; the Kibbutz Tree fund; the JTree fund; the Winter Night Shelter fund; and the Rabbis' Discretionary Funds.

The Fixed Assets Fund, Building Sinking Fund, AV Equipment Fund, Environmental Enhancement Fund and Steinway Piano Fund are run as separate Designated Funds. The Fixed Assets Fund has been managed separately, again under close financial control. The Building Sinking Fund is amounts set aside for cyclical repairs, maintenance and refurbishment to the Synagogue's building and its plant and machinery over the coming years. The AV Equipment Fund is sums set aside for equipping the Synagogue with streaming equipment to enable streamed services and other activities for the community. The Environmental Enhancement Fund is amount set aside for improving the Synagogue's green credentials. The Steinway Piano fund is amount set aside for the purchase, insuring and maintaining of the piano.

At the date of this report, 6 full-time and 11 part-time (combined equating to nearly 12 full-time equivalents) professionals support the pastoral, welfare, cultural and administration needs of the Synagogue and the community. In addition, Gan Alon and the Education Department programmes have 31 nursery staff and teachers and a further 42 teenagers who act as assistant teachers. We are extremely grateful for the contribution of all the staff to the Synagogue.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

The high level of activity within the Synagogue every day has been maintained by a large majority of our Members paying full fees and via Gift Aid along with other generous donations from some Members, often marking life-cycle events. The majority of Members pay their subscriptions by direct debit, which aids our financial management. We carefully monitor the number of Members who cannot pay the full fees, since this is a key element of the overall balance of our income and expenditure. Due to the financial impact of the pandemic the onset of the cost-of-living crisis on a number of our Members we have again, where necessary, agreed subscription breaks and flexible payment terms. We continue to review late payment of fees and other items owing and have robust controls and procedures in place to manage any potential impact.

FUNDRAISING

The charity undertakes fundraising activity to our Members via direct mail, email and direct contact at events. We are committed to ensuring that we are completely open and transparent about our fundraising, the causes that we support, and allocation of the funds raised.

The charity's main fundraising activities focus on the two key appeals at the High Holydays and at Passover, when appeals are made for Members to support a number of external charitable causes. A Tzedakah (Charities) Committee is in place, with a volunteer member Joint Chair and up to five other volunteer Members. Prior to each appeal, the Committee puts a call out to NNLS Members to nominate charities they would like the community to support; nominations are considered by the Committee, and as part of this process, the financial accounts of the nominated causes are scrutinized. The Tzedakah Committee then puts forward its recommendations to Council, who formally approve the chosen causes for each appeal. Once decided, details of the chosen charities are published to the community and Members can choose whether or not to donate to one or more of the appeal causes. Funds raised will be passed on to the chosen charities with Gift Aid relief claimed by NNLS on their behalf where possible. Care is taken throughout the process to ensure the fundraising is not done in an intrusive manner. Members who wish not to be contacted are clearly indicated on our database, and Members' data is not passed on to the chosen charities unless permission is expressly given by each individual Member.

Other smaller scale fundraising campaigns are done during the year (e.g. at some of the other Jewish festivals), as well as some direct requests of Members for specific donations to NNLS itself, such as to mark a life-cycle event; this would never, however, be conducted in a coercive manner.

The charity is committed to high standards in fundraising, and to being:

- clear, honest and open
- respectful
- fair and reasonable
- accountable and responsible, and, to
- conforming with recognised fundraising standards

Within the last 12 months, we did not receive any complaints about our fundraising activities, nor did we work with professional fundraisers.

RESERVES POLICY

It is the policy of the charity that Unrestricted Funds which have not been designated for a specific purpose ("the free reserves") should be preferably maintained at a level equivalent to between two and six months of Unrestricted Funds expenditure (UFE) amounting this financial year to between £302,000 and £906,000. The unrestricted general funds at 31 October 2022 amount to £987,843 which is slightly above the required level. The free reserves may from time to time fall below this level, but the Trustees were comfortable provided that unrestricted cash resources were at least equal to three months of UFE. The position is also regularly reviewed and plans are put in place to use the reserves to best service the community.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

The Trustees have assessed the risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

Examples of risks identified (but for which a number of appropriate prevention measures have been noted and/or implemented), include:

- **Security** - terrorism threat: steps taken to mitigate against this risk include ongoing interaction with the Sternberg Centre site professional security team (and continual review of levels of professional guarding required), who in turn are in continuous liaison with the Community Security Trust (CST) and the local police; supplementing of professional security guarding with regular volunteer security rotas; following through with various recommendations made by the CST vis-à-vis the site's perimeter walls and appropriate equipment; policies in place for emergency evacuation and invacuation (lock-ins), with drills and training as appropriate; a full 'Security' Risk Register is maintained and reviewed on an ongoing basis.
- **Safeguarding** risks: steps taken to mitigate against these risks include safeguarding policies in place both for Gan Alon Pre-School and the Synagogue at large; Designated Senior Leads undergo bi-annual refresher safeguarding training; and the Synagogue has a designated safeguarding trustee on an ongoing basis.
- **Health & Safety** risks: actions taken to mitigate against these risks include systematic building inspections built into a planned annual maintenance programme, which is reviewed annually; twice-annual independent fire risk assessment; employer's, public and product liability insurance cover is in place with .
- **Financial Risk**: the Finance Committee meets quarterly, one of whose purposes is to oversee financial risk of the Synagogue
- **Other Risks**: a full Risk Register detailing other potential risks to NNLS is maintained and reviewed on an ongoing basis, and a new system of review in the context of a dedicated Risk Committee was established in the past year

Trustees continued to monitor these risks on an ongoing basis throughout this past financial year, and, as and when restrictions and lockdown were relaxed at different points, our detailed risk assessments were kept updated, each time ensuring NNLS was fully Covid compliant in line with Government Guidance at the prevailing time.

In addition to ongoing reviews of Government Guidance, the Chief Executive regularly engaged in significant consultation with other synagogues and faith-based organisations, and with Barnet Public Health.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of The New North London Synagogue for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the net movement in funds, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice for Charities ("SORP");
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES (continued)

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

A resolution proposing that Haysmacintyre LLP be reappointed as auditors of the company will be put to the Members.

On behalf of the board of Trustees



Nigel Roth
Trustee

Dated: 16 MAY 2023



Bruce Rigal
Trustee

Dated: 16 MAY 2023

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON

SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 OCTOBER 2022

We have audited the financial statements of The New North London Synagogue for the year ended 31 October 2022 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON

SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 OCTOBER 2022 (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 12, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with Company law, employment law and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Company Law, the Charities Act 2011, The Statement of Recommended Practice for Charities (SORP 2019), FRS102 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting trustees' minutes

- Inspecting correspondence with regulators and tax authorities;

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON

SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 OCTOBER 2022 (continued)

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted at the year-end or those with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Members as a body, for our audit work, for this report, or for the opinions we have formed.



Adam Halsey
(Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 25 May 2023

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 OCTOBER 2022

	Notes	Unrestricted Funds General £	Unrestricted Funds Designated £	Restricted Funds £	Total 2022 £	Total 2021 £
Income from:						
Donations and legacies:						
Donations		19,719	139,687	211,144	370,550	202,011
Legacies		1,500			1,500	-
Government grants		107,802			107,802	125,209
Charitable activities	3	1,649,003			1,649,003	1,521,650
Investments	4	6,109			6,109	3,350
Total income		1,784,133	139,687	211,144	2,134,964	1,852,220
Expenditure on:						
Charitable activities	5	1,731,372	79,664	227,326	2,038,362	1,775,918
Net income/ (expenditure) before transfers		52,761	60,023	(16,182)	96,602	76,302
Transfers between Funds		-	-	-	-	-
Net movement in funds		52,761	60,023	(16,182)	96,602	76,302
Reconciliation of funds						
Fund balances at 1 November 2021		935,082	6,272,480	186,418	7,393,980	7,317,673
Fund balances at 31 October 2022		987,843	6,332,503	170,236	7,490,582	7,393,975

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE NEW NORTH LONDON SYNAGOGUE

BALANCE SHEET

AS AT 31 OCTOBER 2022

		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	8		6,155,821		6,151,068
Current assets					
Debtors	9	273,616		235,230	
Investments	10	1,898		1,898	
Cash at bank and in hand		1,481,589		1,505,853	
		<u>1,757,103</u>		<u>1,742,981</u>	
Creditors: amounts falling due within one year	11	(414,175)		(486,074)	
Net current assets			<u>1,342,928</u>		<u>1,256,907</u>
Total assets less current liabilities			<u>7,498,749</u>		<u>7,407,975</u>
Creditors: amounts falling due after more than one year	12		(8,167)		(14,000)
Total net assets			<u><u>7,490,582</u></u>		<u><u>7,393,975</u></u>
FUNDS:					
Restricted funds	14		170,236		186,415
Unrestricted funds					
Designated funds	15	6,332,503		6,272,480	
General funds		987,843		935,080	
		<u></u>	<u>7,320,346</u>	<u></u>	<u>7,207,560</u>
			<u><u>7,490,582</u></u>		<u><u>7,393,975</u></u>

These accounts were approved by the Trustees on 16 MAR 2023

Nigel Roth

Nigel Roth
Trustee

Bruce Rigal

Bruce Rigal
Trustee

Company registration number 4493731

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 OCTOBER 2022

	2022 £	2021 £
Cashflows from operating activities:		
Net cash provided by operating activities (see note 19)	62,194	315,737
Cash flows from investing activities:		
Purchase of tangible fixed assets	(92,575)	-
Interest from investments	6,109	3,350
Net cash (used in) investing activities	(86,466)	3,350
Change in cash and cash equivalents in the reporting period	(24,272)	319,087
Cash and cash equivalents at the beginning of the reporting period	1,505,853	1,186,766
Cash and cash equivalents at the end of the reporting period	1,481,581	1,505,853

ANALYSIS OF CHANGES IN NET DEBT

	Balance at 1 November 2021	Cash flows	Other non-cash changes	Balance at 31 October 2022
	£	£	£	£
Cash and bank	1,505,853	(24,272)	-	1,481,581
Loans	-	-	-	-
	<u>1,505,853</u>	<u>(24,272)</u>	<u>-</u>	<u>1,481,581</u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

a. Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The New North London Synagogue meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes(s).

b. Preparation of the accounts on a going concern basis

Having considered future budgets and cash flows, the Trustees confirm that they have no material uncertainties about the entity's ability to continue as a going concern for the foreseeable future.

c. Fixed assets

Expenditure on fixed assets is capitalised where the cost (or the value if donated) is in excess of £1,000; otherwise it is written off through the Statement of Financial Activities.

Tangible fixed assets are depreciated at rates calculated to write off the cost, less estimated residual value of each asset evenly over its expected life, as follows:

Long leasehold premises – 1% straight line

Furniture, fittings and equipment - 10-20% straight line

d. Investments

Current assets are stated at fair value less impairment.

e. Funds

The different funds are defined as follows:

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor.

Designated funds are those funds designated by the Trustees for specific purposes.

Unrestricted funds are those funds available to the charity for its general purposes.

It is the policy of the Trustees to retain unrestricted funds, amounts in which in their judgement, can help to mitigate the short-term effect of income volatility, and retain funds to generate sufficient income to meet current and future operational activities of the charity.

f. Income recognition

This comprises fees receivable from the various activities and investment income. All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income can be measured reliably.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

f. Income recognition (continued)

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy with the title of the asset having been transferred to the charity.

Membership income is recognised upon receipt.

Investment income is credited to income when it is receivable, and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Government grant income represents the total amount claimed from HM Revenue & Customs under the Coronavirus Job Retention Scheme (CJRS). The income is accounted for in the period in which the associated salary payments are made to furloughed staff.

g. Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of obligation can be measured reliably.

Expenditure is recognised on an accruals basis as a liability is incurred, inclusive of VAT, which cannot be recovered.

Charitable activities comprise mainly of the provision of religious activities including welfare and catering, premises and administrative costs.

Support costs have been allocated to charitable activities. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

h. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

i. Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

k. Pension Scheme

The charity makes contributions into a defined contribution scheme on behalf of all employees who have enrolled in the scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs is the total contribution payable for the year.

l. Estimation uncertainty

In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

m. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Critical judgements – depreciation of tangible fixed assets

The charity's policy for depreciation of fixed assets is designed to allocate the assets' depreciable amounts on a systematic basis over their useful lives.

The application of this policy involves estimates of the assets' residual values and useful lives and judgement over the charity's pattern of consumption of the assets' economic benefit.

In each reporting period the Trustees review for indicators of change in any of these factors and, if necessary, adjust their estimates accordingly.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

3. Income from charitable activities

	Religious	Educational	Total	Total
	£	£	2022	2021
			£	£
Community services provided	1,376,475	272,528	1,649,003	1,521,650

4. Investments

	Total	Total
	2022	2021
	£	£
Bank interest receivable	6,109	3,350

5. Charitable activities

Charitable activities - 2022

	Religious	Educational	Total	Total
	£	£	2022	2021
			£	£
Staff costs	285,032	374,154	659,186	675,305
Depreciation	87,820	-	87,820	95,413
Subscriptions for Masorti Judaism	145,435	-	145,435	135,674
Other religious expenses	319,663	-	319,663	177,646
Other educational expenses	-	53,379	53,379	33,980
	837,950	427,533	1,265,483	1,118,018
Share of support costs (note 6)	327,325	429,672	756,997	644,580
Share of governance costs (note 6)	6,868	9,014	15,882	13,320
	1,172,143	866,219	2,038,362	1,775,918
Analysis by fund				
Unrestricted funds – general	865,153	866,219	1,731,372	1,552,514
Unrestricted funds – designated	79,664	-	79,664	100,980
Restricted funds	227,326	-	227,326	122,424
	1,172,143	866,219	2,038,362	1,775,918

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

5. Charitable activities (continued)

	Religious	Educational	Total
	£	£	2021 £
Charitable activities – 2021			
Staff costs	330,206	345,099	675,305
Depreciation and impairment	95,413	-	95,413
Subscriptions for Masorti Judaism	135,674	-	135,674
Other religious expenses	177,646	-	177,646
Other educational expenses	-	33,980	33,980
	<u>738,939</u>	<u>379,079</u>	<u>1,118,018</u>
Share of support costs (note 6)	315,182	329,398	644,580
Share of governance costs (note 6)	6,513	6,807	13,320
	<u>1,060,634</u>	<u>715,284</u>	<u>1,775,918</u>
Analysis by fund			
Unrestricted funds – general	837,230	715,284	1,552,514
Unrestricted funds – designated	100,980	-	100,980
Restricted funds	122,424	-	122,424
	<u>1,060,634</u>	<u>715,284</u>	<u>1,775,918</u>

6. Support costs – 2022

	Support	Governance	Total	Total
	£	£	2022 £	2021 £
Staff costs	447,887		447,887	384,408
Other support costs	309,110		309,110	260,172
Audit and accountancy fees		15,882	15,882	13,320
	<u>756,997</u>	<u>15,882</u>	<u>772,879</u>	<u>657,900</u>
Analysed as follows:				
Religious	327,325	6,868	334,193	321,695
Educational	429,672	9,014	438,686	336,205
	<u>756,997</u>	<u>15,882</u>	<u>772,879</u>	<u>657,900</u>

Support costs - 2021

	Support	Governance	Total
	£	£	2020 £
Staff costs	384,408	-	384,408
Other support costs	260,172	-	260,172
Audit and accountancy fees	-	13,320	13,320
	<u>644,580</u>	<u>13,320</u>	<u>657,900</u>
Analysed as follows:			
Religious	315,182	6,513	321,695
Educational	329,398	6,807	336,205
	<u>644,580</u>	<u>13,320</u>	<u>657,900</u>

