

THE JEWISH LEADERSHIP COUNCIL

England & Wales · Charity number 1115343

Details

Status	Registered
Legal form	Charitable company
Company number	05742840
Registered	2006-07-14
Register	View on the Charity Commission register

Contact

Address	Jewish Leadership Council Shield House Harmony Way London NW4 2BZ
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Activities

Objects: 6. THE OBJECTS (OBJECTS) FOR WHICH THE COMPANY IS ESTABLISHED ARE:-(1) TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE JEWISH FAITH AND THE CUSTOMS OF THE JEWISH PEOPLE AND THE STATE OF ISRAEL,(2) TO ADVANCE THE JEWISH FAITH,(3) TO PROMOTE EQUALITY AND DIVERSITY FOR THE BENEFIT OF THE PUBLIC BY:(A) ENDEAVOURING TO CREATE AND SUSTAIN A CLIMATE IN WHICH RELIGIOUS, ETHNIC, CULTURAL AND OTHER FORMS OF DIVERSITY (IN PARTICULAR THOSE RELATING TO THE JEWISH COMMUNITY) CAN BE CELEBRATED WITHOUT FEAR OF PERSECUTION;(B) REPRESENTING A RANGE OF VIEWS INCLUDING THOSE OF THE JEWISH COMMUNITY TO POLICYMAKERS, FUNDERS, SERVICE PROVIDERS AND AGENCIES WORKING IN THE FIELD;(C) PROVIDING ADVICE AND INFORMATION OF SUFFICIENT QUALITY TO FULFIL A CHARITABLE PURPOSE,(4) TO PROMOTE RELIGIOUS HARMONY FOR THE BENEFIT OF THE PUBLIC BY:(A) EDUCATING CHRISTIANS, HINDUS, JEWS, MUSLIMS, AND SIKHS AND ADHERENTS TO OTHER RELIGIONS AND SYSTEMS OF BELIEF (AS RECOGNISED FOR THE PURPOSES OF ARTICLE 9 OF THE EUROPEAN CONVENTION ON HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS), TO APPRECIATE EACH OTHER'S DISTINCTIVE BELIEFS AND PRACTICES; AND (B) PROMOTING EDUCATION AND RESEARCH LEADING TO RESPECT FOR RELIGIOUS DIFFERENCES BETWEEN FAITHS AND SYSTEMS OF BELIEF,(5) TO IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF CHARITIES CARRYING OUT CHARITABLE PURPOSES FOR THE BENEFIT OF THE JEWISH COMMUNITY BY:(A) CO-ORDINATING THE EFFORTS OF EXISTING CHARITABLE AND NON-CHARITABLE AGENCIES THAT HAVE THE COMMON GOAL OF PROVIDING CHARITABLE SERVICES OR RELIEF TO THE JEWISH COMMUNITY;(B) LIAISING WITH, AND ACTING AS A FORUM FOR THE EXCHANGE OF INFORMATION BETWEEN, AGENCIES WORKING TO PROVIDE CHARITABLE SERVICES OR RELIEF TO THE JEWISH COMMUNITY IN ORDER TO IDENTIFY GAPS IN THE SERVICES, OVERLAP OR DUPLICATION OF SERVICES, SO AS TO IMPROVE DELIVERY OF SUCH SERVICES TO THE JEWISH COMMUNITY;(C) REPRESENTING THE VIEWS OF THE JEWISH COMMUNITY TO POLICY MAKERS, FUNDERS AND SERVICE PROVIDERS;(D) PROVIDING ADVICE AND INFORMATION TO AGENCIES WORKING IN THE FIELD;(E) PROVIDING DATABASES OR DIRECTORIES OR OTHER SOURCES OF INFORMATION PROVIDED THAT THEY ARE OF SUFFICIENT QUALITY TO FULFIL A CHARITABLE PURPOSE,(6) SUCH OTHER CHARITABLE PURPOSES AS THE BOARD SHALL FROM TIME TO TIME THINK FIT.

Activities: PROVISION OF SERVICES TO THE JEWISH VOLUNTARY SECTOR.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, Religious Activities, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,968,539	£1,478,065	£1,026,979	12
2023-12-31	£1,365,362	£1,174,489	£536,505	13
2022-12-31	£1,363,554	£1,395,907	£345,632	13
2021-12-31	£2,506,826	£2,286,068	£377,985	24
2020-12-31	£2,449,680	£2,340,007	£157,228	26

Trustees

Name	Role	Appointed
David Joseph KC		2026-04-01
Jonathan Zenios		2021-06-03
Keith Black		2019-05-08
Louise Sara Jacobs		2019-05-23
MARK ISAAC ADLESTONE OBE DL		2018-07-17
MICHAEL HOWARD GOLDSTEIN		2020-06-02
Paul Langsford		2024-06-03
Suzanne Lindsay Davis		2018-08-08
Uri Goldberg		2024-06-03
William Benjamin		2025-06-14
Zvi Noe		2025-06-14

Accounts

Charity registration number 1115343
Company registration number 05742840 (England and Wales)

THE JEWISH LEADERSHIP COUNCIL ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024



REFERENCE AND ADMINISTRATIVE INFORMATION

Trustees	Keith Black (Chair) Louise Jacobs (Vice Chair) Suzi Woolfson (Honorary Treasurer) Mark Adlestone, OBE, DL Bill Benjamin Julian Blake Nina Freedman Uri Goldberg Michael Goldstein Paul Langsford Zvi Noe Jonathan Zenios
Chief Executive Officer	Claudia Mendoza
Chief Operating Officer	Abigail Carmel
Company Secretary	Claudia Mendoza
Charity number	1115343
Company number	05742840
Principal address	Shield House Harmony Way Hendon NW4 2BZ
Registered office	Shield House Harmony Way Hendon NW4 2BZ
Auditor	Goldwins Limited 75 Maygrove Road West Hampstead London NW6 2EG
Bankers	Lloyds Bank 25 Gresham Street London EC2N 7HN
Solicitors	Stone King LLP Boundary House 91 Charterhouse Street London, EC1M 6HR
General Counsel	David Toubé

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TRUSTEES' ANNUAL REPORT

The Jewish Leadership Council (JLC) trustees present their Report and Accounts for the year ended 31st December 2024, which also contains the directors' report as required by company law.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1st January 2019).

INTRODUCTION TO THE JLC

The Jewish Leadership Council [JLC]'s vision is a UK Jewish community with diverse, effective, and sustainable leadership driving innovative and impactful organisations securing our community's future.

Our mission is to support development and excellence in our member organisations, challenging them to lead the way in sustaining, building, and celebrating vibrant Jewish communities across the UK. Our current 37 members are communal organisations from the spectrum of Jewish life, including national synagogue denominations, care organisations, education charities, and regional representative councils.

Collective responsibility and collaborative leadership have been the driving principles of the JLC since it was founded and underpin how the JLC connects and coordinates the Jewish charitable sector; strengthens and supports leadership across our community; and magnifies and amplifies the collective voice of our member organisations. In anticipation of future challenges, the JLC has also launched its Forge the Future project – an ambitious yet achievable set of initiatives for the entire community to get behind and ensure the future of Jewish life in this country. Through nine projects and extensive cross-community collaboration, new structures and networks are being built across the community in order to respond effectively to the new challenges we face.

MESSAGE FROM OUR CHAIR, KEITH BLACK

"If I am not for myself then who will be for me?" summarises the last 12 to 16 months of British Jewish life. As Jews all over the world find themselves isolated and under siege, so we have all had to look inwards for courage and for the strength to fight back against what at times can feel like overwhelming hostility.

Our students have faced wave after wave of unrelenting anti-Jewish hatred on campus. Our streets have been full of protestors shrieking antisemitism and Israel hatred. Our charities have come under attack for supporting Israel. Community members have been vilified, and dreadful levels of antisemitism have permeated many sectors of society. Eighty years after the Holocaust, I regularly hear people talking about Jew-erasure and comparing our current condition to 1930s Europe.

Things are bad, and may get worse, but I do not accept those comparisons. For as long as we live in a liberal democracy, we will be safe as a community. We live in a country that looks after its minorities and allows freedom of religion and freedom of expression. Although our rights may be balanced against other rights, it behoves us all to demand that our rights be heard, be respected, and be enforced. The JLC will fight that battle alongside our communal partners.

There is clearly a sustained multi-pronged attack on the legitimacy of Israel's existence, and that is a source of great anguish. Of all countries created over the last 150 years, it is only Israel that receives this level of hatred and animus, and it is a tragedy for us all. We must remind the West that, in defending themselves and Israel, Jews are fighting on the front line of the democratic world. As we wear our yellow ribbons and dog tags to remind others of the horrendous plight of the hostages – the cause of this current conflict – we do so also to remind ourselves that while they remain captive, there is a searing wound in the collective Jewish psyche.

In April 2024, after intense community engagement, the JLC launched its Forge the Future programme, a strategy to ensure that our community continues to thrive and live in safety and harmony. As an organisation that primarily supports its members, it became clear that we needed to build new organisations and structures to fill the gaps in our community infrastructure. So, in addition to our political work where we have been able to ramp up our engagement, we have built a set of strategies to protect our legal rights. We have worked to find allies across society and, most critical of all, to work with our next generation to understand the challenges they are facing. These are long-term strategies that will be part of our lives for the foreseeable future.

I am pleased that we are working cross-communally across all these initiatives, and my thanks go to all those who have contributed to these very critical programmes. As we all face these challenges it has been hugely gratifying to see the emergence of new community activists, new leaders, new funders, and people whose care for the community has been activated by the current situation. This energy makes an enormous difference, and it is our privilege to encourage and work alongside many new faces as our community architecture evolves to meet today's pressing issues.

We have one secret weapon, a weapon that has nurtured us and enabled us to thrive under worse conditions, and that is our community network of charitable organisations that hold our community together. They support many tens of thousands, often those most marginalised and in need. It is our advocacy groups; our security organisation; our representative bodies; our welfare, student, educational, and religious bodies who are at the heart of our community. It is the JLC's enormous honour and privilege to work to support them all, to enhance their effectiveness, and to ensure our community remains strong and thriving for the decades ahead.

In 2025, the JLC is doubling its efforts to improve community cohesion, efficiency, and development, and extra attention will be made to invest in the next generation and create tomorrow's leaders. As we say in shul on the closing of Bereshit: 'Hazak, Hazak, Venitchazek': 'Be strong, be strong, and may we be strengthened.'

CHARITABLE OBJECTS

The objects of the JLC, as set out in the Articles of Association, are:

- 1) to advance the education of the public in the Jewish faith and the customs of the Jewish people and the state of Israel,
- 2) to advance the Jewish faith,
- 3) to promote equality and diversity for the benefit of the public by:
 - a. providing or assisting in the provision of training and education so as to create a climate in which religious, ethnic, cultural and other forms of diversity (in particular those relating to the Jewish community) can be celebrated without fear of persecution;
 - b. representing a range of views including those of the Jewish community to policymakers, funders, service providers and agencies working in the field;
 - c. providing advice and information of sufficient quality to fulfil a charitable purpose,
- 4) to promote religious harmony for the benefit of the public by:
 - a. educating Christians, Hindus, Jews, Muslims, and Sikhs and adherents to other religions and systems of belief (as recognised for the purposes of Article 9 of the European Convention on Human Rights and Fundamental Freedoms), to appreciate each other's distinctive beliefs and practices; and
 - b. promoting education and research leading to respect for religious differences between faith and systems of belief,
- 5) to improve the efficiency and effectiveness of charities carrying out charitable purposes for the benefit of the Jewish community by:
 - a. co-ordinating the efforts of existing charitable and non-charitable agencies that have the common goal of providing charitable services or relief to the Jewish community;
 - b. liaising with, and acting as a forum for the exchange of information between, agencies working to provide charitable services or relief to the Jewish community in order to identify gaps in the services, overlap or duplication of services, so as to improve delivery of such services to the Jewish community;
 - c. representing the views of the Jewish community to policy makers, funders and service providers;
 - d. providing advice and information to agencies working in the field;
 - e. providing databases or directories or other sources of information provided that they are of sufficient quality to fulfil a charitable purpose,
- 6) such other charitable purposes as the trustees shall from time to time think fit.

VISION

The JLC has a vision of a strong, thriving, and engaged Jewish community in the United Kingdom for generations to come. A community that:

- Has a confident sense of itself, safe within the United Kingdom and engaged with civic society
- Embraces its historical and religious traditions, is engaged with Israel, nurtures its youth, and cares for its infirm, the elderly, and those on the margins
- Has a thriving charitable ecosystem that is innovative, impactful, and has high standards of governance and regulatory compliance
- Is staffed with an excellent cadre of professionals and supported by an engaged and committed lay leadership
- Is efficient and well funded
- Is seen as an exemplar for Jewish communities worldwide

MISSION

Our mission is to support development and excellence in our member organisations, challenging them to lead the way in sustaining, building, and celebrating vibrant Jewish communities across the UK.

JLC PLANS FOR THE FUTURE - STRATEGIC OBJECTIVES

In 2024 we continued to work towards our 3 year strategic objectives set in 2022. Our 4 key objectives are at the core of the work carried out by the JLC and are continually informed through our members and work with stakeholders across the community.

- To enhance (alongside other communal organisations) the political security of the community, through healthy relationships with politicians, government, the media, and civil society organisations
- To strengthen communal capacity and capability, building tomorrow's leaders both lay and professional, guiding on governance and regulation, and working with members on their needs

- To support and lead our members and the wider community to prepare for strategic long-term challenges and catalyse change using evidence and best practice
- To further strengthen the JLC's own governance, leadership, and management, ensuring that it is an exemplar of best practice

PURPOSE

The organisation works with our members to achieve our objectives in 3 key ways:

- Connect & Coordinate the Jewish charitable sector
- Strengthen & Support organisations and leadership across our community
- Magnify & Amplify our members' voices



VALUES

We are led by our values:



JLC STAFF TEAM

The JLC has a small team of dedicated professionals, delivering across all our strategic objectives and headed by our CEO Claudia Mendoza.

MESSAGE FROM OUR CEO, CLAUDIA MENDOZA

The year saw our community face unprecedented challenges in all walks of life owing to the impact of the tragic conflict in the Middle East. That an increase in antisemitism should follow violence in the region is a well-established trend, but the levels we have seen and the places we have seen it rear its ugly head – from schools, to entertainment, to the NHS – has been all-encompassing and extremely distressing.

Throughout 2024, the JLC has been working with its communal partners to ensure that those in power are held to account, as well as supporting those affected in various industries. The silver lining has been seeing how individual members of the community have fought back, and I have been humbled by the grit and determination of so many. I am proud that, despite the challenges we have faced, our work continues unabated.

The JLC has been seeking meaningful ways to bring the UK Jewish community together to show our solidarity with the people of Israel, our support for the plight of the hostages still held in Hamas captivity, and our resilience and unity despite rising antisemitism. We were pleased to work cross-communally to organise a hostage vigil and memorial gathering to mark six months and one year, respectively.

The year saw a change in the party of government for the first time in 14 years, meaning that our External Affairs team got hard to work at forging deeper relationships with the incoming government, most of whom we had developed a relationship with while in opposition.

Dominating much of our work over the year was ensuring that issues of crucial importance to the community were raised with political stakeholders. From the Prime Minister to the Deputy Prime Minister, the Foreign Secretary, the Home Secretary, the Health Secretary, and other parliamentarians, we put forward the issues affecting the community.

Supporting and advocating for our member organisations remains a core remit of the JLC. Through a series of parliamentary drop-ins, we have offered members the opportunity to engage parliamentarians directly and raise the issues most central to them. We have also looked at ways to expand our reach in the northern regions, working closely with our northern-based members and Lead team to provide tailored events to this community. This has included a Jewish Communal Professionals' Conference in Manchester and an online Trustees' Conference.

We were proud to celebrate the graduates of our Dangoor Senior Leadership Programme (DSLP) 2023-24 and the long-awaited in-person graduation ceremony for the previous DSLP cohort (2019-20), as well as the graduates for our Adam Science Leadership Programme for 2022-23. These long-term programmes continue to nurture senior leaders and emerging talent, with the end of 2024 seeing record-breaking application numbers for our upcoming 2025-26 DSLP programme.

We were delighted to welcome three new members in 2024. We know that Leeds Jewish Welfare Board, Jewish Small Communities Network and Jewish Futures will all be a huge asset to our shared ecosystem, and we look forward to working with and supporting them. We also welcomed new trustees Paul Langsford (Chair of Reform Judaism), Julian Blake (Barrister and JLC Vice President), and Uri Goldberg (Chair of University Jewish Chaplaincy).

The commitment we have from our trustees, vice presidents, and professional staff, all of whom work tirelessly behind the scenes, ensures we can continue to achieve incredible things. Without them we couldn't do what we do, and I am indebted to them for their passion and commitment.

Looking ahead, I fully appreciate the breadth of the challenges that lie ahead for our community, and I am determined to remain steadfast in our mission to ensure a vibrant, secure, and thriving future for British Jews.

2024 ACTIVITY OVERVIEW

Objective 1: To enhance (alongside other communal organisations) the political security of the community, through healthy relationships with politicians, government, the media, and civil society organisations

The 2024 general election not only saw the first Labour government in 14 years but also resulted in half of Parliament consisting of new MPs. This would be a challenge for any organisation working in public affairs even before you consider the increased need for this work during the ongoing Israel–Hamas war. The JLC's External Affairs team's work to build relationships across all parties prior to the election and our ongoing commitment to the political security of our community ensured we were able to meet this task. From Downing Street to candidates in local elections, we strive to ensure that the interests of our community are heard.

The JLC's work to enhance the community's political security throughout 2024 was of upmost importance as the consequences of October 7th were ever present. The community remained in a state of shock and concern as we continued to hope for the safe return of the hostages while facing the continued effect of unprecedented levels of antisemitism here in the UK. Meanwhile, as time passed from the initial Hamas attack on Israel, attention in politics and media increasingly focused on Israel's actions in Gaza and the spread of the conflict to Lebanon and Yemen. This context shaped our engagement throughout the year. At all levels, whether with a minister, a backbencher, or a local councillor, we pressed the ongoing urgency of these matters for our community. In November, we joined communal partners for a meeting with Prime Minister Sir Keir Starmer to remind him of the community's experience of unprecedented antisemitism over a prolonged period and to tell him how the government can further support us. This was in addition to ad hoc meetings held during the year with the former Prime Minister, Deputy Prime Minister, two Foreign Secretaries, the Home Secretary, and the Health Secretary.

Working with a New Government

A key strategic focus during 2024 was the general election with the anticipated change in the party of government for the first time in 14 years. At the start of 2024, the exact date of the election was unknown, so our work consisted of continuing to work with the Conservative government to secure further support while they remained in power. In the expectation of a Labour government, we also built on and strengthened our relations with the then Shadow Cabinet and Party advisors, many of which had been formed in previous years when they were backbenchers via our regional managers. Our team also progressed efforts to forge relations with parliamentary candidates who were likely to win seats in the election. Once the election was called, we quickly worked with communal partners around the country to organise a series of successful hustings in seats with Jewish communities. These events gave our community the ability to engage directly with those who sought to represent them while also ensuring this new generation of MPs had the ability to hear our community's concerns directly. The events offered the added benefit of giving the JLC increased exposure to these returning and new MPs.

Focus Groups

In support of our value of being data-driven, we were pleased to partner with *The Jewish Chronicle* to commission two focus groups of Jewish voters in London and Manchester during the election. This qualitative research, built on and augmenting the quantitative research we did at the end of 2023, gave us an insight into the reasons behind how Jewish people may be voting. This information guided our engagement with politicians to allow us to convey these thoughts and help them better understand our community. With the media looking to understand whether Jewish people were returning to Labour, we were able to share analysis from our focus groups with outlets around the world, including *The Washington Post* and *Haaretz*.

In addition to the change in government, the elections resulted in half of the new Parliament being new MPs. Unfortunately, this meant that many MPs with whom we had built productive relationships were no longer able to support us in Parliament. However, thanks to our efforts to seek out meetings with candidates and the subsequent work of our team, we have continued to replenish these relationships. This work allows us to support MPs in tabling questions to key departments, help them to draft speeches on our issues of concern, or aid them in their role on a select committee.

Member Parliamentary Drop-ins

Before and after the election, we continued our regular meetings with MPs from all major parties. At each meeting, we seek to introduce the MP to key members relevant to their interests. In 2024 we began organising regular drop-in

events for member organisations in Parliament. Such events were organised for CST, UJS and University Jewish Chaplaincy, Jewish Women's Aid, World Jewish Relief, Chai Cancer Care, and Mitzvah Day. These events have proved to be a successful new way for us to introduce MPs to our members over the course of 90 minutes. MPs can meet representatives of the member organisation, hear about their work, and set up opportunities to follow up in more detail in the future. At least 20 MPs have attended each drop-in, with some attracting more than 40. We are seeking to expand this work in 2025.

"Attending the JLC drop-in at Parliament was an invaluable opportunity to connect with MPs to discuss the ongoing challenges facing Jewish students on campus. It was incredibly rewarding to bring the everyday experiences of Jewish students to the forefront, working with MPs towards proactively fighting antisemitism." – **Sami Berkoff, UJS President 2024**

Briefings

Increased capacity over the year has allowed us to improve our ability to brief members and other key stakeholders on the latest developments in government and politics. Comprehensive briefings have been distributed on events including the general election, the King's Speech, the budget, reshuffles, and the Conservative leadership election. This is in addition to our simple explainer briefings on Jewish festivals which are routinely sent out to parliamentarians, media, businesses, and civil society organisations.

Amplifying Jewish Voices

Recognising the importance of Jewish voices being represented in the mainstream media, we have amplified the voice of our community across many platforms. Representatives have appeared on BBC, ITV, LBC, Times Radio, and international broadcast outlets. Looking to explore other developing forms of media, our CEO was the subject of a longer-form interview on *The Spectator's Women With Balls* podcast. Articles written by our Chair and CEO have been published by newspapers, including *The Telegraph*, *Daily Express*, and *Mail on Sunday*. These are in addition to our quotes and statements often being picked up by media around the world.

Engaging our Northern Communities

Thanks to the work of our regional managers and relationships with our key members in the north, we continue to be kept abreast of developments in this region.

In December, we were proud to support the Jewish Representative Council of Greater Manchester's civic reception, which saw Leader of the House of Commons Lucy Powell and Metro Mayor Andy Burnham address the audience. We also helped facilitate a meeting between communal leaders and Middle East Minister Hamish Falconer, as well as Faith Minister Lord Wajid Khan. In addition, the latest of our in-conversation events hosted Connor Rand, the newly elected MP for Altrincham and Sale.

In Leeds, we've ensured that leaders from within our community, as well as political leaders such as the vice chair of the Conservative Party and the Mayor of West Yorkshire, have seen the breadth and strength of the Leeds Jewish community.

Objective 2: To strengthen communal capacity and capability, building tomorrow's leaders both lay and professional, guiding on governance and regulation, and working with members on their needs

This past year has been profoundly challenging for the Jewish community, forcing our communal organisations to draw on all their resources in ways it hasn't done before. However, amid the collective grief, uncertainty, and fear, I have been blown away by how professional and lay staff have shown their desire, resilience, and strength to meet the needs of our community.

At Lead, we have faced the dual challenge of supporting our community through these trying times while continuing to nurture and inspire the next generation of leaders. It has been a year of redefining priorities, encouraging unity and greater collaboration, and finding innovative ways in which we can all lead with greater compassion and purpose.

We have had a record-breaking year in many ways and have seen a huge desire from those not currently involved in the community to find ways to become more involved. We are incredibly excited for 2025 to be an opportunity to bring these people into our sector and support the many amazing projects the community has to offer.

Following the challenges that arose in late 2023 and extended into 2024, it was recognised that we needed to evolve our leadership development offering to provide attendees with opportunities not only to support their personal development but also to provide spaces that would enable open dialogue and would both support and encourage collaboration.

Fostering Leadership and Development

The year 2024 was a landmark twelve months for Lead, delivering diverse programmes to meet the wide-ranging needs of both lay and professional leaders across the community. We continued to uphold our commitment to cross-communal accessibility and inclusivity, which was reflected in the breadth of our initiatives and enabled us to deliver a range of programmes to meet the growing needs of the community.

The year marked the successful completion of both the Dangoor Senior Leadership Programme (DSLSP) and the Adam Science Leadership Programme (ASLP). These long-term programmes continue to nurture senior leaders and emerging talent, with record-breaking application numbers received for our upcoming 2025-26 DSLSP programme, which demonstrates its standing within the community.

In February, we held our graduation ceremony for the ASLP 2022-23 London-based cohort. Avi Goldberg, a founder of the programme and close friend of Adam Science, addressed the group, with Austen and Romi Science (Adam's father and niece) joining online from Israel. The graduation for our first ever Manchester-based cohort took place in June, attended by senior regional Jewish communal leaders.

In March, our 2023-24 DSLSP graduates received certificates and awards from sponsor David Dangoor and heard from DSLSP alum and CEO of the UK Supreme Court, Vicky Fox. The event also celebrated the continued excellence in leadership of another DSLSP alum, Jo Grose (CEO, United Synagogue), who received the first ever JLC/Lead Fellowship award. Our wider alumni group continue to step up, with five currently holding CEO positions within the community and many others holding senior positions within their organisations.

In April we held the long-awaited in-person graduation ceremony for the previous DSLSP cohort (2019-20). Having missed out on the chance to mark their achievements in person due to the pandemic, we were delighted to finally bring them back together to present them with their certificates and awards. Additionally, our Senior Leadership Alumni network, for graduates of the DSLSP and its forerunner, the GAMECHANGERS programme, held two networking and professional development events. More are planned for 2025.

We were also excited to launch our Leadership Pipeline initiative, which aims to introduce and nurture new leaders to the communal charity sector and enable them to step into trusteeships and other lay-leadership roles. We hosted two events, the first of which saw sports lawyer Daniel Geey in conversation with JLC trustee Nina Freedman, and the second saw Tamara Finkelstein DCB, one of the UK's most senior civil servants, in conversation with Vicky Fox, Chief Executive of the UK Supreme Court. They discussed the ways in which their lay leadership journeys in the Jewish community have benefited them both personally and professionally. The evening provided inspiration to the 80 people present, encouraging them to pursue suitable lay-leadership roles which we will look to support in 2025.

A new initiative we introduced in 2024 focuses on bringing together Jewish people working in the UK tech space. Our first event was hosted in conjunction with Amazon and saw 80 people from multiple organisations, including Meta, Google, Microsoft, and Expedia, join us for an informal evening of drinks and networking. This initiative was devised to support Jewish people in the workplace, and we were delighted to welcome more than 200 people at the next event, hosted together with Meta, in January 2025.

Another highlight of the year was our annual Jewish Communal Professionals' Conference, which saw more than 130 participants from 47 organisations join us in London. Our keynote speaker Zoom Rockman, an award-winning 24-year-old satirist, editorial cartoonist, puppet maker, animator, and director, shared his story of resilience. We followed this with our continued commitment to offering opportunities in the regions, with a similar event taking place in Manchester which convened more than 40 attendees.

Alongside the Jewish Volunteering Network, we delivered our annual Jewish Community Trustees' Conference, supported by the Bloom Foundation. Reaching more than 70 lay leaders from an array of organisations, expert speakers joined us to share the latest key updates from the sector. The event also enabled attendees to network and seek support with specific challenges they may have been experiencing. Our trustee offering was complemented by four online sessions which looked at trustee duties, finance for non-finance people, understanding safeguarding, and a wider session which explored governance and developing a fundraising strategy. We look forward to continuing to support lay leaders across the community.

Finally, we delivered seven Follow the Leader (FTL) professional development sessions to 85 participants from across 28 organisations. FTL is Lead's brand of individual development sessions focusing on different areas of management – topics included measuring and evaluating your impact, facilitating and chairing meetings with confidence, and developing management skills. These sessions offer great value to the community, and we are excited to have continued this offering into 2025.

Strategic Forums: Encouraging Excellence and Innovation

In addition to our usual offering, we have introduced a host of forums to provide a peer-to-peer support network for professionals which aims to share best practice between organisations and encourage greater collaboration. Our forums focus on HR and Operations, Marketing and Comms, Fundraising, and CEOs, and we also host workshops focusing on governance, safeguarding, and youth mental health (see below). Sessions are typically held three or four times a year and include a blend of expert speakers and interactive group work. These forums continue to play a vital role in strengthening our community's capacity to deliver meaningful impact.

We remain steadfast in our mission to empower leaders across the Jewish community. With a record number of applications for our programmes, expanded initiatives, and a growing regional presence.

Education Collaboration

The JLC is pleased to be in partnership with the London School of Jewish Studies in the education collaboration initiative that emerged from the Future of Jewish Education in the UK 2022 report. Within that report various community recommendations were made, including a number to address the challenge of recruiting, retaining and properly valuing Jewish educators and teachers in Jewish schools. Over the last several months, the education collaboration forum has begun pursuing two specific projects, namely an online benefits platform for teachers in Jewish schools, and a potential teacher sabbatical project. Both initiatives are in the early stages, but we hope to bring them to fruition in the coming year.

Youth Mental Health Network (YMHN) Workshops

In partnership with Norwood, Jami, and Camp Simcha, the JLC has continued its work in the YMHN. In 2024, we held two workshops for any community professionals working with young people. These workshops provided individuals with an opportunity to network, collaborate, and share best practice for addressing the evolving needs of young people. In May we held a workshop focusing on the topic of emotionally based school avoidance, and in November we held a second workshop exploring the subject of supporting carers and parents through transgenerational trauma. Both workshops were attended by more than 65 individuals from 19 different communal organisations.