Governance costs include payments to the auditors of £12,240 (2021: £11,640) for audit fees and £1,242 (2021: £1,080) for other services.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

7. Employees

	2022 Number	2021 Number
Number of employees		
The average monthly number of employees during the year was:		
Education	72	54
Religious	5	6
Administration	12	12
	<u>89</u>	<u>72</u>
Full time equivalent employee numbers include:		
Education	11	11
Religious	3	4
Administration	9	10
	<u>23</u>	<u>25</u>
The number of employees whose annual remuneration was £60,000 or more was:		
£60,000-£70,000	1	1
£70,000-£80,000	1	-
£100,000-£110,000	1	1
	<u>3</u>	<u>2</u>
Staff costs		
	Total 2022 £	Total 2021 £
Wages and salaries	953,180	943,575
Social security costs	90,149	86,154
Other pension costs	31,872	29,984
	<u>1,075,201</u>	<u>1,059,713</u>

Included in Wages and salaries is a lump sum of £36,597 paid as part of settlement agreements.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

8. Tangible fixed assets	Long Leasehold Premises £	Fixtures Fittings & Equipment £	Total £
Cost			
At 1 November 2021	6,794,428	289,048	7,083,476
Additions	-	92,573	92,573
Disposals	-	-	-
At 31 October 2022	6,794,428	381,621	7,176,049
Depreciation			
At 1 November 2021	708,550	223,858	932,408
Depreciation charged in the year	67,944	19,876	87,820
Released on disposal	-	-	-
At 31 October 2022	776,494	243,734	1,020,228
Net book value			
At 31 October 2022	6,017,934	137,887	6,155,821
At 31 October 2021	6,085,878	65,190	6,151,068
9. Debtors		Total 2022 £	Total 2021 £
Other debtors		22,870	10,497
Prepayments and accrued income		250,746	224,733
		273,616	235,230
10. Current asset investments		Total 2022 £	Total 2021 £
Unlisted investments		1,898	1,898

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

11. Creditors: amounts falling due within one year

	Total 2022 £	Total 2021 £
Other taxation and social security	22,090	23,573
Deferred income (Note 13)	32,289	34,641
Other creditors	304,545	372,470
Accruals	55,251	55,390
	<u>414,175</u>	<u>486,074</u>

12. Creditors: amounts falling due after more than one year

	Total 2022 £	Total 2021 £
Other creditors (provision for repayment of CST grant over 3 years)	<u>8,167</u>	<u>14,000</u>

13. Deferred income

	Total 2022 £	Total 2021 £
Balance at 1 November 2021	34,641	38,791
Amounts released relating to:		
Education fees paid in advance	(30,251)	(30,121)
Function hire deposits	(2,568)	(6,690)
Salaries reclaim	(1,822)	(1,980)
Amounts accrued relating to:		
Education fees paid in advance	23,071	30,251
Function hire deposits	8,074	2,568
Salaries reclaim	1,144	1,822
Balance at 31 October 2022	<u>32,289</u>	<u>34,641</u>

Income received in advance has been deferred as above.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2022

14. Restricted Funds – 2021/22

Within the financial year 2021/22, the income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Balance at 1 November 2021	Income	Expenditure	Balance at 31 October 2022
	£	£	£	£
Ecclesiastical Salaries Fund	14,783	11,352	(22,595)	3,540
Tikkun Olam Fund	12,354	-	-	12,354
Synagogue Artwork and Stained Glass Window Fund	5,508	-	-	5,508
Eco Synagogue Fund	14,141	50,146	(61,707)	2,580
Kibbutz Tree Fund	98	1,660	(236)	1,522
JTree	1,695	10,606	(6,290)	6,011
Night Shelter	2,235		(447)	1,788
Rabbis' Discretionary Funds	93,160	137,731	(93,958)	136,933
Covid Hardship Fund	42,441	98	(42,539)	-
	<u>186,415</u>	<u>211,593</u>	<u>(227,772)</u>	<u>170,236</u>

Restricted funds – 2020/21

By way of comparison, the 2020/21 restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes were:

	Balance at 1 November 2020	Income	Expenditure	Balance at 31 October 2021
	£	£	£	£
Ecclesiastical Salaries Fund	16,364	18,777	(20,358)	14,783
Tikkun Olam Fund	12,354	-	-	12,354
Synagogue Artwork and Stained Glass Window Fund	5,508	-	-	5,508
Eco Synagogue Fund	13,399	24,037	(23,295)	14,141
Kibbutz Tree Fund	31	67	-	98
JTree	3,091	16,455	(17,851)	1,695
Night Shelter	1,694	650	(109)	2,235
Rabbis' Discretionary Funds	98,009	49,262	(54,111)	93,160
Covid Hardship Fund	37,089	12,052	(6,700)	42,441
	<u>187,539</u>	<u>121,300</u>	<u>(122,424)</u>	<u>186,415</u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

14. Restricted Funds (continued)

Notes of 2021/22 Restricted Funds

The Ecclesiastical Salaries fund relates to contributions received towards salary costs of various employees.

The Tikkun Olam Fund relates to an original £15,000 sum that was set aside from the 2% fund of the new Synagogue building that was allocated for small Tikkun Olam seed fund projects to which Members and non-Members have applied for funding. The purpose of Tikkun Olam is to promote social action within and beyond the NNLS community.

The Synagogue Artwork and Stained Glass Fund relates to sums specifically donated towards enhancing the aesthetics of the Synagogue building generally. Remaining sums in this fund will be applied to further aesthetic enhancements to the building in due course.

EcoJudaism (formerly EcoSynagogue) is an environmental project run by a collective of a number different Synagogues; NNLS agreed with the other Synagogues that it would continue to hold all funds in respect of this project. Eco Judaism has been incorporated as an independent charity on 28th November 2022 and all funds will be transferred as soon as their bank account has been set up.

The Kibbutz Tree Fund is a project whereby donors contribute donations for planting trees in Israel, often as part of their Bar and Bat Mitzvah charitable giving.

JTree is an environmental project run as part of EcoJudaism to enable the planting and protection of forests in the UK and beyond; NNLS has agreed with the organisers of JTree, that that, being a project of EcoJudaism it would in turn hold all funds in respect of this project until EcoJudaism has its own bank account.

The Night Shelter is a community-run project led by a team of NNLS volunteers and supported by the NNLS Community Engagement Director; the project is run in partnership with Together in Barnet/Homeless Action Barnet. Through this project, over the winter period during which NNLS offer meals and shelter to homeless guests.

The Rabbis' Discretionary Funds are fund for the Rabbis in their discretion to apply to a) assist individuals (whether or not Members of NNLS) experiencing financial hardship, (b) make donations to external charitable causes, and c) apply to NNLS projects to which he is particularly committed which otherwise may not be budgeted for within core funding.

The Covid Hardship Fund was set up to enable Members and those closely affiliated with NNLS who suffered financial hardship as a direct result of the pandemic to apply for small grants. The NNLS membership were made aware of the potential to make donations to this Restricted Fund and a panel of four was established to review, in confidence, all applications. As a result of the ongoing demand for allocations from this Fund reducing significantly, the Management Committee, in collaboration with the Rabbinic Team, decided to transfer these funds into the Rabbis' Discretionary Funds, and that any further hardship requests could be dealt with from there. Appropriate communications were sent to all donors to the Covid Hardship Fund to inform them of this decision, and on 23rd February 2022 the transfers were made.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

15. Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific purpose.

Designated funds - 2022	Balance at 1 November 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 October 2022 £
Fixed Assets Fund	6,095,575	-	(68,383)	-	6,027,192
Building Sinking Fund	159,982	34,062	(2,520)	-	191,524
AV Equipment Fund	16,923	-	(6,249)	-	10,674
Environmental Enhancement	-	5,625	(625)	-	5,000
Steinway Piano	-	100,000	(1,887)	-	98,113
	<u>6,272,480</u>	<u>139,687</u>	<u>(79,664)</u>	<u>-</u>	<u>6,332,503</u>

Designated funds - 2021	Balance at 1 November 2020 (as restated) £	Income £	Expenditure £	Transfers £	Balance at 31 October 2021 £
Fixed Assets Fund	6,171,498	-	(75,923)	-	6,095,575
Building Sinking Fund	149,188	32,774	(21,980)	-	159,982
AV Equipment Fund	-	20,000	(3,077)	-	16,923
	<u>6,320,686</u>	<u>52,774</u>	<u>(100,980)</u>	<u>-</u>	<u>6,272,480</u>

Fixed Assets Fund

The Fixed Assets Fund represents the net book value in the balance sheet of principally the Synagogue building and integral features, plus related debtors and creditors.

Building Sinking Fund

This fund represents amounts set aside for repairs and maintenance to the building.

AV Equipment Fund

This fund represents amounts set aside for streaming equipment.

Environmental Enhancement Fund

This fund represents amounts set aside for enhancing the environment.

Steinway Piano Fund

This fund represents amounts set aside for Steinway piano.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

16. Analysis of net assets between funds

2022	Unrestricted general funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 October 2022 are represented by:				
Tangible assets	35,356	6,120,465	-	6,155,821
Net assets	952,487	212,038	170,236	1,334,761
	<u>987,843</u>	<u>6,332,503</u>	<u>170,236</u>	<u>7,490,582</u>
2021				
Fund balances at 31 October 2021 are represented by:				
Tangible assets	55,493	6,095,575	-	6,151,068
Current assets/(liabilities)	879,587	176,905	186,415	1,242,907
	<u>935,080</u>	<u>6,272,480</u>	<u>186,415</u>	<u>7,393,975</u>

17. Operating lease commitments

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Total 2022 £	Total 2021 £
Within one year	2688	3,672
Between two and five years	4704	4,590
	<u>7,392</u>	<u>8,262</u>

18. Trustees and related party transactions

None of the Trustees (or any persons connected with them) received and remuneration for carrying out their position as Trustee or the reimbursement of expenses during the year.

Remuneration paid to key management personnel in the year amounted to £295,839 (2021 - £226,856).

There were no related party transactions in either the current or previous years.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

19. Reconciliation of net income to net cash flow from operating activities

	Total 2022 £	Total 2021 £
Net income for the reporting period (as per the Statement of Financial activities)	96,602	76,302
Adjustment for:		
Interest from investments	(6,109)	(3,350)
Depreciation charges	87,820	95,413
Decrease/(increase) in debtors	(38,386)	188,799
(Decrease)/(increase) in creditors	(77,733)	(41,427)
Net cash provided by operating activities	62,194	315,737

20. Comparative statement of financial activities

	Unrestricted Funds - General £	Unrestricted Funds - Designated £	Restricted Funds £	Total 2021 £
Income from:				
Donations and legacies	27,937	52,774	121,300	202,011
Government grants	125,209	-	-	125,209
Charitable activities	1,521,650	-	-	1,521,650
Investments	3,350	-	-	3,350
Total income	1,678,146	52,774	121,300	1,852,220
Expenditure on:				
Charitable activities	1,552,514	100,980	122,424	1,775,918
Net income/expenditure before transfers	125,632	(48,206)	(1,124)	76,302
Transfers between funds	-	-	-	-
Net movement in funds	125,632	(48,206)	(1,124)	76,302
Reconciliation of funds				
Fund balances at 1 November 2020	809,448	6,320,686	187,539	7,317,673
Fund balances at 31 October 2021	935,080	6,272,480	186,415	7,393,975

Accounts

Charity registration number 1094668

Company registration number 4493731 (England and Wales)

THE NEW NORTH LONDON SYNAGOGUE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

THE NEW NORTH LONDON SYNAGOGUE

LEGAL AND ADMINISTRATIVE INFORMATION

	Alison Richardson	
	Ayala Gottlieb Alter	(Appointed 24 June 2021)
	Bruce Rigal	(Appointed 24 June 2021)
	Colin Grazin	
	Harriet Oppenheimer	
	Karen Horowitz	
	Mark Collins	(Retired 24 March 2022)
	Mark Flenner	
	Martin Otvos	
	Martin Ross	
	Nicola Tiefenbrun	
	Paul Orchover	
	Roger Levitt	
	Ruti Amal	
	Victoria Fox	
	Adam Berkley	(Retired 24 June 2021)
	Debra Virchis	(Retired 24 June 2021)
	Martin Burstyn	(Retired 24 June 2021)
	Richard Gold	(Retired 24 June 2021)
Secretary	Colin Grazin	
Charity number	1094668	
Company number	4493731	
Registered office	The Manor House 80 East End Road Finchley London N3 2SY	
Auditors	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	
Website	www.mynnls.org.uk	

THE NEW NORTH LONDON SYNAGOGUE

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THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2021

The Trustees present their report including directors' report and accounts for the year ended 31 October 2021.

The New North London Synagogue (NNLS) is a company limited by guarantee, which is also a charity registered with the Charity Commission under registration number 1094668.

The accounts have been prepared in accordance with accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association incorporated on 24 July 2002 and, amended by Special Resolutions on 3 December 2001, 15 June 2004, 9 June 2009, 16 October 2013, 29 June 2017, 28 June 2018 and 26 June 2019, the Companies Act 2006 and the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019).

STRUCTURE, GOVERNANCE, AND MANAGEMENT

All Members of the Synagogue Council, which is elected by the Membership, are Directors of the Company and Trustees of the charity. Election to the Council is for a two-year period which can be renewed once only.

The Council is responsible for the strategy, and general conduct and management of the Synagogue's business. It has adopted a delegation scheme whereby, in addition to the Management Committee and Services Committee which are required under the Articles, committees have been, or are in the course of being, set up to cover different aspects of the Synagogue's activities. Each Committee has at least one Trustee representative on it and some have a non-Trustee chair. The Committees report to Council. The delegation scheme is published on the Members' portal of the website (in MyNNLS) to which all Members have on-line access. Chairs are elected on alternate years so that their terms overlap; the Treasurer is elected in even-numbered years. The Senior Rabbi and Executive Director are entitled to attend all meetings of the Council and of all Committees.

Council meets approximately ten times each year.

Trustees must be Members of the Synagogue and will typically have had a leadership role in another aspect of the Synagogue's activities or the Masorti movement, prior to election. In addition, the institution of Joint Chairs means that the continuing Chair assists an incoming Chair. There is also an informal mentoring system whereby the outgoing Treasurer assists the incoming Treasurer to understand the financial systems and processes as well as the wider responsibilities of the role of Trustee. An induction session is held for all Council Members at the first Council meeting following the AGM and individual mentoring and training is offered to all Trustees according to need.

Pay for the Executive Director, being the key non-rabbinic management personnel within NNLS, is set on the basis of being within a reasonable salary range for personnel of this seniority, experience and comparable to others in similar roles in other comparable Jewish organisations. The Executive Director is accountable to the Chairs, and line manages other employees and directs day-to-day decisions as appropriate.

None of the Trustees has any beneficial interest in the company. All of the Trustees are Members of the company and guarantee to contribute £1 in the event of a winding up.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2021

The following Honorary Officers and Council Members have been in post since June 2021:

Honorary Officers

Joint Chair	Nicola Tiefenbrun
Joint Chair	Bruce Rigal (from 24 June 2021)
Vice Chair	Harriet Oppenheimer (from 24 June 2021)
Treasurer	Mark Flenner
Secretary	Colin Grazin

Council Members:

Alison Richardson
Ayala Gottlieb Alter
Karen Horwitz
Mark Collins
Martin Otvos
Martin Ross
Paul Orchover
Roger Levitt
Ruti Amal
Victoria Fox

The following Council Members were in post from November 2020 until June 2021 (unless otherwise stated when they stood down from these positions).

Council Members:

Adam Berkley
Debra Virchis
Martin Burstyn
Richard Gold

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2021

OBJECTIVES AND ACTIVITIES

Who we are?