Celebrating Our Community

Throughout the year, we took time to celebrate our community's amazing infrastructure which was so deeply relied on as we began to face a post-October 7th reality. In November, we were delighted to have so many of our members and key stakeholders together at our annual Members' Parliamentary Tea, to thank them for the incredible work they do, alongside our vital allies in Parliament.

Addressing the event, JLC Chair Keith Black said, "You are the crown jewels of our community, and we are all enormously grateful for your leadership and commitment. Without your efforts we would be a collection of individuals, but you make us a community."

On International Women's Day, we brought together 70 communal members to an event centred on the theme 'Inspire Inclusion'. Attendees exchanged ideas on empowering women in the workplace, creating inclusive spaces, and driving positive change within and beyond the Jewish community. This day continues to be an integral part of our annual calendar, and we are encouraged to see the continued enthusiasm from our community.

Recognising the essential role of volunteers, whose dedication continues to be the bedrock of our community, we proudly collaborated with the Jewish Volunteering Network for its annual awards ceremony. This event honoured the incredible individuals who selflessly give their time to support our community.

The Maccabi GB Community Fun Run remains a highlight of the Jewish communal calendar in the UK. We were proud to sponsor the charity fair which offered communal organisations the space to engage more than 7,500

members of the community who attended. The event encapsulated the positivity of our community, offering a day of enjoyment for families and promoting charitable giving.

We were also pleased to support Jami's Mental Health Shabbat, seeking to raise awareness about mental health challenges; Jewish Women's Aid Shabbat, which aimed to open conversations and help to reduce the stigma associated with domestic abuse; and Mitzvah Day's 2024 campaign 'Stronger Together', which offered the chance to meaningfully support our local charities and build bridges of commonality between communities.

The spirit of the festival of Chanukah and its message of light overcoming darkness shone brightly during the year. We illuminated Nelson's Column on Trafalgar Square with a radiant 'Happy Chanukah' for the full eight days, along with a Chanukiah in the centre of Trafalgar Square spreading joy and unity. On the sixth night, the London Eye was lit up with six blue lights for the sixth night of Chanukah and orange lights representing the shamash. In a time when many in our community feel uncertain, these vibrant displays remind us of the miracle of Chanukah – the resilience of light and identity – and allow us to celebrate our Jewish heritage with pride and hope.

Objective 3: To support and lead our members and the wider community to prepare for strategic long-term challenges and catalyse change using evidence and best practice

Remembering October 7th

The events of October 7th continued to reverberate across the entire Jewish world. The JLC sought meaningful ways to bring the UK Jewish community together to show our solidarity with the people of Israel, our support for the plight of the hostages still held in Hamas captivity, and our resilience and unity despite rising antisemitism. Together with our communal partners, we organised a hostage vigil on 9th April 2024, which saw hundreds gather outside Downing Street to mark six months since October 7th, and a memorial gathering on 6th October 2024, where more than 20,000 members of the UK Jewish community and allies assembled at Hyde Park to commemorate the first anniversary of October 7th. Attendees heard from hostage family members, including Mandy Damari, the mother of British hostage Emily Damari (age 28) who was released after 471 days in Hamas captivity. The event was hosted by Tracy-Ann Oberman, with readings of poetry by Sir Simon Schama, a prayer from Chief Rabbi Sir Ephraim Mirvis, a hostage prayer by the co-leads of Progressive Judaism, and a moving testimony by Barak Deri, one of the first soldiers sent to Kibbutz Be'eri after the attack. Addressing the crowd, Chair of the JLC Keith Black stated, "We will remain resilient, determined, optimistic, and brave."

Forge the Future (FtF) Strategic Plan

Since October 7th 2023, we have been heartened to see how the Jewish community has stepped up to take action on an unprecedented scale. Our community's organisations, both established and grassroots, have worked tirelessly to respond to the urgent needs of the community.

During December 2023, the JLC felt that the crisis was so serious that we needed to move to a new phase in our response. We convened a forum of 180 community lay and professional leaders in early February 2024, reflecting a broad spectrum of perspectives and experiences. The task given to participants at this event was to plan for the long term and strategically for this new reality: considering the key challenges of the 'post October 7th reality'; identifying where there were gaps in the community's response; and exploring possibilities for new innovative potential provision, community mobilisation, and other forms of action.

Following the February forum, with input from a dedicated steering group of lay leaders and professional support from consultants, our Forge the Future (FtF) Community Plan was devised and launched at the end of March 2024. FtF is a strategy to ensure that the UK Jewish community continues to thrive, to contribute to British society, and to live in physical and psychological safety and harmony in the face of unprecedented challenge.

FtF is a programme facilitated by the JLC, which is being delivered by many organisations across the community. The JLC is striving for maximum community collaboration and coordination so that the necessary infrastructure, thinking, and funding is in place.

The strategy identifies four core strategic objectives, under which nine implementation projects sit:

- Empowering and supporting next generations
- Winning support and allies
- Ensuring fair media coverage
- Enforcing our legal rights

Some key progress made on FtF in 2024

Our FtF strategy has been at the centre of much of our work over this past year. Some projects are in full flow and others are at an earlier stage of development. In June 2024, the JLC appointed Claire Mandel as Head of Strategic Programmes, to ensure we maintain momentum and continue to drive forward this crucial work. Since launching FtF, we have spent time building foundations to enable a number of the FtF projects to start taking shape, and on others we have started to deliver and make a real difference.

The JLC is doing its very best to ensure synergy and connectivity between and across the work streams and across the community, and we are aiming not to duplicate efforts but to build on each other's successes and make the most of expertise across the community.

Progress to Date

- The goal of our Young People's Identity Project is to establish ways to strengthen young people's Jewish identity and connection to Israel. We have built an experienced and diverse team of lay and professional leaders to work with young people in Jewish and Israel education across the community, to take their soundings and advice as well as to offer hands-on assistance with the data-gathering stage of the project. In addition, we have commissioned bespoke quantitative research from the Institute for Policy Research alongside conducting focus groups of 16-24 year olds in a number of different settings.
- Thanks to generous pro bono consultancy support, our External Allies project has also been able to make solid progress. We are gradually building up a pool of ambassadors from within the Jewish community, who have senior professional roles and who will approach influential leaders at a range of organisations across their sectors to discuss ways they can address anti-Jewish racism internally and support their Jewish employees. In the latter part of 2024, we embarked on a pilot to test the structure and resources built to accompany this project.
- As part of our Media & Comms project, whose goal is to ensure the community has a more joined-up reactive media and communications strategy, the JLC has commissioned a polling company to undertake public opinion research to explore a range of issues that concern and affect British Jews. The results of this research will help us frame and improve our messaging on behalf of the community more broadly, and more specifically across various FtF projects.
- Another of the projects to have taken shape since FtF's launch is the Legal Action project, insofar as the JLC has set up a Legal Action Triage Group, comprising lawyers of varying disciplines, to advise and make recommendations on legal advice to be sought and/or core legal matters to pursue that are of sufficiently strategic importance to the community in the wake of October 7th.

We appreciate that there is much work to be done, and we recognise that FtF is a long-term piece of work that will gradually become embedded across the wider work of the JLC. We will review the programme in the early part of 2025 to understand what is working well, what we should be prioritising, and which projects should be redefined.

More information about JLC Activity in 2024 can be found in our annual review online
<https://www.thejlc.org/s/JLC-Annual-Review-2024.pdf>

ANALYSIS OF ACHIEVEMENTS AND PERFORMANCE

Public Benefit

The trustees, having considered section 17 of the Charities Act 2011, have satisfied themselves that they have complied with the duty to have regard to the Public Benefit guidance published by the Charity Commission. In this Report, the trustees have outlined the activities and achievements of the JLC and, so the trustees believe, these demonstrate that the JLC is providing public benefit.

Financial Performance

The trustees approved a budget for 2024 that maintained levels of prudent allocation of resources whilst enabling us to build on our modest reserves. The budget was closely monitored and at the end of 2024, our unrestricted surplus remained at a level consistent with the previous year. Our restricted surplus has grown as we build funds for our flagship Forge the Future (FtF) programme, for which we received £0.45m in 2024, with further funds committed over the next two years.

This resulted in the Statutory accounts for the JLC in 2024 recording a reserves level of £1m. This figure is significantly higher than 2023, due to the timing of raising funds for our new Forge the Future programme, which will largely be spent in 2025. Unrestricted (free) reserves have also risen to £630k. The trustees are pleased to have continued to build and sustain reserves with both Restricted and Unrestricted funds in surplus over the last 2 years and look to continue to grow financial security over the coming 3-5 years. The trustees have continued to produce these accounts on a going concern basis and there is nothing in the JLC's current performance that would undermine the going concern status. The trustees remain immensely grateful to the many very generous donors who have supported the JLC in 2024 and into 2025.

Income

The JLC has three main sources of income.

- **Membership Fees** – Approximately 15% of income comes from fees paid by the JLC's member organisations. The rates vary according to a scale based on the size of the organisation.
- **Grants and Donations** – Approximately 80% of income is from grants from trusts or foundations supporting the breadth of the JLC's work and donations received from individuals. The JLC reports regularly to grant making bodies and is grateful for the support and guidance given to its work within these organisations. The JLC continues to broaden its supporter base utilising the trustee fundraising group to build relationships.
- **Lead** – Approximately 5% of income is from our Lead division, which provides professional development opportunities to lay and professional leaders including CPD sessions, conferences and forums.

Expenditure

The JLC has three main areas of expenditure.

- **Personnel** – This remains a significant area of expenditure within the organisation. The JLC's staff are its biggest asset and have enabled the organisation to continue to serve its members and the wider community through the most challenging of years. Their commitment, skill, knowledge and enthusiasm enables the JLC to continue to deliver the wide range of services discussed in this Report.
- **Programme Expenditure** – This area of expenditure includes leadership programmes provided through Lead and our new Forge the Future Programme, and is made up of both restricted and unrestricted funds.
- **Governance and Professional Fees** – includes the legal and accounting fees to maintain compliance as well as consultants supporting activity in specific areas or projects facilitated by the organisation.

Risk Management

The Audit and Risk Committee continues to meet quarterly and follows a robust schedule to review policies, Management Accounts and Risk, making recommendations to the trustees where appropriate. Risks are documented in our risk register, and in assessing risk, the following have been assessed as major possible risks to the charity.

Reputational damage through actions of the charity's leaders or employees, or by the actions of member organisations by association. The charity continues to review and update policies on a regular basis with robust systems of oversight including the Audit and Risk Committee. Adherence to policy and procedure is highlighted to all staff and trustees and there is a standing item at all trustee meetings to deal with any matters arising. The JLC has worked to build stronger relationships with members to ensure expectations of both parties are clear.

Failure or Breach of IT systems. All JLC IT systems are now cloud based and have increased levels of security measures on access to the IT systems. Whilst this remains one of the most significant risks to the organisation, trustees believe this is reasonably well mitigated against with current measures, however, this is regularly assessed and the JLC's IT provider is aware to ensure systems are secure.

Donations and other income insufficient to meet costs of the charity. This was tested in recent years with the impact of Covid-19 and the organisation was able to ensure stability during this time. The JLC continues to work to mitigate this by working closely with a small team of trustees in addition to the Chair and CEO. Fundraising is carried out on an annual basis and a high proportion of donors give to the organisation year on year. The few donors that no longer support us have been replaced by a pipeline of new donors.

Failure of financial process including expenditure exceeding income. This is primarily mitigated against with robust systems of financial management and oversight. The JLC contracts an external company to manage bookkeeping which

includes the production of management accounts. It also benefits from the expertise of a Part Time Financial Director to oversee budget-setting processes and review. Systems and Processes mean that at no point is any individual able to raise, authorise or pay an invoice or payment from the JLC accounts without at least 1 other person co-authorising.

Failure in succession planning for both lay and professional leadership. The JLC has consistently maintained trustee relationships as well as ensuring new trustees are welcomed to the board, creating increased diversity. The Council of Membership are actively engaged in leadership elections and the process of recruitment and election is transparent and open. The CEO works together with the staff team to provide opportunities for development, allowing growth and succession within the small team. The CEO and COO meet regularly with the Chair, Vice Chair and Treasurer.

Reserves Policy

The trustees have examined the requirement for free reserves which are those unrestricted funds not designated for specific purposes. The trustees consider that at present free reserves should be sufficient to cover approximately seven months of regular operational expenditure which equates to approximately £630,000. This meets the trustees' previously stated ambition to build up free reserves equivalent to at least six months of regular operational expenditure.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The JLC is registered under the Companies Act 2006 as a company limited by guarantee. The company was incorporated on 14 July 2006 and is a registered charity constituted as a Limited Company. The Articles of Association have been amended a number of times. The current prevailing Articles of Association were adopted in December 2019. The charity registration number is 1115343 and the company registration number is 05742840.

Recruitment and Appointment of Trustees

In accordance with the Articles, the power to appoint trustees rests with the Council of Membership (the Council) and the Board of Trustees.

The majority of the trustees are elected from the membership of the Council of Membership and are appointed by that body. Trustees so appointed hold office for a three-year term and a regular rotation of trustees occurs on an annual basis with approximately three or four trustees retiring by rotation during any given year. Trustees who are eligible to serve additional terms at the end of their rotation are able to be re-elected if they wish to stand for nomination.

Up until April 2024 The President of the Board of Deputies of British Jews was automatically a trustee of the Jewish Leadership Council, but via a Special Resolution of the Council of Membership trustees are now all either elected from the Council of Membership or appointed (up to 4 trustees may be appointed).

The trustees are Directors of the Company for Companies Act purposes and charity trustees for the purpose of charity law. The current trustees, as well as those in office during the financial year, are listed at the start of this report.

Sir Trevor Chinn CVO attended meetings of the Board of Trustees throughout the year as an observer.

Trustee Induction and Training

New trustees are provided with an induction pack, which includes a copy of the Company's Articles, the latest Trustees' Report and Financial Statements, and legal guidance on their duties and liabilities. They are briefed by the CEO on their duties and responsibilities and the board has a designated trustee for Governance oversight. Lead, a division of the JLC, provides ongoing training and development opportunities for trustees within the community including the annual Trustees' Conference as well as Development sessions. All JLC trustees are invited to participate in these sessions. Where specific training or development is required for trustees, this is supported and enabled.

The trustees, who served during the year and up to the date of signature of the financial statements were:

Keith Black (Chair)
Debra Fox (Vice Chair) (resigned 25th May 2024)
Louise Jacobs (Vice Chair)
Suzi Woolfson (Honorary Treasurer)
Mark Adlestone OBE, DL
Bill Benjamin (elected 19th May 2025)
Julian Blake (elected 3rd June 2024)
Nina Freedman
Uri Goldberg (elected 3rd June 2024)
Michael Goldstein
Paul Langsford (elected 3rd June 2024)
Laura Marks CBE (resigned 19th May 2025)
Mark Morris (resigned 25th May 2024)
Zvi Noe (elected 19th May 2025)
Marie Van Der Zyl OBE (resigned 8th March 2024)
Jonathan Zenios

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 Charity Governance Code

The JLC is a committed supporter of the Charity Governance Code (the Code) as a set of standards for high performance

in governance.

How the JLC Makes Decisions

The charity has an approved Code of Conduct which sets out matters reserved to the Board and the limits of the Executive's authority. The business of the JLC is managed by the Board of Trustees, with day-to-day decisions delegated to a team of professional staff, headed by the JLC CEO. The trustees meet six times each year as a minimum.

The CEO is able to take day-to-day decisions on most matters, but she is closely scrutinised by the Chair, and major strategic and financial decisions must be approved by the Board of Trustees. The financial authority of the Executive is governed by the Finance Regulations. The CEO delivers a detailed report of performance against objectives at each meeting of trustees, who are able to question and scrutinise activity and decisions.

We have the following trustee working groups;

- Audit and Risk Committee (chaired externally but with two trustees, including our Treasurer)
- Membership and Nominations Committee – this was created in 2022 and four trustees, including our Chair and Vice Chair sit on this committee. There are terms of reference drawn up and it discusses JLC membership, trustee positions, and CEO remuneration. It meets on a needs basis.
- Fundraising Committee – there are four trustees on this committee, including Treasurer, Chair, and Vice Chair. It means approximately eight times a year.

The CEO has agreed with the trustees a programme of activity which further enhances the JLC's role in the community.

From a governance perspective, trustees must approve the following matters:

- Strategy and changes to strategic priorities
- Recruitment policy and senior staff remuneration
- Approval of Policies and Procedures
- New projects or grant making activities
- Membership fees and relations with members
- Applications for new membership and membership policy
- Annual budget, cashflow forecast and any reforecasts
- Strategy for major political meetings
- Approval of statutory accounts
- Approval of changes to the constitution
- Significant long-term contractual or financial commitments
- Matters likely to have reputational significance for the JLC.

A Finance Report is presented to the trustees at each meeting along with the most recent Management Accounts which includes progress on fundraising. The COO prepares the Finance Report and is ultimately responsible, under the supervision of the Hon Treasurer for financial management. The Audit and Risk Committee reviews and gives recommendations on budgets and financial reports to the trustees.

The COO's management of the budget and spending is overseen by the Honorary Treasurer on behalf of the trustees. There is an agreed document of spending authority. Bookkeeping and management accounting services are provided by an external company and oversight is supported by a part-time Financial Director. Monthly management accounts are produced and are tabled at each meeting of the Board of Trustees.

The Audit and Risk Committee Chairman is Sam Clarke. The Chairman of the Committee is independent of the Board of Trustees. The Hon Treasurer and one other trustee attend the meetings. The trustees have delegated a number of financial matters to be dealt with by the Committee and reported to the trustees.

A Conflict of Interests Policy is in place and a register of trustees Interests is kept on file. Trustees are asked to declare any interest relevant to the business at the start of each meeting.

Salaries Policy

The JLC has a policy to pay appropriate salaries consistent with the market in order to attract and retain the best talent

to assist the JLC in meeting its objectives. Salaries are benchmarked against comparable roles within comparable organisations both within and outside the Jewish community and take account of employees' experience and profile. The salaries of staff are reviewed once a year with the CEO having delegated authority to set staff salary levels and the Chair, along with the Membership and Nominations Committee setting and approving the CEO's salary.

Fundraising

The JLC does not undertake widespread fundraising from the general public. It is grateful to the donors who support its work and with whom it maintains communication on activities throughout the year. Income generation is managed by the CEO, COO and a group of trustees with no external fundraising support engaged. Income received from fundraising activities is listed as donations in our accounts. The JLC is not required to be bound by any regulatory scheme. We have received no complaints in relation to fundraising activities.

Related Party Transactions

There are a limited number of related party transactions in the 2024 accounts. In each case, the transactions are agreed by the CEO under delegated authority or approved by trustees in accordance with the agreed approvals procedure. In the case of a Related Party Transaction, the relevant Related Party, if a trustee, will declare their interest in the matter in question, in accordance with the Conflicts of Interest Policy.

Details of these transactions can be found in Note 16.

Auditor

In accordance with the company's articles, a resolution proposing that Goldwins Limited be appointed as auditor of the company for a three-year term was passed in 2023.

Disclosure of information to auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2024

The trustees, who are also the directors of The Jewish Leadership Council for the purpose 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the Board of Trustees



Keith Black, Chair of Trustees

Date: Friday 11th July 2025

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Opinion

We have audited the financial statements of The Jewish Leadership Council (the 'charity') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 December 2024 and of its incoming resources and application of resources, including its 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity'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 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.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: <https://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.



Anthony Epton (Senior Statutory Auditor)

For and on behalf of Goldwins Limited, Statutory Auditor

Chartered Accountants

75 Maygrove Road

West Hampstead

London

NW6 2EG

Date: 11 July 2025...

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2024

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
Income from:							
Donations and legacies	3	1,153,163	815,376	1,968,539	1,258,077	107,285	1,365,362
Total income		1,153,163	815,376	1,968,539	1,258,077	107,285	1,365,362
Expenditure on:							
Charitable activities	4	960,492	517,573	1,478,065	1,068,427	106,062	1,174,489
Total expenditure		960,492	517,573	1,478,065	1,068,427	106,062	1,174,489
Net income		192,671	297,803	490,474	189,650	1,223	190,873
Transfers between funds		-	-	-	(3,645)	3,645	-
Net movement in funds	6	192,671	297,803	490,474	186,005	4,868	190,873
Reconciliation of funds:							
Fund balances at 1 January 2024		437,459	99,046	536,505	251,454	94,178	345,632
Fund balances at 31 December 2024		630,130	396,849	1,026,979	437,459	99,046	536,505

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 attached notes form part of these financial statements.

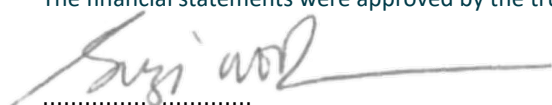
THE JEWISH LEADERSHIP COUNCIL

BALANCE SHEET

AS AT 31 DECEMBER 2024

	Notes	2024 £	£	2023 £	£
Current assets					
Debtors	10	187,785		56,065	
Cash at bank and in hand		959,327		541,450	
		<u>1,147,112</u>		<u>597,515</u>	
Creditors: amounts falling due within one year	11	<u>(120,133)</u>		<u>(61,010)</u>	
Net current assets			<u>1,026,979</u>		<u>536,505</u>
The funds of the charity					
Restricted income funds	13	396,849		99,046	
Unrestricted funds	14	630,130		437,459	
		<u>1,026,979</u>		<u>536,505</u>	

The financial statements were approved by the trustees on Friday 11th July 2025



Suzi Woolfson (Honorary Treasurer)
Trustee

Company registration number 05742840 (England and Wales)

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from operations	17	417,877		233,966	
Net cash generated from investing activities		-		-	
Net cash generated from financing activities		-		-	
Net increase in cash and cash equivalents		417,877		233,966	
Cash and cash equivalents at beginning of year		541,450		307,484	
Cash and cash equivalents at end of year		959,327		541,450	

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies

Charity information

The Jewish Leadership Council is a private company limited by guarantee incorporated in England and Wales. The registered office is Shield House, Harmony Way, Hendon, NW4 2BZ.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for at least 12 months from the date of signing the financial statements. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies

(Continued)

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 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 amortized cost.

1.8 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.9 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

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.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024 £	2024 £	2024 £	2023 £	2023 £	2023 £
Donations and gifts	1,153,163	815,376	1,968,539	1,258,077	107,285	1,365,362

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

4 Charitable activities

	JLC Core and Projects 2024 £	JLC Core and Projects 2023 £
Staff costs	695,742	684,349
Utilities, rent and rates	78,540	74,206
Event and programme costs	210,163	168,105
Travel, conferences and PR	33,131	25,268
Office administration	4,654	5,292
Legal and professional	29,385	38,397
Project costs	360,390	71,510
Bank charges	1,087	486
	<u>1,413,092</u>	<u>1,067,613</u>
Grants paid	34,973	76,876
Share of support costs (see note 5)	21,600	21,600
Share of governance costs (see note 5)	8,400	8,400
	<u>1,478,065</u>	<u>1,174,489</u>
Analysis by fund		
Unrestricted funds	960,492	1,068,427
Restricted funds	517,573	106,062
	<u>1,478,065</u>	<u>1,174,489</u>

5 Support costs allocated to activities

	2024 £	2023 £
Bookkeeping services	21,600	21,600
Governance costs	8,400	8,400
	<u>30,000</u>	<u>30,000</u>
Governance costs comprise:	2024 £	2023 £
Audit fees	8,400	8,400
	<u>8,400</u>	<u>8,400</u>

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

6	Net movement in funds	2024	2023
		£	£
	The net movement in funds is stated after charging/(crediting):		
	Fees payable for the audit of the charity's financial statements	7,000	7,000

7	Trustees
	None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

8	Employees		
	The average monthly number of employees during the year was:		
		2024 Number	2023 Number
	JLC Core and Projects	12	13
	Employment costs	2024 £	2023 £
	Wages and salaries	584,110	563,973
	Social security costs	62,768	64,792
	Other pension costs	48,864	55,584
		695,742	684,349

Salaries and benefits in respect of the key management personnel of the charity total £314,107 (2023 £308,234).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024	2023
	Number	Number
£60,001 to £70,000	1	1
£70,001 to £80,000	1	-
£80,001 to £90,000	-	1
£100,001 to £110,000	-	1
£110,001 to £120,000	1	-

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

9 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

10 Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	2,004	4,394
Other debtors	185,781	51,671
	<u>187,785</u>	<u>56,065</u>

The debtors include over £130,000 in major donations committed at the end of the year and all paid at the beginning of 2025.

11 Creditors: amounts falling due within one year

	2024	2023
	£	£
Other taxation and social security	19,483	15,916
Trade creditors	85,022	20,364
Other creditors	3,328	950
Accruals and deferred income	12,300	23,780
	<u>120,133</u>	<u>61,010</u>

12 Retirement benefit schemes

	2024	2023
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	<u>48,864</u>	<u>55,584</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

13 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Balance at 1 January 2024	Movement in funds		Balance at 31 December 2024
	£	Income	Expenditure	£
Lead- Adam Science	43,647	-	(14,834)	28,813
Lead- Dangoor	55,399	50,000	(69,233)	36,166
Chanukah Event	-	30,000	(30,000)	-
Forge the Future	-	664,376	(356,397)	307,979
Commemorative Weekend	-	71,000	(47,109)	23,891
	<u>99,046</u>	<u>815,376</u>	<u>(517,573)</u>	<u>396,849</u>

Details of the Lead project within the Restricted Funds are given below.

Lead Adam Science

The Adam Science Leadership Programme is a year-long programme specifically designed for emerging lay and professional leaders in the Jewish community, allowing them to develop their leadership skills, learn about the Jewish communal landscape, engage with community leaders and grow their network.

Lead Dangoor

The Dangoor Senior Leadership Programme is designed for senior lay and professional leaders in the Jewish community, supporting them to develop into some of the Jewish community's most talented and eminent leaders who have profoundly impacted our communal organisations and the community as a whole.

Chanukah Event

Each year, the Jewish Leadership Council establishes a Chanukiah at the heart of London to mark the festival of Chanukah, as well as lighting up the landmark [lastminute.com](https://www.lastminute.com) London Eye. This is kindly co-sponsored and supported by the Mayor of London and GLA, with the Chanukiah standing proudly alongside the famous Christmas Tree symbolising London's religious diversity.

Forge the Future

Our ambitious Forge the Future programme was established in response to the unprecedented challenges our community has faced since October 7th. It addresses four key areas; empowering and supporting next generations, winning support and allies, ensuring fair media coverage and enforcing our legal rights.

Commemorative Weekend

On Sunday 6th October, the Jewish Leadership Council brought together over 20,000 members of the UK Jewish community and allies in Hyde Park to commemorate the first anniversary of October 7th. The gathering marked a year since Hamas brutally murdered over 1,200 people and kidnapped hundreds.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

14 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
General funds	437,459	1,153,163	(960,492)	-	630,130
	<u>437,459</u>	<u>1,153,163</u>	<u>(960,492)</u>	<u>-</u>	<u>630,130</u>
Previous year:	At 1 January 2023	Incoming resources	Resources expended	Transfers	At 31 December 2023
	£	£	£	£	£
General funds	251,454	1,258,077	(1,068,427)	(3,645)	437,459
	<u>251,454</u>	<u>1,258,077</u>	<u>(1,068,427)</u>	<u>(3,645)</u>	<u>437,459</u>

15 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 December 2024:			
Current assets/(liabilities)	630,130	396,849	1,026,979
	<u>630,130</u>	<u>396,849</u>	<u>1,026,979</u>
	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 December 2023:			
Current assets/(liabilities)	437,459	99,046	536,505
	<u>437,459</u>	<u>99,046</u>	<u>536,505</u>

16 Related party transactions

Included in donations are £235,800 (2023: £170,000) from the trustees and their related parties.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

17	Cash generated from operations	2024 £	2023 £
	Surplus for the year	490,474	190,873
	Movements in working capital:		
	(Increase)/decrease in debtors	(131,720)	31,469
	Increase in creditors	59,123	11,624
	Cash generated from operations	417,877	233,966

Accounts

Charity registration number 1115343
Company registration number 05742840 (England and Wales)

THE JEWISH LEADERSHIP COUNCIL ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023



REFERENCE AND ADMINISTRATIVE INFORMATION

Trustees	Keith Black (Chair) Louise Jacobs (Vice Chair) Suzi Woolfson (Honorary Treasurer) Mark Adlestone, OBE, DL Julian Blake Nina Freeman Uri Goldberg Michael Goldstein Paul Langsford Laura Marks CBE Jonathan Zenios
Co-Chief Executive Officers	Claudia Mendoza and Michelle Janes (resigned October 2023)
Chief Operating Officer	Abigail Carmel
Company Secretary	Claudia Mendoza
Charity number	1115343
Company number	05742840
Principal address	Shield House Harmony Way Hendon NW4 2BZ
Registered office	Shield House Harmony Way Hendon NW4 2BZ
Auditor	Goldwins Limited 75 Maygrove Road West Hampstead London NW6 2EG
Bankers	Lloyds Bank 25 Gresham Street London EC2N 7HN
Solicitors	Womble Bond Dickinson 4 More London Riverside London SE1 2AU

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TRUSTEES' ANNUAL REPORT

The Jewish Leadership Council (JLC) trustees present their Report and Accounts for the year ended 31st December 2023, which also contains the directors' report as required by company law.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1st January 2019).

Introduction to the JLC

The JLC is a membership organisation made up of many of the leading Jewish Charitable organisations serving the UK Jewish community. Its member organisations work across the Jewish community and include Lead, the JLC's leadership development division. 2023 saw the mergers of Jewish Care and Jami, and Kisharon and Langdon. Members Liberal Judaism and The Movement for Reform Judaism also announced their intentions to merge, creating one single unified Progressive Jewish movement for the UK. The JLC is dedicated to promoting a flourishing UK Jewish community and works to ensure that the British community values and respects the UK Jewish community and the role it plays in civil society.

Charitable Objects

The objects of the JLC, as set out in the Articles of Association, are:

- 1) to advance the education of the public in the Jewish faith and the customs of the Jewish people and the state of Israel,
- 2) to advance the Jewish faith,
- 3) to promote equality and diversity for the benefit of the public by:
 - a. providing or assisting in the provision of training and education so as to create a climate in which religious, ethnic, cultural and other forms of diversity (in particular those relating to the Jewish community) can be celebrated without fear of persecution;
 - b. representing a range of views including those of the Jewish community to policymakers, funders, service providers and agencies working in the field;
 - c. providing advice and information of sufficient quality to fulfil a charitable purpose,
- 4) to promote religious harmony for the benefit of the public by:
 - a. educating Christians, Hindus, Jews, Muslims, and Sikhs and adherents to other religions and systems of belief (as recognised for the purposes of Article 9 of the European Convention on Human Rights and Fundamental Freedoms), to appreciate each other's distinctive beliefs and practices; and
 - b. promoting education and research leading to respect for religious differences between faith and systems of belief,
- 5) to improve the efficiency and effectiveness of charities carrying out charitable purposes for the benefit of the Jewish community by:
 - a. co-ordinating the efforts of existing charitable and non-charitable agencies that have the common goal of providing charitable services or relief to the Jewish community;
 - b. liaising with, and acting as a forum for the exchange of information between, agencies working to provide charitable services or relief to the Jewish community in order to identify gaps in the services, overlap or duplication of services, so as to improve delivery of such services to the Jewish community;
 - c. representing the views of the Jewish community to policy makers, funders and service providers;
 - d. providing advice and information to agencies working in the field;
 - e. providing databases or directories or other sources of information provided that they are of sufficient quality to fulfil a charitable purpose,
- 6) such other charitable purposes as the trustees shall from time to time think fit.

Vision

The JLC has a vision of a strong, thriving, and engaged Jewish community in the United Kingdom for generations to come. A community that:

- Has a confident sense of itself, safe within the United Kingdom and engaged with civic society
- Embraces its historical and religious traditions, is engaged with Israel, nurtures its youth, and cares for its infirm, the elderly, and those on the margins
- Has a thriving charitable ecosystem that is innovative, impactful, and has high standards of governance and regulatory compliance
- Is staffed with an excellent cadre of professionals and supported by an engaged and committed lay leadership
- Is efficient and well funded
- Is seen as an exemplar for Jewish communities worldwide

Mission

Our mission is to enable and support development in our member organisations to lead the way in building and sustaining a thriving Jewish Community in the UK.

JLC Plans for the Future – Strategic Objectives

In 2023 we continued to work towards our 3 year strategic objectives set in 2022. Our 4 key objectives are at the core of the work carried out by the JLC and are continually informed through our members and work with stakeholders across the community.

- To enhance (alongside other communal organisations) the political security of the community, through healthy relationships with politicians, government, the media, and civil society organisations
- To strengthen communal capacity and capability, building tomorrow's leaders both lay and professional, guiding on governance and regulation, and working with members on their needs
- To support and lead our members and the wider community to prepare for strategic long-term challenges and catalyse change using evidence and best practice
- To further strengthen the JLC's own governance, leadership, and management, ensuring that it is an exemplar of best practice

Purpose

The organisation works with our members to achieve our objectives in 3 key ways:

- Connect & Coordinate the Jewish charitable sector
- Strengthen & Support organisations and leadership across our community
- Magnify & Amplify our members' voices



We are led by our values:



JLC Staff Team

The JLC has a small team of dedicated professionals. During the year, Co-Chief Executive Michelle Janes left to join Kisharon Langdon, and Claudia Mendoza was appointed as sole Chief Executive. In early 2024 the team welcomed Abigail Carmel as Chief Operating Officer.

2023 ACTIVITY OVERVIEW

Objective 1: To enhance (alongside other communal organisations) the political security of the community, through healthy relationships with politicians, government, the media, and civil society organisations

Throughout 2023, the JLC was dedicated to its ongoing efforts to strengthen the Jewish community's political security, working in collaboration with other communal organisations. We have built on and maintained positive and durable relationships with both politicians and government bodies to protect and enhance the stability and wellbeing of the Jewish community.

Our many engagements with MPs included extensive discussions with then Home Secretary Suella Braverman MP and Shadow Home Secretary Yvette Cooper MP. These meetings focused on ways to combat antisemitism and ensure the safety of our community. We also met with then Foreign Secretary James Cleverly MP, emphasising to him the urgency of addressing international terrorism and reiterating our deep concerns about the actions of the Iranian government.

For several years we have raised the issue of public bodies such as local authorities adopting Boycott, Divestment, and Sanctions (BDS) activities against Israel. In 2023 we welcomed the introduction of the Economic Activity of Public Bodies (Overseas Matters) Bill, which will prohibit public bodies from being abused by BDS campaigners. We have engaged extensively with government and Parliament as this Bill has been considered by MPs, and were invited to give oral evidence before the Bill committee.

Alongside regular meetings with MPs, we focused on connecting policy makers with our member organisations. This included arranging a meeting in Parliament for Jewish Women's Aid with Jess Phillips MP and Alex Davies-Jones MP to discuss their vital work within the community and the charity's requests from government in terms of ongoing support. As well as taking members to Parliament, we facilitated many on-site impactful visits by MPs to charities, including the visit of MPs Craig Tracey and Nicola Richards to Chai Cancer Care, and Wes Streeting MP, Shadow Health Secretary, to Norwood's adult supported living home. These visits not only showcased the extraordinary work of these organisations but, in the case of Chai, also led to recognition in the House of Commons, including specific congratulations from Maria Caulfield MP, the Minister for Women. Overall, we were able to arrange 159 meetings for members with MPs.

We were also proud to be able to celebrate the incredible work of our member organisations at our Members' Afternoon Tea in Parliament which took place in June and included kind words from Baroness Ruth Anderson and Deputy Prime Minister Oliver Dowden MP. The value of the JLC's longstanding engagement with policy makers became evident following the terrible events in Israel on October 7th. We immediately mobilised these connections to support the community in its time of need.

Work since October 7th

In the wake of the harrowing events that unfolded in Israel on October 7th, the JLC has initiated and coordinated a huge number of events, campaigns, and other initiatives to unite and support the Jewish community. The JLC's initiatives, including vigils, rallies, and briefings, have been central in fostering a sense of togetherness in these dark times. These gatherings have allowed us both to collectively mourn and to offer solidarity to one another. They have also been a testament to the indomitable spirit and unity that exemplify our community, especially in challenging times.

The immediate response to the attacks was characterised by a deep sense of loss and collective mourning within our community. Understanding the critical need for a shared space to grieve and demonstrate unity, the JLC swiftly organised a series of vigils. The first, a vigil outside Downing Street, saw the JLC and the Board of Deputies of British Jews (BoD) bring the community together to mourn collectively, remembering all those who had been killed. The JLC and the Jewish Representative Council of Greater Manchester and Region also held a separate gathering in Manchester City Centre which ensured that the local Jewish community could come together to express their solidarity and grief.

At both locations, these vigils represented more than just acts of remembrance; they were powerful displays of communal unity. It was a moment to stand in solidarity and grief with members of the Jewish community along with friends and allies. These gatherings demonstrated the community's unshakeable resolve and commitment to

support one another through these difficult times.

Following the vigils, the JLC and BoD recognised the urgent need to focus on a critical issue that had arisen from the conflict: the plight of the hostages. To bring heightened awareness to their situation and to amplify the call for their safe return, the JLC and BoD organised the 'Bring Them Home' rally. The rally – held in Trafalgar Square – united the community's voice in a singular, powerful demand for the immediate release of those still held captive. Fifteen thousand people gathered to show our community's support for the hostages in what was a monumental display of communal unity.

As the situation in the Middle East has escalated, antisemitism has risen in the UK. This is a pattern we have sadly seen before. However, the frequency and severity of incidents has been unprecedented. We have supported and amplified the crucial work of the Community Security Trust (CST) as it protects our community in the face of this hatred. The JLC also lent its support to the March Against Antisemitism. CEO Claudia Mendoza and Chair Keith Black were at the vanguard of the march alongside other prominent community figures. They walked as representatives of a community united against hatred and bigotry, leading a determined procession from the Royal Courts of Justice to Parliament Square. The march saw 100,000 people from across the spectrum of Jewish life and its allies, all walking together in a resolute stance against discrimination. It sent a clear message that antisemitism should have no place in society.

During this time of crisis, we were able to call on the relationships we have built in recent years to speedily reach relevant decision makers. We have met regularly with key ministers to discuss both antisemitism and community security, including Home Secretary James Cleverly, former Home Secretary Suella Braverman, Commons Leader Penny Mordaunt, Conservative Party Chairman Richard Holden, and many others. These meetings were critical in ensuring that our community's concerns and needs were properly understood and communicated at the highest levels of government. We met with Alicia Kearns, Chair of the Foreign Affairs Committee, to discuss the impact of the conflict of Israel on the UK Jewish community and other critical international issues. These engagements have heightened awareness of the issues we face and have ensured a firm and comprehensive response at both national and international levels. Keith visited Israel to meet with President Herzog and other senior Israeli officials. In all of their discussions, the ongoing effects of the events of October 7th were a central theme. Witnessing Israel's resilience and determination amidst these challenges was a powerful reminder of the shared values and unbreakable spirit that define the Jewish people.

Simultaneously, it was clear to us that gathering insights from both the community and the wider public was crucial. To this end, we commissioned a series of polls to track sentiment amongst the British population towards events in Israel and the growing antisemitism in the UK. We also polled our own community to ensure that a quantitative record of the impact of this conflict exists and is understood by decision makers.

We launched key campaigns to unify and empower our community during these trying times. In response to the rise in antisemitism, the JLC spearheaded the 'strong united resilient' campaign, which brought together various Jewish organisations and Jewish influencers in a collective stance against antisemitism. The campaign broadcast a powerful message of solidarity and the unyielding resilience of our community. Similarly, we joined a global call asking people to set aside an extra seat at the Shabbat table with the #BringThemHome initiative. And finally, in response to a Chanukah event being cancelled by a local council, our #LightWithPride campaign was initiated to maintain the visibility of our traditions and to stand against fear and division by being proudly Jewish.

Through these engagements and initiatives, we have strived to navigate a challenging landscape by fostering a dialogue with key political figures as well as the security services, ensuring our safety concerns are prioritised, and by rallying our community around campaigns that reinforce our shared values and identity.

Objective 2: To strengthen communal capacity and capability, building tomorrow's leaders both lay and professional, guiding on governance and regulation, and working with members on their needs

In 2023, the JLC significantly strengthened communal capacity, building tomorrow's leaders through its leadership division, Lead, whilst also promoting good governance and regulation through its various forums. The year was marked by a series of impactful initiatives and events that fostered professional development and celebrated the Jewish community's contributions. Our initiatives in 2023 were focused on increasing the interconnected community fabric, ensuring support is readily available and engagement is meaningful and productive. By facilitating dialogue amongst community members, offering leadership development opportunities, and providing platforms for shared experiences, we are helping to build a vibrant and supportive Jewish communal ecosystem.

Over the past year, our commitment to leadership development has been unwavering. Our cornerstone initiatives, including the Follow the Leader course, the Adam Science Leadership Programme, and the Dangoor Senior Leadership Programme, have been instrumental in our strategic aim of cultivating the leaders of tomorrow. The Follow the Leader workshops, a standout feature of our 2023 offerings, were specifically designed to support individuals who alternate between leadership and management roles.

We conducted a series of focus groups with staff responsible for training and development across 20 varied communal organisations. The focus groups show us that Lead is an impactful and highly respected source of employee training and development within Jewish communal organisations. The valuable insights they provide will guide our efforts in assisting these organisations to meet their training and development goals, paving the way for an even more successful 2024.

The Adam Science Leadership Programme – catering to emerging leaders – also made a significant impact in 2023. It was our largest cohort since 2019 and included, for the first time, a group from Manchester. Participants were immersed in a curriculum covering essential leadership skills, including workshops in fundraising and managing volunteers which were enriched by input from a wide range of community experts.

Following a forced break during the Covid-19 pandemic, we were delighted to restart the Dangoor Senior Leadership Programme (DSLSP) with an event for 18 senior leaders covering 12 member organisations at the Grove Hotel in January. The group then came together at the Windsor Leadership residential in February to look in detail at strategic leadership challenges, benefitting from sessions with experts like NHS Chief Nursing Officer Ruth May DBE. Guided by co-directors Larry Shulman and Michelle Janes, and managed by Nick Young, the cohort focused on personal impact, strategic thinking, and change leadership. An outcome of the programme has been to create a Community Think Tank which will work to address the communal challenges identified by the DSLSP, with targeted presentations scheduled for Spring 2024.

In 2023, we were proud to launch an alumni network for participants of DSLSP's senior leadership programmes. This initiative kicked off with an inaugural event at Jami's Head Room Café, expertly chaired by Jamie Field. The plan is to host tri-annual meetings starting in 2024, fostering continuous engagement and development amongst alumni. The enthusiastic participation of so many alumni at the launch clearly indicates that these meetings will serve as a valuable platform for networking and collaborative working in the future.

Another highlight of the year was the Jewish Community Professionals' Conference in June. More than 200 professionals in London and Manchester engaged in learning and networking, with expert insights on topics such as AI integration and the power of collaboration, vital for the development of our brilliant communal workforce. These conferences align with our broader goal of supporting the ongoing growth and development of professionals in the Jewish community to, in turn, ensure we have a strong, flourishing Jewish community in the UK.

Strategic Forums: Encouraging Excellence and Innovation

Throughout the year, our forums – including HR and Operations, Marketing and Comms, Fundraising, and CEO – played a pivotal role in ensuring our members stay up to date with governance and regulatory compliance, whilst ensuring the community worked together effectively for maximum impact.

The HR and Operations Forum focused on improving productivity by sharing best practice on up-to-date recruitment and employee development strategies, underpinned by the data from our comprehensive annual salary survey. The Marketing and Comms Forum gained valuable insights from internet personality Nuseir Yassin, founder of Nas Daily, which boasts 65 million followers across social media, to discuss building intercommunity understanding, complemented by a Meta-led workshop on social media best practices.

The Fundraising Forum engaged in discussions about modernising donor engagement and the implications of GDPR, and the CEO Forum served as a vital touchpoint for leadership at the highest level to ensure the community's strategic initiatives are aligned.

All of these forums are instrumental in our goal of building and maintaining a thriving Jewish community.

Celebrating our Community

Throughout the year, we took time to celebrate our community's wonderful spirit and contributions. The commemoration of the Jewish impact on the City of London at the Old Bailey was a poignant moment: the reflections shared by Sir Michael Bear and Chief Rabbi Sir Ephraim Mirvis underscored our rich heritage, including our commitment to philanthropy and social justice.

On International Women's Day, we focused on the theme 'Embrace Equity', fostering discussions on achieving equality in the workplace and the influence of both government and workplace policies that affect working women. This day has become an integral part of our annual calendar, and it was inspiring to see extensive participation from across our community.

Recognising the essential role of volunteers, we partnered with the Jewish Volunteering Network for its annual awards ceremony, celebrating all those who dedicate their time to the community. Their contributions are the foundation of our community's strength, and we remain committed to supporting them.

The Maccabi GB Fun Run encapsulated the positivity of our community, offering a day of enjoyment for families and promoting charitable giving. With an amazing turnout of 6,500 participants and a record 99 exhibitors at the charity fair sponsored by the JLC, the event was a testament to our communal unity and generosity. The anticipation is already building for the next event on Sunday 23rd June 2024, which promises to be another fantastic day for all.

After the horrifying events in Israel on October 7th and the horrifying surge in antisemitism in workplaces across the country that has followed, we joined forces with White & Case LLP to host an event that brought Jewish professionals together to celebrate Jewish culture in the workplace.

More than 500 Jewish professionals heard from speakers including Rachel Riley, Jonathan Goldstein, and Bill Benjamin. The event provided a moment for people to find solace in community and reflects our commitment to proudly embracing and sharing Jewish culture in all areas of life.

Chanukah took on a new significance this year, and its message of shining a light amongst the darkness held a deeper meaning for the community. We took great pride in sponsoring the Chanukiah in Trafalgar Square and in organising our annual Chanukah lighting ceremony there in partnership with the Mayor of London Sadiq Khan. The Mayor was joined by community leaders and David Baddiel, the comedian and author of *Jews Don't Count*. We were equally thrilled to maintain our partnership with the London Eye, which was lit up to mark the final night of Chanukah.

Objective 3: To support and lead our members and the wider community to prepare for strategic long-term challenges and catalyse change using evidence and best practice

At the heart of the JLC's mission is the empowerment of our members and the broader community to confront and navigate long-term strategic challenges with strength and foresight. In 2023, the JLC channelled our efforts into supporting community welfare by working on supporting mental health initiatives and providing guidance on

safeguarding protocols. These focal points reflect our strategic commitment to guiding our members and the wider community through pressing challenges with insight and preparedness. In prioritising mental health, we have demonstrated our commitment to dealing with difficult challenges – and to addressing those issues right at the core of the community's welfare. Similarly, our work on safeguarding, which focuses on both signposting and simplifying safeguarding guidance, highlights our desire to promote the community's safety and wellbeing in a structured and lasting way.

Mental Health and the Community

The JLC's proactive stance in the face of a burgeoning mental health crisis has been a cornerstone of our work over the past year. NHS data highlights the critical state of mental health problems amongst school-age children, with Child and Adolescent Mental Health Services (CAMHS) severely overstretched and only able to focus on the most critical cases.

The JLC recognised the need to convene and coordinate to fill this gap. As a result, in partnership with member organisations who are active in mental health support work, we established the Youth Mental Health Network

(YMHN) (formerly the Youth Mental Health Partnership). Professionals from key organisations can come together to share insights and develop better approaches to care. In 2023, the YMHN ran workshops, promoted data sharing to identify trends, and supported pilot mental health initiatives.

In September, the JLC proudly facilitated a suicide prevention roundtable at the Head Room Café with our member organisation Jami. Guided by Liz Twist MP, Chair of the Suicide and Self Harm All Party Parliamentary Group (APPG), this event brought together voluntary, charity, and social enterprise (VCSE) organisations and policy makers. It helped foster essential dialogue on suicide prevention, allowing for new connections between politicians and the charities who attended to be made, and the APPG inquiry into suicide in young people was shared by Jami and the Union of Jewish Students (UJS) directly as a result of the event. Initiatives of this nature highlight the significance of exchanging best practices both within our community and with external VCSE organisations, showing how positive outcomes can come from a united aim – in this case enhancing mental wellbeing and protecting lives. Following this event, Jami has continued its collaboration with Liz Twist MP, working jointly on initiatives that prioritise community based approaches to suicide prevention.

Safeguarding the Community

The JLC has been working with Faithguard, looking at safeguarding in the Jewish charity sector and how the JLC can signpost Jewish charities to relevant sources of support around safeguarding. In 2021, the Independent Inquiry into Child Sexual Abuse's investigation into religious organisations and settings made clear in its Recommendations that (at the very least) all religious organisations should have a child protection policy and supporting procedures. These should include advice and guidance on responding to disclosures of abuse and the needs of victims and survivors, as well as regular compulsory training for those in leadership positions and those in training. At the same time, the Charity Commission is clear in its guidance that safeguarding responsibilities apply to all charity trustees, not only those working with children or adults at risk, and that safeguarding concerns the wellbeing of everybody connected to the charity, not just beneficiaries.

In order to understand the Jewish charity sector's safeguarding needs better, Faithguard has been looking at data (including Charity Commission data) in detail. It has undertaken both quantitative and qualitative analysis, carefully considering approximately 1,600 of the largest Jewish charities (by income) to establish the nature of their charitable activities – and how the charities interact with people – to establish the primary safeguarding risks to the sector. As a result, our website will provide an up-to-date safeguarding page with resources for trustees of Jewish charities. The page will be focused on simplicity and support, whilst also recognising the high number and specific safeguarding needs of both synagogues and other community-based building charities, as well as Jewish grantmaking charities.

The analysis has improved the JLC's wider understanding of the Jewish charitable sector as a whole and will be very useful in ensuring that its support for the sector is data-led and maximises impact.

Finally, in partnership with Leading Edge, we launched the UK's first Jewish Community Employee Survey. This initiative was aimed at gaining insights into the challenges and opportunities faced by our communal professionals, to ensure that their voices are heard and their contributions valued. We were delighted that 35 different organisations participated in the survey, including 24 members of the JLC. Each organisation that participated was provided with the results of their survey, giving them a data-driven foundation to inform their strategies and initiatives moving forward. We will be implementing the findings from our results and have been encouraged to hear of other members doing the same.

More information about JLC Activity in 2023 can be found in our annual review online
<http://www.thejlc.org/annualreview23>

ANALYSIS OF ACHIEVEMENTS AND PERFORMANCE

Public Benefit

The trustees, having considered section 17 of the Charities Act 2011, have satisfied themselves that they have complied with the duty to have regard to the Public Benefit guidance published by the Charity Commission. In this Report, the trustees have outlined the activities and achievements of the JLC and, so the trustees believe, these demonstrate that the JLC is providing public benefit.

Financial Performance

The trustees approved a budget for 2023 that maintained levels of prudent allocation of resources whilst enabling us to build on our modest reserves. The budget was closely monitored and at the end of 2023, our surplus remained at a level consistent with the previous year.

This resulted in the Statutory accounts for the JLC in 2023 recording a reserves level of £536,505. This figure is slightly higher than 2022, with the proportion of unrestricted (free) reserves rising to £437,459. The trustees are pleased to have continued to build and sustain reserves with both Restricted and Unrestricted funds in surplus over the last 2 years and look to continue to grow financial security over the coming 3-5 years. The trustees have continued to produce these accounts on a going concern basis and there is nothing in the JLC's current performance that would undermine the going concern status. The trustees remain immensely grateful to the many very generous donors who have supported the JLC in 2023 and into 2024.

Income

The JLC has three main sources of income.

- **Membership Fees** – Approximately 19% of income comes from fees paid by the JLC's member organisations. The rates vary according to a scale based on the size of the organisation.
- **Grants and Donations** – Approximately 79% of income is from grants from trusts or foundations supporting the breadth of the JLC's work and donations received from individuals. The JLC reports regularly to grant making bodies and is grateful for the support and guidance given to its work within these organisations. The JLC continues to broaden its supporter base utilising the trustee fundraising group to build relationships.
- **Training and Development** – Approximately 2% of income is from training and development opportunities the JLC provides to lay and professional leaders including CPD sessions, conferences and consultancy.

Expenditure

The JLC has four main areas of expenditure.

- **Personnel** – This remains the largest area of expenditure within the organisation. The JLC's staff are its biggest asset and have enabled the organisation to continue to serve its members and the wider community through the most challenging of years. Their commitment, skill, knowledge and enthusiasm enables the JLC to continue to deliver the wide range of services discussed in this Report.
- **Programme Expenditure** – This area of expenditure includes leadership programmes provided through Lead and is made up of both restricted and unrestricted funds. Activity in this area has returned to normal levels following a few years of limited expenditure due to Covid.
- **Grant funding** – This includes grants from the JLC towards specific projects such as PaJeS, Reshet and Jewish Women's Aid sexual harassment project. Grant applications are considered by the trustees and are only approved if funds are available or can be sought as well as if the projects are aligned with the JLC's strategic mission and values.
- **Governance and Professional Fees** – includes the legal and accounting fees to maintain compliance as well as consultants supporting activity in specific areas or projects facilitated by the organisation.

Risk Management

The Audit and Risk Committee continues to meet quarterly and follows a robust schedule to review policies, Management Accounts and Risk, making recommendations to the trustees where appropriate. In assessing risk, the following have been assessed as major possible risks to the charity.

Reputational damage through actions of the charity's leaders or employees, or by the actions of member organisations by association. The charity continues to review and update policies on a regular basis with robust systems of oversight including the Audit and Risk Committee. Adherence to policy and procedure is highlighted to all staff and trustees and there is a standing item at all trustee meetings to deal with any matters arising. The JLC has worked to build stronger relationships with members to ensure expectations of both parties are clear and has introduced documentation during 2023 to support these commitments to each other that are shared on membership renewal.

Failure or Breach of IT systems. All JLC IT systems are now cloud based and have increased levels of security measures on access to the IT systems. Whilst this remains one of the most significant risks to the organisation, trustees believe this is reasonably well mitigated against with current measures, however, this is regularly assessed and the JLC's IT provider is aware to ensure systems are secure.

Donations and other income insufficient to meet costs of the charity. This was tested in recent years with the impact of Covid-19 and the organisation was able to ensure stability during this time. The JLC continues to work to mitigate this by working closely with a small team of trustees in addition to the Chair and CEO. Fundraising is carried out on an annual basis and a high proportion of donors give to the organisation year on year. The few donors that no longer support us have been replaced by a pipeline of new donors.

Failure of financial process including expenditure exceeding income. This is primarily mitigated against with robust systems of financial management and oversight. The JLC contracts an external company to manage bookkeeping which includes the production of management accounts. It also benefits from the expertise of a Part Time Financial Director to oversee budget-setting processes and review. Systems and processes mean that at no point is any individual able to raise, authorise or pay an invoice or payment from the JLC accounts without at least 1 other person co-authorising.

Failure in succession planning for both lay and professional leadership. The JLC has consistently maintained trustee relationships as well as ensuring new trustees are welcomed to the board, creating increased diversity. The Council of Membership are actively engaged in leadership elections and the process of recruitment and election is transparent and open. The CEO works together with the staff team to provide opportunities for development, allowing growth and succession within the small team. The CEO and COO meet regularly with the Chair and Treasurer. The Vice Chair is also in regular contact with the senior team to support their work.

Reserves Policy

The trustees have examined the requirement for free reserves which are those unrestricted funds not designated for specific purposes. The free reserves at the end of the year are £437k, the trustees consider this to be sufficient to cover approximately four months of regular operational expenditure. The trustees' ambition in the next three to five years is to build up free reserves equivalent to six months of regular operational expenditure.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The JLC is registered under the Companies Act 2006 as a company limited by guarantee. The company was incorporated on 14 July 2006 and is a registered charity constituted as a Limited Company. The Articles of Association have been amended a number of times. The current prevailing Articles of Association were adopted in December 2019. The charity registration number is 1115343 and the company registration number is 05742840.

Recruitment and Appointment of Trustees

In accordance with the Articles, the power to appoint trustees rests with the Council of Membership (the Council) and the Board of Trustees.

The majority of the trustees are elected from the membership of the Council of Membership and are appointed by that body. Trustees so appointed hold office for a three-year term and a regular rotation of trustees occurs on an annual basis with approximately four trustees retiring by rotation during any given year. Trustees who are eligible to serve additional terms at the end of their rotation are able to be re-elected if they wish to stand for nomination.

The President of the Board of Deputies of British Jews held an automatic trusteeship until this was changed by special resolution in March 2024. From April 2024, the President of the Board of Deputies of British Jews is automatically an honorary Vice President of the JLC for the duration of their Presidency.

The trustees are Directors of the Company for Companies Act purposes and charity trustees for the purpose of charity law. The current trustees, as well as those in office during the financial year, are listed at the start of this report.

Sir Trevor Chinn CVO attended meetings of the Board of Trustees throughout the year as an observer.

Trustee Induction and Training

New trustees are provided with an induction pack, which includes a copy of the Company's Articles, the latest Trustees' Report and Financial Statements, and legal guidance on their duties and liabilities. They are briefed by the CEO on their duties and responsibilities and the board has a designated trustee for Governance oversight. Lead, a division of the JLC, provides ongoing training and development opportunities for trustees within the community including the annual Trustees' Conference as well as Development sessions. All JLC trustees are invited to participate in these sessions. Where specific training or development is required for trustees, this is supported and enabled.

The trustees, who served during the year and up to the date of signature of the financial statements were:

Keith Black (Chair)
Debra Fox (Vice Chair) (resigned 25th May 2024)
Louise Jacobs (Vice Chair)
Suzi Woolfson (Honorary Treasurer)
Mark Adlestone OBE, DL
Julian Blake (elected 3rd June 2024)
Nina Freedman
Uri Goldberg (elected 3rd June 2024)
Michael Goldstein
Paul Langsford (elected 3rd June 2024)
Laura Marks CBE
Mark Morris (resigned 25th May 2024)
Marie Van Der Zyl OBE (resigned 8th March 2024)
Jonathan Zenios

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 Charity Governance Code

The JLC is a committed supporter of the Charity Governance Code (the Code) as a set of standards for high performance in governance. The trustees work in line with the code and use the code to guide their management and strategic

thinking. The code is promoted as a strong tool with which to assess the strength of governance and regular training and update sessions on the code are provided as part of the training and development offering, to which all trustees are invited.