New North London Synagogue (NNLS) is a thriving Masorti community in North London with a Membership having grown by more than 10% over the last eight years to just short of 3,500 today. NNLS is the largest Masorti Synagogue in the UK, and one of the leading congregations of any denomination of Judaism in the country. Based at its purpose-built premises in Finchley, N3, NNLS sits at the cutting edge of contemporary Jewish life, constantly striving to develop and enhance Judaism for its Members and sharing its values and ideas with wider society.

The charity was established by a charitable trust deed on 10 November 1974. A new trust deed was approved on 9 June 1998. By Special Resolutions in October 2013, the dual structure of both NNLS the Unincorporated Association and NNLS the Company was changed into a unitary structure with new Articles of Association, thereafter being subject to minor change in June 2019, and remain the Articles of Association currently in effect.

The charity's objects are to further the objectives and to conduct the activities of NNLS under the direction of its Council.

What we do?

The Synagogue is active on many fronts in support of its continuing objectives, in the areas of religion, pre-school, youth and adult education, welfare, culture, charity, social action and interfaith initiatives.

We aim to facilitate and deepen our engagement with each Member of our community and to also engage with communities and the society around us. It is our responsibility to do our best so that no one is left to feel lonely or ignored, and this has been a continuing particular priority for us through this second year of managing the Covid pandemic. We want to celebrate life together and to be present for one another in quiet solidarity in times of sorrow.

At the same time, we have responsibilities to the wider Jewish community in this country and beyond. Social action initiated by our community expresses our involvement in the key issues which confront both Jewish and wider society in areas covering poverty, loneliness, social injustice, the environment and refugees.

Year-round, we offer a wide variety of:

- Shabbat and festival services within a **traditional, open-minded, pluralist environment**;
- an **OFSTED¹ pre-school nursery** for 36 children Our pre-school nursery was closed for the initial two and a half months of lockdown from end March 2020, but since then has managed to remain open continuously, against all the challenges;
- excellent **formal and informal Jewish learning opportunities for our young people aged 4 - 18**, and numerous leadership opportunities for our teens;
- an extensive range of **adult learning courses and social and cultural events**;
- **pastoral care** provision for community Members in need from the Pastoral Care Coordinator, the Rabbinic Team and a wider group of experienced and compassionate volunteers;
- opportunities for Members to engage in many different **outward facing projects**, seeking to make a difference to various local, national and international causes.

¹ rated "Good" upon re-inspection in 2019

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2021

Some facts and figures highlighting some of the amazing achievements during the year:

- **High Holydays 2021:** against all the Covid odds, during this second pandemic year we provided:



A phone call before Rosh Hashanah to every Member aged 80+



29 in-person services of varying lengths and size (including adult, explanatory, family and toddler services, plus one fully teen-led Mincha on Yom Kippur involving more than 25 of our young people); these services were delivered by a team of more than 75 service leaders, leyners, shofar blowers, sermon-givers and shammashim – and, they were supported by close to 200 Members doing security, greeter and on-call doctor shifts throughout



seven live-streamed services (this year adding Kol Nidrei to the repertoire of streamed services offered)



Pre-Rosh Hashanah and Yizkor online Zoom services



A special new High Holydays Children's Machzor publication



Rosh Hashanah issue of our bi-annual Kehilah Magazine

- **Shabbat Services – In-Person:** with the exception of a period of three months (between end December 2020 and early April 2021), with appropriate Covid protocols in place, in-person services were provided every week across our three minyanim, involving a tremendous amount of steadfast commitment and work from a team of incredible lay leaders and the professional team
- **Shabbat Services – Virtual:** since Shabbat Shuvah (Sept 2021) we started offering weekly streamed Shabbat services, which we know are tuned into by c.100 Members and beyond who are, for various reasons, unable to attend in-person services
- **B'nei Mitzvah:** in spite of Covid, we celebrated an amazing 67 b'nei mitzvah! These took place in all sorts of creative and inclusive ways on Zoom, and when permitted, a number of these took place at in-person services in the Synagogue building, albeit often with many fewer guests than may have been present pre-Covid. Additionally, in July 2021, there was a celebratory service held exclusively for a number of families who missed out on in-person b'nei mitzvah, with large sections of the service led by our b'nei mitzvah teens.
- **Community Engagement:** significant efforts were put into obtaining Members' feedback, through Community Conversations, on the positive learnings from lockdown that we can learn from, and where practical bringing these into the mainstay of our future community life
- **Fundraising:** we raised in excess of £175,000 across the Pesach and High Holyday Appeals

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- **Tikkun Olam:** approximately 30 different NNLS Member neighbourhoods continued donating monthly to Finchley and Burnt Oak foodbanks; we started working with FEAST With Us, weekly cooking 80 meals out of the NNLS kitchen for a homeless shelter in East Finchley; and, we continued working with Homeless Action Barnet, providing meals to their guests accommodated in local hotels
- **Environmental Activities:** given our continued focus on the environmental impact we may have, we were delighted to have achieved the EcoSynagogue Silver award
- **Forest School Accreditation:** Gan Alon Pre-School's Manager, Jane Pescow, completed her Forest School qualification, making Gan Alon the first fully accredited Jewish forest pre-school in the UK
- **Programming:** continued online throughout the year (with a number of initiatives such as The Tuesday Club really thriving), and as Covid restrictions eased we slowly started to transition some of our programming back into the building, including, at the tail end of the year both Forum and Intermezzo

What is our strategy, and what strategic goals were achieved?

We continued the implementation of our Strategic Plan for 2018-2022:

New strategy for 2018-2022	
Strengthening our Rabbinic team	
We will continue to be led by an inspirational Rabbinic Team in all areas of our communal life, and we will increase the capacity of this team to at least the equivalent of three full time Rabbis.	<i>In August 2021, the Rabbinic Team reduced to 2 full-time when Rabbi Oliver Joseph left his role at NNLS. In spite of this, the Rabbinic Team continued to provide exceptional support over this challenging second year of the pandemic. Plans for enhancing our rabbinic team capacity were afoot before the end of the year.</i>
Operations	
We will increase the effectiveness of how we manage our daily operations, giving it the right amount of resource and attention so that the smooth running of our shul supports our staff and everyone in the community.	<i>Our outstanding Office Manager delivered extensive operational improvements, throughout the year, primarily (but not limited to) enhanced efficiencies through our database, ShulCloud, including the development of an online new Member application form; thoughts on further operational support required were initiated towards the end of this year</i>
Services and Spirituality	
We will focus on how we manage organic change in our services while preserving the pluralist nature of our community and tolerance. We will continue creating and developing the vibrancy of all services, so that our Members will want to come together in prayer more often.	<i>Key focus for the Services Committee throughout this year was on managing the ongoing challenges being created by the pandemic whilst continuously adapting in parallel with constant changes to Government guidance. There were periods of no in-person services at all (between December and March), followed by a phased return between April and September, and, another year of providing an extensive mix of in-person and streamed offerings over the High Holydays. In June 2021, a series of community conversations took place to listen to Members' reflections on the positive learnings from the pandemic that could be brought to our future services.</i>

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Lifelong learning	
We will continue to encourage everyone to deepen their Jewish learning, recognising that NNLS learning exists alongside many other sources of Jewish learning. We will nurture grass roots initiatives and support our Members to come together proactively in groups to create their own learning opportunities.	<i>In spite of the pandemic, our lifelong learning programme continued to flourish through the year, with numerous one-off sessions, alongside a wide variety of different weekly, monthly and quarterly group learning opportunities – offering a mix of entry-level, intermediate and advanced Jewish learning. For obvious reasons, the majority of these happened online, and as started to happen the previous year, this did again enable us to engage with a range of international scholars we otherwise would not have accessed, including Rabbi Bradley Artson and Professors Arnie Eisen and Danny Bromm. We were also pleased to pilot a new JTS curriculum on Jewish Ethics with Student Rabbi Anthony Lazarus. Well over 300 Members engaged with lifelong learning at some point through the year.</i>
Pastoral Care	
We will widen pastoral care in the community and raise awareness of what we offer. We will strengthen our professional team with an additional staff member to bring skills, experience, capacity and co-ordination, and to support and train further groups of volunteers.	<i>Our pastoral care provision has continued to strengthen over the past 12 months with robust structures and procedures now very much embedded through wonderful collaboration between our Pastoral Care Coordinator, our rabbinic team, and the group of volunteers operating in this area. Particular attention was given to the right levels of check-in required with our older and more vulnerable Members as we moved in and out of lockdown at different points in the year. The profile of our pastoral care offering has been enhanced through regular communications to the community in addition to the scheduling of events on the themes of mental health, domestic violence, 'Caring for Carers' and 'Dying Matters'</i>
Tikkun Olam	
We will build on the strong interest and volunteering passion for Tikkun Olam amongst many in the community. We will help people work together and share information on projects and find ways for these projects to integrate with other facets of shul life.	<i>In spite of the pandemic a number of Tikkun Olam initiatives were able to continue albeit sometimes in different guises, and new projects have been born. Although we were not able to physically host the Winter Night Shelter this year, we were instead able to engage through volunteers providing weekly home cooked meals to guests accommodated at local hotels throughout the winter months. Foodbank collections were ongoing, through relationships with both the Burnt Oak Foodbank, and more recently, also with Foodbank Aid. And, in June 2021, in a new collaboration with Feast With Us, a team of volunteers have, on a weekly basis, been cooking up to 80 meals out of the NNLS kitchen, for long-term homeless men at a hostel in Finchley. The Green Team's ongoing efforts were rewarded with NNLS being re-awarded its Silver status by EcoSynagogue with their new, more stringent audit requirements.</i>
Communities within community	
We will build on the pilot scheme of neighbourhood champions, growing the number of neighbourhoods included and the infrastructure and networks at the local community level. We want this to extend to all areas of communal life, including volunteering, care of the elderly, caring, hospitality, lifelong learning. Technology will help better, more tailored communication with all our Members.	<i>The numbers of neighbourhood champions established remained steady at around 30 over the course of this year. An outcome of the extensive online programming that grew over lockdown is that a significant number of strong, smaller sub-communities have become established – for example through initiatives such as The Tuesday Club, the Big Ideas Book Club, and the Niggun Chavurah. In turn, the experience of running daily Shacharit and Ma'ariv daily prayer services has had a similar effect. The LGBTQ+ Network at NNLS grew extensively, such that it has since become a Masorti-wide network, extending beyond just NNLS.</i>

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Volunteering	
We will make a step change in the ethos of volunteering, building more opportunities to volunteer within our community, and welcoming all Members to deepen their involvement with the shul. We will have a clearer set of committees to organise our work, reach out to all Members and grow our future senior lay leaders.	<i>Beyond the various Tikkun Olam projects noted above, and the numerous volunteers engaged in those initiatives, as we gradually moved towards more in-person services and activities across the community from spring 2021 onwards, we have in turn worked on engaging with Members to return to volunteering in a whole host of areas including security, kiddush, greeting, and, our challah project. Work in this area is continuing as Members slowly return to the new normal.</i>
Young adults (18-30)	
We will encourage young adults to feel shared ownership in our community by building a much more deliberate approach to including and welcoming them – in our services, our committees, and also supporting and facilitating specific spaces and events targeted at and catering for young adults.	<i>The Young Adults Review project launched last year was completed in early 2021; follow up on the Review outcomes have begun, including the introduction of a new, significantly reduced charging structure for 21-30 year olds for the coming financial year, and the formation of a new young adults group to engage with this cohort. Rabbi Oliver Joseph also continued with his programming and social media work in this area, within the context of NNLS until summer 2021, and thereafter as an employee of Masorti Judaism. Real collaboration with a newly appointed Young Adult professional at Masorti Judaism is also in place, to enable appropriate sharing and avoidance of duplicated work in this area.</i>
School Age Learning	
We will continue to strengthen our engagement opportunities we provide for the children and young people of our community. We will employ a youth worker to enhance our teenage provision; we will review our tefilah provision; and we will explore new ways to involve young people in these developments.	<i>Due to the pandemic, the Education team was not able to run its annual February half-term residential.</i> <i>In this second quite challenging pandemic year we have done our very best to continue to maintain strong connections with our teaching teams, our families, and our students. We have been responsive to their changing needs and to the continuously changing Covid restrictions. With the experience gained in the earlier part of 2020, we were sufficiently experienced to be able to flip seamlessly backwards and forwards between online and in-person provision for both Haderech and Kehilatainu.</i> <i>We still managed to maintain 116 on the register for Kehilatainu and 177 at Haderech plus 30 Mentors.</i> <i>Additionally, we had close to 40 teens participate in Hadrachah Training, which is considerably more than when we have done it in person.</i> <i>When lockdown ended in April 2021, we gradually worked back up to offering weekly Shabbat morning children's services for Toddlers, Infants and Juniors, in addition to Family and Explanatory Services scheduled every 6-8 weeks, and monthly Torah Breakfasts – drawing at least 30 young people each month.</i> <i>In Summer 2021, 97 children attended our in-person summer scheme. And, in the 2021 autumn term we were delighted to reintroduce in-person sleepover year-group Shabbatons, that were all full to capacity, each attended by 30-40 children.</i> <i>Collaboration with Noam continued with Noam Movement Workers joining us for weekly Haderech where they teach Hebrew, an Israel-themed class for post B'nei Mitzvah, Hadrachah, and a dedicated Nurture Class for young people with particular needs. Noam Movement Workers have also joined us on our Shabbatons.</i>

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What are our goals for the coming year?

Our goals and objectives for the current year are based on both:

- a. our ongoing learnings of what we feel are key priorities for the community as we continue to emerge from the pandemic; and,
- b. recommendations received from some consultancy work recently done to examine our resource levels and current structures as against what we are trying to deliver as a community

In particular, at the time of writing this report, our two main goals for the coming year are capacity building, and, reigniting spiritual and cohesive communal engagement post-pandemic.

Capacity building:

Some of the key conclusions reached in our recent consultancy work are that:

- NNLS is no longer a plucky 'start-up' and its structures and processes need to reflect this growth in size and complexity.
- It needs to resource the breadth of its activities in a way that is professional and resilient.
- Roles in every part of the organisation (rabbinical, professional, governance, lay leadership) need to be designed to be manageable within a reasonable (albeit flexible) working week.

In the course of the coming year, we therefore intend to address these issues to enable NNLS run more efficiently, and have resource in place that better meets our needs.

Reigniting spiritual and cohesive communal engagement post pandemic:

Whilst the synagogue has done well to bring the community back into the building, we recognise that more could be done to engage a wider group of members back into our physical spaces.

We want to maximise spiritual and communal vitality across all of our services and activities, injecting further creativity and innovation, and using every possible opportunity to enable cohesive connections to be made and relationships to be strengthened – and for all community engagement efforts to be considered with inclusion at its core. (As part of this, we anticipate that online engagement will remain part of the communal landscape and that careful thought should be given as to how and when we utilise that capability).

A third ambition for the year ahead is, as part of our goal of attaining the Gold EcoSynagogue award, to further embed our environmental agenda and so to integrate our green values into all that we do across the different functions of the synagogue

PUBLIC BENEFIT

Trustees have a duty to report on the public benefit provided by their charity.

The section above entitled 'Objectives and Activities' sets out the Synagogue's objectives and reports on activity and successes in the financial year, as well as explaining the plans for the current financial year. The Synagogue's work benefits in the first instance persons of the Jewish faith who wish to be actively involved in Synagogue activities, but through its sponsorship of involvement in charitable giving and social action by its Members, and through its interfaith and other outreach activity, it also benefits many other classes of people including individuals in need.

The Trustees, having given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary guidance on the advancement of religion for the public benefit, have concluded:

1. That the aims of the Synagogue continue to be charitable and that there is a moral and ethical framework which is promoted by the religious work of the organisation;
2. That the aims and the work done in pursuance of them give clearly identifiable benefits to the public including, both indirectly and directly, to individuals in need;

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3. That the benefits are for the public, and are not unreasonably restricted in any way (including not by ability to pay); and,
4. That there is no significant detriment or harm arising from the aims or activities.