How the JLC makes decisions

The charity has an approved Code of Conduct which sets out matters reserved to the Board and the limits of the Executive's authority. The business of the JLC is managed by the Board of Trustees, with day-to-day decisions delegated to a team of professional staff, headed by the JLC CEO. The trustees meet six times each year as a minimum.

The CEO is able to take day-to-day decisions on most matters, but she is closely scrutinised by the Chair, and major strategic and financial decisions must be approved by the Board of Trustees. The financial authority of the Executive is governed by the Finance Regulations. The CEO delivers a detailed report of performance against objectives at each meeting of trustees, who are able to question and scrutinise activity and decisions.

We have the following trustee working groups;

- Audit and Risk Committee (chaired externally but with two trustees, including our Treasurer)
- Membership and Nominations Committee – this was created in 2022 and four trustees, including our Chair and Vice Chair sit on this committee. There are terms of reference drawn up and it discusses JLC membership, trustee positions, and CEO remuneration. It meets on a needs basis.
- Fundraising Committee – there are four trustees on this committee, including Treasurer, Chair, and Vice Chair. It means approximately eight times a year.

The CEO has agreed with the trustees a programme of activity which further enhances the JLC's role in the community.

From a governance perspective, trustees must approve the following matters:

- Strategy and changes to strategic priorities
- Recruitment policy and senior staff remuneration
- Approval of Policies and Procedures
- New projects or grant making activities
- Membership fees and relations with members
- Applications for new membership and membership policy
- Annual budget, cashflow forecast and any reforecasts
- Strategy for major political meetings
- Approval of statutory accounts
- Approval of changes to the constitution
- Significant long-term contractual or financial commitments
- Matters likely to have reputational significance for the JLC.

A Finance Report is presented to the trustees at each meeting along with the most recent Management Accounts which includes progress on fundraising. The COO prepares the Finance Report and is ultimately responsible, under the supervision of the Hon Treasurer for financial management. The Audit and Risk Committee reviews and gives recommendations on budgets and financial reports to the trustees.

The COO's management of the budget and spending is overseen by the Honorary Treasurer on behalf of the trustees. There is an agreed document of spending authority. Bookkeeping and management accounting services are provided by an external company and oversight is supported by a part-time Financial Director. Monthly management accounts are produced and are tabled at each meeting of the Board of Trustees.

Audit and Risk Management

The Audit and Risk Committee Chairman is Sam Clarke. The Chairman of the Committee is independent of the Board of Trustees. The Hon Treasurer and two other trustees attend the meetings. The trustees have delegated a number of financial matters to be dealt with by the Committee and reported to the trustees.

A Conflict of Interests Policy is in place and a register of trustees Interests is kept on file. Trustees are asked to declare any interest relevant to the business at the start of each meeting.

Salaries Policy

The JLC has a policy to pay appropriate salaries consistent with the market in order to attract and retain the best talent to assist the JLC in meeting its objectives. Salaries are benchmarked against comparable roles within comparable organisations both within and outside the Jewish community and take account of Employees' experience and profile. The salaries of staff are reviewed once a year with the CEO having delegated authority to set staff salary levels and the

Chair, along with the remuneration committee setting and approving the CEO's salary.

Fundraising

The JLC does not undertake widespread fundraising from the general public. It is grateful to the donors who support its work and with whom it maintains communication on activities throughout the year. Income generation is managed by the CEO, COO and a group of trustees with no external fundraising support engaged. Income received from fundraising activities is listed as donations in our accounts. The JLC is not required to be bound by any regulatory scheme. We have received no complaints in relation to fundraising activities.

Related Party Transactions

There are a limited number of related party transactions in the 2023 accounts. In each case, the transactions are agreed by the CEO under delegated authority or approved by trustees in accordance with the agreed approvals procedure. In the case of a Related Party Transaction, the relevant Related Party, if a trustee, will declare their interest in the matter in question, in accordance with the Conflicts of Interest Policy.

Details of these transactions can be found in Note 14.

Auditor

In accordance with the company's articles, a resolution proposing that Goldwins Limited be appointed as auditor of the company for a three-year term was passed in 2023.

Disclosure of information to auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

On behalf of the Board of Trustees



Keith Black, Chair of Trustees

Date: 24th June 2024

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 DECEMBER 2023

The trustees, who are also the directors of The Jewish Leadership Council for the purpose 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Opinion

We have audited the financial statements of The Jewish Leadership Council (the 'charity') for the year ended 31 December 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 December 2023 and of its incoming resources and application of resources, including its 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity'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 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.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

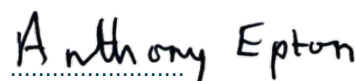
A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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.

Anthony Epton (Senior Statutory Auditor)
for and on behalf of Goldwins Limited

Chartered Accountants
Statutory Auditor



75 Maygrove Road
West Hampstead
London
NW6 2EG

23 July 2024

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2023

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
	Notes						
Income from:							
Donations	3	1,258,077	107,285	1,365,362	1,220,940	142,614	1,363,554
Expenditure on:							
Charitable activities	4	1,068,427	106,062	1,174,489	1,058,032	337,875	1,395,907
Net incoming/(outgoing) resources before transfers		189,650	1,223	190,873	162,908	(195,261)	(32,353)
Gross transfers between funds		(3,645)	3,645	-	(84,810)	84,810	-
Net income/(expenditure) for the year/ Net movement in funds		186,005	4,868	190,873	78,098	(110,451)	(32,353)
Fund balances at 1 January 2023		251,454	94,178	345,632	173,356	204,629	377,985
Fund balances at 31 December 2023		437,459	99,046	536,505	251,454	94,178	345,632

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

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 attached notes form part of these financial statements.

THE JEWISH LEADERSHIP COUNCIL

BALANCE SHEET

AS AT 31 DECEMBER 2023

	Notes	2023 £	£	2022 £	£
Current assets					
Debtors	9	56,065		87,534	
Cash at bank and in hand		541,450		307,484	
		<u>597,515</u>		<u>395,018</u>	
Creditors: amounts falling due within one year	10	61,010		49,386	
		<u>61,010</u>		<u>49,386</u>	
Net current assets			536,505		345,632
			<u>536,505</u>		<u>345,632</u>
The funds of the charity					
Restricted income funds	11		99,046		94,178
Unrestricted funds			437,459		251,454
			<u>536,505</u>		<u>345,632</u>

The financial statements were approved by the trustees on 24th June 2024



Suzi Woolfson (Honorary Treasurer)
Trustee

Company registration number 05742840 (England and Wales)

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	15		233,966		(316,683)
Net cash used in investing activities			-		-
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents					
			233,966		(316,683)
Cash and cash equivalents at beginning of year			307,484		624,167
Cash and cash equivalents at end of year			541,450		307,484

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

1 Accounting policies

Charity information

The Jewish Leadership Council is a private company limited by guarantee incorporated in England and Wales. The registered office is Shield House, Harmony Way, Hendon, NW4 2BZ.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

1 Accounting policies (Continued)

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 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 amortized cost.

1.8 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.9 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

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.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2023 £	2023 £	2023 £	2022 £	2022 £	2022 £
Donations and gifts	1,258,077	107,285	1,365,362	1,220,940	142,614	1,363,554
Donations and gifts						
JLC Core and Projects	1,258,077	107,285	1,365,362	1,220,940	142,614	1,363,554
	1,258,077	107,285	1,365,362	1,220,940	142,614	1,363,554

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

4 Charitable activities

	JLC Core and Projects 2023 £	JLC Core and Projects 2022 £
Staff costs	684,349	664,451
Utilities, rent and rates	74,206	81,221
Event and programme costs	168,105	124,688
Travel, conferences and PR	25,268	19,375
Office administration	5,292	6,482
Legal and professional	38,397	28,946
Project costs	71,510	99,639
Bank charges	486	956
	<u>1,067,613</u>	<u>1,025,758</u>
Grants paid	76,876	328,269
Share of support costs (see note 5)	21,600	33,840
Share of governance costs (see note 5)	8,400	8,040
	<u>1,174,489</u>	<u>1,395,907</u>
Analysis by fund		
Unrestricted funds	1,068,427	1,058,032
Restricted funds	106,062	337,875
	<u>1,174,489</u>	<u>1,395,907</u>

5 Support costs allocated to activities

	2023 £	2022 £
Bookkeeping services	21,600	33,840
Governance costs	8,400	8,040
	<u>30,000</u>	<u>41,880</u>
Governance costs comprise:	2023 £	2022 £
Audit fees	7,000	7,000
	<u>7,000</u>	<u>7,000</u>

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

6 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

7 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
JLC Core and Projects	13	13

Employment costs

	2023 £	2022 £
Wages and salaries	563,973	541,175
Social security costs	64,792	67,623
Other pension costs	55,584	55,653
	684,349	664,451

Salaries and benefits in respect of the key management personnel of the charity total £308,234 (2022 £308,688).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2023 Number	2022 Number
£60,001 to £70,000	1	1
£80,001 to £90,000	1	-
£90,001 to £100,000	-	2
£100,001 to £110,000	1	-

8 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

9 Debtors

	2023	2022
	£	£
Amounts falling due within one year:		
Trade debtors	46,344	69,418
Other debtors	9,721	18,116
	<u>56,065</u>	<u>87,534</u>

10 Creditors: amounts falling due within one year

	2023	2022
	£	£
Other taxation and social security	15,916	25,741
Trade creditors	20,364	15,019
Other creditors	950	226
Accruals and deferred income	23,780	8,400
	<u>61,010</u>	<u>49,386</u>

11 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Balance at 1 January 2023	Movement in funds			Balance at 31 December 2023
	£	Income	Expenditure	Transfers	£
Lead	94,178	77,285	(76,062)	3,645	99,046
JLC Projects	-	30,000	(30,000)	-	-
	<u>94,178</u>	<u>107,285</u>	<u>(106,062)</u>	<u>3,645</u>	<u>99,046</u>

Details of the Lead project within the Restricted Funds are given below.

Lead offers leadership programmes and services to lay, professional and aspiring leaders. Having incorporated Lead's financial activity into the JLC at the start of 2021, the respective figures for 2022 and 2023 only show those concerning restricted funds for specific Leadership Projects.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

12 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2023	Incoming resources	Resources expended	Transfers At 31 December 2023	
	£	£	£	£	£
General funds	251,454	1,258,077	(1,068,427)	(3,645)	437,459
	<u>251,454</u>	<u>1,258,077</u>	<u>(1,068,427)</u>	<u>(3,645)</u>	<u>437,459</u>
Previous year:	At 1 January 2022	Incoming resources	Resources expended	Transfers At 31 December 2022	
	£	£	£	£	£
General funds	173,356	1,220,940	(1,058,032)	(84,810)	251,454
	<u>173,356</u>	<u>1,220,940</u>	<u>(1,058,032)</u>	<u>(84,810)</u>	<u>251,454</u>

13 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 December 2023 are represented by:			
Current assets/(liabilities)	437,459	99,046	536,505
	<u>437,459</u>	<u>99,046</u>	<u>536,505</u>
	<u>437,459</u>	<u>99,046</u>	<u>536,505</u>
	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 December 2022 are represented by:			
Current assets/(liabilities)	251,454	94,178	345,632
	<u>251,454</u>	<u>94,178</u>	<u>345,632</u>
	<u>251,454</u>	<u>94,178</u>	<u>345,632</u>

14 Related party transactions

Included in donations are £169,166 (2022: £248,000) from the trustees.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

15	Cash generated from operations	2023 £	2022 £
	Surplus/(deficit) for the year	190,873	(32,353)
	Movements in working capital:		
	Decrease in debtors	31,469	23,004
	Increase/(decrease) in creditors	11,624	(307,334)
	Cash generated from/(absorbed by) operations	233,966	(316,683)

Accounts

Charity registration number 1115343
Company registration number 05742840 (England and Wales)

THE JEWISH LEADERSHIP COUNCIL ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022



REFERENCE AND ADMINISTRATIVE INFORMATION

Trustees	Jonathan Goldstein (Outgoing Chair, resigned 13 th January 2022) Keith Black (Incoming Chair, Appointed 13 th January 2022) Suzi Woolfson (Honorary Treasurer) Debra Fox (Vice Chair) Mark Adlestone, OBE, DL Nina Freedman (Appointed 9 th October 2022) Michael Goldstein Louise Jacobs Laura Marks CBE Mark Morris Marie Van Der Zyl OBE Hilda Worth (Resigned 15 th December 2022) Jonathan Zenios
Co-Chief Executive Officers	Claudia Mendoza and Michelle Janes
Company Secretary	Claudia Mendoza
Charity number	1115343
Company number	05742840
Principal address	Shield House Harmony Way Hendon NW4 2BZ
Registered office	Shield House Harmony Way Hendon NW4 2BZ
Auditor	Goldwins Limited 75 Maygrove Road West Hampstead London NW6 2EG
Bankers	Lloyds Bank 25 Gresham Street London EC2N 7HN
Solicitors	Womble Bond Dickinson 4 More London Riverside London SE1 2AU

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The Jewish Leadership Council (JLC) trustees present their Report and Accounts for the year ended 31st December 2022, which also contains the directors' report as required by company law.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1st January 2019).

INTRODUCTION TO THE JLC

The JLC is a membership organisation made up of many of the leading Jewish Charitable organisations serving the UK Jewish community. Its member organisations work across the Jewish community and include Lead, the JLC's leadership development division. During 2023, the JLC saw member organisation Reshet become incorporated into the UJIA and also celebrated the merger of Kisharon and Langdon into one organisation. It is dedicated to promoting a flourishing UK Jewish community and works to ensure that the British community values and respects the UK Jewish community and the role it plays in civil society.

Charitable Objects

The objects of the JLC, as set out in the Articles of Association, are:

- 1) to advance the education of the public in the Jewish faith and the customs of the Jewish people and the state of Israel,
- 2) to advance the Jewish faith,
- 3) to promote equality and diversity for the benefit of the public by:
 - a. providing or assisting in the provision of training and education so as to create a climate in which religious, ethnic, cultural and other forms of diversity (in particular those relating to the Jewish community) can be celebrated without fear of persecution;
 - b. representing a range of views including those of the Jewish community to policymakers, funders, service providers and agencies working in the field;
 - c. providing advice and information of sufficient quality to fulfil a charitable purpose,
- 4) to promote religious harmony for the benefit of the public by:
 - a. educating Christians, Hindus, Jews, Muslims, and Sikhs and adherents to other religions and systems of belief (as recognised for the purposes of Article 9 of the European Convention on Human Rights and Fundamental Freedoms), to appreciate each other's distinctive beliefs and practices; and
 - b. promoting education and research leading to respect for religious differences between faith and systems of belief,
- 5) to improve the efficiency and effectiveness of charities carrying out charitable purposes for the benefit of the Jewish community by:
 - a. co-ordinating the efforts of existing charitable and non-charitable agencies that have the common goal of providing charitable services or relief to the Jewish community;
 - b. liaising with, and acting as a forum for the exchange of information between, agencies working to provide charitable services or relief to the Jewish community in order to identify gaps in the services, overlap or duplication of services, so as to improve delivery of such services to the Jewish community;
 - c. representing the views of the Jewish community to policy makers, funders and service providers;
 - d. providing advice and information to agencies working in the field;
 - e. providing databases or directories or other sources of information provided that they are of sufficient quality to fulfil a charitable purpose,
- 6) such other charitable purposes as the trustees shall from time to time think fit.

VISION

The JLC has a vision of a strong, thriving, and engaged Jewish community in the United Kingdom for generations to come. A community that:

- Has a confident sense of itself, safe within the United Kingdom and engaged with civic society
- Embraces its historical and religious traditions, is engaged with Israel, nurtures its youth, and cares for its infirm, the elderly, and those on the margins
- Has a thriving charitable ecosystem that is innovative, impactful, and has high standards of governance and regulatory compliance
- Is staffed with an excellent cadre of professionals and supported by an engaged and committed lay leadership
- Is efficient and well funded
- Is seen as an exemplar for Jewish communities worldwide

MISSION

Our mission is to support development and excellence in our member organisations, challenging them to lead the way in sustaining, building, and celebrating vibrant Jewish communities across the UK.

JLC PLANS FOR THE FUTURE - STRATEGIC OBJECTIVES

During 2022, the incoming Chair worked collaboratively with the trustees and professional team in consultation with stakeholders to set 4 key strategic Objectives for the coming 3 years. These are at the core of the work carried out by the JLC and are continually informed through our members and work with stakeholders across the community.

- To enhance (alongside other communal organisations) the political security of the community, through healthy relationships with politicians, government, the media, and civil society organisations
- To strengthen communal capacity and capability, building tomorrow's leaders both lay and professional, guiding on governance and regulation, and working with members on their needs
- To support and lead our members and the wider community to prepare for strategic long-term challenges and catalyse change using evidence and best practice
- To further strengthen the JLC's own governance, leadership, and management, ensuring that it is an exemplar of best practice

PURPOSE

The organisation works with our members to achieve our objectives in 3 key ways



We are led by our values:



JLC STAFF TEAM

The JLC has a small team of dedicated professionals, led by Co-CEOs, Michelle Janes and Claudia Mendoza. In 2022 the team welcomed Programme Manager, Nick Young into the Lead team. This appointment aligned with the re-launching of two major leadership programmes following a pause during the Pandemic.

In early 2023 the team also welcomed Daniella Myers as Director of the London Jewish Forum (A joint project of the JLC and the Board of Deputies) following the departure of Daniel Kosky, who skilfully led the organisation during the challenging pandemic years. We wish Daniel much success in his new role. Daniella is an employee of the Board of Deputies working alongside the JLC team.

The Co-CEOs are jointly responsible for the oversight of the staff team and divide management of personnel between them.

2022 ACTIVITY OVERVIEW

Connecting and Coordinating the Jewish charitable sector

The JLC works to facilitate long-term strategic planning for Jewish communal life in the UK. We aim to increase and improve coordination, cooperation, and collaboration, and (where appropriate) to consolidate resources to enhance the effectiveness and impact of Jewish communal organisations. Through our membership, we bring individuals and organisations together to share challenges and create solutions.

Our members are at the heart of our activities and having hired a Membership Manager in 2021 we have been able to deepen and strengthen relationships with our member organisations during 2022, allowing us to further understand their issues, challenges and successes. During the year we continued to facilitate our CEO Forum, connecting our member CEOs as well as provide opportunities to meet with wider sector colleagues. We expanded our working group opportunities by establishing a Communications and Marketing Forum for JLC member organisations, and we continued to facilitate the HR and Operations Forum and we also established a Fundraising Forum. This sharing of ideas, concerns, and working practices across the community is of huge value and greatly appreciated by our members.

We were delighted to welcome The London School of Jewish Studies (LSJS), as a member of the JLC in 2022. In June, we hosted an afternoon tea for JLC members in the House of Commons to thank them for all that they do. We were delighted to hear from the then Minister for Refugees, Lord Richard Harrington.

In response to the War in Ukraine, we worked together with the Board of Deputies to bring together organisations from across the Jewish community to provide an appropriate, needs-led, and coordinated response to the refugee crisis caused by Russia's invasion of Ukraine. We have continued this coordination into 2023 supporting community organisations and JLC members such as World Jewish Relief who have long-standing partnerships in Ukraine and are best placed to channel appropriate support.

To mark the Platinum Jubilee, the JLC and Board of Deputies jointly sponsored a special celebratory supplement in the Jewish Chronicle, marking the remarkable achievements of her reign. Later in the year, following the sad passing of Her Majesty, the JLC coordinated a full-page advert in every Jewish newspaper on behalf of our membership.

During 2022 we continued our work with the Youth Mental Health Partnership (YMHP) which brought together four organisations – Camp Simcha, Jami, Norwood, and Noa Girls- with the aim of improving our community's ability to deal with the growing crisis in young people's mental health. This included running a day-long workshop aimed at enhancing relationships between key staff members working across services, therapy, duty, referrals, and advocacy from the four organisations. We also worked alongside Social Finance, a research consultancy, to further explore the issue, broadening out the range of stakeholders informing our recommendations and hearing directly from children and young people themselves.

JLC Chair, Keith Black, regularly meets Chairs of member organisations (and those in the wider Jewish charitable sector) in order to understand the issues they face individually and collectively. He has also presented at various member trustee boards. He visited a number of communal institutions in Leeds and spoke at a JLC-organised Communal Tea composed of lay leaders and professionals from local communal organisations. He highlighted the JLC's ongoing commitment to the West Yorkshire region through our dedicated Yorkshire & East Coast Regional Manager. In the same month, the JLC along with member organisation, the Jewish Representative Council of Greater Manchester and Region, held a Civic Reception at Manchester Central Library with the Speaker of the House of Commons, Sir Lindsay Hoyle MP, and the Lord Mayor of Manchester. The Civic Reception took place on the anniversary of Kristallnacht and this important historical event was referenced by those speaking. We have Council meetings (the Chairs of member organisations and Vice Presidents) at least four times a year. At these meetings, we discuss a wide range of issues of concern across the community, be it leadership, political changes, or mental health.

Over the last two years, the JLC has increased the investment in support for the community in Greater Manchester by seconding our Regional Manager, Marc Levy, as CEO to the Jewish Representative Council of Greater Manchester and Region. This role has ensured that we can support the community locally as best as possible. Marc has worked together with the Chair and wider leadership to ensure the Rep Council is effective and sustainable. A significant piece of work the JLC supported in 2022 was a detailed mapping project of the community organisations which has helped to strategic thinking and action in the area for the coming year.

Magnifying and amplifying the collective voice of our member organisations

The JLC seeks to raise the profile of its members and their work, connecting them to decision makers at all levels of government and providing access to those in positions of power who are able to support change. We also Magnify and Amplify the work of our members within the community, using our platform and various fora to increase awareness about workstreams, projects, and campaigns.

During 2022 we engaged with government throughout the year on a variety of areas of concern to our members and the wider community. This included working to ensure it continues to take a lead in the fight against antisemitism here and internationally. Much of this was done through introducing various policymakers across all parties to our member, the Community Security Trust.

We connected members to MPs, secretaries of state, ministers, and shadow government, including arranging for Shadow Minsters Karin Smyth MP and Vicky Foxcroft MP to meet Kisharon and visit its bike shop, as well as for then Schools Minister Robin Walker MP to visit Yavneh College. This engagement also included showcasing the community's excellent Jewish schools as well as advocating for the continued provision of faith schools in the UK. In Leeds, we arranged for the new Mayor of West Yorkshire, Tracy Brabin, to visit the Leeds Jewish community centre (MAZCC) and conduct several roundtables with the community.

Primarily through our regional managers, we engaged proactively with local and regional government in all parts of England. We have continued to advocate the adoption of the International Holocaust Remembrance Alliance (IHRA) definition at local government level and have engaged with regional mayors such as Ben Houchen in Tees Valley, Jamie Driscoll in North of Tyne, Tracy Brabin in West Yorkshire, and Oliver Coppard in South Yorkshire.

Together with the Board of Deputies, we held regional councilor seminars across the country, educating this vital tier of government on the concerns and needs of local Jewish communities. We also drafted a joint submission to the UK's Free Trade Agreement consultation. This policy will dictate UK-Israel trade following the UK's departure from the European Union.

We used our political engagement to support a number of initiatives within Parliament, including encouraging support for Robert Jenrick MP's successful amendment which prohibits BDS within public service pension schemes, engaging with the government on the forthcoming Online Safety Bill and BDS Bill announced in the Queen's Speech. We worked closely with our member, the Union of Jewish Students, in order to raise the issue of antisemitism within the National Union of Students, and facilitated a meeting with the then Universities Minister, Michelle Donelan.

We continued our constructive engagement with opposition parties, with a specific focus on engaging members of the Shadow Cabinet on issues of concern to our members. We held several meetings with the Labour Shadow Foreign Office team as well as the Shadow Labour education team and, together with JLC member PaJeS, brought Shadow Education Secretary Bridget Phillipson MP for a roundtable meeting with the community at Akiva School and the Sternberg Centre. Together with the Board of Deputies, we held a roundtable with Labour Leader Sir Keir Starmer to build on the relationship that has developed over the past two years. We brought Daisy Cooper MP, Liberal Democrat spokesperson for Health and Social Care, to the Jewish Care Campus at Sandringham in Bushey.

Our commitment to the London Jewish Forum (a joint project between the JLC and the Board of Deputies of British Jews) has seen activity in Greater London (and Essex and Hertfordshire) increase exponentially.

This includes arranging hustings ahead of elections (local and national) to allow residents to hear directly from would-be elected officials. During the 2022 local elections, in partnership with LJF and the Board of Deputies, we held a series of successful hustings across five London boroughs with more than 570 people attending. Hustings were held in Barnet, Camden, Haringey, Enfield, and Redbridge, with four events taking place across Barnet. Council Leaders were present in all boroughs, with questions covering a wide variety of topics. Following the London elections, LJF held roundtable meetings with the new political leaderships of Barnet and Harrow Councils, and took a leading role in the development of the London Jewish Health Partnership.

It also includes close engagement with local councils, the London General Assembly and MPs. In November, LJF arranged a tour of the Jewish community for members of the London Assembly. This included a visit to the Community Security Trust (CST), Alyth Reform Synagogue, Mathilda Marks-Kennedy Primary School in Mill Hill, and Rimom Primary School in Golders Green.

Strengthening and Supporting leadership across our community

The JLC Strengthens and Supports the work of our member organisations by providing opportunities to enhance the skills, expertise, and development of communal leaders. Much of this work is carried out through our Lead division and works across our membership and beyond with lay and professional leadership at all levels. During 2022 we were delighted to return to more normal activity bringing people together physically. This included conferences, the re-launch of major leadership programmes and a celebration of 10 years of Lead. The majority of this was facilitated by the Lead team however we have increasingly seen a more integrated approach to this area of work across the JLC team leading to greater engagement and collaboration.

Lead, in partnership with the Jewish Volunteering Network (JVN) hosted the 10th annual Jewish Community Trustees' Conference, supported by the Bloom Foundation, with more than 70 trustees in attendance at the London event in June and nearly 50 in Manchester in November. The London conference welcomed Tony Bloom, founder of the Bloom Foundation and Chairman of Brighton & Hove Albion Football Club as a keynote speaker. He reflected on his philanthropic journey, sharing his vision for the community and his top leadership advice. Participants attended sessions on a variety of topics including Diversity and Inclusion, the UK Giving Landscape, Impact Measurement and Creating a sustainable future for organisations. Our Regional Trustees' Conference greeted participants from both Manchester and Leeds providing participants with an opportunity to look at key charity updates and consider community challenges collaboratively. Participants also took part in sessions to further understand what good charity governance looks like and to explore case studies from the charity commission. Both events provided opportunities for networking and trustee development.

Our Support for Jewish Community Professionals was increased in 2022 with the convening of the third annual, and first in-person, Jewish Community Professionals' Conferences in June. With over 60 attendees in London and 40 in Manchester, the conferences opened up discussions around culture within Jewish communal organisations, offering an opportunity to develop and nurture value and pride in Jewish community professionalism. We also continued our popular online Follow the Leader course, delivering 87 learning sessions on a wide variety of topics including Agile Working, Courageous Conversations and Team Dynamics. Participants who have attended these sessions have commented that they have helped them to develop their leadership skills and improve their approach to leadership and management. Others have shared that they have increased in confidence to tackle new and challenging situations and feel better equipped to approach strategic decision making.

Lead, celebrated its 10th anniversary in 2022 and we were delighted to hold a celebration generously sponsored by the Rubin Foundation that brought together more than 120 alumni, lay leaders, and trustees who have been connected to Lead over the past decade. Since 2011, more than a thousand people have joined Lead's programmes and many of Lead's alumni now lead in lay or professional capacities across the community.

During the year we re-launched two major leadership programmes, successfully recruiting a third cohort of 18 dynamic and multi-denominational leaders from across the UK to the Dangoor Senior Leadership Programme (DSLSP). The programme focuses on four key leadership capabilities – Sensemaking, Relating, Visioning and Inventing as powerful drivers for communal leadership. We also restarted The Adam Science Leadership Programme (ASLP) for emerging leaders which welcomed its largest ever group of 22 participants featuring cohorts based in the North and the South of England. The group includes professional and lay leaders and has representation from more than half of our member organisations. The programme aims to inspire, empower and enable younger leaders to lead and know how they can best contribute to the UK Jewish community. Both the DSLSP and ASLP blend in-person and online sessions and include residential experiences as well as mentoring and networking opportunities.

Other activity included our annual International Women's Day Conference where more than 50 professionals and lay leaders joined us for our first in-person event since the start of the pandemic. We launched our Digital Development Programme with the aim of increasing and improving the use of digital tools within the community. Working alongside eight members to benchmark their digital maturity using the NCVO's Digital Maturity Matrix the JLC supported this process and each organisation to set their own digital goals. This also informed the design of training and development opportunities including cyber security and digital security.

With the reality of an unprecedented cost-of-living crisis, we are acutely aware that members of the community may find themselves increasingly in need of support. Having learnt from experience gained in recent times of crisis, the JLC's Cost-of-Living Support Hub (located on our website) is designed to provide people in need within the Jewish community with access to the useful information, advice, and support that is available from local authorities, Jewish communal organisations, and wider voluntary sector services.

Reshet

Reshet (meaning 'network' in Hebrew) was established in 2015 as a joint project, by UJIA and the Jewish Leadership Council, enabling youth organisations and informal education professionals to enrich, inspire and further enhance young people's lives.