FINANCIAL PERFORMANCE

The charity's principal source of funds is from membership subscriptions and education charges, which enable it to meet its main objectives of conducting the activities of the NNLS. In addition, the charity receives substantial donations from time to time, much of which is for specific Restricted Fund activity. We keep close financial controls, budgeting at the start of the year and carefully reviewing any unexpected costs arising. Activities are budgeted as far as possible to recover their own incremental cost.

In spite of the impact of a second year of the pandemic, and the resultant restrictions and lockdown, the financial resilience of the Synagogue has remained robust thanks in part to a determined focus by the Trustees and Council. A number of important actions continued throughout this year to protect Members' funds and the longer-term future of NNLS, including the delegated Trustee sub-committee to monitor and assess the developing financial impact of Lockdown on NNLS and its finances. Meeting regularly, this sub-committee worked closely with the Executive Management team to guide and manage NNLS through such unprecedented times. Some staff members continued to be furloughed through parts of this year, albeit furloughed hours were gradually reduced until all staff were eventually brought back to full hours. The Hardship Fund remained in place as a dedicated restricted fund, and we continued to carefully review expenditure items as well as postponing certain planned expenditure. Some anticipated income (such as hall hire) was significantly lower than planned, and whereas some expenditure lines were reduced due to further lockdown closures, other items – such as High Holyday venue hire – were incurred 'as normal'. The impact on the Synagogue could therefore have again been very challenging, but careful and collective management of these challenges, both on the income and expenditure side, has seen the Synagogue navigate to a financial surplus.

The Audited Report and Accounts for the year ended 31 October 2021, which are to be put to Members at the AGM on 23rd June 2022, resulted in a net surplus before transfers of £125,632 in respect of the unrestricted income funds, on unrestricted income of £1,678,146. Restricted fund movements in the year have resulted in a deficit of £1,124, and at the year end the Synagogue held funds for specific restricted fund purposes of £186,415.

Unrestricted Funds are in the main those received from membership subscriptions, education charges, social functions (albeit lower than in previous years), and donations for the running of the Synagogue itself. Restricted Funds are those received and utilised only in accordance with the donors' wishes, for specific purposes such as the Ecclesiastical Salaries fund; the Tikkun Olam fund; the Eco Synagogue fund; the Synagogue Artwork/Stained Glass Window fund; the Kibbutz fund; the JTree fund; the Winter Night Shelter fund; the Rabbis' Discretionary Funds; and the Covid Hardship fund.

The Fixed Assets Fund, Building Sinking Fund and AV Equipment Fund are run as separate Designated Funds. The Fixed Assets Fund has been managed separately, again under close financial control. The Building Sinking Fund is amounts set aside for repairs, maintenance and refurbishment to the Synagogue's building and its plant and machinery over the coming years. The AV Equipment Fund is amounts set aside for equipping the Synagogue for streaming services for the community.

At the date of this report, 6 full-time and 11 part-time (combined equating to nearly 12 full-time equivalents) professionals support the pastoral, welfare, cultural and administration needs of the Synagogue and the community. In addition, Gan Alon and the Education Department programmes have 31 nursery staff and teachers and a further 42 teenagers who act as assistant teachers. We are extremely grateful for the contribution of all the staff to the Synagogue.

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The high level of activity within the Synagogue every day has been maintained by a large majority of our Members paying full fees and by generous donations from some Members, often marking life-cycle events. The majority of Members pay their subscriptions by direct debit, which aids our financial management. We carefully monitor the number of Members who cannot pay the full fees, since this is a key element of the overall balance of our income and expenditure. Due to the financial impact of Covid-19 and Lockdown on a number of our Members we have again, where necessary, agreed subscription breaks and flexible payment terms. We continue to review late payment of fees and other items owing and have robust controls and procedures in place to manage any potential impact.

FUNDRAISING

The charity undertakes fundraising activity to our Members via direct mail, email and direct contact at events. We are committed to ensuring that we are completely open and transparent about our fundraising, the causes that we support, and allocation of the funds raised.

The charity's main fundraising activities focus on the two key appeals at the High Holydays and at Passover, when appeals are made for Members to support a number of external charitable causes. A Tzedakah (Charities) Committee is in place, with two volunteer member Joint Chairs and four other volunteer Members. Prior to each appeal, the Committee puts a call out to NNLS Members to nominate charities they would like the community to support; nominations are considered by the Committee, and as part of this process, the financial accounts of the nominated causes are scrutinized. The Tzedakah Committee then puts forward its recommendations to Council, who formally approve the chosen causes for each appeal. Once decided, details of the chosen charities are published to the community and Members can choose whether or not to donate to one or more of the appeal causes. Funds raised will be passed on to the chosen charities with Gift Aid relief claimed by NNLS on their behalf where possible. Care is taken throughout the process to ensure the fundraising is not done in an intrusive manner. Members who wish not to be contacted are clearly indicated on our database, and Members' data is not passed on to the chosen charities unless permission is expressly given by each individual Member.

Other smaller scale fundraising campaigns are done during the year (e.g. at some of the other Jewish festivals), as well as some direct requests of Members for specific donations to NNLS itself, such as to mark a life-cycle event; this would never, however, be conducted in a coercive manner.

The charity is committed to high standards in fundraising, and to being:

- clear, honest and open
- respectful
- fair and reasonable
- accountable and responsible, and, to
- conforming with recognised fundraising standards

Within the last 12 months, we did not receive any complaints about our fundraising activities, nor did we work with professional fundraisers.

RESERVES POLICY

It is the policy of the charity that Unrestricted Funds which have not been designated for a specific purpose ("the free reserves") should be preferably maintained at a level equivalent to between two and six months of Unrestricted Funds expenditure (UFE) amounting this financial year to between £296,000 and £888,000. The unrestricted general funds at 31 October 2021 amount to £935,080 which is slightly above the required level, this is due to reduced religious activities, staff overtime and utilities cost due to Covid measures taken. The free reserves may from time to time fall below this level, but the Trustees were comfortable provided that unrestricted cash resources were at least equal to three months of UFE. The position is also regularly reviewed and plans are put in place to use the reserves to best service the community.

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FOR THE YEAR ENDED 31 OCTOBER 2021

FINANCE AND RISK

The Trustees have assessed the risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

Examples of risks identified (but for which a number of appropriate prevention measures have been noted and/or implemented), include:

- **Security** - terrorism threat: steps taken to mitigate against this risk include ongoing interaction with the Sternberg Centre site professional security team (and continual review of levels of professional guarding required), who in turn are in continuous liaison with the Community Security Trust (CST) and the local police; supplementing of professional security guarding with regular volunteer security rotas; following through with various recommendations made by the CST vis-à-vis the site's perimeter walls and appropriate equipment; policies in place for emergency evacuation and invacuation (lock-ins), with drills and training as appropriate; a full 'Security' Risk Register is maintained and reviewed on an ongoing basis.
- **Safeguarding risks**: steps taken to mitigate against these risks include safeguarding policies in place both for Gan Along Pre-School and the Synagogue at large; Designated Senior Persons undergo bi-annual refresher safeguarding training; and the Synagogue has a designated safeguarding trustee on an ongoing basis.
- **Health & Safety risks**: actions taken to mitigate against these risks include systematic building inspections built into a planned annual maintenance programme, which is reviewed annually; twice-annual independent fire risk assessment; employer's, public and product liability insurance cover is in place with .
- **Financial Risk**: the establishment of a Finance Committee, one of whose purposes is to oversee financial risk of the Synagogue
- **Other Risks**: a full Risk Register detailing other potential risks to NNLS is maintained and reviewed on an ongoing basis, and a new system of review in the context of a dedicated Risk Committee is planned for the coming year
- **Risks Associated with Covid 19**: ongoing steps were taken to continue to mitigate risks associated with the Covid-19 crisis, which included:
 - Maintaining the team to consider the likely and actual financial implications of the Covid-19 scenario on NNLS and monitoring the impact on income and expenditure on an ongoing basis;
 - Keeping decisions to furlough certain members of staff under regular review – liaising with our HR advisors throughout to ensure correct procedures were followed and implemented

Trustees continued to monitor these risks on an ongoing basis throughout this past financial year, and, as and when restrictions and lockdown were relaxed at different points, our detailed risk assessments were kept updated, each time ensuring NNLS was fully Covid compliant in line with Government Guidance at the prevailing time.

In addition to ongoing reviews of Government Guidance, the Executive Director regularly engaged in significant consultation with other synagogues and faith-based organisations, and with Barnet Public Health.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of The New North London Synagogue for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the net movement in funds, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice for Charities ("SORP");
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

A resolution proposing that Haysmacintyre LLP be reappointed as auditors of the company will be put to the Members.

On behalf of the board of Trustees



Nicola Tiefenbrun
Trustee

Dated: 26 April 2022



Mark Flenner
Trustee

Dated: 26 April 2022

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON
SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)
FOR THE YEAR ENDED 31 OCTOBER 2021**

We have audited the financial statements of The New North London Synagogue for the year ended 31 October 2021 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON

SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 OCTOBER 2021 (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 12, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with Company law, employment law and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Company Law, the Charities Act 2011, The Statement of Recommended Practice for Charities (SORP 2019), FRS102 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting trustees' minutes
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON
SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)
FOR THE YEAR ENDED 31 OCTOBER 2021 (continued)**

- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted at the year-end or those with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Members as a body, for our audit work, for this report, or for the opinions we have formed.



Adam Halsey
(Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 7 June 2022

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 OCTOBER 2021

	Notes	Unrestricted Funds General £	Unrestricted Funds Designated £	Restricted Funds £	Total 2021 £	Total 2020 £
Income from:						
Donations and legacies:						
Donations		27,937	52,774	121,300	202,011	162,181
Government grants (Job Retention Scheme)		125,209	-	-	125,209	150,738
Charitable activities	3	1,521,650	-	-	1,521,650	1,475,667
Investments	4	3,350	-	-	3,350	5,349
Total income		1,678,146	52,774	121,300	1,852,220	1,793,935
Expenditure on:						
Charitable activities	5	1,552,514	100,980	122,424	1,775,918	1,741,371
Net income/ (expenditure) before transfers		125,632	(48,206)	(1,124)	76,302	52,564
Transfers between Funds		-	-	-	-	-
Net movement in funds		125,632	(48,206)	(1,124)	76,302	52,564
Reconciliation of funds						
Fund balances at 1 November 2020		809,448	6,320,686	187,539	7,317,673	7,265,109
Fund balances at 31 October 2021		935,080	6,272,480	186,415	7,393,975	7,317,673

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE NEW NORTH LONDON SYNAGOGUE

BALANCE SHEET

AS AT 31 OCTOBER 2021

		2021		2021	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	8		6,151,068		6,246,481
Current assets					
Debtors	9	235,230		424,029	
Investments	10	1,898		1,898	
Cash at bank and in hand		1,505,853		1,186,766	
		<u>1,742,981</u>		<u>1,612,693</u>	
Creditors: amounts falling due within one year	11	(486,074)		(520,501)	
Net current assets			<u>1,256,907</u>		<u>1,092,192</u>
Total assets less current liabilities			<u>7,407,975</u>		<u>7,338,673</u>
Creditors: amounts falling due after more than one year	12		(14,000)		(21,000)
Total net assets			<u><u>7,393,975</u></u>		<u><u>7,317,673</u></u>
FUNDS:					
Restricted funds	14		186,415		187,539
Unrestricted funds					
Designated funds	15	6,272,480		6,320,686	
General funds		935,080		809,448	
		<u></u>	<u>7,207,560</u>	<u></u>	<u>7,130,134</u>
			<u><u>7,393,975</u></u>		<u><u>7,317,673</u></u>

These accounts were approved by the Trustees on 26 April 2022



Nicola Tiefenbrun
Trustee



Mark Flenner
Trustee

Company registration number 4493731

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 OCTOBER 2021

	2021 £	2020 £
Cashflows from operating activities:		
Net cash provided by operating activities (see note 19)	315,737	257,463
Cash flows from investing activities:		
Purchase of tangible fixed assets	-	(52,426)
Interest from investments	3,350	5,349
Net cash (used in) investing activities	3,350	(47,077)
Change in cash and cash equivalents in the reporting period	319,087	210,386
Cash and cash equivalents at the beginning of the reporting period	1,186,766	976,380
Cash and cash equivalents at the end of the reporting period	1,505,853	1,186,766

ANALYSIS OF CHANGES IN NET DEBT

	Balance at 1 November 2020	Cash flows	Other non-cash changes	Balance at 31 October 2021
	£	£	£	£
Cash and bank	1,186,766	319,087	-	1,505,833
Loans	-	-	-	-
	<u>1,186,766</u>	<u>319,087</u>	<u>-</u>	<u>1,503,833</u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

a. Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The New North London Synagogue meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes(s).

b. Preparation of the accounts on a going concern basis

Having considered future budgets and cash flows, the Trustees confirm that they have no material uncertainties about the entity's ability to continue as a going concern for the foreseeable future.

c. Fixed assets

Expenditure on fixed assets is capitalised where the cost (or the value if donated) is in excess of £1,000; otherwise it is written off through the Statement of Financial Activities.

Tangible fixed assets are depreciated at rates calculated to write off the cost, less estimated residual value of each asset evenly over its expected life, as follows:

Long leasehold premises – 1% straight line

Furniture, fittings and equipment - 10-20% straight line

d. Investments

Current assets are stated at fair value less impairment.

e. Funds

The different funds are defined as follows:

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor.

Designated funds are those funds designated by the Trustees for specific purposes.

Unrestricted funds are those funds available to the charity for its general purposes.

It is the policy of the Trustees to retain unrestricted funds, amounts in which in their judgement, can help to mitigate the short-term effect of income volatility, and retain funds to generate sufficient income to meet current and future operational activities of the charity.

f. Income recognition

This comprises fees receivable from the various activities and investment income. All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income can be measured reliably.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

f. Income recognition (continued)

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy with the title of the asset having been transferred to the charity.

Membership income is recognised upon receipt.

Investment income is credited to income when it is receivable, and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Government grant income represents the total amount claimed from HM Revenue & Customs under the Coronavirus Job Retention Scheme (CJRS). The income is accounted for in the period in which the associated salary payments are made to furloughed staff.

g. Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of obligation can be measured reliably.

Expenditure is recognised on an accruals basis as a liability is incurred, inclusive of VAT, which cannot be recovered.

Charitable activities comprise mainly of the provision of religious activities including welfare and catering, premises and administrative costs.

Support costs have been allocated to charitable activities. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

h. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

i. Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

k. Pension Scheme

The charity makes contributions into a defined contribution scheme on behalf of all employees who have enrolled in the scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs is the total contribution payable for the year.

l. Estimation uncertainty

In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

m. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Critical judgements – depreciation of tangible fixed assets

The charity's policy for depreciation of fixed assets is designed to allocate the assets' depreciable amounts on a systematic basis over their useful lives.

The application of this policy involves estimates of the assets' residual values and useful lives and judgement over the charity's pattern of consumption of the assets' economic benefit.

In each reporting period the Trustees review for indicators of change in any of these factors and, if necessary, adjust their estimates accordingly.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

3. Income from charitable activities

	Religious	Educational	Total	Total
	£	£	2021	2020
			£	£
Community services provided	1,288,720	232,930	1,521,650	1,475,667

4. Investments

	Total	Total
	2021	2020
	£	£
Bank interest receivable	3,350	5,349

5. Charitable activities

Charitable activities - 2021

	Religious	Educational	Total	Total
	£	£	2021	2020
			£	£
Staff costs	330,206	345,099	675,305	662,903
Depreciation	95,413	-	95,413	99,545
Subscriptions for Masorti Judaism	135,674	-	135,674	133,714
Other religious expenses	177,646	-	177,646	103,460
Other educational expenses	-	33,980	33,980	44,852
	738,939	379,079	1,118,018	1,044,474
Share of support costs (note 6)	315,182	329,398	644,580	683,067
Share of governance costs (note 6)	6,513	6,807	13,320	13,830
	1,060,634	715,284	1,775,918	1,741,371
Analysis by fund				
Unrestricted funds – general	837,230	715,284	1,552,514	1,612,176
Unrestricted funds – designated	100,980	-	100,980	92,285
Restricted funds	122,424	-	122,424	36,910
	1,060,634	715,284	1,775,918	1,741,371

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

5. Charitable activities (continued)			Total 2020	
	Religious	Educational	£	
Charitable activities – 2020	£	£		
Staff costs	314,493	348,410	662,903	
Depreciation and impairment	99,545	-	99,545	
Subscriptions for Masorti Judaism	133,714	-	133,714	
Other religious expenses	103,460	-	103,460	
Other educational expenses	-	44,852	44,852	
	<u>651,212</u>	<u>393,262</u>	<u>1,044,474</u>	
Share of support costs (note 6)	324,059	359,008	683,067	
Share of governance costs (note 6)	6,561	7,269	13,830	
	<u>981,832</u>	<u>759,539</u>	<u>1,741,371</u>	
Analysis by fund				
Unrestricted funds – general	852,637	759,539	1,612,176	
Unrestricted funds – designated	92,285	-	92,285	
Restricted funds	36,910	-	36,910	
	<u>981,832</u>	<u>759,539</u>	<u>1,741,371</u>	
6. Support costs – 2021			Total 2021	Total 2020
	Support	Governance	£	£
	£	£		
Staff costs	384,408	-	384,408	376,334
Other support costs	260,172	-	260,172	306,733
Audit and accountancy fees		13,320	13,320	13,830
	<u>644,580</u>	<u>13,320</u>	<u>657,900</u>	<u>696,897</u>
Analysed as follows:				
Religious	315,182	6,513	321,695	330,620
Educational	329,398	6,807	336,205	366,277
	<u>644,580</u>	<u>13,320</u>	<u>657,900</u>	<u>696,897</u>
Support costs – 2020			Total 2020	
	Support	Governance	£	
	£	£		
Staff costs	376,334	-	376,334	
Other support costs	306,733	-	306,733	
Audit and accountancy fees	-	13,830	13,830	
	<u>683,067</u>	<u>13,830</u>	<u>696,897</u>	
Analysed as follows:				
Religious	324,059	6,561	330,620	
Educational	359,008	7,269	366,277	
	<u>683,067</u>	<u>13,830</u>	<u>696,897</u>	

Governance costs include payments to the auditors of £11,640 (2020: £11,400) for audit fees and £1,080 (2020: £2,430) for other services.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2021

7. Employees

	2021 Number	2020 Number
Number of employees		
The average monthly number of employees during the year was:		
Education	54	50
Religious	6	6
Administration	12	12
	<u>72</u>	<u>68</u>
Full time equivalent employee numbers include:		
Education	11	11
Religious	4	4
Administration	10	9
	<u>25</u>	<u>24</u>
The number of employees whose annual remuneration was £60,000 or more was:		
£60,000-£70,000	1	1
£100,000-£110,000	1	1
	<u>2</u>	<u>2</u>
Staff costs		
	Total 2021 £	Total 2020 £
Wages and salaries	943,575	923,610
Social security costs	86,154	86,651
Other pension costs	29,984	28,976
	<u>1,059,713</u>	<u>1,039,237</u>

Included in Wages and salaries is a lump sum of £18,890 paid as part of a settlement agreement

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

8. Tangible fixed assets	Long Leasehold Premises £	Fixtures Fittings & Equipment £	Total £
Cost			
At 1 November 2020	6,794,428	289,048	7,083,476
Additions	-	-	-
Disposals	-	-	-
At 31 October 2021	6,794,428	289,048	7,083,476
Depreciation			
At 1 November 2020	640,606	196,389	836,995
Depreciation charged in the year	67,944	27,469	95,413
Released on disposal	-	-	-
At 31 October 2021	708,550	223,858	932,408
Net book value			
At 31 October 2021	6,085,878	65,190	6,151,068
At 31 October 2020	6,153,822	92,659	6,246,481
9. Debtors		Total 2021 £	Total 2020 £
Other debtors		10,497	15,172
Prepayments and accrued income		224,733	408,857
		235,230	424,029
10. Current asset investments		Total 2021 £	Total 2020 £
Unlisted investments		1,898	1,898

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

11. Creditors: amounts falling due within one year

	Total 2021 £	Total 2020 £
Other taxation and social security	23,573	22,803
Deferred income (Note 13)	34,641	38,791
Other creditors	372,470	414,519
Accruals	55,390	44,388
	<u>486,074</u>	<u>520,501</u>

12. Creditors: amounts falling due after more than one year

	Total 2021 £	Total 2020 £
Other creditors (provision for repayment of CST grant over 3 years)	<u>14,000</u>	<u>21,000</u>

13. Deferred income

	Total 2021 £	Total 2020 £
Balance at 1 November 2020	38,791	32,896
Amounts released relating to:		
Education fees paid in advance	(30,121)	(24,996)
Function hire deposits	(6,690)	(7,900)
Salaries reclaim	(1,980)	-
Amounts accrued relating to:		
Education fees paid in advance	30,251	30,121
Function hire deposits	2,568	6,690
Salaries reclaim	1,822	1,980
Balance at 31 October 2021	<u>34,641</u>	<u>38,791</u>

Income received in advance has been deferred as above.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2021

14. Restricted Funds – 2020/21

Within the financial year 2020/21, the income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Balance at 1 November 2020	Income	Expenditure	Balance at 31 October 2021
	£	£	£	£
Ecclesiastical Salaries Fund	16,364	18,777	(20,358)	14,783
Tikkun Olam Fund	12,354	-	-	12,354
Synagogue Artwork and Stained Glass Window Fund	5,508	-	-	5,508
Eco Synagogue Fund	13,399	24,037	(23,295)	14,141
Kibbutz Fund	31	67	-	98
JTrees	3,091	16,455	(17,851)	1,695
Night Shelter	1,694	650	(109)	2,235
Rabbis' Discretionary Funds	98,009	49,262	(54,111)	93,160
Covid Hardship Fund	37,089	12,052	(6,700)	42,441
	<u>187,539</u>	<u>121,300</u>	<u>(122,424)</u>	<u>186,415</u>

Restricted funds – 2019/20

By way of comparison, the 2019/20 restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes were:

	Balance at 1 November 2019	Income	Expenditure	Balance at 31 October 2020
	£	£	£	£
Ecclesiastical Salaries Fund	2,045	43,714	(29,395)	16,364
Tikkun Olam Fund	12,419	15	(80)	12,354
Synagogue Artwork and Stained Glass Window Fund	5,508	-	-	5,508
Eco Synagogue Fund	(1,156)	24,651	(10,096)	13,399
Kibbutz Fund	550	543	(1,062)	31
JTrees	3,307	20,055	(20,271)	3,091
Night Shelter	4,000	800	(3,106)	1,694
Rabbis' Discretionary Funds	93,464	50,554	(46,009)	98,009
Covid Hardship Fund	-	37,089	-	37,089
	<u>120,137</u>	<u>177,421</u>	<u>(110,019)</u>	<u>187,539</u>

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

14. Restricted Funds (continued)

Notes of 2020/21 Restricted Funds

The Ecclesiastical Salaries fund relates to contributions received towards salary costs of various employees.

The Tikkun Olam Fund relates to an original £15,000 sum that was set aside from the 2% fund of the new Synagogue building that was allocated for small Tikkun Olam seed fund projects to which Members and non-Members have applied for funding. The purpose of Tikkun Olam is to promote social action within and beyond the NNLS community.

The Synagogue Artwork and Stained Glass Fund relates to sums specifically donated towards enhancing the aesthetics of the Synagogue building generally, including a specific sum that was given for the commissioning of a particular piece of artwork that was produced and then installed in the Synagogue in Spring 2015. Remaining sums in this fund will be applied to further aesthetic enhancements to the building in due course.

Eco Synagogue is an environmental project run by a collective of a number different Synagogues; NNLS agreed with the other Synagogues that it would continue to hold all funds in respect of this project. It is intended that Eco Synagogue does, within the coming 12-18 months, become incorporated as its own independent charity.

The Kibbutz Fund is a project whereby donors contribute donations for planting trees in Israel, often as part of their Bar and Bat Mitzvah charitable giving.

JTree is an environmental project run as part of EcoSynagogue to enable the planting and protection of forests in the UK and beyond; NNLS has agreed with the organisers of JTree, that that, being a project of EcoSynagogue it would in turn hold all funds in respect of this project.

The Night Shelter is a community-run project led by a team of NNLS volunteers and supported by the NNLS Community Development Director; the project is run in partnership with Together in Barnet/Homeless Action Barnet. Through this project, over a 10-week period, NNLS offer meals and shelter to homeless guests over winter months for ten to twelve weeks.

The Rabbis' Discretionary Funds are fund for the Rabbis in their discretion to apply to a) assist individuals (whether or not Members of NNLS) experiencing financial hardship, (b) make donations to external charitable causes, and c) apply to NNLS projects to which he is particularly committed which otherwise may not be budgeted for within core funding.

Covid Hardship Fund to enable Members and those closely affiliated with NNLS who suffered financial hardship as a direct result of the pandemic to apply for small grants. The NNLS membership were made aware of the potential to make donations to this Restricted Fund and a panel of four was established to review, in confidence, all applications.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

15. Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific purpose.

Designated funds - 2021	Balance at 1 November 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 October 2021 £
Fixed Assets Fund	6,171,498	-	(75,923)	-	6,095,575
Building Sinking Fund	149,188	32,774	(21,980)	-	159,982
AV Equipment Fund	-	20,000	(3,077)	-	16,923
	<u>6,320,686</u>	<u>52,774</u>	<u>(100,980)</u>	<u>-</u>	<u>6,272,480</u>

Designated funds - 2020	Balance at 1 November 2019 (as restated) £	Income £	Expenditure £	Transfers £	Balance at 31 October 2020 £
Fixed Assets Fund	6,254,474	-	(82,976)		6,171,498
Building Sinking Fund	125,618	32,879	(9,309)		149,188
	<u>6,380,092</u>	<u>32,879</u>	<u>(92,285)</u>	<u>-</u>	<u>6,320,686</u>

Fixed Assets Fund

The Fixed Assets Fund represents the net book value in the balance sheet of principally the Synagogue building and integral features, plus related debtors and creditors.

Building Sinking Fund

This fund represents amounts set aside for repairs and maintenance to the building.

AV Equipment Fund

This fund represents amounts set aside for streaming equipment.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

16. Analysis of net assets between funds

2021	Unrestricted general funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 October 2021 are represented by:				
Tangible assets	55,493	6,095,575	-	6,151,068
Net assets	879,587	176,905	186,415	1,242,907
	<u>935,080</u>	<u>6,272,480</u>	<u>186,415</u>	<u>7,393,975</u>
2020				
Fund balances at 31 October 2020 are represented by:				
Tangible assets	74,983	6,171,498	-	6,246,481
Current assets/(liabilities)	734,465	149,188	187,539	1,071,192
	<u>809,448</u>	<u>6,320,686</u>	<u>187,539</u>	<u>7,317,673</u>

17. Operating lease commitments

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Total 2021 £	Total 2020 £
Within one year	3,672	3,672
Between two and five years	4,590	8,262
	<u>8,262</u>	<u>11,934</u>

18. Trustees and related party transactions

None of the Trustees (or any persons connected with them) received and remuneration for carrying out their position as Trustee or the reimbursement of expenses during the year.

Remuneration paid to key management personnel in the year amounted to £226,856 (2020 - £225,176).

There were no related party transactions in either the current or previous years.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2021

19. Reconciliation of net income to net cash flow from operating activities

	Total 2021 £	Total 2020 £
Net income for the reporting period (as per the Statement of Financial activities)	76,302	52,564
Adjustment for:		
Interest from investments	(3,350)	(5,349)
Depreciation charges	95,413	99,545
Decrease/(increase) in debtors	188,799	(10,202)
(Decrease)/increase in creditors	(41,427)	120,905
Net cash provided by operating activities	315,737	257,463

20. Comparative statement of financial activities

	Unrestricted Funds - General £	Unrestricted Funds - Designated £	Restricted Funds £	Total 2020 £
Income from:				
Donations and legacies	24,990	32,879	104,312	162,181
Government grants	150,738	-	-	150,738
Charitable activities	1,475,667	-	-	1,475,667
Investments	5,349	-	-	5,349
Total income	1,656,744	32,879	104,312	1,793,935
Expenditure on:				
Charitable activities	1,612,176	92,285	36,910	1,741,371
Net income/(expenditure) before transfers	44,568	(59,406)	67,402	52,564
Transfers between funds	-	-	-	-
Net movement in funds	44,568	(59,406)	67,402	52,564
Reconciliation of funds				
Fund balances at 1 November 2019	764,880	6,380,092	120,137	7,265,109
Fund balances at 31 October 2020	809,448	6,320,686	187,539	7,317,673

Accounts

Charity registration number 1094668

Company registration number 4493731 (England and Wales)

**THE NEW NORTH LONDON SYNAGOGUE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

THE NEW NORTH LONDON SYNAGOGUE

LEGAL AND ADMINISTRATIVE INFORMATION

	Nicola Tiefenbrun	(Retired as member of Council and Appointed Joint Chair 25 June 2020)
	Adam Berkley	
	Alison Richardson	
	Colin Grazin	
	Debra Virchis	
	Harriet Oppenheimer	-
	Karen Horowitz	
	Mark Flenner	
	Martin Burstyn	
	Nicola Tiefenbrun	
	Paul Orchover	
	Richard Gold	
	Ruti Amal	
	Victoria Fox	
	Mark Collins	(Appointed 16 July 2020)
	Martin Otvos	(Appointed 25 June 2020)
	Martin Ross	(Appointed 25 June 2020)
	Roger Levitt	(Appointed 25 June 2020)
	Abigail Levitt	(Retired 25 June 2020)
	Adam Wagner	(Retired 25 June 2020)
	Liron Velleman	(Retired 25 June 2020)
	Paul Harris	(Retired 16 July 2020)
Secretary	Colin Grazin	
Charity number	1094668	
Company number	4493731	
Registered office	The Manor House 80 East End Road Finchley London N3 2SY	
Auditors	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	
Website	www.mynnls.org.uk	

THE NEW NORTH LONDON SYNAGOGUE

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THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2020

The Trustees present their report including directors' report and accounts for the year ended 31 October 2020.

The New North London Synagogue (NNLS) is a company limited by guarantee, which is also a charity registered with the Charity Commission under registration number 1094668.

The accounts have been prepared in accordance with accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association incorporated on 24 July 2002 and, amended by Special Resolutions on 3 December 2001, 15 June 2004, 9 June 2009, 16 October 2013, 29 June 2017, 28 June 2018 and 26 June 2019, the Companies Act 2006 and the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019).

STRUCTURE, GOVERNANCE, AND MANAGEMENT

All Members of the Synagogue Council, which is elected by the Membership, are Directors of the Company and Trustees of the charity. Election to the Council is for a two-year period which can be renewed once only.