During 2022, Reshet continued to support the Jewish informal education sector to prepare for and deliver a wide range of education experiences, including residential camps and leadership training for young leaders. Reshet's Professional Development Programme continued to bring professional youth leaders together, delivering skills and tools to enable those leaders to bring the best of themselves to the children and young people they serve. Working closely with communal and national partners, including the Department for Education as well as other governmental departments, Reshet has continued to contribute to government consultations regarding 'out of school settings'. Following on from Independent Inquiry into Child Sexual Abuse (IICSA), Reshet disseminated a paper for the community to fully grasp the outcomes of IICSA, ensuing recommendations and best practice are being followed in order to safeguard appropriately. In 2022, Reshet was requested to deliver additional training for Israel Tour leaders by UJIA Israel Experience and to work directly with the Youth Movement leaders as part of the Chazon process.

In 2023 UJIA announced that Reshet would be merging into UJIA from April 2023. Reshet was housed within UJIA since its inception and during the pandemic the relationship became closer than ever before. It became clear that in order to best protect community resources and to continue to drive excellence in the Jewish youth leadership sector meant that fully merging into UJIA was right at this point in time. Shelley Marsh has taken on a new role as the Director of Leadership Development at UJIA, working closely with UJIA CEO Mandie Winston to identify and design new initiatives to ensure our community's young people can reach their full potential as leaders in safe, inspirational and inclusive settings that underscore a commitment to the Jewish People and Israel in all its diversity. The JLC will continue to work in partnership with UJIA to support this work and we look forward to seeing the community's provision for young people continues to thrive.

More information about JLC Activity in 2022 can be found in our annual review online www.thejlc.org/annualreview22

THE JEWISH LEADERSHIP COUNCIL
TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2022

ANALYSIS OF ACHIEVEMENTS AND PERFORMANCE

Public Benefit

The trustees, having considered section 17 of the Charities Act 2011, have satisfied themselves that they have complied with the duty to have regard to the Public Benefit guidance published by the Charity Commission. In this Report, the trustees have outlined the activities and achievements of the JLC and, so the trustees believe, these demonstrate that the JLC is providing public benefit.

Financial Performance

Following a significant structural change to the organisation after the departure of PaJeS at the end of 2021, the trustees approved a budget for 2022 that maintained levels of prudent allocation of resources whilst continuing to return to more 'business as usual'. The budget was closely monitored and fundraising efforts continued to support the building of modest reserves for the charity. This resulted in the Statutory accounts for the JLC in 2022 recording a reserves level of £345,632. Whilst this figure is slightly lower than 2021, the proportion of unrestricted (free) reserves has risen significantly with £251,454 being allocated to unrestricted funds in 2022 in comparison to £171,356 in 2021. The trustees are pleased to have continued to build and sustain reserves with both Restricted and Unrestricted funds in surplus over the last 2 years and look to continue to grow financial security over the coming 3-5 years. The trustees have continued to produce these accounts on a going concern basis and there is nothing in the JLC's current performance that would undermine the going concern status. The trustees remain immensely grateful to the many very generous donors who have supported the JLC in 2022 and into 2023.

Income

The JLC has three main sources of income. (Please note that comparative proportions from previous years will vary mainly due to the movement of PaJeS becoming an independent organisation).

- **Membership Fees** – Approximately 20% of income comes from fees paid by the JLC's member organisations. The rates vary according to a scale based on the size of the organisation.
- **Grants and Donations** – Approximately 77% of income is from grants from trusts or foundations supporting the breadth of the JLC's work and donations received from individuals. The JLC reports regularly to grant making bodies and is grateful for the support and guidance given to its work within these organisations. The JLC continues to broaden its supporter base utilising the trustee fundraising group to build relationships.
- **Training and Development** – Approximately 3% of income is from training and development opportunities the JLC provides to lay and professional leaders including CPD sessions, conferences and consultancy.

Expenditure

The JLC has four main areas of expenditure. Please note that proportions in comparison to previous years accounts will vary due to the departure of PaJeS.

- **Personnel** – This remains the largest area of expenditure within the organisation. The JLC's staff are its biggest asset and have enabled the organisation to continue to serve its members and the wider community through the most challenging of years. Their commitment, skill, knowledge and enthusiasm enables the JLC to continue to deliver the wide range of services discussed in this Report.
- **Programme Expenditure** – This area of expenditure includes leadership programmes provided through Lead and is made up of both restricted and unrestricted funds. Activity in this area was greatly reduced during 2020 and 2021 due to Covid but much activity increased during 2022 due to changes in restrictions.
- **Grant funding** – This includes grants from the JLC towards specific projects such as the Workplace Sexual Harassment Prevention Programme from Jewish Women's Aid. Grant applications are considered by the trustees and are only approved if funds are available or can be sought as well as if the projects are aligned with the JLC's strategic mission and values.
- **Governance and Professional Fees** – includes the legal and accounting fees to maintain compliance as well as consultants supporting activity in specific areas or projects facilitated by the organisation.

Risk Management

The Audit and Risk Committee continues to meet quarterly and follows a robust schedule to review policies, Management Accounts and Risk, making recommendations to the trustees where appropriate. In assessing risk, the following have been assessed as major possible risks to the charity.

Reputational damage through actions of the charity's leaders or employees, or by the actions of member organisations by association. The charity continues to review and update policies on a regular basis with robust systems of oversight including the Audit and Risk Committee. Adherence to policy and procedure is highlighted to all staff and trustees and there is a standing item at all trustee meetings to deal with any matters arising. The JLC has worked to build stronger relationships with members to ensure expectations of both parties are clear and has introduced documentation during 2023 to support these commitments to each other that are shared on membership renewal.

Failure or Breach of IT systems. All JLC IT systems are now cloud based and have increased levels of security measures on access to the IT systems. Whilst this remains one of the most significant risks to the organisation, trustees believe this is reasonably well mitigated against with current measures, however, this is regularly assessed and the JLC's IT provider is aware to ensure systems are secure.

Donations and other income insufficient to meet costs of the charity. This was tested in recent years with the impact of Covid-19 and the organisation was able to ensure stability during this time. The JLC continues to work to mitigate this by working closely with a small team of trustees in addition to the Chair and Co-CEOs. Fundraising is carried out on an annual basis and a high proportion of donors give to the organisation year on year. There have been very few donors who have ceased support for the JLC over the last three years and the donor base has continued to steadily grow over the last two years. Following the end of Covid-19 restrictions the JLC has been able to return to more normal fundraising activity and has held a number of donor events in 2022 and into 2023 to update, engage and consult with donors.

Failure of financial process including expenditure exceeding income. This is primarily mitigated against with robust systems of financial management and oversight. The JLC contracts an external company to manage bookkeeping which includes the production of management accounts. It also benefits from the expertise of a Part Time Financial Director to oversee budget-setting processes and review. Systems and Processes mean that at no point is any individual able to raise, authorise or pay an invoice or payment from the JLC accounts without at least 1 other person co-authorising.

Failure in succession planning for both lay and professional leadership. The JLC has consistently maintained trustee relationships as well as ensuring new trustees are welcomed to the board, creating increased diversity. The Council of Membership are actively engaged in leadership elections and the process of recruitment and election is transparent and open. The Co-CEOs work together with their staff team to provide opportunities for development, allowing growth and succession within the small team. The Co-CEO model goes some way to mitigating the potential loss of senior leadership through resignation or illness and allows the organisation to feel secure in direction. The Co-CEOs meet regularly with the Chair and Treasurer. The Vice Chair is also in regular contact with the senior team to support their work.

Reserves Policy

The trustees have examined the requirement for free reserves which are those unrestricted funds not designated for specific purposes. The trustees consider that at present free reserves should be sufficient to cover approximately three months of regular operational expenditure which equates to approximately £300,000. The trustees' ambition in the next three to five years is to build up free reserves equivalent to six months of regular operational expenditure.

THE JEWISH LEADERSHIP COUNCIL
TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2022
STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The JLC is registered under the Companies Act 2006 as a company limited by guarantee. The company was incorporated on 14 July 2006 and is a registered charity constituted as a Limited Company. The Articles of Association have been amended a number of times. The current prevailing Articles of Association were adopted in December 2016. The charity registration number is 1115343 and the company registration number is 05742840.

Recruitment and Appointment of Trustees

In accordance with the Articles, the power to appoint trustees rests with the Council of Membership (the Council) and the Board of Trustees.

The majority of the trustees are elected from the membership of the Council of Membership and are appointed by that body. Trustees so appointed hold office for a three-year term and a regular rotation of trustees occurs on an annual basis with approximately four trustees retiring by rotation during any given year. Trustees who are eligible to serve additional terms at the end of their rotation are able to be re-elected if they wish to stand for nomination.

The President of the Board of Deputies of British Jews is automatically a trustee if they are not already an elected trustee in their own right. The current President who joined the trustee board in 2018 was re-elected in May 2021 and remains on the trustee board.

The trustees are Directors of the Company for Companies Act purposes and charity trustees for the purpose of charity law. The current trustees, as well as those in office during the financial year, are listed at the start of this report.

Sir Trevor Chinn CVO attended meetings of the Board of Trustees throughout the year as an observer.

Trustee Induction and Training

New trustees are provided with an induction pack, which includes a copy of the Company's Articles, the latest Trustees' Report and Financial Statements, and legal guidance on their duties and liabilities. They are briefed by one of the Co-CEOs on their duties and responsibilities and the board has a designated trustee for Governance oversight. Lead, a division of the JLC, provides ongoing training and development opportunities for trustees within the community including the annual Trustees' Conference as well as Development sessions. All JLC trustees are invited to participate in these sessions. Where specific training or development is required for trustees, this is supported and enabled.

The trustees, who served during the year and up to the date of signature of the financial statements were:

Keith Black (Appointed Chair on 13 January 2022)
Debra Fox (Vice Chair)
Suzi Woolfson (Honorary Treasurer)
Mark Adlestone OBE, DL
Nina Freedman (Appointed 9 October 2022)
Michael Goldstein
Louise Jacobs
Laura Marks CBE
Mark Morris
Marie Van Der Zyl OBE
Hilda Worth (Resigned 15 December 2022)
Jonathan Zenios
Jonathan Goldstein (outgoing chair) (Resigned 13 January 2022)

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 Charity Governance Code

The JLC is a committed supporter of the Charity Governance Code (the Code) as a set of standards for high performance in governance. The trustees work in line with the code and use the code to guide their management and strategic thinking. The code is promoted as a strong tool with which to assess the strength of governance and regular training and update sessions on the code are provided as part of the training and development offering, to which all trustees are invited.

HOW THE JLC MAKES DECISIONS

The charity has an approved Code of Conduct which sets out matters reserved to the Board and the limits of the Executive's authority. The business of the JLC is managed by the Board of Trustees, with day-to-day decisions delegated to a team of professional staff, headed by the JLC Co-CEOs. The trustees meet six times each year as a minimum.

The Co-CEOs are able to take day-to-day decisions on most matters, but they are closely scrutinised by the Chair, and major strategic and financial decisions must be approved by the Board of Trustees. The financial authority of the Executive is governed by the Finance Regulations. The Co-CEOs deliver a detailed report of performance against objectives at each meeting of trustees, who are able to question and scrutinise activity and decisions.

We have the following trustee working groups;

- Audit and Risk Committee (chaired externally but with two trustees, including our Treasurer)
- Membership and Nominations Committee – this was created in 2022 and four trustees, including our Chair and Vice Chair sit on this committee. There are terms of reference drawn up and it discusses JLC membership, trustee positions, and CEO remuneration. It meets on a needs basis.
- Fundraising Committee – there are four trustees on this committee, including Treasurer, Chair, and Vice Chair. It means approximately eight times a year.

The Co-CEOs have agreed with the trustees a programme of activity which further enhances the JLC's role in the community.

From a governance perspective, trustees must approve the following matters:

- Strategy and changes to strategic priorities
- Recruitment policy and senior staff remuneration
- Approval of Policies and Procedures
- New projects or grant making activities
- Membership fees and relations with members
- Applications for new membership and membership policy
- Annual budget, cashflow forecast and any reforecasts
- Strategy for major political meetings
- Approval of statutory accounts
- Approval of changes to the constitution
- Significant long-term contractual or financial commitments
- Matters likely to have reputational significance for the JLC.

A Finance Report is presented to the trustees at each meeting along with the most recent Management Accounts which includes progress on fundraising. The Co-CEOs prepare the Finance Report and are ultimately responsible, under the supervision of the Hon Treasurer for financial management. The Audit and Risk Committee reviews and gives recommendations on budgets and financial reports to the trustees.

The Co-CEOs management of the budget and spending is overseen by the Honorary Treasurer on behalf of the trustees. There is an agreed document of spending authority.

Bookkeeping and management accounting services are provided by an external company and oversight is supported by a part-time Financial Director. Monthly management accounts are produced and are tabled at each meeting of the Board of Trustees.

Until May 2022 the Audit and Risk Committee Chairman was Alan Goldman when Sam Clarke took over this position. The Chairman of the Committee is independent of the Board of Trustees. The Hon Treasurer and two other trustees attend the meetings. The trustees have delegated a number of financial matters to be dealt with by the Committee and reported to the trustees.

A Conflict of Interests Policy is in place and a register of trustees Interests is kept on file. Trustees are asked to declare any interest relevant to the business at the start of each meeting.

Salaries Policy

The JLC has a policy to pay appropriate salaries consistent with the market in order to attract and retain the best talent to assist the JLC in meeting its objectives. Salaries are benchmarked against comparable roles within comparable organisations both within and outside the Jewish community and take account of Employees' experience and profile. The salaries of staff are reviewed once a year with the Co-CEOs having delegated authority to set staff salary levels and the Chair, along with the remuneration committee setting and approving the Co-CEOs' salaries.

Fundraising

The JLC does not undertake widespread fundraising from the general public. It is grateful to the donors who support its work and with whom it maintains communication on activities throughout the year. Income generation is managed by the Co-CEOs and a group of trustees with no external fundraising support engaged. Income received from fundraising activities is listed as donations in our accounts. The JLC is not required to be bound by any regulatory scheme. We have received no complaints in relation to fundraising activities.

Related Party Transactions

There are a limited number of related party transactions in the 2022 accounts. In each case, the transactions are agreed by the Co-CEOs under delegated authority or approved by trustees in accordance with the agreed approvals procedure. In the case of a Related Party Transaction, the relevant Related Party, if a trustee, will declare their interest in the matter in question, in accordance with the Conflicts of Interest Policy.

Details of these transactions can be found in Note 12.

Auditor

In accordance with the company's articles, a resolution proposing that Goldwins Limited be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

On behalf of the Board of Trustees



Keith Black, Chair of Trustees:

Date: 30th August 2023

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2022

The trustees, who are also the directors of The Jewish Leadership Council for the purpose 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Opinion

We have audited the financial statements of The Jewish Leadership Council (the 'charity') for the year ended 31 December 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 December 2022 and of its incoming resources and application of resources, including its 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

We have nothing to report in this regard.

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity'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 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.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

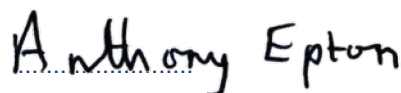
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed 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 is available on the Financial Reporting Council's website at: <https://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.

Anthony Epton (Senior Statutory Auditor)
for and on behalf of Goldwins Limited



Chartered Accountants
Statutory Auditor

75 Maygrove Road
West Hampstead
London
NW6 2EG

31st August 2023

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
<u>Income from:</u>							
Donations	3	1,220,940	142,614	1,363,554	1,173,646	1,333,180	2,506,826
<u>Expenditure on:</u>							
Charitable activities	4	1,058,032	337,875	1,395,907	1,315,509	970,559	2,286,068
Net incoming/(outgoing) resources before transfers		162,908	(195,261)	(32,353)	(141,863)	362,621	220,758
Gross transfers between funds		(84,810)	84,810	-	50,000	(50,000)	-
Net income/(expenditure) for the year/ Net movement in funds		78,098	(110,451)	(32,353)	(91,863)	312,621	220,758
Fund balances at 1 January 2022		173,356	204,629	377,985	265,219	(107,992)	157,227
Fund balances at 31 December 2022		251,454	94,178	345,632	173,356	204,629	377,985

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 attached notes form part of these financial statements.

THE JEWISH LEADERSHIP COUNCIL

BALANCE SHEET

AS AT 31 DECEMBER 2022

	Notes	2022 £	£	2021 £	£
Current assets					
Debtors	8	87,534		110,538	
Cash at bank and in hand		307,484		624,167	
		<u>395,018</u>		<u>734,705</u>	
Creditors: amounts falling due within one year	9	<u>(49,386)</u>		<u>(356,720)</u>	
Net current assets			<u>345,632</u>		<u>377,985</u>
Income funds					
Restricted funds	10		94,178		204,629
Unrestricted funds			251,454		173,356
			<u>345,632</u>		<u>377,985</u>

The financial statements were approved by the Trustees on 30th August 2023.



Suzi Woolfson (Honorary Treasurer)
Trustee

Company registration number 05742840

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	13		(316,683)		238,446
Net cash used in investing activities			-		-
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(316,683)		238,446
Cash and cash equivalents at beginning of year			624,167		385,721
Cash and cash equivalents at end of year			<u>307,484</u>		<u>624,167</u>

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1 Accounting policies

Charity information

The Jewish Leadership Council is a private company limited by guarantee incorporated in England and Wales. The registered office is Shield House, Harmony Way, Hendon, NW4 2BZ.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

1 Accounting policies (Continued)

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 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 amortized cost.

1.8 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.9 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

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.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022 £	2022 £	2022 £	2021 £	2021 £	2021 £
Donations and gifts	<u>1,220,940</u>	<u>142,614</u>	<u>1,363,554</u>	<u>1,173,646</u>	<u>1,333,180</u>	<u>2,506,826</u>
Donations and gifts						
JLC Core and Projects	1,220,940	142,614	1,363,554	1,173,646	337,508	1,511,154
PaJes	-	-	-	-	995,672	995,672
	<u>1,220,940</u>	<u>142,614</u>	<u>1,363,554</u>	<u>1,173,646</u>	<u>1,333,180</u>	<u>2,506,826</u>

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

4 Charitable activities

	JLC Core and Projects 2022 £	JLC Core and Projects 2021 £	PaJeS 2021 £	Total 2021 £
Staff costs	664,451	601,349	257,233	858,582
Utilities, rent and rates	81,221	83,131	25,754	108,885
Event and programme costs	124,688	58,342	785	59,127
Travel, conferences and PR	19,375	10,689	277	10,966
Office administration	6,482	6,410	3,330	9,740
Legal and professional	28,946	62,515	39,876	102,391
Project costs	99,639	136,135	490,383	626,518
Bank charges	956	83	420	503
PaJeS transfer activities	-	44,787	152,501	197,288
	<u>1,025,758</u>	<u>1,003,441</u>	<u>970,559</u>	<u>1,974,000</u>
Grants paid	328,269	251,188	-	251,188
Share of support costs (see note 5)	33,840	48,960	-	48,960
Share of governance costs (see note 5)	8,040	11,920	-	11,920
	<u>1,395,907</u>	<u>1,315,509</u>	<u>970,559</u>	<u>2,286,068</u>
Analysis by fund				
Unrestricted funds	1,058,032	1,315,509	-	1,315,509
Restricted funds	337,875	-	970,559	970,559
	<u>1,395,907</u>	<u>1,315,509</u>	<u>970,559</u>	<u>2,286,068</u>

5 Support costs

	Support costs £	Governance costs £	2022 £	Support costs £	Governance costs £	2021 £
Bookkeeping services	33,840	-	33,840	48,960	-	48,960
Audit fees	-	8,040	8,040	-	11,920	11,920
	<u>33,840</u>	<u>8,040</u>	<u>41,880</u>	<u>48,960</u>	<u>11,920</u>	<u>60,880</u>
Analysed between Charitable activities	<u>33,840</u>	<u>8,040</u>	<u>41,880</u>	<u>48,960</u>	<u>11,920</u>	<u>60,880</u>

6 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

7 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
JLC Core and Projects	13	12
PaJeS	-	12
	<u>13</u>	<u>24</u>
Total	<u>13</u>	<u>24</u>

Employment costs	2022 £	2021 £
Wages and salaries	541,175	710,404
Social security costs	67,623	98,718
Other pension costs	55,653	49,460
	<u>664,451</u>	<u>858,582</u>

Salaries and benefits in respect of the key management personnel of the charity total £308,688 (2021 £437,182).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2022 Number	2021 Number
£60,001 to £70,000	1	-
£90,001 to £100,000	2	2
£160,001 to £170,000	-	1
	<u>1</u>	<u>3</u>

8 Debtors

Amounts falling due within one year:	2022 £	2021 £
Trade debtors	69,418	93,783
Other debtors	18,116	16,755
	<u>87,534</u>	<u>110,538</u>

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

9 Creditors: amounts falling due within one year

	2022 £	2021 £
Other taxation and social security	25,741	24,125
Trade creditors	15,019	10,294
Other creditors	226	239,288
Accruals and deferred income	8,400	83,013
	<u>49,386</u>	<u>356,720</u>

10 Restricted funds

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 January 2022 £	Movement in funds		Transfers £	Balance at 31 December 2022 £
		Income £	Expenditure £		
Schools					
Wellbeing Project	110,073	-	(191,743)	81,670	-
Lead	54,356	58,016	(18,194)	-	94,178
JLC Projects	40,200	84,598	(127,938)	3,140	-
	<u>204,629</u>	<u>142,614</u>	<u>(337,875)</u>	<u>84,810</u>	<u>94,178</u>

Details of the Lead project within the Restricted Funds are given below.

Lead offers leadership programmes and services to lay, professional and aspiring leaders. Having incorporated Lead's financial activity into the JLC at the start of 2021, the respective figures for 2021 and 2022 only show those concerning restricted funds for specific Leadership Projects.

11 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 December 2022 are represented by:						
Current	251,454	94,178	345,632	173,356	204,629	377,985
assets/(liabilities)	<u>251,454</u>	<u>94,178</u>	<u>345,632</u>	<u>173,356</u>	<u>204,629</u>	<u>377,985</u>

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

12 Related party transactions

Included in donations are £248,000 (2021: £210,000) from the trustees and their related parties.

13 Cash generated from operations	2022 £	2021 £
(Deficit)/surplus for the year	(32,353)	220,758
Movements in working capital:		
Decrease/(increase) in debtors	23,004	(57,687)
(Decrease)/increase in creditors	(307,334)	75,375
Cash (absorbed by)/generated from operations	(316,683)	238,446

Accounts



THE JEWISH LEADERSHIP COUNCIL

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

OUR MEMBERS

bicom

BOARD OF DEPUTIES OF
BRITISH JEWS
ADVOCACY | DEMOCRACY | COMMUNITY

CAMP
SINCHA
MAKING A
DIFFERENCE
FOR SERIOUSLY
ILL CHILDREN

chai cancer care
together we can cope

CST
PROTECTING OUR
JEWISH COMMUNITY

THE
FED
Caring for our
Community

JEWISH
MUSEUM
LONDON

Jami
The Mental Health Service for our Community

JEWISH CARE

jrc
Jewish Representative
Council of Greater
Manchester & Region

jvn
Jewish
volunteering
network

JW5

JEWISH WOMEN'S AID

Kisharon
Jewish services for learning disabilities

Langdon
Empowering Independence

Lead
10 YEARS

LEEDS JEWISH
REPRESENTATIVE
COUNCIL

liberal judaism

LONDON
JEWISH
FORUM
We welcome you to the Jewish community

MACCABI GB
For an active Jewish Community

MASORTI
JUDAISM

Mitzvah
Day

nightingale
hammerson

NORWOOD
Taking on life together

PaJeS
Supporting Jewish Schools

REFORM JUDAISM

RESHET
The network for
Jewish youth leadership
UKA JS

the
SCHARDI
community
JEWISH RELIEF

ujia

UJS
UNION OF JEWISH STUDENTS

University Jewish
Chaplaincy
Building Jewish communities
University of Manchester

Celebrating 150 Years
The UJS

WIZO
Changing Lives - Building Futures

WORK AVENUE
Creating Employment - Changing Lives

world
jewish
relief

ZF
FOR ISRAEL

ZYC

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Jonathan Goldstein (Outgoing Chair, resigned 13 th January 2022) Keith Black (Incoming Chair Appointed 13 th January 2022) Suzi Woolfson (Honorary Treasurer) Debra Fox (Vice Chair) Mark Adlestone, OBE, DL Adrian Cohen (Resigned 25 th May 2021) Debra Fox Michael Goldstein Louise Jacobs Laura Marks OBE Mark Morris Marie Van Der Zyl Hilda Worth Jonathan Zenios (Appointed 25 th May 2021)
Co-Chief Executive Officers	Claudia Mendoza and Michelle Janes
Company Secretary	Claudia Mendoza
Charity number	1115343
Company number	05742840
Principal address	Shield House Harmony Way Hendon NW4 2BZ
Registered office	Shield House Harmony Way Hendon NW4 2BZ
Auditor	Haysmacintyre LLP 10 Queen Street Place London United Kingdom EC4R 1AG
Bankers	Lloyds Bank Plc 25 Gresham Street London EC2N 7HN
Solicitors	Womble Bond Dickinson 4 More London Riverside London SE1 2AU

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The Trustees present their Report and Accounts for the year ended 31 December 2021, which also contains the directors' report as required by company law.

The Accounts have been prepared in accordance with the accounting policies set out in note 1 to the Accounts. They comply with the Charitable Company's constitution, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (SORP 2015) (Second Edition, effective 1 January 2019).

INTRODUCTION TO THE JLC

The Jewish Leadership Council (JLC) is an umbrella organisation made up of the leading Jewish Charitable organisations serving the UK Jewish community. It comprises 37 member organisations from across the Jewish community. It has historically also had two Divisions; The Partnership for Jewish Schools (PaJeS) and Lead, the JLC's leadership development division. At the end of 2021, PaJeS moved to be independent of the JLC. More information about this is given later in this report. The JLC also supports Reshet, the Jewish network for Informal Education. Reshet is a joint project of the JLC and UJIA.

The JLC is dedicated to promoting a flourishing UK Jewish community. The JLC works to ensure that the British Community values and respects the UK Jewish community and the role that it plays in civil society. The JLC engages in activities and promotes initiatives that will achieve its objectives by undertaking such work which Jewish charitable organisations, acting individually or collectively, are not able to achieve successfully without the intervention or support of a strategic 'umbrella' body.

Charitable Objects

The objects of the JLC, as set out in the Articles of Association, are:

- 1) to advance the education of the public in the Jewish faith and the customs of the Jewish people and the state of Israel,
- 2) to advance the Jewish faith,
- 3) to promote equality and diversity for the benefit of the public by:
 - a. providing or assisting in the provision of training and education so as to create a climate in which religious, ethnic, cultural and other forms of diversity (in particular those relating to the Jewish Community) can be celebrated without fear of persecution;
 - b. representing a range of views including those of the Jewish Community to policymakers, funders, service providers and agencies working in the field;
 - c. providing advice and information of sufficient quality to fulfil a charitable purpose,
- 4) to promote religious harmony for the benefit of the public by:
 - a. educating Christians, Hindus, Jews, Muslims, and Sikhs and adherents to other religions and systems of belief (as recognised for the purposes of Article 9 of the European Convention on Human Rights and Fundamental Freedoms), to appreciate each other's distinctive beliefs and practices; and
 - b. promoting education and research leading to respect for religious differences between faiths and systems of belief,
- 5) to improve the efficiency and effectiveness of charities carrying out charitable purposes for the benefit of the Jewish Community by:
 - a. coordinating the efforts of existing charitable and non-charitable agencies that have the common goal of providing charitable services or relief to the Jewish Community;
 - b. liaising with, and acting as a forum for the exchange of information between, agencies working to provide charitable services or relief to the Jewish Community in order to identify gaps in the services, overlap or duplication of services, so as to improve delivery of such services to the Jewish Community;
 - c. representing the views of the Jewish Community to policy makers, funders and service providers;
 - d. providing advice and information to agencies working in the field;
 - e. providing databases or directories or other sources of information provided that they are of sufficient quality to fulfil a charitable purpose,
- 6) such other charitable purposes as the Trustees shall from time to time think fit.

The JLC's vision is a UK Jewish community with diverse, effective, and sustainable leadership driving innovative and impactful organisations securing our community's future.

The JLC's mission is to support development and excellence in our member organisations, challenging them to lead the way in sustaining, building, and celebrating vibrant Jewish communities across the UK.

The organisation works with our members to achieve this in 3 key ways



Connecting and Coordinating the Jewish charitable sector

The JLC works and aspires to facilitate long-term strategic planning for communal life. We aim to increase and improve coordination, cooperation, collaboration and (where appropriate) consolidate resources to enhance the effectiveness and impact of Jewish communal organisations. Through our membership, we have the ability to bring individuals and organisations together to share challenges and solutions. We Connect and Coordinate member organisations, be this through our JLC CEO Forum and Council Meetings or our cross communal fora such as the HR Forum and our soon to be established Fundraising Forum

Strengthening and Supporting leadership across our community

The JLC Strengthens and Supports the work of our member organisations by providing varied opportunities to enhance the skill, expertise, and development of communal leaders. This includes the activities of JLC division Lead. Established in 2011, Lead is the only organisation of its kind working cross-communally in the UK Jewish community to offer leadership programmes, events, and networking opportunities for trustees, lay, professional, and emerging communal leaders.