The Council is responsible for the strategy, and general conduct and management of the Synagogue's business. It has adopted a delegation scheme whereby, in addition to the Management Committee and Services Committee which are required under the Articles, committees have been, or are in the course of being, set up to cover different aspects of the Synagogue's activities. Each Committee has at least one Trustee representative on it and most have a non-Trustee chair. The Committees report to Council. The delegation scheme is published on the Members' portal of the website (in MyNNLS) to which all Members have on-line access. Chairs are elected on alternate years so that their terms overlap; the Treasurer is elected in even-numbered years. The Senior Rabbi and Executive Director are entitled to attend all meetings of the Council and of all Committees.

Council meets approximately ten times each year.

Trustees must be Members of the Synagogue and will typically have had a leadership role in another aspect of the Synagogue's activities or the Masorti movement, prior to election. In addition, the institution of Joint Chairs means that the continuing Chair assists an incoming Chair. There is also an informal mentoring system whereby the outgoing Treasurer assists the incoming Treasurer to understand the financial systems and processes as well as the wider responsibilities of the role of Trustee. An induction session is held for all Council members at the first Council meeting following the AGM and individual mentoring and training is offered to all Trustees according to need.

Pay for the Executive Director, being the key non-rabbinic management personnel within NNLS, is set on the basis of being within a reasonable salary range for personnel of this seniority, experience and comparable to others in similar roles in other comparable Jewish organisations. The Executive Director is accountable to the Chairs, and line manages other employees and directs day-to-day decisions as appropriate.

None of the Trustees has any beneficial interest in the company. All of the Trustees are Members of the company and guarantee to contribute £1 in the event of a winding up.

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FOR THE YEAR ENDED 31 OCTOBER 2020

The following Honorary Officers and Council Members have been in post since June 2020:

Honorary Officers

Joint Chair	Harriet Oppenheimer (from 16 July 2020)
Joint Chair	Nicola Tiefenbrun (from 25 June 2020)
Vice Chair	Harriet Oppenheimer (until 16 July 2020; then became temporarily vacant when Harriet Oppenheimer stood up to become Joint Chair)
Treasurer	Mark Flenner
Secretary	Colin Grazin

Council Members:

Adam Berkley
Alison Richardson
Debra Virchis
Karen Horwitz
Mark Collins (Co-opted on 16 July 2020)
Martin Burstyn
Martin Otvos
Martin Ross
Paul Orchover
Richard Gold
Roger Levitt
Ruti Amal
Victoria Fox

The following Council Members were in post from November 2019 until June 2020 (unless otherwise stated), when they stood down from these positions.

Council Members:

Abigail Levitt
Adam Wagner
Liron Velleman
Paul Harris (Stood down on 16 July 2020)

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2020

OBJECTIVES AND ACTIVITIES

Who we are?

New North London Synagogue (NNLS) is a thriving Masorti community in North London with a Membership having grown by 10% over the last eight years to in excess of 3,300 today. NNLS is the largest Masorti Synagogue in the UK, and one of the leading congregations of any denomination of Judaism in the country. Based at its purpose-built premises in Finchley, N3, NNLS sits at the cutting edge of contemporary Jewish life, constantly striving to develop and enhance Judaism for its Members and sharing its values and ideas with wider society.

The charity was established by a charitable trust deed on 10 November 1974. A new trust deed was approved on 9 June 1998. By Special Resolutions in October 2013, the dual structure of both NNLS the Unincorporated Association and NNLS the Company was changed into a unitary structure with new Articles of Association, being subject to the minor change in June 2019, and are the Articles of Association currently in effect.

The charity's objects are to further the objectives and to conduct the activities of NNLS under the direction of its Council.

What we do?

The Synagogue is active on many fronts in support of its continuing objectives, in the areas of religion, pre-school, youth and adult education, welfare, culture, charity, social action and interfaith initiatives.

We aim to facilitate and deepen our engagement with each Member of our community and to also engage with communities and the society around us. It is our responsibility to do our best so that no one is left to feel lonely or ignored, and this has been a particular priority for us through this past year of managing the Covid pandemic. We want to celebrate life together and to be present for one another in quiet solidarity in times of sorrow.

At the same time, we have responsibilities to the wider Jewish community in this country and beyond. Social action initiated by our community expresses our involvement in the key issues which confront both Jewish and wider society in areas including poverty, loneliness, social injustice, the environment and refugees.

Year-round, we offer a wide variety of:

- Shabbat and festival services within a **traditional, open-minded, pluralist environment**;
- an **OFSTED¹ pre-school nursery** for 36 children (now also incorporating a forest school and breakfast club elements). Our pre-school nursery was closed for the initial 2.5 months of lockdown from end March 2020, but thereafter, following a phased return, managed to remain open for the rest of year, against all the odds;
- excellent **formal and informal Jewish learning opportunities for our young people** aged 4 - 18, and numerous leadership opportunities for our teens;
- an extensive range of **adult learning courses and social and cultural events**;
- **pastoral care** provision for community Members in need from the Pastoral Care Coordinator, the Rabbinic Team and a wider group of experienced and compassionate volunteers;
- opportunities for Members to engage in many different **outward facing projects**, seeking to make a difference to various local, national and international causes.

¹ rated "Good" upon re-inspection in 2019

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 OCTOBER 2020

Some facts and figures highlighting some of the amazing achievements during the year:

- **High Holydays 2020:** against all the Covid odds, we provided



A phone call before Rosh Hashanah to every Member



23 in-person services



11 live-streamed services



Pre-Rosh Hashanah, Yizkor, pre-Kol Nidrei and post-Neilah online Zoom services and multiple Zoom and in-person pre Rosh Hashanah Selichot services



13 Taste of the High Holydays short films



Rosh Hashanah and Yom Kippur special Lockdown Machzorim



Rosh Hashanah issue of our bi-annual Kehila Magazine



A remarkable additional "Open the Gates" High Holyday Companion publication

- **B'nei Mitzvah:** Prior to lockdown in March 2020, we celebrated 28 b'nei mitzvah; and, since the end of March, we celebrated a further 30 b'nei mitzvah in all sorts of creative ways on Zoom, as well holding a few much smaller in-person bar and bat mitzvah services in the Synagogue building
- **Fundraising:** raising a record £136,700 in the High Holyday Appeal, up over £30,000 from the previous year!
- **Tikkun Olam:** participating for a second year in the Winter Night Shelter, offering shelter to 20 homeless guests over a 10-week period; and, building up our Food Bank project with approximately 30 different NNLS member neighbourhoods donating monthly to Finchley and Burnt Oak foodbanks
- **Environmental Activities:** worked closely with EcoSynagogue to re-launch the full Synagogue Audit Survey
- **Volunteering:** engaging well over 300 of our Members in significant volunteering roles through all aspects of community life pre-Covid. Through lockdown, we continued to engage many Members on various projects; for example, c.75 Members came forward to help with our pastoral Clusters of Care project – each volunteer regularly checking in with six of our older and/or more vulnerable members

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TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2020

- **Office Team:** further enhancing capacity within the administrative team, with the appointment of an outstanding Office Manager, Joanne Beaumont
- **Programming:** cultural programming highlights included, pre-Covid, continuing to achieve monthly audiences of 100+ to our acclaimed Intermezzo and Forum events; and, within days of lockdown starting, we started moving all programming online; a variety of new online social and cultural programming came to life including Covid Island Discs, The Tuesday Club, and regular Sunday evening quizzes devised and run by Members
- **New Burial Scheme:** following extended negotiations, agreement was reached with the Jewish Joint Burial Society, being our new Members' burial scheme, providing wider options (including woodland burial and options for mixed-faith and same-sex couple families), for our members. (All current members of the Western Burial Scheme were given the option to maintain existing arrangements, or switch to JJBS)

What is our strategy, and what strategic goals were achieved?

We continued the implementation of our Strategic Plan for 2018-2022:

New strategy for 2018-2022	
Strengthening our Rabbinic team	
We will continue to be led by an inspirational Rabbinic Team in all areas of our communal life, and we will increase the capacity of this team to at least the equivalent of three full time Rabbis.	<i>The Rabbinic Team capacity now stands at close to 3 full-time Rabbis. Since September 2020, we have had the added benefit of Student Rabbi, Anthony Lazarus as our 4th Year Leo Baeck College rabbinic intern. The Rabbinic Team provided truly exceptional support over this past year of Lockdown, in spite of having to work in quite new and innovative ways, and against the significant pressures and strain that Covid 19 put on so many across the community</i>
Operations	
We will increase the effectiveness of how we manage our daily operations, giving it the right amount of resource and attention so that the smooth running of our shul supports our staff and everyone in the community.	<i>Our appointment of Joanne Beaumont as Office Manager in October 2019 has been an invaluable addition to the team, in particular (but not limited to) her dealing with our online High Holyday booking system was second to none – and her efficiency has provided crucial office support to the professional team, improving the overall running of the Synagogue.</i>
Services and Spirituality	
We will focus on how we manage organic change in our services while preserving the pluralist nature of our community and tolerance. We will continue creating and developing the vibrancy of all services, so that our Members will want to come together in prayer more often.	<i>The Services Committee's strategic review initiated last year was forced to go on hold in light of Covid-19; instead, immense efforts were made to build online pre-Shabbat Kabbalat Shabbat and post-Shabbat Havdallah services, in parallel with smaller, Covid-secure in-person services at points during the year when these were allowed and considered appropriate to run; as noted above, huge amounts of energy was also put into delivering a very different, but massively appreciated series of High Holyday services, with the extensive range of in-person and streamed offerings</i>

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FOR THE YEAR ENDED 31 OCTOBER 2020

Lifelong learning We will continue to encourage everyone to deepen their Jewish learning, recognising that NNLS learning exists alongside many other sources of Jewish learning. We will nurture grass roots initiatives and support our Members to come together proactively in groups to create their own learning opportunities.	<i>Launched at Yom Kippur 2019, the year's extensive programme of learning involving themes "Insiders/Outsiders" and "The Gender Agenda" prior to Lockdown starting included 11 short-term courses and 10 one-off sessions and seven different ongoing weekly, monthly or quarterly group learning opportunities. We also had the privilege of hosting Rabba Tamar Elad-Applebaum from Kehillat Zion in Jerusalem as a visiting scholar. And, additionally, a full programme of Family Learning was also introduced. And, within days of Lockdown starting, we moved all ongoing programming – wherever possible – online, via Zoom. Despite being confined to our homes, NNLS lifelong learning has gone from strength to strength through this period, and has enabled us to engage with a range of international scholars we otherwise would not have accessed, including Rabbi Art Green and Rabbi Bradley Shavit Artson. Well over 300 Members engaged with lifelong learning at some point through the year.</i>
Pastoral Care We will widen pastoral care in the community and raise awareness of what we offer. We will strengthen our professional team with an additional staff member to bring skills, experience, capacity and co-ordination, and to support and train further groups of volunteers.	<i>Following our appointment of Deborah Golend as our first Pastoral Care Coordinator in early 2019, significant in-roads were made in this area over this past year that pre-Covid, included: running events on the themes of dementia and adolescent mental health respectively; the setting up of robust pastoral care structures to manage to scale and diversity of our community; development of a new Chesed pastoral care volunteers team, with associated training; just as Lockdown started, Deborah built a new, enhanced pastoral care initiative called 'Clusters of Care', to which more than 70 member volunteers came forward to act as cluster volunteers contacting 450-500 of our older and more vulnerable members; and, ahead of the High Holydays, a phone-tree was set up with the goal of contacting every member household prior to Rosh Hashanah; during Covid, the following three new support groups were set up: a) a group for frontline health and social care professionals; b) a wellbeing and resilience group for members across the community more generally; and c) a group for those struggling within the 16-18 year old cohort. During this year, the new Pastoral Care Committee, reporting in to Council was also formed.</i>
Tikkun Olam We will build on the strong interest and volunteering passion for Tikkun Olam amongst many in the community. We will help people work together and share information on projects and find ways for these projects to integrate with other facets of shul life.	<i>The second hosting at NNLS of the 10-week Winter Night Shelter cycle in partnership with Together In Barnet/Homeless Action Barnet ran from December 2019; the monthly collection for Finchley Food Bank and Burnt Oak Women's Group ran through the year with significant increased engagement in this project through Lockdown; in addition, many NNLS members engaged on an individual basis in Covid-related community projects, including delivering meals to hospital staff, and making masks and visors for various organisations and individuals; prior to Lockdown the Green Team ran further Farmers' Markets and upped our game with various new recycling initiatives for members to engage in.</i>

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Communities within community	
We will build on the pilot scheme of neighbourhood champions, growing the number of neighbourhoods included and the infrastructure and networks at the local community level. We want this to extend to all areas of communal life, including volunteering, care of the elderly, caring, hospitality, lifelong learning. Technology will help better, more tailored communication with all our Members.	<i>The numbers of neighbourhood champions established increased to nearly 30 by the end of this year; established neighbourhood champions continue to network with one another to learn from each other and share experiences of the initiative, which truly came into its own through Lockdown and generated enthusiasm for new Neighbourhood Champions to come forward in new areas; new LGBTQ+ and Racial Inclusion Groups have been formed in this year, creating further communities within community, and building on our broad inclusion agenda.</i>
Volunteering	
We will make a step change in the ethos of volunteering, building more opportunities to volunteer within our community, and welcoming all Members to deepen their involvement with the shul. We will have a clearer set of committees to organise our work, reach out to all Members and grow our future senior lay leaders.	<i>As above, a new Pastoral Care Committee has been established; and, the Tikkun Olam Committee became more bedded in – and – Trustee, Martin Ross, agreed to link to both the Tzedakah and Tikkun Olam Committees with a view to better coordination between the two committees; continued work on creating a step-change in our volunteering culture will be picked up again with rigour when Lockdown ends and normality returns.</i>
Young adults (18-30)	
We will encourage young adults to feel shared ownership in our community by building a much more deliberate approach to including and welcoming them – in our services, our committees, and also supporting and facilitating specific spaces and events targeted at and catering for young adults.	<i>In July 2020, a Young Adults Review project was launched, with the outcomes being presented to Council in January 2021; follow up on the Review outcomes will be focussed on through 2021 and meantime, Rabbi Oliver Joseph is continuing with his programming and social media work in this area.</i>
School Age Learning	
We will continue to strengthen our engagement opportunities we provide for the children and young people of our community. We will employ a youth worker to enhance our teenage provision; we will review our tefilah provision; and we will explore new ways to involve young people in these developments.	<i>Our last residential was to Skeet House in February 2020 where there were 28 participants.</i> <i>In this challenging year we have done our very best to maintain a strong connection with our teaching teams, our families, and our students and we have tried to be responsive to their changing needs.</i> <i>We worked hard to ensure that all our provision was quickly moved to being online and set up two websites with all our teaching materials. Our lessons evolved over the year as we became more familiar with some of the advantages of teaching online.</i> <i>We still managed to maintain 120 on the register for Kehilatainu and 208 at Haderech (160 pre-Bnei Mitzvah; 40 Mentors; and, eight in mentor training).</i> <i>Additionally, we have had 40 teens participate in Hadrachah Training, which is considerably more than when we have done it in person; and, 70 who joined in with a new buddying scheme</i> <i>During Covid we had over 60 Hebrew lessons per week being taught online, either in small groups or 1:1</i> <i>In Summer 2020, 120 children attended a socially distanced summer scheme at Shul</i> <i>Collaboration with Noam continues; they have continued with weekly Club throughout lockdown, taught at Haderech and on the Hadracha course, and they have arranged activities for each festival</i> <i>As we return to in person lessons it is now our challenge to evaluate the lessons learnt from Covid and consider how our teaching practice may change in the coming months.</i>

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2020

What are our goals for the coming year?

Our goals and objectives for the current year will be, as we come out of lockdown, to gradually bring our community back into our building, whilst at the same time, reflect thoughtfully on the best practice learnings from the Covid-19 Lockdown year to bring these into ongoing community life in the period ahead; we will also start the process of reviewing and renewing our Strategic Plan, noting that the current Plan runs until June 2022.

In particular, at the time of writing this report, a short feedback form was circulated to the whole community, seeking views on the best learnings from Lockdown that members would like to see us take forward into our post-Lockdown future; in addition to digesting responses to this, all Committees will schedule discussions on these same questions at upcoming meetings, that in turn will inform our path forwards; it is anticipated that the sorts of issues we will focus on include: ways in which we can continue to provide online access to those who otherwise would not be able to attend in person; enhancing our overall inclusion and welcome as a community; and continuing to build our core Chessed pastoral care volunteer team, using the wider Clusters of Care structure only as and when required

- The Education Department plan to work hard to positively re-engage families' community life post lockdown; implement the new Tefillah curriculum for Children's Services (which was forced to be put on pause); and they plan to create a working group to look at building a dedicated teen space
- In addition to taking on board the above-mentioned feedback, the professional team together with the Trustees and other members of the senior lay leadership will start the process of devising a refreshed four-year strategic plan, due to run from June 2022
- Council will give careful consideration to the effectiveness of the new Committees that have been built over the last 2+ years, to ensure their purpose is as helpful as possible to the development of each area, and serve a useful role in linking back and forth to the NNLS Council
- Following the Young Adult Review, a new Young Adults Committee is due to be formed and actions from the Review taken forward, with a view to enhancing levels of engagement with and for Young Adults within and connected to the community

PUBLIC BENEFIT

Trustees have a duty to report on the public benefit provided by their charity.

The section above entitled 'Objectives and Activities' sets out the Synagogue's objectives and reports on activity and successes in the financial year, as well as explaining the plans for the current financial year. The Synagogue's work benefits in the first instance persons of the Jewish faith who wish to be actively involved in Synagogue activities, but through its sponsorship of involvement in charitable giving and social action by its Members, and through its interfaith and other outreach activity, it also benefits many other classes of people including individuals in need.

The Trustees, having given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary guidance on the advancement of religion for the public benefit, have concluded:

1. That the aims of the Synagogue continue to be charitable and that there is a moral and ethical framework which is promoted by the religious work of the organisation;
2. That the aims and the work done in pursuance of them give clearly identifiable benefits to the public including, both indirectly and directly, to individuals in need;

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2020

3. That the benefits are for the public, and are not unreasonably restricted in any way (including not by ability to pay); and,
4. That there is no significant detriment or harm arising from the aims or activities.

FINANCIAL PERFORMANCE

The charity's principal source of funds is from membership subscriptions and education charges, which enable it to meet its main objectives of conducting the activities of the New North London Synagogue. In addition, the charity receives substantial donations from time to time, much of which is for specific Restricted Fund activity. We keep close financial controls, budgeting at the start of the year and carefully reviewing any unexpected costs arising. Activities are budgeted as far as possible to recover their own incremental cost.

In spite of the impact of Covid-19 and the resultant Lockdown, the financial resilience of the Synagogue has been robust thanks in part to a determined focus by the Trustees and Council. A number of immediate and important actions were taken to protect Members' funds and the longer-term future of NNLS. Namely, we established a delegated Trustee sub-committee to monitor and assess the developing financial impact of Lockdown on NNLS and its finances. Meeting weekly, this sub-committee worked closely with the Executive Management team to guide and manage NNLS through such unprecedented times. A number of challenging initiatives were introduced such as furloughing certain members of staff, establishing a Hardship Fund as a dedicated restricted fund, carefully reviewing expenditure items as well as postponing certain planned expenditure. The Lockdown closure of the Synagogue and the subsequent move to online provision also meant certain large expenditure items such as venue hire during the High Holydays were no longer possible and income usually received from hall hire with regard to simchahs was also postponed. The impact on the Synagogue could therefore have been very challenging, but careful and collective management of these challenges, both on the income and expenditure side, has seen the Synagogue navigate to a financial surplus.

The Audited Report and Accounts for the year ended 31 October 2020, which are to be put to Members at the AGM on 24th June 2021, resulted in a net surplus before transfers of £44,568 in respect of the unrestricted income funds received of £1,656,744. Restricted fund movements in the year have resulted in a surplus of £67,402, and at the year end the Synagogue held funds for specific restricted fund purposes of £187,539.

Unrestricted Funds are in the main those received from membership subscriptions, education charges, social functions, and donations for the running of the Synagogue itself. Restricted Funds are those received and utilised only in accordance with the donors' wishes, for specific purposes such as the Destitute Asylum Seekers fund; the Community Development Project; the Ecclesiastical Salaries fund; the Tikkun Olam fund; the Eco Synagogue fund; the Synagogue Artwork/Stained Glass Window fund; the External Wall Trees fund; the Kibbutz fund; the JTree fund; the Winter Night Shelter fund; and the Rabbis' Discretionary Funds.

The Building Fund and Sinking Fund are run as separate Designated Funds. The Building Fund has been managed separately, again under close financial control. The Sinking Fund (renamed the Building Sinking Fund) is amounts set aside for repairs, maintenance and refurbishment to the Synagogue's building and its plant and machinery over the coming years. Just prior to the end of this financial year, a full five-year preventative planned maintenance survey was commissioned - the delivery of the recommendations will assist with future Building Sinking Fund planning and implementation.

At the date of this report, seven full-time and 12 part-time (combined equating to nearly 15 full-time equivalents) professionals support the pastoral, welfare, cultural and administration needs of the Synagogue and the community. In addition, Gan Alon and the Education Department programmes have 27 nursery staff and teachers and a further 39 teenagers who act as assistant teachers. We are extremely grateful for the contribution of all the staff to the Synagogue.

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TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2020

The high level of activity within the Synagogue every day has been maintained by a large majority of our Members paying full fees and by generous donations from some Members, often marking life-cycle events. The majority of Members pay their subscriptions by direct debit, which aids our financial management. We carefully monitor the number of Members who cannot pay the full fees, since this is a key element of the overall balance of our income and expenditure. Due to the financial impact of Covid-19 and Lockdown on a number of our Members we have, where necessary, agreed subscription breaks and flexible payment terms. We continue to review late payment of fees and other items owing and have robust controls and procedures in place to manage any potential impact.

FUNDRAISING

The charity undertakes fundraising activity to our Members via direct mail, email and direct contact at events. We are committed to ensuring that we are completely open and transparent about our fundraising, the causes that we support, and allocation of the funds raised.

The charity's main fundraising activities focus on the two key appeals at the High Holydays and at Passover, when appeals are made for Members to support a number of external charitable causes. A Tzedakah (Charities) Committee is in place, with two volunteer member Joint Chairs and four other volunteer Members. Prior to each appeal, the Committee puts a call out to NNLS Members to nominate charities they would like the community to support; nominations are considered by the Committee, and as part of this process, the financial accounts of the nominated causes are scrutinized. The Tzedakah Committee then puts forward its recommendations to Council, who formally approve the chosen causes for each appeal. Once decided, details of the chosen charities are published to the community and Members can choose whether or not to donate to one or more of the appeal causes. Funds raised will be passed on to the chosen charities with Gift Aid relief claimed by NNLS on their behalf where possible. Care is taken throughout the process to ensure the fundraising is not done in an intrusive manner. Members who wish not to be contacted are clearly indicated on our database, and Members' data is not passed on to the chosen charities unless permission is expressly given by each individual Member.

Other smaller scale fundraising campaigns are done during the year (e.g. at some of the other Jewish festivals), as well as some direct requests of Members for specific donations to NNLS itself, such as to mark a life-cycle event; this would never, however, be conducted in a coercive manner.

The charity is committed to high standards in fundraising, and to being:

- clear, honest and open
- respectful
- fair and reasonable
- accountable and responsible, and, to
- conforming with recognised fundraising standards

Within the last 12 months, we did not receive any complaints about our fundraising activities, nor did we work with professional fundraisers.

RESERVES POLICY

It is the policy of the Charity that Unrestricted Funds which have not been designated for a specific purpose ("the free reserves") should be preferably maintained at a level equivalent to between 2 and 6 months of Unrestricted Funds expenditure (UFE) amounting to between £268,500 and £805,000. The unrestricted funds at 31 October 2020 amount to £809,448 which is slightly above the required level, this is due to reduced religious, educational costs and staff overtime during the Lockdown. The free reserves may from time to time fall below this level, but the Trustees were comfortable provided that unrestricted cash resources were at least equal to three months of UFE. The position is also regularly reviewed.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2020

FINANCE AND RISK

The Trustees have assessed the risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

Examples of risks identified (but for which a number of appropriate prevention measures have been noted and/or implemented), include:

- **Security - terrorism threat:** steps taken to mitigate against this risk include ongoing interaction with the Sternberg Centre site professional security team (and continual review of levels of professional guarding required), who in turn are in continuous liaison with the Community Security Trust (CST) and the local police; supplementing of professional security guarding with regular volunteer security rotas; following through with various recommendations made by the CST vis-à-vis the site's perimeter walls and appropriate equipment; policies in place for emergency evacuation and invacuation (lock-ins), with drills and training as appropriate; a full 'Security' Risk Register is maintained and reviewed on an ongoing basis.
- **Safeguarding risks:** steps taken to mitigate against these risks include safeguarding policies in place both Gan Along Pre-School and the Synagogue at large; Designated Senior Persons undergo bi-annual refresher safeguarding training; and the Synagogue has a designated safeguarding trustee on an ongoing basis.
- **Health & Safety risks:** taken to mitigate against these risks include systematic building inspections built into a planned annual maintenance programme, which is reviewed annually; bi-annual independent fire risk assessment; employer's, public and product liability insurance cover in place.
- **Financial Risk:** the establishment of a Finance Committee, one of whose purpose is to oversee financial risk of the Synagogue
- **Other Risks:** a full Risk Register detailing other potential risks to NNLS is maintained and reviewed on an ongoing basis, and a new system of review in the context of regular Trustee Council Meetings is being initiated in the coming year
- **Risks Associated with Covid 19:** as at the time of writing last year's Trustees Report, we were right in the midst of the Covid-19 crisis and associated lockdown. Within last year's Trustees Report, we noted that as soon as lockdown was announced, NNLS closed down the community physically, but took steps immediately to adapt to becoming a virtual community and that steps taken to mitigate risks associated with the Covid-19 crisis included:
 - Creating a team to consider the likely and actual financial implications of the Covid-19 scenario on NNLS and monitoring impact on income and expenditure on an ongoing basis;
 - Making decisions to furlough certain members of staff as appropriate and implementing the same – liaising with our HR advisors throughout to ensure correct procedures were followed and implemented;
 - With assistance from our IT maintenance support firm, enabling all staff who were to continue working through the crisis to do so by way of remote access working from day 1 of lockdown
 - Taking advice from our insurance brokers, and from our facilities management company, as regards steps to be taken to ensure the NNLS building remains safe whilst unoccupied, and will be safe to return to in due course

Trustees continued to monitor these risks on an ongoing basis throughout this past financial year, and, as and when restrictions and lockdown were relaxed at different points in full, detailed risk assessments were undertaken and recorded for each and every activity that was re-started, each time ensuring NNLS was fully Covid compliant in line with Government Guidance at the prevailing time.

In addition to ongoing reviews of Government Guidance, the Executive Director regularly engaged in significant consultation with other Synagogues and faith-based organisations, and with Barnet Public Health; she also undertook an appropriate accredited Covid Compliance Manager course.

THE NEW NORTH LONDON SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2020

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of The New North London Synagogue for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the net movement in funds, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

A resolution proposing that Haysmacintyre LLP be reappointed as auditors of the company will be put to the Members.

On behalf of the board of Trustees



Nicola Tiefenbrun
Trustee

Dated: 26 MAY 2021



Mark Flenner
Trustee

Dated: 26 MAY 2021

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON

SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 OCTOBER 2020

We have audited the financial statements of The New North London Synagogue for the year ended 31 October 2020 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2020 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 12, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE NEW NORTH LONDON
SYNAGOGUE (A COMPANY LIMITED BY GUARANTEE)**

FOR THE YEAR ENDED 31 OCTOBER 2020

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Members as a body, for our audit work, for this report, or for the opinions we have formed.



Adam Halsey
(Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 2 June 2021

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 OCTOBER 2020

	Notes	Unrestricted Funds General £	Unrestricted Funds Designated £	Restricted Funds £	Total 2020 £	Total 2019 £
Income from:						
Donations and legacies:						
Donations		24,990	32,879	104,312	162,181	154,929
Government grants (Job Retention Scheme)		52,826	-	-	52,826	-
Charitable activities	3	1,573,579	-	-	1,573,579	1,700,329
Investments	4	5,349	-	-	5,349	6,647
Total income		1,656,744	32,879	104,312	1,793,935	1,861,905
Expenditure on:						
Charitable activities	5	1,612,176	92,285	36,910	1,741,371	1,711,398
Net income/ expenditure before transfers		44,568	(59,406)	67,402	52,564	150,507
Transfers between Funds		-	-	-	-	-
Net movement in funds		44,568	(59,406)	67,402	52,564	150,507
Reconciliation of funds						
Fund balances at 1 November 2019		764,880	6,380,092	120,137	7,265,109	7,114,602
Fund balances at 31 October 2020		809,448	6,320,686	187,539	7,317,673	7,265,109

The statement of financial activities includes all gains and losses recognised in the year.

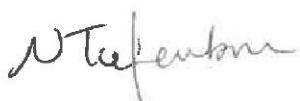
All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE NEW NORTH LONDON SYNAGOGUE
BALANCE SHEET
FOR THE YEAR ENDED 31 OCTOBER 2020

		2020		2019	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	8		6,246,481		6,293,599
Current assets					
Debtors	9	424,029		413,828	
Investments	10	1,898		1,898	
Cash at bank and in hand		1,186,766		976,380	
		<u>1,612,693</u>		<u>1,392,106</u>	
Creditors: amounts falling due within one year	11	(520,501)		(420,596)	
Net current assets			<u>1,092,192</u>		<u>971,510</u>
Total assets less current liabilities			<u>7,338,673</u>		<u>7,265,109</u>
Creditors: amounts falling due after more than one year	12		(21,000)		-
Total net assets			<u><u>7,317,673</u></u>		<u><u>7,265,109</u></u>
FUNDS:					
Restricted funds	14		187,539		120,137
Unrestricted funds					
Designated funds	15	6,320,686		6,380,092	
General funds		<u>809,448</u>		<u>764,880</u>	
			<u>7,130,134</u>		<u>7,144,972</u>
			<u><u>7,317,673</u></u>		<u><u>7,265,109</u></u>

These accounts were approved by the Trustees on 26 May 2021



Nicola Tiefenbrun
Trustee



Mark Flenner
Trustee

Company registration number 4493731

THE NEW NORTH LONDON SYNAGOGUE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 OCTOBER 2020

	2020 £	2019 £
Cashflows from operating activities:		
Net cash provided by operating activities (see note 19)	257,463	52,022
Cash flows from investing activities:		
Purchase of tangible fixed assets	(52,426)	(39,126)
Interest from investments	5,349	6,647
Net cash (used in) investing activities	(47,077)	(32,479)
Change in cash and cash equivalents in the reporting period	210,386	19,543
Cash and cash equivalents at the beginning of the reporting period	976,380	956,837
Cash and cash equivalents at the end of the reporting period	1,186,766	976,380

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of financial statements are as follows:

a. Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The New North London Synagogue meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes(s).

b. Preparation of the accounts on a going concern basis

Having considered future budgets and cash flows, the Trustees confirm that they have no material uncertainties about the entity's ability to continue as a going concern for the foreseeable future.

c. Fixed assets

Expenditure on fixed assets is capitalised where the cost (or the value if donated) is in excess of £1000; otherwise it is written off through the Statement of Financial Activities.