Magnifying and Amplifying the collective voice of our member organisations

The JLC seeks to Magnify and Amplify the work of our members, raising the profile of their causes, campaigns, and initiatives. We aim to connect members to decision makers at all levels of government and provide access to those in positions of power, able to support change. We also Magnify and Amplify the work of our members within the community, using our platform and various fora, to increase awareness about workstreams, projects, and campaigns.

The JLC is led by its values:

VALUES



Focusing on our vision, mission and purpose and strengthening relationships with member organisations has enabled us to coordinate the community in the face of great challenge.

JLC Staff Team

The JLC's objectives are delivered by a small team of dedicated professionals, under the leadership of the JLC's Co Chief Executive Officers, Michelle Janes and Claudia Mendoza. Following a period of Interim leadership in 2020, Michelle and Claudia were appointed as permanent CEOs in January 2021.

There were a number of staff changes during 2021 including the departure of Regional Managers Miki Vyse and Danielle Bett as well as Head of Community Strategy David Davidi-Brown. The JLC was proud to see each of these team members move on to exciting new challenges.

After a rigorous recruitment process, the organisation welcomed four new team members during 2021. The Co-CEOs ensured that the membership focus was supported in the recruitment of the JLC's first 'Membership Manager' and 'Digital Content Officer'

The Co-CEOs are jointly responsible for the oversight of the staff team and divide management of personnel between them.

Until the end of December 2021, the JLC personnel also included the PaJeS team which was led by Executive Director Rabbi David Meyer. This saw the JLC's number of staff reduce by approximately 50%.

2021 ACTIVITY

Connecting and Coordinating our Members

Through our membership, we bring individuals and organisations together to share challenges and solutions. We do this through regular Council of Membership Meetings that enable organisations to be kept up to date with our work and feed in their strategic planning thoughts and challenges. We also host a JLC CEO Forum, which meets to connect member organisation CEOs to share strategic challenges and discuss key issues. We also hold regular HR/Operations Forum meetings in partnership with the Board of Deputies which are open to both member and non-member organisations. We hope to expand further these opportunities to connect by increasing professional working groups in 2022.

In 2021, we continued to develop the Youth Mental Health Partnership (YMHP) bringing together Camp Simcha, Jami, Noa Girls, and Norwood to explore how we can work better together to deliver impactful mental health services for young people by leveraging existing expertise and capacity. The partnership is developing a cross referral system between the four organisations and has established an online portal to signpost people to services.

The JLC continues to be data driven in its decision making and strategic thinking. Informed and supported by guidance from the Institute for Jewish Policy Research (JPR), we are helping coordinate members and communal organisations through a charity income survey. Through this piece of research, planned in 2021 and due to be carried out in 2022, we are seeking to understand the impact of Covid-19 on Jewish community organisations' ability to secure funds over the last two years. The survey will also explore emerging fundraising trends and changes. We anticipate sharing best practice and lessons learnt across the participating organisations to support fundraising efforts across the community. We are also working with JPR to support efforts to create a Jewish population research panel to understand long term trends and to help strategically inform our work and that of our members. Most recently this has included in-depth research into the community's response to Covid-19 and through PaJeS, analysing the most recent Census data alongside assessing future schools' provision.

In response to a flare up in hostilities in the Middle East in 2021, the JLC alongside the Board of Deputies and UJIA coordinated our communal response to the crisis. Bringing together all organisations that work within the field to ensure a wide umbrella and united response. We also worked with the UJIA to support young people who were in Israel at the time, enabling them to tell their own stories in their own words.

Many community stakeholders were concerned by what they saw during and after the conflict and felt further action needed to be taken, especially with regards to social media and the impact on the community. It was felt that community members and supporters of Israel needed to feel safe and confident and didn't have the tools. We conducted some research and campaign planning based on what we were hearing. Funds were raised and allocated specifically for this project and work is ongoing into 2022.

The JLC Magnifying and Amplifying our Members

We aim to connect members to decision makers at all levels of government and provide access to those in positions of power, able to support change. We also Magnify and Amplify the work of our members within the community, using our platform and various fora, to increase awareness about workstreams, projects, and campaigns.

Our external affairs work continued at pace throughout 2021 where we maintained our ability to provide ongoing support for members and coordinated the community's response to key issues. Through our regional managers - Greater Manchester, West Yorkshire, and Greater London through the London Jewish Forum, we supported our members and smaller communities, connecting them to regional leaders in all tiers of local and national government. We expanded our support for Greater Manchester, seconding our regional manager Marc Levy to the Jewish Representative Council of Greater Manchester and Region as their first ever Chief Executive. Marc has professionalised the Rep Council and creates synergy and collaboration between disparate parts of the local community.

Our links with Ministers, Shadow Ministers and Backbench MPs have delivered tangible benefits for the community. By listening to our members, we understand the critically important issues they face and we then utilise our strong relationships to request written and oral questions in the Chamber, Parliamentary Debates, and the ability to have extensive discussions on important issues and pieces of legislation. We have used our relationships to talk to policy makers about the community's concern around Online Harms, facilitating countless meetings between policy makers, including the Community Security Trust and Antisemitism Policy Trust. This has ensured that the government is fully aware of our aspirations for this critically important piece of legislation. We have done the same on other relevant legislation, including the anti BDS Bill, which was in the Queen's Speech but not yet drafted and is vulnerable to being watered down.

Working closely with local government, our regional managers have developed close links with the Metro Mayors across the regions alongside the leadership of all key Councils. These working relationships have proved invaluable when advocating for the needs of the respective local community during the pandemic. It is these links that has enabled stakeholder engagement with key local authority politicians to demonstrate the work of communal organisations. Arranging site visits for Council Leaders to visit communal buildings has proven particularly successful.

On the issue of antisemitism, during the spike experienced in May, these relationships were creatively utilised. A number of joint statements alongside key local politicians were released alongside the CST, helping to reassure all parts of the community. We also submitted evidence to various consultations, including to the Independent Advisor on Antisemitism's consultation and the Department for Levelling Up's consultation on community cohesion. We help member organisations with their submissions to these respective consultations.

The JLC Strengthening and Supporting Leadership

The JLC works to Strengthen and Support the work of our member organisations by providing varied opportunities to enhance the skill, expertise, and development of communal leaders. This includes the activities of Leadership Development division Lead. Lead is proud to have continued to provide training, resources and support to hundreds of community professionals and lay leaders throughout the pandemic. This includes our annual Trustees' Conference and Trustee Development Programme, organised in partnership with JLC member The Jewish Volunteering Network (JVN). In 2021, the Conference welcomed leaders from 41 communal organisations and the Development Programme engaged with over 50 Trustees all at varying points on their leadership journey.

Continuing Professional Development has been a real area of growth in the organisation and we were delighted to welcome 46 participants to our second Annual Professionals Conference in 2021. Building strong relationships amongst colleagues has been key to successful collaboration during the pandemic and creating a culture of continuous development has been a core value of Lead over the last few years. This provision also includes our popular CPD programme 'Follow the Leader' which provided over 100 development opportunities to participants from a wide variety of sessions which included the topics of 'Unconscious Bias', 'Delivering Effective Digital Facilitation', 'Crucial Conversations', and 'Financial Management'.

The JLC is proud to have created the community's first Digital Development Project which aims to support community leaders and organisations to increase and improve use of digital tools to enhance their productivity and effectiveness. Having conducted initial research with 19 organisations on a range of areas including expenditure on technology and digital software, this then enabled us to identify areas of focus, on which we facilitated a set of masterclasses. Attendees were so enthused by these that we ran a further full day training session led by an expert in the field. Underpinned by the JLC's ability to bring Jewish community organisations together to learn from each other we will be facilitating more opportunities for shared learning and development in this project in 2022. This will include the roll out of the NCVO's digital maturity matrix, understanding how to use data and evidence to monitor and evaluate work and improve service delivery, the establishment of a shared database of software usage and suppliers and the creation of social media "how-to" toolkits.

Following a pause in major leadership programme delivery due to Covid, 2022 will see the re-launch of in person leadership programmes such as the Adam Science Programme and the Dangoor Senior Leadership Programme.

PaJeS (The Partnership for Jewish Schools)

The end of 2021 saw PaJeS move to be an organisation independent of the JLC. PaJeS has been partly responsible for the exponential growth of Jewish schooling over the past decade and has made much progress under the leadership of its Executive Director, Rabbi David Meyer OBE, and Chair, Sarah Anticoni. The now independent organisation will continue to provide first-class support for Jewish schools, plan for future provision and maintain top quality Jewish education. PaJeS will continue to remain a member organisation of the JLC. This stage of development would not have been possible without Lady Lira Winston z"l who sadly and unexpectedly passed away at the end of 2021. Lira was with PaJeS since its founding and was a source of great wisdom, passion for Jewish education, and was a stalwart of the organisation. She will be missed tremendously.

During 2021 PaJeS continued to support schools through a number of key areas of work. As the community's leading agency for strategic support for schools, PaJeS worked closely with School Senior Leaders to identify challenges impacting Jewish schools and leading the way in assessing and addressing them. This included direct support for schools and community wide initiatives, such as our Covid response or commissioning research and implementing strategies to address the provision of places across the community. Since January, 323 governors attended our workshops citing how, "knowledgeable, engaging and interesting" the sessions have been.

PaJeS continued to build working relationships with key educational public bodies including the Department for Education, Ofsted, the Prime Minister's Office, the Education Select Committee, and Regional and National School Commissioner Offices. As a trusted voice for Jewish schools and partner for governmental bodies, PaJeS was asked by Ofsted to identify opportunities

for them to connect with schools and the keynote speech at their residential Headteacher seminar was delivered by Her Majesty's Chief Inspector, Amanda Spielman.

The wellbeing of students and staff is seen as a key priority for PaJeS. To support this, PaJeS partners in the HeadsUp Kids programme and developed the Torah Wellbeing and Me curriculum which teaches children strategies for wellbeing through the weekly *parsha* (Torah portion). PaJeS also continues to oversee the JLC's Schools Wellbeing Project, which has continued to evolve and deliver support through Jewish Schools. The project's eight pilot schools are working to implement a framework for building a whole school approach to mental health and wellbeing using the Wellbeing & Me website. This framework engages and supports children, staff, teachers, and families to help build resilience, encourage kindness, and signpost to support and services where appropriate and necessary. Over 900 families joined 10 online wellbeing events run in 2021 and these have continued into 2022.

PaJeS has over 25 networks offering regular opportunities for school staff and stakeholders to, collaborate, share best practice and learn from each other. This includes provision for Headteachers, Governors, SENDCOs, Administrators, Jewish Studies, Ivrit teachers and Remote Learning Leaders. Over the years, close and mutually supportive professional relationships have been formed across the spectrum of Jewish Schools. This aspect of PaJeS' work is consistently highlighted by schools as being one of the most important and beneficial.

Over the years PaJeS has developed high-quality, innovative and engaging curricula for primary Jewish Studies and primary and secondary Ivrit, paired with professional development for teachers. This year has seen secondary schools begin to use the J-Tracks curriculum, covering Modern Jewish History, Israel Studies and Ethical Dilemmas. Due to the pandemic, PaJeS ran a range of annual special projects for schools online, including the primary and secondary debate, the primary Ivrit Spelling Bee and PaJeS Pitch.

Reshet

"Reshet (meaning 'network' in Hebrew) is a joint project, established by UJIA and the Jewish Leadership Council, enabling youth organisations and informal education professionals to enrich, inspire and further enhance young people's lives. During 2021 Reshet supported the Jewish informal education sector to prepare for and deliver a wide range of education experiences, including residential camps and leadership training for young leaders. The continual changes in covid restrictions and guidelines meant that up to date advice and guidance was invaluable in ensuring online and in person activities were safely delivered through youth movements and educational organisations. Reshet sourced and procured covid tests, working closely with youth movements and organisations to navigate and pivot appropriately. Working closely with communal and national partners, including the Department for Education as well as other governmental departments, Reshet has contributed to government consultations regarding 'out of school settings'. Reshet has continued to be the leading communal agency providing resources, advice and training on Safeguarding. It has led the central community response to the Independent Inquiry into Child Sexual Abuse (IICSA) providing training for communal bodies in safeguarding."

ANALYSIS OF RESOURCES SPENT ON ACHIEVEMENT OF ACTIVITIES

Public Benefit

The Trustees, having considered section 17 of the Charities Act 2011, have satisfied themselves that they have complied with the duty to have regard to the Public Benefit guidance published by the Charity Commission. In this Report, the Trustees have outlined the activities and achievements of the JLC and, so the Trustees believe, these demonstrate that the JLC is providing public benefit.

Financial Performance

Following a year of reduced expenditure in 2020 the Trustees approved a budget for 2021 that maintained these levels of prudent allocation of resources. The budget was closely monitored and fundraising efforts were continued to support the building of modest reserves for the charity.

This resulted in the Statutory accounts for the JLC in 2021 recording a reserves level of £377,985. Having previously recognised the importance of establishing a base of reserves and succeeding in building this in 2020, the Trustees are pleased to be able to report that this trend has continued. In year, both Restricted and Unrestricted funds are in surplus, although these funds presently cover a limited number of months operating expenses and Trustees are aware of the need to sustain and build on these reserves to further secure the stability of the organisation.

The Trustees remain immensely grateful to the many very generous donors who have supported the JLC and its Divisions throughout 2021 and into 2022. Their generous support allows the JLC to continue to deliver the many vital services for the benefit of the UK Jewish Community and support the development of excellent amongst our member organisations.

1. Income

The JLC has three main sources of income.

Membership Fees – Approximately 10% of the Group's income comes from fees paid by the JLC's member organisations. The rates vary according to a scale based on the size of the organisation. Due to the impact of Covid on the funds of member organisations, the rates for members have remained unchanged since 2019.

The remainder of the income is from Grants and Donations

Grants – These are from a variety of trusts and foundations across the breadth of the JLC's work including Lead and PaJeS. The JLC and its divisions report regularly to grant giving bodies and is grateful for the support and guidance given to its work within these organisations.

Donations – The JLC continues to broaden its supporter base and the Trustee Fundraising group meets regularly to discuss relationships and income needs.

In 2021 PaJeS ran a successful crowdfunding campaign which supported the sustainability and future of the organisation as it moved to become independent of the JLC.

The Trustees have continued to produce these accounts on a going concern basis and there is nothing in the JLC's current performance that would undermine the going concern status. With the departure of PaJeS, the JLC becomes a smaller, more streamlined organisation with approximately 50% less income and expenditure anticipated in 2022.

2. Expenditure

The JLC has four main areas of expenditure

Personnel – This is the largest area of expenditure across the group representing approximately 41% of the total costs. The JLC's staff are its biggest asset and have enabled the organisation to continue to serve its members and the wider community through the most challenging of years. Their commitment, skill, knowledge and enthusiasm enables the JLC to continue to deliver the wide range of services discussed in this Report.

Programme Expenditure – This significant area of expenditure includes leadership programmes provided through Lead as well as development experiences through PaJeS. Activity in this area has been reduced in the last two years due to Covid and much has been delivered online. As we move into more opportunities for in person events in 2022, we anticipate this area of expenditure rising alongside opportunities for engagement.

Grant funding – This includes grants from the JLC towards specific projects such as Jewish Women's Aid Sexual Harassment Project. Grant applications are considered by the Trustees and are only approved if funds are available or can be sought as well as if the projects are aligned with the JLC's strategic mission and values.

Governance and Professional Fees – includes the legal and accounting fees to maintain compliance as well as consultants supporting activity in specific areas or projects facilitated by the organisation.

Risk and Reserves

The Audit and Risk Committee continues to meet quarterly and has established a robust schedule to review policies, Management Accounts and Risk, making recommendations to the Trustees where appropriate. In assessing risk, the following have been assessed as major possible risks to the charity.

Failure in succession planning for both lay and professional leadership. Over the last three years, the JLC has consistently maintained trustee relationships as well as ensuring new trustees are welcomed to the board, creating increased diversity. The Council of Membership are actively engaged in leadership elections and the process of recruitment and election is transparent and open. The Co-CEOs work together with their staff team to provide opportunities for development, allowing growth and succession within the small team. The Co-CEO model goes some way to mitigating the potential loss of senior leadership through resignation or illness and allows the organisation to feel secure in direction. The Co-CEOs meet regularly with the Chair and Treasurer. The Vice Chair is also in regular contact with the senior team to support their work.

The risk of a drop in donations that means income is not sufficient to meet the costs of the charity is another major risk. This was tested during 2020 and 2021 with the impact of Covid-19. The organisation has continued to work to mitigate this by expanding the responsibility for fundraising to a small team of Trustees in addition to the Chair and Co-CEOs. Fundraising is carried out on an annual basis and a high proportion of donors give to the organisation year on year. During 2020 and 2021, the regular activity of fundraising breakfasts and donor events was paused due to Covid-19 restrictions and in 2021 the organisation continued to provide several opportunities to engage with speakers online. There were also many opportunities to discuss the strategic work of the JLC in collaborative meetings with the Chair and CEOs.

Risk of reputational damage through actions of the charity's leaders or employees, or by the actions of member organisations by association. The charity continues to review and update policies on a regular basis with robust systems of oversight including the Audit and Risk Committee. Adherence to policy and procedure is highlighted to all staff and Trustees and there is a standing item at all Trustee meetings to deal with any matters arising. The JLC has worked to build stronger relationships with members to ensure expectations of both parties is clear and plans to introduce updated documentation during 2022 to support these commitments to each other.

The Trustees continue to recognise the importance of establishing a base of reserves to ensure the stability of the Charity enabling the JLC to remain as a going concern. The reserves position is higher than in previous years (£204,629 restricted and £173,356 unrestricted) but the Trustees are cognisant that they still need to build reserves whilst being mindful of the pressures of cost inflation. In 2021 there was considerable change within the JLC including improvement in reserves and the transfer of PaJeS. The trustees are in the process of reviewing their reserves policy in order that is appropriate for the structure of the JLC moving forward and this will be updated in the 2022 accounts. More information about the 2021 reserves level can be found on the Statement of Financial Position.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Jewish Leadership Council (JLC) is registered under the Companies Act 2006 as a company limited by guarantee. The company was incorporated on 14 July 2006 and is a registered charity constituted as a Limited Company. The Articles of Association have been amended a number of times. The current prevailing Articles of Association were adopted in December 2016. The charity registration number is 1115343 and the company registration number is 05742840.

Recruitment and Appointment of Trustees

In accordance with the Articles, the power to appoint Trustees rests with the Council of Membership (the Council).

The majority of the Trustees are elected from the membership of the Council of Membership and are appointed by that body. Trustees so appointed hold office for a three-year term and a regular rotation of trustees occurs on an annual basis with approximately four trustees retiring by rotation during any given year. Trustees who are eligible to serve additional terms at the end of their rotation are able to be re-elected if they wish to stand for nomination.

The President of the Board of Deputies of British Jews is automatically a Trustee if they are not already an elected Trustee in their own right. The current President who joined the Trustee board in 2018 was re-elected in May 2021 and remains on the Trustee Board.

The Trustees are Directors of the Company for Companies Act purposes and charity Trustees for the purpose of charity law. The current Trustees, as well as those in office during the financial year are listed at the start of this report.

Sir Trevor Chinn CVO attended meetings of the Board of Trustees throughout the year as an observer.

Trustees Induction and Training

New Trustees are provided with an induction pack, which includes a copy of the Company's Articles, the latest Trustees' Report and Financial Statements, and legal guidance on their duties and liabilities. They are briefed by one of the Co-CEOs on their duties and responsibilities and the board has a designated Trustee for Governance oversight. Lead, a division of the JLC, provides ongoing training and development opportunities for Trustees within the community including the annual Trustees' Conference as well as Development sessions. All JLC Trustees are invited to participate in these sessions. Where specific training or development is required for Trustees, this is supported and enabled.

HOW THE JLC MAKES DECISIONS

The Charity has an approved Code of Conduct which sets out matters reserved to the Board and the limits of the Executive's authority. The business of the JLC is managed by the Board of Trustees, with day to day decisions delegated to a team of professional staff, headed by the JLC Co-CEOs. The Trustees meet six times each year as a minimum.

The Co-CEOs are able to take day to day decisions on most matters, but they are closely scrutinised by the Chair, and major strategic and financial decisions must be approved by the Board of Trustees. The financial authority of the Executive is governed by the Finance Regulations. The Co-CEOs deliver a detailed report of performance against objectives at each meeting of Trustees, who are able to question and scrutinise activity and decisions.

The Co-CEOs have agreed with the Trustees a programme of activity which further enhances the JLC's role in the community.

From a governance perspective, Trustees must approve the following matters:

- Strategy and changes to strategic priorities
- Recruitment policy and senior staff remuneration policy
- Approval of Policies and Procedures
- New projects or grant making activities
- Membership fees and relations with members
- Applications for new membership and membership policy
- Annual budget, cashflow forecast and any reforecasts
- Strategy for major political meetings
- Approval of statutory accounts
- Approval of changes to the constitution
- Significant long term contractual or financial commitments
- Matters likely to have reputational significance for the JLC.

A Finance Report is presented to the Trustees at each meeting along with the most recent Management Accounts which includes progress on fundraising. The Co-CEOs prepare the Finance Report and are ultimately responsible, under the supervision of the Hon Treasurer for financial management. The Audit & Risk Committee reviews and gives recommendations on budgets and financial reports to the Trustees.

The Co-CEOs management of the budget and spending is overseen by the Honorary Treasurer on behalf of the Trustees. There is an agreed document of spending authority.

Bookkeeping and management accounting services are provided by an external company and oversight is supported by a part time Financial Director. Monthly management accounts are produced and are tabled at each meeting of the Board of Trustees.

During 2021 the Audit and Risk Committee Chairman was Alan Goldman, who is independent of the Board of Trustees. Sam Clarke took over this position in May 2022. The Hon Treasurer and two other Trustees attend the meetings. The Trustees have delegated a number of financial matters to be dealt with by the Committee and reported to the Trustees.

A Conflict of Interests Policy is in place and a register of Trustees Interests is kept at the Head Office. Trustees are asked to declare any interest relevant to the business of the meeting.

Salaries Policy

The JLC has a policy to pay appropriate salaries consistent with the market in order to attract and retain the best talent to assist the JLC in meeting its objects. Salaries are benchmarked against comparable roles within comparable organisations both within and outside the Jewish community and take account of Employees' experience and profile. The salaries of staff are reviewed once in a year. The Chair approves the salary reviews and set the Co-CEOs' salary.

Related Party Transactions

There are a limited number of related party transactions in the 2021 accounts. In each case, the transactions are agreed by the Co-CEOs under delegated authority or approved by Trustees in accordance with the agreed approvals procedure. In the case of a Related Party Transaction, the relevant Related Party, if a Trustee, will declare their interest in the matter in question, in accordance with the Conflicts of Interest Policy.

Details of these transactions can be found in Note 12.

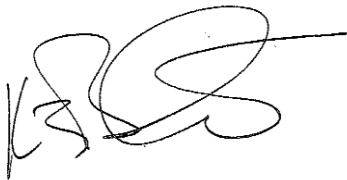
Disclosure of information to auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

Hays Macintyre LLP were appointed auditors to the charity and in accordance with section 485 of the Companies Act 2006, and a resolution proposing that they be re-appointed will be put to the Annual General Meeting in 2019.

On behalf of the Board of Trustees

A handwritten signature in black ink, appearing to be 'KB', with a long horizontal line extending to the right.

Keith Black, Chair of Trustees

Date: 21 July 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2021

The Trustees, who are also the directors of The Jewish Leadership Council for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

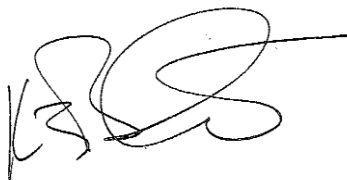
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

Disclosure of information to auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information

Signed on behalf of the Board of Trustees



Keith Black, Chair of Trustees

Date: 21 July 2022

Opinion

We have audited the financial statements of the Jewish Leadership Council for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the 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 December 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 13, 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 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 charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011 and employment law, 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 the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax. 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 revenue recognition. Audit procedures performed by the engagement team included:

- 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; 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: 21 July 2022

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Income from:					
<u>Voluntary income</u>					
JLC Core and Projects	3	1,173,646	337,508	1,511,154	1,554,954
Lead	3	-	-	-	69,801
PaJeS	3	-	995,672	995,672	824,925
Total income		1,173,646	1,333,180	2,506,826	2,449,680
Expenditure on:					
<u>Charitable activities</u>					
JLC Core and Projects	4	987,834	282,888	1,270,722	1,281,898
Lead	4	-	-	-	138,756
PaJeS – ordinary activities	4	327,675	490,383	818,058	919,353
PaJeS – transfer of activities	10	-	197,288	197,288	-
Total charitable expenditure		1,315,509	970,559	2,286,068	2,340,007
Net income/(expenditure) resources before transfers		(141,863)	362,621	220,758	109,673
Gross transfers between funds		50,000	(50,000)	-	-
Net (expenditure)/income for the year/					
Net movement in funds		(91,863)	312,621	220,758	109,673
Fund balances at 1 January 2021		265,219	(107,992)	157,227	47,555
Fund balances at 31 December 2021		173,356	204,629	377,985	157,228

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

Full comparative figures for the year ended 31 December 2020 are shown in note 14.

The PaJeS transfer represents the aggregate of assets and liabilities transferred to JSN on 31 December 2021 following the move for PaJeS to be an Independent Charity. More information can be found on Page 7.

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2021

	Notes	2021 £	£	2020 £	£
Current assets					
Debtors	8	110,538		52,851	
Cash at bank in hand		624,167		385,721	
Total current assets		734,705		438,572	
Creditors: amounts falling due within one year	9	(356,720)		(281,344)	
Net current assets/(liabilities)			377,985		157,228
Income Funds					
Restricted funds	10	204,629		(107,991)	
Unrestricted funds		173,356		265,219	
Total Funds			377,985		157,228

The financial statements on page 17 to 29 were approved and authorised by the Board of Directors on 21 July 2022.

signed on behalf by:



Suzi Woolfson (Treasurer and Trustee)
 Company Registration No. 057428840

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated (absorbed) by operations	13	238,446	109,680
Net cash used in investing activities		-	-
Net cash used in financing activities		-	-
Net decrease in cash and cash equivalents		238,446	109,680
Cash and cash equivalents at beginning of year		385,721	276,041
Cash and cash equivalents at end of year		<u>624,167</u>	<u>385,721</u>

A net debt reconciliation note has not been presented as the charity has no debt.

1 Accounting policies Charity

Information

The Jewish Leadership Council is a private company limited by guarantee incorporated in England and Wales. The registered office is Shield House, Harmony Way, Hendon, NW4 2BZ. Its company number is 5742840. It is also a registered Charity in England and Wales (Charity number: 1115343).

1.1 Accounting convention

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (SORP 2015) (Second Edition, effective 1 January 2021) and the Companies Act 2006. The Jewish Leadership Council meets the definition of public benefit entity under FRS102.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future and that there are no material uncertainties in relation to Going Concern. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

The Trustees have confidence that funds will be raised to enable the JLC to continue to provide its valuable services and will manage the costs of the charity accordingly. The Trustees receive finance updates including donations at each Trustees meeting.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts

1 Accounting policies (Continued)

1.4 Income

Income is recognised when the Charity is entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

The value of donated services and gifts in kind provided to the Charity are recognised at their open market value in the period in which they are receivable as income, where the benefit to the Charity can be reliably measured. An equivalent amount is included as expenditure under the relevant heading in the Statement of Financial Activities.

1.5 Expenditure

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

All expenditure is accounted for on an accruals basis. All expenses, including support costs and governance costs, are allocated to the charitable activity in the statement of financial activities (the basis of allocating these costs).

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice.

All support costs are charged to JLC Core and Projects.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 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 amortized cost.

1.8 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.9 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight-line basis over the term of the relevant lease.

Rentals payable under operating leases are charged against income on a straight-line basis over the period of the lease.

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.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. The Trustees do not believe there are any material critical judgments or estimates that need disclosing.