Tangible fixed assets are depreciated at rates calculated to write off the cost, less estimated residual value of each asset evenly over its expected life, as follows:

Long leasehold premises – 1% straight line

Furniture, fittings and equipment - 10-20% straight line

d. Investments

Current assets are stated at fair value less impairment.

e. Funds

The different funds are defined as follows:

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor.

Designated funds are those funds designated by the Trustees for specific purposes.

Unrestricted funds are those funds available to the charity for its general purposes.

It is the policy of the Trustees to retain unrestricted funds, amounts in which in their judgement, can help to mitigate the short-term effect of income volatility, and retain funds to generate sufficient income to meet current and future operational activities of the charity.

f. Income recognition

This comprises fees receivable from the various activities and investment income. All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income can be measured reliably.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

f. Income recognition (continued)

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacies are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy with the title of the asset having been transferred to the charity.

Membership income is recognised upon receipt.

Investment income is credited to income when it is receivable, and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Government grant income represents the total amount claimed from HM Revenue & Customs under the Coronavirus Job Retention Scheme (CJRS). The income is accounted for in the period in which the associated salary payments are made to furloughed staff.

g. Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of obligation can be measured reliably.

Expenditure is recognised on an accruals basis as a liability is incurred, inclusive of VAT, which cannot be recovered.

Charitable activities comprise mainly of the provision of religious activities including welfare and catering, premises and administrative costs.

Support costs have been allocated to charitable activities. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

h. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

i. Cash at bank and in hand

Cash at bank and in hand includes bank accounts, cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

k. Pension Scheme

The charity makes contributions into a defined contribution scheme on behalf of all employees who have enrolled in the scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs is the total contribution payable for the year.

l. Estimation uncertainty

In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

m. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Critical judgements – depreciation of tangible fixed assets

The charity's policy for depreciation of fixed assets is designed to allocate the assets' depreciable amounts on a systematic basis over their useful lives.

The application of this policy involves estimates of the assets' residual values and useful lives and judgement over the charity's pattern of consumption of the assets' economic benefit.

In each reporting period the Trustees review for indicators of change in any of these factors and, if necessary, adjust their estimates accordingly.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

3. Income from charitable activities

	Religious £	Educational £	Total 2020 £	Total 2019 £
Community services provided	1,256,181	317,398	1,573,579	1,700,329

4. Investments

	Total 2020 £	Total 2019 £
Bank interest receivable	5,349	6,647

5. Charitable activities

Charitable activities - 2020

	Religious £	Educational £	Total 2020 £	Total 2019 £
Staff costs	314,493	348,410	662,903	552,528
Depreciation	99,545	-	99,545	91,317
Subscriptions for Masorti Judaism	133,714	-	133,714	121,659
Other religious expenses	103,460	-	103,460	151,876
Other educational expenses	-	44,852	44,852	69,000
	651,212	393,262	1,044,474	986,380
Share of support costs (note 6)	324,059	359,008	683,067	712,885
Share of governance costs (note 6)	6,561	7,269	13,830	12,133
	981,832	759,539	1,741,371	1,711,398
Analysis by fund				
Unrestricted funds – general	852,637	759,539	1,612,176	1,523,566
Unrestricted funds – designated	92,285	-	92,285	118,376
Restricted funds	36,910	-	36,910	69,456
	739,439	1,001,932	1,741,371	1,711,398

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

5. Charitable activities (continued)			Total 2019 £	
Charitable activities – 2019	Religious £	Educational £		
Staff costs	222,819	329,709	552,528	
Depreciation and impairment	91,317	-	91,317	
Subscriptions for Masorti Judaism	121,659	-	121,659	
Other religious expenses	151,876	-	151,876	
Other educational expenses	-	69,000	69,000	
	<u>587,671</u>	<u>398,709</u>	<u>986,380</u>	
Share of support costs (note 6)	287,486	425,399	712,885	
Share of governance costs (note 6)	4,893	7,240	12,133	
	<u>880,050</u>	<u>831,348</u>	<u>1,711,398</u>	
Analysis by fund				
Unrestricted funds – general	692,218	831,348	1,523,566	
Unrestricted funds – designated	118,376	-	118,376	
Restricted funds	69,456	-	69,456	
	<u>880,050</u>	<u>831,348</u>	<u>1,711,398</u>	
6. Support costs – 2020	Support £	Governance £	Total 2020 £	Total 2019 £
Staff costs	376,334	-	376,334	409,053
Other support costs	306,733	-	306,733	303,832
Audit and accountancy fees	-	13,830	13,830	12,133
	<u>683,067</u>	<u>13,830</u>	<u>696,897</u>	<u>725,018</u>
Analysed as follows:				
Religious	324,059	6,561	330,620	292,379
Educational	359,008	7,269	366,277	432,639
	<u>683,067</u>	<u>13,830</u>	<u>696,897</u>	<u>725,018</u>
Support costs - 2019	Support £	Governance £	Total 2019 £	
Staff costs	409,053	-	409,053	
Other support costs	303,832	-	303,832	
Audit and accountancy fees	-	12,133	12,133	
	<u>712,885</u>	<u>12,133</u>	<u>725,018</u>	
Analysed as follows:				
Religious	287,486	4,893	292,379	
Educational	425,399	7,240	432,639	

Governance costs include payments to the auditors of £11,400 (2019: £11,160) for audit fees and £2,430 (2019: £973) for other services.

THE NEW NORTH LONDON SYNAGOGUE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020

7. Employees

	2020 Number	2019 Number
Number of employees		
The average monthly number of employees during the year was:		
Education	50	63
Religious	6	6
Administration	12	12
	<u>68</u>	<u>81</u>
Full time equivalent employee numbers include:		
Education	11	12
Religious	4	3
Administration	9	9
	<u>24</u>	<u>24</u>
The number of employees whose annual remuneration was £60,000 or more was:		
£60,000-£70,000	1	1
£90,000-£100,000	-	-
£100,000-£110,000	1	1
	<u>1</u>	<u>1</u>
Staff costs		
	Total 2020 £	Total 2019 £
Wages and salaries	923,610	860,645
Social security costs	86,651	77,088
Other pension costs	28,976	23,848
	<u>1,039,237</u>	<u>961,581</u>

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8. Tangible fixed assets	Long Leasehold Premises £	Fixtures Fittings & Equipment £	Total £
Cost			
At 1 November 2019	6,794,428	252,262	7,046,690
Additions	-	52,426	52,426
Disposal		(15,640)	(15,640)
At 31 October 2020	6,794,428	289,048	7,083,476
Depreciation			
At 1 November 2019	572,662	180,429	753,091
Depreciation charged in the year	67,944	31,600	99,544
Released on disposal	-	(15,640)	(15,640)
At 31 October 2020	640,606	196,389	836,995
Net book value			
At 31 October 2020	6,153,822	92,659	6,246,481
At 31 October 2019	6,221,766	71,833	6,293,599
9. Debtors		Total 2020 £	Total 2019 £
Other debtors		15,172	21,197
Prepayments and accrued income		408,857	392,631
		424,029	413,828
10. Current asset investments		Total 2020 £	Total 2019 £
Unlisted investments		1,898	1,898

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11. Creditors: amounts falling due within one year

	Total 2020 £	Total 2019 £
Other taxation and social security	23,803	23,892
Deferred income (Note 13)	38,791	32,896
Other creditors	414,519	309,387
Accruals	44,388	54,421
	<u>520,501</u>	<u>420,596</u>

12. Creditors: amounts falling due after more than one year

	Total 2020 £	Total 2019 £
Other creditors	21,000	-

Provision for repayment of CST grant over 3 years

13. Deferred income

	Total 2020 £	Total 2019 £
Balance at 1 November 2019	32,896	46,290
Amounts released relating to:		
Education fees paid in advance	(24,996)	(35,750)
Function hire deposits	(7,900)	(10,540)
Amounts accrued relating to:		
Education fees paid in advance	30,121	24,996
Function hire deposits	6,690	7,900
Salaries reclaim	1,980	-
Balance at 31 October 2020	<u>38,791</u>	<u>32,896</u>

Income relating to post year end had been deferred.

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14. Restricted Funds – 2019/20

Within the financial year 2019/20, the income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Balance at 1 November 2019	Income	Expenditure	Balance at 31 October 2020
	£	£	£	£
Ecclesiastical Salaries Fund	2,045	43,714	(29,395)	16,364
Tikkun Olam Fund	12,419	15	(80)	12,354
Synagogue Artwork and Stained Glass Window Fund	5,508	-	-	5,508
Eco Synagogue Fund	(1,156)	24,651	(10,096)	13,399
Kibbutz Fund	550	543	(1,062)	31
JTrees	3,307	20,055	(20,	3,091
Night Shelter	4,000	800	271271)	1,694
			(3,106)	
Rabbis' Discretionary Funds	93,464	50,554	(46,009)	98,009
Covid Hardship Fund	-	37,089	-	37,089
	<u>120,137</u>	<u>177,421</u>	<u>(110,019)</u>	<u>187,539</u>

Restricted funds – 2018/19

By way of comparison, the 2018/19 restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes were:

	Balance at 1 November 2018	Income	Expenditure	Balance at 31 October 2019
	£	£	£	£
Ecclesiastical Salaries Fund	2,594	18,000	(18,549)	2,045
Tikkun Olam Fund	12,442	228	(251)	12,419
Synagogue Artwork and Stained Glass Window Fund	5,508	-	-	5,508
Community Development Fund	8,440	-	(8,440)	-
Eco Synagogue Fund	420	2,293	(3,869)	(1,156)
External Wall Trees	2,850	2,000	(4,850)	-
Kibbutz Fund	200	800	(450)	550
JTrees	-	3,408	(101)	3,307
Night Shelter		8,284	(4,284)	4,000
Rabbis' Discretionary Funds	76,178	45,948	(28,662)	93,464
	<u>108,632</u>	<u>80,961</u>	<u>(69,456)</u>	<u>120,137</u>

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14. Restricted Funds (continued)

Notes of 2019/20 Restricted Funds

The Ecclesiastical Salaries fund relates to contributions received towards salary costs of various employees.

The Tikkun Olam Fund relates to an original £15,000 sum that was set aside from the 2% fund of the new Synagogue building that was allocated for small Tikkun Olam seed fund projects to which Members and non-Members have applied for funding. The purpose of Tikkun Olam is to promote social action within and beyond the NNLS community.

The Synagogue Artwork and Stained Glass Fund relates to sums specifically donated towards enhancing the aesthetics of the Synagogue building generally, including a specific sum that was given for the commissioning of a particular piece of artwork that was produced and then installed in the Synagogue in Spring 2015. Remaining sums in this fund will be applied to further aesthetic enhancements to the building in due course.

Eco Synagogue is an environmental project run by a collective of a number different Synagogues; NNLS agreed with the other Synagogues that it would continue to hold all funds in respect of this project. It is intended that Eco Synagogue does, within the coming 12-18 months, become incorporated as its own independent charity.

JTree is an environmental project run as part of EcoSynagogue to enable the planting and protection of forests in the UK and beyond; NNLS has agreed with the organisers of JTree, that that, being a project of EcoSynagogue it would in turn hold all funds in respect of this project.

The External Wall Trees is a project involving the planting of additional trees along the Synagogue's external wall.

The Kibbutz Fund is a project whereby donors contribute donations for planting trees in Israel, often as part of their Bar and Bat Mitzvah charitable giving.

The Night Shelter is a community-run project led by a team of NNLS volunteers and supported by the NNLS Community Development Director; the project is run in partnership with Together in Barnet/Homeless Action Barnet. Through this project, over a 10-week period, NNLS offer meals and shelter to homeless guests over winter months for ten to twelve weeks.

The Rabbis' Discretionary Funds are fund for the Rabbis in their discretion to apply to a) assist individuals (whether or not Members of NNLS) experiencing financial hardship, (b) make donations to external charitable causes, and c) apply to NNLS projects to which they are particularly committed which otherwise may not be budgeted for within core funding. This element of the fund was reclassified in 2018 as a restricted fund as Members of the public specifically donate money towards this fund.

As a result of the Covid-19 pandemic, Trustees felt it appropriate to launch a Covid Hardship Fund to enable members and those closely affiliated with NNLS who suffered financial hardship as a direct result of the pandemic to apply for small grants. The NNLS membership were made aware of the potential to make donations to this new Restricted Fund and a panel of four was established to review, in confidence, all applications.

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15. Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific purpose.

Designated funds - 2020	Balance at 1 November 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 October 2020 £
Fixed assets fund	6,254,474	-	(82,976)	-	6,171,498
Building Sinking Fund	125,618	32,879	(9,309)	-	149,188
	<u>6,380,092</u>	<u>32,879</u>	<u>(92,285)</u>	<u>-</u>	<u>6,320,686</u>

Designated funds - 2019	Balance at 1 November 2018 (as restated) £	£	£	£	Balance at 31 October 2019 £
Fixed assets fund	6,345,790	-	(91,316)		6,254,474
Building Sinking Fund	116,957	35,721	(27,060)		125,618
	<u>6,462,747</u>	<u>35,721</u>	<u>(118,376)</u>		<u>6,380,092</u>

Fixed Assets Fund

The Fixed Assets Fund represents the net book value in the balance sheet of principally the new Synagogue and integral features, plus related debtors and creditors.

Building Sinking Fund

This fund represents amounts set aside for repairs and maintenance to the building.

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16. Analysis of net assets between funds

2020	Unrestricted general funds £	Designated funds £	Restricted Funds £	Total £
Fund balances at 31 October 2020 are represented by:				
Tangible assets	74,983	6,171,498	-	6,246,481
Net assets	734,465	149,188	187,539	1,071,192
	<u>809,448</u>	<u>6,320,686</u>	<u>187,539</u>	<u>7,317,673</u>
2019				
Fund balances at 31 October 2019 are represented by:				
Tangible assets	39,125	6,254,474	-	6,293,599
Current assets/(liabilities)	725,755	125,618	120,137	971,510
	<u>764,880</u>	<u>6,380,092</u>	<u>120,137</u>	<u>7,265,109</u>

17. Operating lease commitments

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Total 2020 £	Total 2019 £
Within one year	3,672	3,672
Between two and five years	8,262	11,934
	<u>11,934</u>	<u>15,606</u>

18. Trustees and related party transactions

None of the Trustees (or any persons connected with them) received any remuneration for carrying out their position as Trustee or the reimbursement of expenses during the year.

Remuneration paid to key management personnel in the year amounted to £225,176 (2019 - £220,408).

There were no related party transactions in either the current or previous years.

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19. Reconciliation of net income to net cash flow from operating activities

	Total 2020 £	Total 2019 £
Net income for the reporting period (as per the Statement of Financial activities)	52,564	150,507
Adjustment for:		
Interest from investments	(5,349)	(6,647)
Depreciation charges	99,545	91,317
(Increase) in debtors	(10,202)	(266,070)
Increase in creditors	120,905	82,915
Net cash provided by operating activities	257,463	52,022

20. Comparative statement of financial activities

	Unrestricted Funds - General £	Unrestricted Funds - Designated £	Restricted Funds £	Total 2019 £
Income from:				
Donations and legacies	38,247	35,721	80,961	154,929
Charitable activities	1,700,329	-	-	1,700,329
Investments	6,647	-	-	6,647
Total income	1,745,223	35,721	80,961	1,861,905
Expenditure on:				
Charitable activities	1,523,566	118,376	69,456	1,711,398
Net income before transfers	221,657	(82,655)	11,505	150,507
Transfers between funds	-	-	-	-
Net movement in funds	221,657	(82,655)	11,505	150,507
Reconciliation of funds				
Fund balances at 1 November 2018	543,223	6,462,747	108,632	7,114,602
Fund balances at 31 October 2019	764,880	6,380,092	120,137	7,265,109