3 Income 2021

	JLC Core and Projects £	Lead £	PaJeS £	Total £
Membership Contributions	241,321	-	-	241,321
Donations	1,255,144	-	996,054	2,251,197
Other income	14,690	-	(382)	14,308
	<u>1,511,154</u>	<u>-</u>	<u>995,672</u>	<u>2,506,826</u>

Income 2020

	JLC Core and Projects £	Lead £	PaJeS £	Total £
Membership Contributions	249,872	-	-	249,872
Donations	1,263,325	69,801	804,478	2,137,604
Donated services	41,757	-	20,447	62,204
	<u>1,554,954</u>	<u>69,801</u>	<u>824,925</u>	<u>2,449,680</u>

4 Charitable activities 2021

	JLC Core and Projects*	Lead	PaJeS	Total
	£	£	£	£
Salaries and Human Resources	601,349	-	257,233	858,582
Utilities, Rent and Rates	83,131	-	25,754	108,885
Event and programme costs	58,342	-	785	59,127
Travel, conferences and PR	10,689	-	277	10,966
Office administration	6,410	-	3,330	9,740
Legal and professional & Consultants	62,515	-	39,876	79,016
Project costs	136,135	-	490,383	626,518
Bank charges	83	-	420	500
Other sundry expenses	-	-	-	-
	<u>958,654</u>	<u>-</u>	<u>818,058</u>	<u>1,776,712</u>
Grants paid	251,188	-	-	251,188
Support costs (see note 5)	48,960	-	-	48,960
Governance costs (see note 5)	11,920	-	-	11,920
	<u>1,270,722</u>	<u>-</u>	<u>818,058</u>	<u>2,088,780</u>

Charitable activities 2020

	JLC Core and Projects	Lead	PaJeS	Total
	£	£	£	£
Salaries and Human Resources	652,391	109,544	345,704	1,107,639
Utilities Rent and Rates	69,573	-	34,849	104,422
Event costs	31,121	15,970	60,655	107,746
Travel, conferences and PR	5,809	1,256	1,164	8,229
Office administration	4,615	2,830	1,692	9,137
Legal and professional & Consultants	115,288	-	41,627	156,915
Project costs	62,500	-	398,744	461,244
Bank charges	438	118	423	979
Other sundry expenses	-	4,034	19,495	23,529
	<u>941,735</u>	<u>133,752</u>	<u>904,353</u>	<u>1,979,840</u>
Grants paid	280,091	-	-	280,091
Support costs (see note 5)	28,956	5,004	15,000	48,960
Governance costs (see note 5)	31,116	-	-	31,116
	<u>1,281,898</u>	<u>138,756</u>	<u>919,353</u>	<u>2,340,007</u>

5 Support costs

	Support costs	Governance costs	2021	Basis of allocation
	£	£	£	
Bookkeeping services	48,960	-	48,960	Support
Audit fees	-	11,920	11,920	Governance
	<u>48,960</u>	<u>11,920</u>	<u>60,880</u>	

Support costs

	Support costs	Governance costs	2020	Basis of allocation
	£	£	£	
Bookkeeping services	48,960	-	48,960	Support
Audit fees	-	31,116	31,116	Governance
	<u>48,960</u>	<u>31,116</u>	<u>80,076</u>	

6 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

7 Employees

Number of employees

The average monthly number employees during the year was:

	2021 Number	2020 Number
JLC Core and Projects	12	11
Lead	-	3
PaJeS	12	12
	<u>24</u>	<u>26</u>

Employment costs

	2021 £	2020 £
Wages and salaries	991,051	1,004,048
Social security costs	98,718	108,401
Other pension costs	49,460	117,358
	<u>1,139,229</u>	<u>1,229,807</u>
Recharge to project costs	(280,647)	(122,169)
	<u>858,582</u>	<u>1,107,638</u>

No termination payments were made in 2021. (2020: £3,118)

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number	2020 Number
£60,000 - £69,999	-	-
£70,000 - £79,999	-	1
£80,000 - £89,999	-	3
£90,000 - £99,999	2	-
£150,000 - £159,999	-	1
£160,000-£169,999	1	-

Salaries and benefits in respect of the key management personnel of the charity total £437,182 (2020 £577,812) combined.

Pension contributions in respect of higher paid employees were £33,941 (2020: £37,887).

8 Debtors

	2021	2020
	£	£
Amounts falling due within one year:		
Trade debtors	93,783	34,543
Other debtors	16,755	18,308
	<u>110,538</u>	<u>52,851</u>

9 Creditors: amounts falling due within one year

	2021	2020
	£	£
Other taxation and social security	24,125	29,720
Trade creditors	10,294	38,165
Other creditors	42,000	20,375
Accruals and deferred income	83,013	193,084
PaJeS Transfer*	197,288	-
	<u>356,720</u>	<u>281,344</u>

*The PaJeS transfer represents the aggregate of assets and liabilities transferred to JSN on 31 December 2021."

10 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

<u>Restricted Funds</u>	Movement in funds				<u>Balance at 31 December 2021</u>
	<u>Balance at 1 January 2021</u>	<u>Income</u>	<u>Expenditure</u>	<u>Transfers</u>	
	£	£	£	£	£
Schools Wellbeing Project	90,502	184,535	(164,970)	-	110,073
Lead	44,891	2,573	(7,721)	14,613	54,356
PaJeS	(257,998)	995,672	(687,671)	(50,000)	-
JLC Projects	14,613	150,400	(110,200)	(14,613)	40,200
	<u>(107,992)</u>	<u>1,333,180</u>	<u>(970,562)</u>	<u>-</u>	<u>204,629</u>
<u>Unrestricted funds</u>					
General	265,219	1,173,646	(1,315,509)	50,000	173,356
Total	<u>157,227</u>	<u>2,506,826</u>	<u>(2,088,780)</u>	<u>(197,288)</u>	<u>377,985</u>

<u>Restricted Funds</u>	Movement in funds				<u>Balance at 31 December 2020</u>
	<u>Balance at 1 January 2020</u>	<u>Income</u>	<u>Expenditure</u>	<u>Transfers</u>	
	£	£	£	£	£
Schools Wellbeing project	79,471	174,500	(163,469)	-	90,502
Lead	63,846	69,801	(138,756)	50,000	44,891
PaJeS	(213,570)	824,925	(919,352)	50,000	(257,997)
JLC Projects	109,313	181,181	(191,432)	(84,449)	14,613
	<u>39,060</u>	<u>1,250,407</u>	<u>(1,413,009)</u>	<u>15,551</u>	<u>(107,991)</u>
<u>Unrestricted funds</u>					
General	8,495	1,199,273	(926,998)	(15,551)	265,219
Total	<u>47,555</u>	<u>2,449,680</u>	<u>(2,340,007)</u>	<u>-</u>	<u>157,228</u>

Details of the Projects contained within the Restricted Funds are given below.

The Schools Wellbeing Project is a pilot initiative, more details of which can be found on page 7. The funds for this project are collected by the JLC and disbursed in accordance with an agreed budget, scrutinised by an independently chaired Advisory Board.

Lead offers leadership programmes and services to lay, professional and aspiring leaders. Having incorporated Lead's financial activity into the JLC at the start of 2021, the respective figures for 2021 only show those concerning restricted funds for specific Leadership Projects.

Partnership for Jewish Schools (PaJeS) responds to the reported need to help schools shape their strategic future and thereby strengthen Jewish life in the UK. The entirety of the PaJeS budget is treated as a restricted fund within the JLC accounts. More detail of PaJeS activity is earlier in this report. Following the decision for PaJeS to become a standalone charity, the JLC, under an agreement, has transferred the money owed to PaJeS at the transfer date to the new PaJeS charity.

The JLC facilitates a number of other programmes, projects and activities that are funded by contributions from grant

making foundations, participating organisations, patrons and other individuals. These include the installation of a Chanukiah in Trafalgar Square, in conjunction with the London Jewish Forum and the Mayor of London to celebrate the Jewish festival of Chanukah in Trafalgar Square, as well as other projects that aim to advance the education of the public in the Jewish faith and the customs of the Jewish people and the people of Israel.

The Trustees, from time to time throughout the year, will authorise payments from general funds to support activities under the restricted funds. In particular, the delivery of the Chanukah in the Square event is funded out of general funds and the corresponding receipt is then included in the general funds, the net impact being zero.

11 Analysis of net assets between funds	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 December 2021 are represented by:			
Current assets/(liabilities)	173,356	204,629	377,985
	<u>173,356</u>	<u>204,629</u>	<u>377,985</u>
	<u><u>173,356</u></u>	<u><u>204,629</u></u>	<u><u>377,985</u></u>
Comparative 2020	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 December 2020 are represented by:			
Current assets/(liabilities)	265,219	(107,991)	157,228
	<u>265,219</u>	<u>(107,991)</u>	<u>157,228</u>
	<u><u>265,219</u></u>	<u><u>(107,991)</u></u>	<u><u>157,228</u></u>

12 Related Party transactions

A grant of £37,500 was paid to Reshet, a jointly supported project between JLC and UJIA. The Chair of the UJIA was a trustee of the JLC during 2021.

A grant of £25,000 was paid to JPR for community polling. A Trustee of the JLC is also a Trustee of JPR.

Included in donations is £210,000 (2021: £210,000) of donations related to Trustees. £180,000 of these donations are from charitable trusts of which Trustees of the Jewish Leadership Council are also Trustees. £30,000 are from personal donations.

13 Cash generated from operations	2021	2020
	£	£
(Deficit)/surplus for the year	220,758	109,673
Movements in working capital		
(Decrease)/increase in debtors	(57,687)	83,925
Increase/(decrease) in creditors	75,375	(83,918)
Cash generated by operations	238,446	109,680

14 Comparative Statement of Financial Activities

	Notes	Unrestricted funds	Restricted funds	Total 2020
		£	£	£
<u>Income from:</u>				
<u>Voluntary income</u>				
JLC Core and Projects	3	1,199,273	355,681	1,554,954
Lead	3	-	69,801	69,801
PaJeS	3	-	824,925	824,925
Total income		1,199,273	1,250,407	2,449,680
<u>Expenditure on:</u>				
<u>Charitable activities</u>				
JLC Core and Projects	4	926,998	354,900	1,281,898
Lead	4	-	138,756	138,756
PaJeS	4	-	919,353	919,353
Total charitable expenditure		926,998	1,413,009	2,340,007
Net income/(expenditure) resources before transfers		272,275	(162,602)	109,673
Gross transfers between funds		(15,551)	15,551	-
Net (expenditure)/income for the year/				
Net movement in funds		256,724	(147,051)	109,673
Fund balances at 1 January 2020		8,495	39,060	47,555
Fund balances at 31 December 2020		265,219	(107,991)	157,228

Accounts

Charity Registration No. 1115343

Company Registration No. 05742840 (England and Wales)

THE JEWISH LEADERSHIP COUNCIL
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

THE JEWISH LEADERSHIP COUNCIL

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Jonathan Goldstein (Chair) Suzi Woolfson (Treasurer) Mark Adlestone, OBE, DL Keith Black Debra Fox Michael Goldstein Louise Jacobs Laura Marks OBE Mark Morris Hilda Worth Jonathan Zenios (Appointed 25 th May 2021) Marie Van Der Zyl
Co Chief Executives	Claudia Mendoza and Michelle Janes
Secretary	Claudia Mendoza
Charity number	1115343
Company number	05742840
Principal address	Shield House Harmony Way Hendon NW4 2BZ
Registered office	Shield House Harmony Way Hendon NW42BZ
Auditor	Haysmacintyre LLP 10 Queen Street Place London United Kingdom EC4R 1AG
Bankers	Lloyds Bank Plc 25 Gresham Street London EC2N 7HN
Solicitors	Womble Bond Dickinson 4 More London Riverside London SE1 2AU

THE JEWISH LEADERSHIP COUNCIL

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THE JEWISH LEADERSHIP COUNCIL
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020

The Trustees present their Report and Accounts for the year ended 31 December 2020, which also contains the directors' report as required by company law.

The Accounts have been prepared in accordance with the accounting policies set out in note 1 to the Accounts. They comply with the Charitable Company's constitution, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (SORP 2015) (Second Edition, effective 1 January 2019).

INTRODUCTION TO THE JLC

The Jewish Leadership Council (JLC) is an umbrella organisation made up of the leading Jewish Charitable organisations serving the UK Jewish community. It comprises 37 member organisations from across the Jewish community. It also has two Divisions. These are the Partnership for Jewish Schools (PaJeS) and Lead, the JLC's leadership development division. The JLC also supports Reshet, the Jewish network for Young people, jointly with UJIA.

The Jewish Leadership Council is dedicated to promoting a flourishing UK Jewish community. The JLC works to ensure that wider society values and respects the UK Jewish community and the role that it plays in civil society.

The JLC engages in activities and promotes initiatives that will achieve its objectives by undertaking such work which Jewish charitable organisations, acting individually or collectively, are not able to achieve successfully without the intervention or support of a strategic 'umbrella' body. The mandate of the JLC arises from its composition as such an umbrella body.

Objects, Purpose, Values, Mission and Vision

The Objects of the JLC, as set out in the Articles of Association, are:

- (1) to advance the education of the public in the Jewish faith and the customs of the Jewish people and the state of Israel,
- (2) to advance the Jewish faith,
- (3) to promote equality and diversity for the benefit of the public by:
 - (a) providing or assisting in the provision of training and education so as to create a climate in which religious, ethnic, cultural and other forms of diversity (in particular those relating to the Jewish Community) can be celebrated without fear of persecution;
 - (b) representing a range of views including those of the Jewish Community to policymakers, funders, service providers and agencies working in the field;
 - (c) providing advice and information of sufficient quality to fulfil a charitable purpose,
- (4) to promote religious harmony for the benefit of the public by:
 - (a) educating Christians, Hindus, Jews, Muslims, and Sikhs and adherents to other religions and systems of belief (as recognised for the purposes of Article 9 of the European Convention on Human Rights and Fundamental Freedoms), to appreciate each other's distinctive beliefs and practices; and
 - (b) promoting education and research leading to respect for religious differences between faiths and systems of belief,
- (5) to improve the efficiency and effectiveness of charities carrying out charitable purposes for the benefit of the Jewish Community by:
 - (a) co-ordinating the efforts of existing charitable and non-charitable agencies that have the common goal of providing charitable services or relief to the Jewish Community;

- (b) liaising with, and acting as a forum for the exchange of information between, agencies working to provide charitable services or relief to the Jewish Community in order to identify gaps in the services, overlap or duplication of services, so as to improve delivery of such services to the Jewish Community;
 - (c) representing the views of the Jewish Community to policy makers, funders and service providers;
 - (d) providing advice and information to agencies working in the field;
 - (e) providing databases or directories or other sources of information provided that they are of sufficient quality to fulfil a charitable purpose,
- (6) such other charitable purposes as the Trustees shall from time to time think fit.

The JLC's vision is a Jewish community in the UK with diverse, effective and sustainable leadership driving innovative and impactful organisations contributing strategically towards securing the future of our community.

The JLC's mission is to support development and excellence in its member organisations, challenging them to lead the way in sustaining, building and celebrating vibrant Jewish communities across the UK.

The JLC listens to, supports and enables its members to collaborate, connect and coordinate their work strategically across the UK Jewish community. The JLC champions the collective voice of its member organisations within the wider not-for-profit sector and environment in which they operate.

The organisation works with its members to achieve this in 3 key ways

We *Support and Strengthen* by

- Listening to member organisations to understand and support their needs
- Providing high quality support services that uniquely appreciate the culture and context of Jewish voluntary sector organisations
- Using the economies of scale that our membership brings to build capacity and capability within the sector

We *Connect and Coordinate* by

- Facilitating conversations through which our members collaborate and consolidate
- Convening members together in person and digitally to share learning and best practice
- Co-ordinating across our members when there is a need to act collectively, both on urgent and strategic, long-term issues

We *Magnify and Amplify* by

- Championing the collective voice of the Jewish charitable sector
- Partnering with our members in their advocacy work
- Helping to shape the social, political and economic environment in which our members operate, so that they can play their part in creating a flourishing, sustainable Jewish community in the UK

The JLC is led by its values:

- **Think Long term.** We take seriously our unique strategic responsibility to take the long view and plan for the sustainability of the community.
- **Be creative.** We look to bring fresh approaches and to add value to our members new ideas through innovation.
- **Act responsibly.** We consider the long-term effectiveness and reputation of our organisation, our members and the Jewish community in all that we do.
- **Work collaboratively.** We work with our members and partners to achieve the best results.
- **Use evidence.** We base what we say and do on the best research and on our members' experiences and expertise.

- **Be inclusive.** We value diversity and work to make sure that our decisions at all levels are informed by a wide variety of perspectives.

The renewed vision, mission, values and strategic direction were outcomes of a Strategic Review that began in 2019. Although this was paused during 2020 due to Covid-19, it brought renewed focus to the organisation. Relationships with member organisations and its ability to coordinate the community in the face of great challenge have shown this is a good guide for the organisation over the coming years. The organisation's values are included in all Trustee and Council papers and the vision, mission and strategic direction is regularly pointed to in organisation documentation. The language of the organisation's strategy is something that is a focus of the leadership and continues to guide its work.

Key Management Personnel

The JLC's objectives are delivered by a small team of dedicated professionals, under the leadership of the JLC's Co Chief Executive Officers. In February 2020, Simon Johnson gave notice of his intention to step down as CEO in the Summer of 2020. The Trustees appointed Claudia Mendoza (then Director of Policy and Public Affairs) and Michelle Janes (then Executive Director, Lead) as Joint Interim Chief Executive Officers from 15th June 2020. Simon Johnson remained as Company Secretary and supported the Interim Co-CEOs on a consultancy basis until 31st December 2020. The Co-CEOs continued in their pre-existing roles in addition to taking on the CEO responsibilities. Director of Community Strategy David Davidi-Brown, who has now moved on to another position in a communal organisation, also took on the additional responsibility of Development during this period. In January 2021 it was announced that Claudia Mendoza and Michelle Janes were appointed Co-CEOs on a permanent basis. They continue to carry out their pre-existing roles in addition to their Co CEO roles.

The Co-CEOs are jointly responsible for five organisational areas, with the Key Management Personnel for each area as stated.

1. JLC Core Activity and Projects – Led by the Co-CEOs and supported by three people including an external Financial Controller. Recent recruitment has seen the addition of a Membership Manager to the team.
2. JLC External Affairs – Led by JLC Co-CEO and Director of Policy and Public Affairs, Claudia Mendoza. Comprises a team of three people based in London, three Regional Managers based in Manchester, Leeds, and Glasgow. One of the team members in London coordinates the Israel Advocacy Forum, a joint project with the Board of Deputies. There is also a Head of Communications who supports the organisation across all areas.
3. JLC Community Strategy – Led by Director of Development and Strategy (a role now renewed through recent recruitment as 'Head of Strategic Collaboration') and supported by lay leaders and consultants enabling the delivery of the JLC's objectives to connect and co-ordinate.
4. Lead – Led by JLC Co-CEO and Executive Director of the Lead division, Michelle Janes, has a small team comprising three part time members of staff that reduced to two part time members of staff during 2020. The team is also supported by a part time volunteer Organisational Development Consultant.
5. Partnership of Jewish Schools (PaJeS) – Led by Executive Director, Rabbi David Meyer. The team comprises 12 members of staff, many of whom work on a part time basis.

ACTIVITIES AND ACHIEVEMENTS IN 2020

2020 was undoubtedly one of the most difficult and distressing years many people have faced in their lifetimes. The Jewish community, Charitable sector and the country were rocked by the impact of Covid-19. The JLC has been proud to play a small part in supporting the recovery and sustainability of communal organisations and it has been of great comfort to witness the compassion of individuals who have inspired the coming together of so many people and organisations to protect and provide for those who are ill, isolated or vulnerable.

Responding to Covid-19

When faced with exceptional challenges, our community responded with unprecedented collaboration and coordination. The two emergency projects the JLC was honoured to lead brought together 10 foundations, 36 philanthropists, and dozens of community members. Charities paused fundraising to allow frontline care to be the focus for our community's tzedakah.

Regular sharing of information and resources was a feature of a cooperative spirit including donating PPE and transferring staff to expand support to those ill or isolating.

Three of our largest member organisations, The Fed, Jewish Care and Nightingale Hammerson, demonstrated collective responsibility in jointly raising £4m. Their Jewish Homes Emergency Appeal did so on behalf of care homes beyond their organisations and throughout the UK. Our partnership with Work Avenue delivered £418,000 in grants to 235 families facing financial difficulties at the height of the first wave of the pandemic. The JLC was able to galvanise widespread support for our Social Care Assistance Fund, facilitating £1.5m to 28 organisations supporting over 15,000 vulnerable people.

As an organisation our attention turned to fulfilling our purpose of supporting community organisations as the Covid-19 crisis arose in March 2020 and we demonstrated the JLC's role at the centre of communal activity. During the initial stages of the pandemic, we convened regular meetings of CEOs and Chairs of JLC Member organisations and others to update them on activity and to allow them to share experiences and learn from each other's experiences. We have continued to address issues of responses to Covid in our regular collaborative forums and continue to reflect and learn together with our member organisations.

We launched the JLC Community Portal that enabled work, information and services to be found in one place, for the whole community. Since the initial stages of the pandemic, we have continued to populate this portal and have expanded its resources to encompass some of our major strategic projects such as Young People's Mental Health resources.

We took swift action to consider our operational sustainability during the year enabling the Charity to continue despite loss of income and inability to carry out some activities. Projects were paused and non-essential activities were scaled back or delayed. Cost reductions were implemented. The Audit & Risk Committee initially met monthly instead of quarterly and reviewed the management accounts and cashflow.

The JLC has operated remotely since the start of the pandemic with limited use of our new office space when government guidelines have allowed. We have updated our remote working arrangements in order to improve our ability to access and share data and information securely throughout our team. Our annual budget was closely monitored and conservatively planned in order to manage potential future risk.

Organisational Highlights

We have been able to develop our updated strategy and renewed purpose that has clarified the central role of our member organisations. Spanning the spectrum of Jewish life, including national synagogue denominations, care organisations, education charities, Israel charities, the Board of Deputies and regional representative councils, the Chairs, CEOs and leaders across our membership continue to epitomise the collective responsibility and collaborative leadership the JLC was founded to foster.

We published our 2020 annual review which highlighted the JLC's central role in combating the challenges we currently face whilst strategically addressing the longer-term sustainability and vibrancy of Jewish life across the UK. We have trained and nurtured over 800 communal professionals and volunteers; our efforts have led to the Premier League, over 280 local councils, Greater Manchester, North East and West Midlands Combined Authorities, Liverpool City Region, and the Greater London Authority adopting the IHRA working definition of antisemitism; and our most recent effort to reduce a gap in communal provision, the Schools Wellbeing Project, has engaged over 2,700 pupils, 1,600 parents and 1,000 school staff.

2020 also witnessed a milestone in another external threat our community met with determination and collaboration - the publication of the Equality and Human Rights Commission (EHRC) report into antisemitism within the Labour Party. The EHRC's findings including "unlawful acts of harassment and discrimination" were a historic victory against racism and vindication for our community. Particular praise is due for our members CST and the Board of Deputies with whom we worked closely.

Changes in Leadership

2020 saw our CEO of seven years Simon Johnson move on to new opportunities. Through his leadership and partnership Simon ensured we are a safer, more confident and better provided for community. Simon laid the foundations for our creative, talented and collaborative Co-CEOs, Claudia and Michelle to take the JLC from strength to strength.

Through their creative partnership Claudia and Michelle have been able to model new and dynamic ways of working for our

organisation. They have been able to focus both internally and externally on strategic areas of development, supporting our community leadership through a difficult time. Together with their hardworking teams they have been able to continue the vital work supporting the JLC's member organisations as well as longer term strategic projects further connecting, supporting and amplifying the work of our member organisations and advancing the diversity, sustainability and vibrancy of Jewish communities throughout Britain.

We are grateful to our member organisations for their partnership through this tumultuous time as well as our supporters for their continued generosity. Thank you to all across our community who have dedicated so much to ensure we not only survive but once again thrive as proud, passionate Jews playing our positive part in British Society.

Magnifying and amplifying the collective voice and individual voices of our member organisations

The JLC External Affairs division exists to magnify and amplify the voice of our members to decision makers in local, regional and national government. As part of our work we monitor parliamentary business for topics that might be of concern to our members and facilitate meetings in order to defend the interests of our community.

During the Labour antisemitism crisis, the JLC External Affairs Division led on strategy on combating the threat posed by antisemitism in the Labour Party. The JLC assisted the Jewish Labour Movement (JLM) in its submission to the Equality and Human Rights Commission.

As part of this team the JLC has four Regional Managers. Based in Manchester, Leeds, Glasgow and London, our team has reach throughout most of the UK, engages politicians in their own community and connects often smaller communities with decision makers.

Our regional managers have met with many of the new intake of MPs since the December 2019 General Election, and our team continue to produce briefings for politicians on matters of importance to our community and member organisations, and for the community regarding important government guidance. During the early stages of the pandemic our external affairs team supported work to secure changes to burial and cremation within the Emergency Covid-19 Bill avoiding a risk to Jewish religious practice.

During the pandemic, our regional managers have been instrumental in ensuring families and organisations across the UK have been aware of and accessed support available (as demonstrated by the reach of the Emergency Community Fund). A powerful example of the trust built and leadership appreciated by regional communities was our North West Regional Manager co-chairing weekly meetings bringing together over 40 organisations for unprecedented cross-communal cooperation. This has enabled a streamlined system for delivering food to those in need; stopped a planned bus stop closure enabling staff to reach care facilities; and disseminated culturally sensitive guidance to under-served communities including adverts produced in Yiddish. The strategic group in Manchester supported the 'Lunch is Not a Luxury' campaign to "ensure that children in Greater Manchester who receive free school meals or food support did not go hungry during the school holidays". The appeal raised over £20,000.

This team has led on the widespread adoption of the IHRA definition of antisemitism in local and regional government. Due to their efforts almost 300 of the 400 Councils in England, Scotland and Wales have adopted the definition, in addition to the regional devolved administrations in Scotland, Wales, Greater Manchester and Greater London.

Through the JLC, member organisations are able to amplify their work and engage more of the community. In 2020 the JLC helped expand engagement with Jewish Women's Aid's work on sexual harassment and domestic abuse; Jami's work on mental health; and JVN, Maccabi GB and Mitzvah Day's mobilisation of volunteers and community celebration and commemoration.

Connecting and coordinating the Jewish charitable sector

The JLC works and aspires to facilitate long-term strategic planning for communal life and increased and improved coordination, cooperation, collaboration and (where appropriate) consolidation to enhance the effectiveness and impact of Jewish communal organisations.

Driven by data and research in the field, the JLC established the Community Wellbeing Project that in 2020 was updated as the Schools Wellbeing Project. This project emerged from earlier community discussions to provide greater support to young people and their families experiencing mental health problems. Alongside the Schools Wellbeing Project and around the challenges of the pandemic, the JLC established the Youth Mental Health Partnership, featuring Camp Simcha, Jami, Noa Girls and Norwood with support from Reshet. Further progress has now been made to include a signposting section of JLC community portal covering access to immediate help, community services, local and national organisations, as well as collated wellbeing guidance and resources.

The JLC is working with JPR to support the development of its UK Jewish population research panel, including surveys into the impact of the coronavirus pandemic on Jewish people in the UK. The JLC convened the first community briefing on the JPR Covid survey and community research panel with 40 senior lay and professional communal leaders. Following the publication of JPR's report on the Mental Health effects of the pandemic, the JLC facilitated a discussion with three JPR researchers and 20 leaders of mental health or wellbeing organisations and projects from Leeds, London and Manchester.

Following earlier work on a Commission on Care for Older People and beginning to provide capacity to the National Association of Jewish Care Homes [NAJH], the JLC was well positioned to offer wider communal backing to the Jewish Homes Emergency Appeal, which was inspiringly initiated and delivered by The Fed, Jewish Care and Nightingale Hammerson. The appeal raised almost £4m for dozens of care homes throughout the country

Through the Emergency Community Fund (in partnership with Work Avenue) and Social Care Assistance Fund, the JLC developed, delivered and supported projects addressing some of the most pressing challenges during the initial period of the Covid-19 crisis. In total for both projects the JLC raised almost £2m. The coming together of 10 foundations, 36 philanthropists, and dozens of community members to fund these two emergency projects was unprecedented in scale and speed.

Strengthening and supporting leadership across our community through Lead

Lead develops leaders for the UK Jewish community. Established in 2011, it is the only organisation of its kind working cross-communally to offer leadership programmes, events and networking opportunities for trustees, lay, professional and emerging communal leaders.

Lead continued to provide training, resources and support to hundreds of community professionals and lay leaders throughout the pandemic. This has included the second cohort of the Dangoor Senior Leadership programme and the first online Leading Jewishly course. Lead successfully adapted its leadership and management programmes for delivery online to communal organisations and hosted their first Jewish community professional's conference in June 2020, supporting leaders to share and connect at a vital time.

Lead's new CPD certified modular programme called 'Follow the Leader' was launched in autumn 2020 and continues into 2021. In 2020, over 50 leaders from more than 20 organisations have participated, with many joining multiple sessions.

Lead has continued to deliver bespoke consultancy to communal organisations including Organisational Development support and Training sessions.

In partnership with JVN, they presciently themed the annual Jewish Community Trustees' Conference on digital leadership in the charity sector. The conference welcomed leaders from 47 community organisations. Lead and the JVN continued to widen their trustee offering with a four part Trustee Development Programme that took place in early 2021.

PaJeS

PaJeS supports and services schools in a variety of ways engaging with over 70% of all Jewish schools in the United Kingdom. Working closely with school leaders, PaJeS leads communal strategic thinking to ensure effective planning of schools, data collection and a robust communal education strategy. By connecting, collaborating and celebrating staff in Jewish schools, PaJeS encourages the sharing of good practice between schools and enables them to feel part of a wider professional group beyond their individual school.

A key area of PaJeS work is in Public Affairs, promoting the best interests of schools through close links with the Department for Education, Ofsted, other governmental bodies and faith groups. During 2020, a partnership with the Metropolitan Police resulted in the PaJeS team being named a finalist in the Commissioner's Awards for Excellence.

PaJeS has taken a leading role working on mental health and wellbeing projects for pupils and others in the schools' community. PaJeS is at the forefront of developing innovative curricula in Jewish Studies and Ivrit, working with schools and partners. PaJeS ensures excellent professional development and training opportunities for staff at a variety of levels, creating professional pathways to guide teachers through their school career. During 2020 PaJeS held a variety of events to engage pupils directly such as the Primary Ivrit Spelling Bee and Philosophy Day with guests such as QC Anthony Julius, both of which took place virtually due to Covid-19 restrictions.

The pandemic saw PaJeS work with schools expand considerably and become even more crucial by the connections it has forged by encouraging collaboration. 25 WhatsApp groups are maintained for Headteachers, Chairs of Governors, Chairs of Finance, Heads of Pastoral Care and many other leaders to support and share information. Alongside regular and personal contact, now through zoom, PaJeS also produces regular 'Heads Up' newsletters with guidance and resources.

PaJeS adapted its professional development training for the current crisis offering a Blended Learning Leaders Programme on remote education. Participants have begun to implement and share their learning from this course, including running training sessions for other members of staff. The PaJeS Education team ensured that Ivrit and Jewish Studies teachers had the support that they needed to be able to deliver lessons to students working from home and have also continued with training sessions remotely through Zoom meetings.

Despite the challenges, PaJeS continued to innovate and 2020 saw the launch of 'Unite with Light' – the first ever international primary school Chanukah candle lighting hosted in conjunction with JLGB and UJIA. Over 5000 children in classes from schools across the UK and Europe participated, with parents, press and the community from across the world joining online. There were guest messages, a musical performance, and a candle lighting service in Israel.

PaJeS was aware that families whose children were registered for Free School Meals at school would struggle over the holidays with the extra cost of food, especially with the significant impact of Covid on their lives. PaJeS raised funds to enable 1,600 vouchers to be sent to 37 schools across the UK, allowing the families up to an additional £50 for each week of the break. This initiative was established with thanks to generous funding from a small number of trusts and the grateful comments received confirmed how worthwhile this project was and the positive effect it brought.

Schools Wellbeing Project

The Schools Wellbeing Project adapted and pivoted to all phases throughout the pandemic; during lockdown, returning to school and back to full lockdown. Wellbeing practitioners across the pilot schools delivered positive, preventative and proactive mental health and wellbeing training for students, staff and parents with targeted group work for those students struggling to build social connections, those with exam anxiety and for times of transition such as Year 7.

Working as part of the PaJeS team has enabled the sharing of resources more widely than the eight pilot schools. The PaJeS website hosts wellbeing assemblies, blogs and national campaigns and resources are distributed through WhatsApp groups to all schools. An established network of primary school and early years' wellbeing leads helps to ensure the sharing of best practice.

In response to requests from staff surveys and in collaboration with Place2Be, PaJeS offered Mental Health and Wellbeing Champion foundation CPD training to 220 primary school staff. The Education Support employee assistance programme has been presented to all pilot primary school staff ensuring that if needed, they are offered counselling, financial guidance, legal advice and line management support at this challenging time.

The project continues to work to embed wellbeing in schools through developing whole school wellbeing frameworks such as Heads Up Kids and the newly created Wellbeing&Me, where different creative or religious subjects are taught together with wellbeing messaging that tie into the PSHE and RSE curriculums.

Reshet

Reshet (meaning 'network' in Hebrew) was established by UJIA and the JLC, enabling youth organisations and informal education professionals to enrich, inspire and further enhance young people's lives. Reshet specialises in safeguarding, professional and volunteer training and events, providing resources, advice, and consultancy within the network.

Reshet is the leading communal agency providing resources, advice and training on Safeguarding. Through 2019 and 2020 Reshet supported the community's participation in the Independent Inquiry into Child Sexual Abuse (IICSA). The Inquiry, chaired by Professor Alexis Jay OBE, was set up because of serious concerns that some organisations had failed and were continuing to fail to protect children from sexual abuse. As a statutory inquiry, IICSA has unique authority to address issues that have persisted despite previous inquiries and attempts at reform. Despite delays due to the pandemic, Reshet provided written evidence and appeared at the hearings to highlight the ongoing work Reshet leads and supports for our community to protect our young people.

During 2020 Reshet continued working with communal and national partners, including the Department for Education as well as other governmental departments, and contributed to government consultations regarding 'out of school settings.' Reshet shared and explained government guidance for the field and played a leading role in the National Safeguarding Youth Forum 'Summer of Dialogue'.

Safeguarding training was facilitated online, enabling more than 50 organisations across the community to have qualified Designated Safeguarding Leads in their organisations.

The impact of Covid-19 on children, young people and the sector overall has been immense. Informal Jewish education continued to play a vital role in supporting and engaging children and young people through its creation of numerous platforms. Reshet produced updated guidance for safeguarding young people in Jewish communal settings, responding to the rapid way in which engagement with young people changed, overwhelmingly moving online. The organisation also collated the virtual activities and events that our communal youth organisations have been providing during the crisis through its Busy b'Bayit portal on the Reshet website. Reshet supported the sector to prepare for and deliver a very different summer of Jewish experiences, with all overnight camps and tours cancelled, and day camps and online activities being the only possible mode of informal education delivery.

Reshet held its Annual Gathering online in September, offering 110 leaders in informal Jewish education an opportunity to reflect on how we 'Bounce Back' in a practical sense, as a result of the pandemic. Through its direct contact with informal Jewish educators across the community, Reshet continued to deliver training, create innovative resources, and offer consultancy. Always available to support youth workers, Reshet enabled those working with children and young people to work effectively, despite the challenges faced during lockdowns and disruptions. Reshet led and facilitated training sessions on a wide range of pertinent issues including wellbeing, grief and change during the pandemic and decision-making at a time of Covid-19, as well as running a number of online educational forums for those in the sector.

Reshet continued to provide its flagship, CPD Certified Professional Development Programme for Jewish professionals working directly or indirectly with Jewish young people, moving the programme online to further develop skills and nurture talent.

ANALYSIS OF RESOURCES SPENT ON ACHIEVEMENT OF ACTIVITIES

Public Benefit

The Trustees, having considered section 4 of the Charities Act 2006, have satisfied themselves that they have complied with the duty to have regard to the Public Benefit guidance published by the Charity Commission. In this Report, the Trustees have outlined the activities and achievements of the JLC and, so the Trustees believe, these demonstrate that the JLC is providing public benefit.

Financial Performance

As a result of the pandemic, the Trustees initially approved an Emergency budget in March 2020 with a further re forecast in June 2020, the net result of which saw a reduction of nearly 20% from the previously planned expenditure. This updated budget, was closely monitored throughout the rest of the year. The adjustments allowed the organisation to deliver enhanced

services at a reduced cost during 2020.

As a consequence of this, the Statutory accounts for the JLC in 2020 now record reserves of £157,228. The Trustees had previously recognised the importance of establishing a base of reserves to ensure the stability of the Charity and are pleased to be able to report this has been achieved this year. In year both Restricted and Unrestricted funds are in surplus, however the historic PaJeS deficit results in an overall deficit in restricted funds.

The Trustees are immensely grateful to the many very generous donors who have supported the JLC and its Divisions throughout 2020 and into 2021. There were a significant number of new donors or donors who increased their support during this critical time. Their generous support has enabled the JLC to deliver the many vital services for the benefit of the UK Jewish Community. During the pandemic, this support was never more needed.

1. Income

The JLC has three main sources of income.

Membership Fees – Approximately 10% of the Group's income comes from fees paid by the JLC's member organisations. The rates vary according to a scale based on the size of the organisation. The rates for members remained unchanged in 2020.

The remainder of the income is from Grants and Donations

Grants – These are from a variety of trusts and foundations across the breadth of the JLC's work including Lead and PaJeS. The JLC and its divisions report regularly to grant giving bodies and is grateful for the support and guidance given to its work within these organisations.

Donations – The JLC was committed to broadening its supporter base and during the summer of 2020, the trustees and senior executive team established a working group to raise additional income to support the organisations work. This engaged 20 new supporters of our work and enabled us to begin 2021 in a more financially secure and stable position than in recent years.

In 2020 over £2m was raised by the JLC, Lead and PaJeS by way of charitable donations from individuals and charitable foundations. This sum excluded the monies raised from the Social Care Assistance Fund (SCAF) which was facilitated and distributed by the JLC during 2020 and into early 2021. The JLC did not benefit from this fund financially and ensured that every penny that was donated was assigned to the emergency responses it was raised for.

The Trustees have continued to produce these accounts on a going concern basis and there is nothing in the JLC's current performance that would undermine the going concern status.

2. Expenditure

The JLC has four main areas of expenditure

Personnel – This is the largest area of expenditure across the group representing approximately 47% of the total costs. The JLC's staff are its biggest asset and have enabled the organisation to continue to serve its members and the wider community through the most challenging of years. Their commitment, skill, knowledge and enthusiasm enables the JLC to continue to deliver the wide range of services discussed in this Report.

Programme Expenditure - is the next largest area, primarily incurred in the Lead and PaJeS divisions.

Grant funding – includes funding distributed to BICOM to support Cultural Education in accordance with the JLC's objects as well as specific grants to support strategic communal projects.

Governance and Professional Fees – includes the legal and accounting fees to maintain compliance as well as consultants supporting activity in specific areas or projects facilitated by the organisation. The JLC was able to bring to a close the expenditure for the Independent Inquiry during early 2021.

JLC division Lead reduced expenditure significantly during 2020 due to restrictions on activity during Covid-19. The small staff team focused on core activities for the division and supported the response to Covid-19 alongside the core JLC team. The division has increased income from consultancy over the last 3 years consistently and become more financially stable. During

2020, the JLC contributed a core grant to Lead of £50,000. Following the changes in leadership at the JLC and the way in which the Lead team had integrated more closely to the core JLC team during the pandemic, the Trustees decided to integrate more fully the financial relationship between Lead and the JLC on 1st January 2021. The impact of this was an equal level of investment in the area of the organisation and increased efficiency in operational management overall.

JLC division PaJeS continued to deliver their programmes and services by adapting their delivery during the pandemic. They increased their provision and support to school leaders at a vital time. The JLC contributed a core grant to PaJeS of £50,000 during 2020. Due to the impact of Covid-19, PaJeS, was unable to demonstrate a surplus and therefore not able to reduce the historic deficit. However, the Trustees are pleased to report that in June 2021, PaJeS ran a match funding campaign which resulted in over £200,000 of new income. This will help to reduce the historic deficit in 2021.

Risks and Reserves

The Audit and Risk Committee continues to meet quarterly and has established a robust schedule to review policies, Management Accounts and Risk, making recommendations to the Trustees where appropriate. In assessing risk, the following have been assessed as major possible risks to the charity.

Unexpected or prolonged absence or departure of a CEO. During the tenure of CEO Simon Johnson, this was mitigated by a strong Senior Management team who were ready and able to run the organisation in the event of his absence. With the new Co-CEO model, this has been further mitigated by two senior leaders in place who are equipped to respond equally across all areas of the organisation when necessary. The Co-CEOs meet weekly with the Chair and regularly with the Treasurer. The Vice Chair is also in regular contact with the senior team to support their work.

The risk of a drop in donations that means income is not sufficient to meet the costs of the charity is a second major risk. This has been tested during 2020 with the impact of Covid-19. The organisation has worked to mitigate this by expanding the responsibility for fundraising to a small team of Trustees in addition to the Chair and Co-CEOs. Fundraising is carried out on an annual basis and a high proportion of donors give to the organisation year on year. During 2020 the regular activity of fundraising breakfasts and donor events was paused due to Covid-19 restrictions and the organisation provided several opportunities to engage with speakers online and opportunities to discuss the work of the JLC in update meetings with the Chair and CEOs was prioritised to communicate with many donors.

There are a number of key risks that have been identified in relation to External Affairs. The first is a polarisation of the community on specific policy areas, such as Middle East policy, Israeli Government action, or on religious matters. The mitigation to this continues to be that the JLC attempts, using research and consultation to find the compromise or centre position on the issue. The second External Affairs risk is that of meeting a controversial politician, the very fact of which meeting causes reputational damage to the charity. This would be managed by very careful management of the Agenda and willingness to be open and transparent about the outcome of the meetings.

In March 2020, the risk of the Covid-19 Pandemic impacted the JLC as it did all charities. The JLC immediately took steps to mitigate the risk to the charity. These steps included an emergency budget that was reforecast, with approximately £250,000 of cost removed from the original annual budget. Considerable efforts were made to collect income and to agree rescheduling of other pledges where appropriate. The Audit & Risk Committee met regularly to discuss and assess the reforecast budgets, risk and scrutinise the management accounts. The Trustees held additional Board meetings so they could be kept abreast of the revised activities during the lockdown as well as the financial performance.

The Trustees have recognised the importance of establishing a base of reserves to ensure the stability of the Charity. The Trustees have therefore taken it upon themselves to build up reserves to enable the JLC to have sufficient funds to meet all salaries, rent and fixed costs for a period of three months to enable the JLC to remain as a going concern.

The Trustees are pleased that the outcome of increased fundraising, reduction in expenditure and close monitoring of financial activity has led to an overall reserves in 2020 of £157,228. The trustees have noted that although the historic deficit of the PaJeS division remains, there is an ability to look positively at the level of general funds that allow an overall surplus to be reached in year. As agreed previously by the Trustees, this deficit will be reduced over time collectively between the JLC and the PaJeS division.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

**THE JEWISH LEADERSHIP COUNCIL
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

The Jewish Leadership Council (JLC) is registered under the Companies Act 2006 as a company limited by guarantee. The company was incorporated on 14 July 2006 and is a registered charity constituted as a Limited Company. The Articles of Association have been amended a number of times. The current prevailing Articles of Association were adopted in December 2016. The charity registration number is 1115343 and the company registration number is 05742840.

Recruitment and Appointment of Trustees

In accordance with the Articles, the power to appoint Trustees rests with the Council of Membership (the Council).

The majority of the Trustees are elected from the membership of the Council of Membership and are appointed by that body. Trustees so appointed hold office for a three-year term and a regular rotation of trustees occurs on an annual basis with approximately four trustees retiring by rotation during any given year. Trustees who are eligible to serve additional terms at the end of their rotation are able to be re-elected if they wish to stand for nomination.

The President of the Board of Deputies of British Jews is automatically a Trustee if they are not already an elected Trustee in their own right. In May 2018, a new President of the Board of Deputies was elected, who assumed a place on the JLC's Board of Trustees. The President was re-elected in May 2021 and remains on the Trustee Board.

The Trustees are Directors of the Company for Companies Act purposes and charity Trustees for the purpose of charity law. The Trustees in office during the year were:

Mark Adlestone, OBE, DL	
Keith Black	
Adrian Cohen	Resigned 25 th May 2021
Debra Fox	
Jonathan Goldstein (Chair)	
Michael Goldstein	Appointed 2 nd June 2020
Louise Jacobs	
Steven Lewis	Resigned 2 nd June 2020
Laura Marks OBE	
Mark Morris	
Marie Van der Zyl	
Suzi Wolfson (Hon, Treasurer)	
Hilda Worth	
Jonathan Zenios	Appointed 25 th May 2021

Sir Trevor Chinn CVO attended meetings of the Board of Trustees throughout the year as an observer.

Steven Lewis continued to attend meetings of the Board of Trustees as an observer until May 2021.

Trustees Induction and Training

New Trustees are provided with a Governance Manual, which includes a copy of the Company's Articles, the latest Trustees' Report and Financial Statements, and legal guidance on their duties and liabilities. They are briefed by the Co-Chief Executives on their duties and responsibilities.

HOW THE JLC MAKES DECISIONS

The Trustees approved a Code of Conduct in 2019. Part of that Code of Conduct sets out matters reserved to the Board and the limits of the Executive's authority.

The business of the JLC is managed by the Board of Trustees, with day to day decisions delegated to a small team of professional staff, headed by the JLC Co-CEOs. The Trustees meet six times each year as a minimum.

The Co-CEOs are able to take day to day decisions on most matters, but they are closely scrutinised by, and major strategic and financial decisions must be approved by, the Board of Trustees.

The financial authority of the Executive is governed by the Finance Regulations.

The Co-CEOs deliver a detailed report of performance against objectives at each meeting of Trustees, who are able to question and scrutinise activity and decisions.

The Co-CEOs have agreed with the Trustees a programme of activity which further enhances the JLC's role in the community. Between March and July 2020, the JLC made a considerable contribution to the sustainability of the community by facilitating emergency support for charities providing front line care services and to individuals experiencing hardship as a result of the Covid-19 crisis.

From a governance perspective, Trustees must approve the following matters:

- Strategy and changes to strategic priorities
- Recruitment policy and senior staff remuneration policy
- Approval of Policies and Procedures
- New projects or grant making activities
- Membership fees and relations with members
- Applications for new membership and membership policy
- Annual budget, cashflow forecast and any reforecasts
- Strategy for major political meetings
- Approval of statutory accounts
- Approval of changes to the constitution
- Significant long term contractual or financial commitments
- Matters likely to have reputational significance for the JLC.

A Finance Report is presented to the Trustees at each meeting along with the most recent Management Accounts, and progress against fundraising targets. The Co-CEOs prepare the Finance Report and are ultimately responsible, under the supervision of the Hon Treasurer for financial management. The Audit & Risk Committee approves budgets and financial reports before the Trustees.

The Co-CEOs management of the budget and spending is overseen by the Honorary Treasurer on behalf of the Trustees. There is an agreed document of spending authority.

Bookkeeping and management accounting services are provided by SJC Bookkeeping, an external company. Monthly management accounts are produced, which are circulated to the Board of Trustees and the advisory board for PajeS. Management Accounts are tabled at each meeting of the Board of Trustees.

The Audit and Risk Committee Chairman is Alan Goldman, who is independent of the Board of Trustees. The Hon Treasurer and two other Trustees attend the meetings. The Trustees have delegated a number of financial matters to be dealt with by the Committee and reported to the Trustees.

A Conflict of Interests Policy is in place and a register of Trustees Interests is kept at the Head Office. Trustees are asked to declare any interest relevant to the business of the meeting.

Salaries Policy

The JLC has a policy to pay appropriate salaries consistent with the market in order to attract and retain the best talent to assist the JLC in meeting its objects. Salaries are benchmarked against comparable roles within comparable organisations both within and outside the Jewish community and take account of Employees' experience and profile. The salaries of staff are reviewed once in a year. The Chairman approves the salary reviews and set the Co-CEO's salary.

Related Party Transactions

There are a limited number of related party transactions in the 2020 accounts. In each case, the transactions are agreed by the CEO or Co-CEOs under delegated authority or approved by Trustees in accordance with the agreed approvals procedure. In the case of a Related Party Transaction, the relevant Related Party, if a Trustee, will declare their interest in the matter in question, in accordance with the Conflicts of Interest Policy.

- The JLC occupies premises at Shield House. The Landlord throughout 2020 was a company, which is part of a group in which the Chairman of CST has an interest. CST is a Member of the JLC and the JLC has a Trustee who is also a Trustee of CST.
- A grant of £37,500 was paid to Reshet, a jointly supported project between JLC and UJIA. The Chair of the UJIA was a trustee of the JLC during 2020.
- A grant of £25,000 was paid to JPR for community polling. A Trustee of the JLC is also a Trustee of JPR.

Included in donations is £210,000 (2019: £40,000) from charitable trusts of which Trustees of the Jewish Leadership Council are also Trustees.

Disclosure of information to auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

Haysmacintyre LLP were appointed auditors to the charity and in accordance with section 485 of the Companies Act 2006.

On behalf of the Board of Trustees



Jonathan Goldstein,

Chair of Trustees

Dated 30 July 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 DECEMBER 2020

The Trustees, who are also the directors of The Jewish Leadership Council for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, 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 accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

Disclosure of information to auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

On behalf of the Board of Trustees



Jonathan Goldstein

Chair of Trustees

Dated 30 July 2021

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

Opinion

We have audited the financial statements of the Jewish Leadership Council for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Statement of Financial Position, the 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 December 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.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

- 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 15 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 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 charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011 and employment law, 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 the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax.

THE JEWISH LEADERSHIP COUNCIL

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE JEWISH LEADERSHIP COUNCIL

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 revenue recognition. Audit procedures performed by the engagement team included:

- 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 with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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: 30 July 2021

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Income from:					
<u>Voluntary income</u>					
JLC Core and Projects	3	1,199,273	355,681	1,554,954	1,557,989
Lead	3	-	69,801	69,801	188,458
PaJeS	3	-	824,925	824,925	768,354
Total income		1,199,273	1,250,407	2,449,680	2,514,801
Expenditure on:					
<u>Charitable activities</u>					
JLC Core and Projects	4	926,998	354,900	1,281,898	1,576,977
Lead	4	-	138,756	138,756	192,769
PaJeS	4	-	919,353	919,353	792,330
Total charitable expenditure		926,998	1,413,009	2,340,007	2,562,076
Net income/(expenditure) resources before transfers		272,275	(162,602)	109,673	(47,275)
Gross transfers between funds		(15,551)	15,551	-	-
Net (expenditure)/income for the year/ Net movement in funds		256,724	(147,051)	109,673	(47,275)
Fund balances at 1 January 2020		8,495	39,060	47,555	94,830
Fund balances at 31 December 2020		265,219	(107,991)	157,228	47,555

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

Full comparative figures for the year ended 31 December 2019 are shown in note 14.

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2020

	Notes	2020 £	£	2019 £	£
Current assets					
Debtors	8	52,851		136,776	
Cash at bank and in hand		<u>385,721</u>		<u>276,041</u>	
Total current assets		438,572		412,817	
Creditors: amounts falling due within one year	9	(281,344)		(365,292)	
Net current assets /(liabilities)			<u>157,228</u>		<u>47,555</u>
Income funds					
Restricted funds	10		(107,991)		39,060
Unrestricted funds			265,219		8,495
			<u>157,228</u>		<u>47,555</u>
Total funds			<u>157,228</u>		<u>47,555</u>

The financial statements on page 19 to 20 were approved and authorised by the Board of Directors on 30 July 2021 and signed on behalf by:



Suzi Woolfson (Treasurer)
Trustee

Company Registration No. 05742840

THE JEWISH LEADERSHIP COUNCIL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2020

		2020	2019
	Notes	£	£
Cash flows from operating activities			
Cash generated (absorbed) by operations	13	109,680	42,021
Net cash used in investing activities		-	-
Net cash used in financing activities		-	-
Net decrease in cash and cash equivalents		109,680	42,021
Cash and cash equivalents at beginning of year		276,041	234,020
Cash and cash equivalents at end of year		385,721	276,041

A net debt reconciliation note has not been presented as the charity has no debt.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies Charity

information

The Jewish Leadership Council is a private company limited by guarantee incorporated in England and Wales. The registered office is Shield House, Harmony Way, Hendon, NW4 2BZ. Its company number is 5742840. It is also a registered Charity in England and Wales (Charity number: 1115343).

1.1 Accounting convention

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (SORP 2015) (Second Edition, effective 1 January 2020) and the Companies Act 2006. The Jewish Leadership Council meets the definition of public benefit entity under FRS102.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

The Trustees began a comprehensive fundraising programme for the JLC during 2020 and beyond, with the aim of expanding the number of supporters and the funds raised. This programme began in June 2020 has produced pledges at a pleasing level and created reserves.

The Trustees have confidence that funds will be raised to enable the JLC to continue to provide its valuable services and will manage the costs of the charity accordingly. The Trustees receive reports from the fundraising programme at each Trustees meeting.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

1 Accounting policies (Continued)

1.4 Income

Income is recognised when the Charity is entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

The value of donated services and gifts in kind provided to the Charity are recognised at their open market value in the period in which they are receivable as income, where the benefit to the Charity can be reliably measured. An equivalent amount is included as expenditure under the relevant heading in the Statement of Financial Activities.

1.5 Expenditure

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

All expenditure is accounted for on an accruals basis. All expenses, including support costs and governance costs, are allocated to the charitable activity in the statement of financial activities (the basis of allocating these costs).

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice.

All support costs are charged to JLC Core and Projects.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 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 amortized cost.

1.8 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.9 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight-line basis over the term of the relevant lease.

Rentals payable under operating leases are charged against income on a straight-line basis over the period of the lease.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

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.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income 2020

	JLC Core and Projects	Lead	PaJeS	Total
	£	£	£	£
Membership Contributions	249,872	-	-	249,872
Donations	1,263,325	69,801	804,478	2,137,604
Other income	41,757	-	20,447	62,204
	<u>1,554,954</u>	<u>69,801</u>	<u>824,925</u>	<u>2,449,680</u>

Income 2019

	JLC Core and Projects	Lead	PaJeS	Total
	£	£	£	£
Membership Contributions	262,048	-	-	262,048
Donations	1,295,941	188,458	768,354	2,252,753
Donated services	-	-	-	-
	<u>1,557,989</u>	<u>188,458</u>	<u>768,354</u>	<u>2,514,801</u>

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

4 Charitable activities 2020

	JLC Core and Projects*	Lead	PaJeS	Total
	£	£	£	£
Salaries and Human Resources	652,391	109,544	345,704	1,107,639
Utilities, Rent and Rates	69,573	-	34,849	104,422
Event and programme costs	31,121	15,970	60,655	107,746
Travel, conferences and PR	5,809	1,256	1,164	8,229
Office administration	4,615	2,830	1,692	9,137
Legal and professional & Consultants	115,288	-	41,627	156,915
Project costs	62,500	-	398,744	461,244
Bank charges	438	118	423	979
Other sundry expenses	-	4,034	19,495	23,529
	<u>941,735</u>	<u>133,752</u>	<u>904,353</u>	<u>1,979,840</u>
Grants paid	280,091	-	-	280,091
Support costs (see note 5)	28,956	5,004	15,000	48,960
Governance costs (see note 5)	31,116	-	-	31,116
	<u>1,281,898</u>	<u>138,756</u>	<u>919,353</u>	<u>2,340,007</u>

Charitable activities 2019

	JLC Core and Projects*	Lead	PaJeS	Total
	£	£	£	£
Salaries and Human Resources	686,569	125,240	318,244	1,130,054
Utilities Rent and Rates	52,953	-	29,855	82,808
Event costs	140,355	55,247	19,300	214,902
Travel, conferences and PR	22,942	3,173	6,328	32,443
Office administration	7,646	1,162	9,301	18,109
Legal and professional & Consultants	192,890	30	40,869	233,789
Project costs	410	-	350,817	351,227
Bank charges	621	287	459	1,366
Other sundry expenses	10,000	2,630	3,409	16,038
	<u>1,114,385</u>	<u>187,769</u>	<u>778,580</u>	<u>2,080,734</u>
Grants paid	268,749	-	-	268,749
Support costs (see note 5)	30,210	5,000	13,750	48,960
Governance costs (see note 5)	163,633	-	-	163,633
	<u>1,576,977</u>	<u>192,769</u>	<u>792,330</u>	<u>2,562,078</u>

*Included within JLC Core and Projects is Chanukah in the Square.

The comparatives for 2019 have been restated to better align expenditure with their charitable activities although the total value has not changed.

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

5 Support costs

	Support costs	Governance costs	2020	Basis of allocation
	£	£	£	
Bookkeeping services	48,960	-	48,960	Support
Audit fees	-	31,116	31,116	Governance
Independent review	-	-	-	Governance
	<u>48,960</u>	<u>31,116</u>	<u>80,076</u>	

Support costs

	Support costs	Governance costs	2019	Basis of allocation
	£	£	£	
Bookkeeping services	48,960	-	48,960	Support
Audit fees	-	19,040	19,040	Governance
Independent review	-	144,953	144,953	Governance
	<u>48,960</u>	<u>163,933</u>	<u>212,593</u>	

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

6 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

7 Employees

Number of employees

The average monthly number employees during the year was:

	2020 Number	2019 Number
JLC Core and Projects	11	10
Lead	3	3
PaJeS	12	10
	<u>26</u>	<u>23</u>

Employment costs

	2020 £	2019 £
Wages and salaries	1,004,048	1,036,023
Social security costs	108,401	110,796
Other pension costs	117,358	113,125
	<u>1,229,807</u>	<u>1,259,944</u>
Recharge to project costs	(122,169)	(129,890)
	<u>1,107,638</u>	<u>1,130,054</u>

A termination payment of £3,118 was paid to one employee during the year (2019: £nil)

The comparatives for 2019 have been restated to align with disclosures in 2020.

The number of employees whose annual remuneration was £60,000 or more were:

	2020 Number	2019 Number
£60,000 - £69,999	-	1
£70,000 - £79,999	1	-
£80,000 - £89,999	3	-
£130,000-£139,999	-	1
£150,000 - £159,999	1	-
£170,000-£179,999	-	1

Salaries and benefits in respect of the key management personnel of the charity total £577,812 (2019 £542,300) combined. Pension contributions in respect of higher paid employees were £37,887 (2019: £55,693).

THE JEWISH LEADERSHIP COUNCIL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

8 Debtors

	2020 £	2019 £
Amounts falling due within one year:		
Trade debtors	34,543	125,090
Other debtors	18,308	11,686
	<u>52,851</u>	<u>136,776</u>

9 Creditors: amounts falling due within one year

	2020 £	2019 £
Other taxation and social security	29,720	29,041
Trade creditors	38,165	158,832
Other creditors	20,375	1,495
Accruals and deferred income	193,084	175,894
	<u>281,344</u>	<u>365,262</u>

THE JEWISH LEADERSHIP COUNCIL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

10 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

<u>Restricted Funds</u>	Movement in funds				Balance at 31 December 2020
	Balance at 1 January 2020	Income	Expenditure	Transfers	
	£	£	£	£	£
Schools Wellbeing Project	79,471	174,500	(163,469)	-	90,502
Lead	63,846	69,801	(138,756)	50,000	44,891
PaJeS	(213,570)	824,925	(919,352)	50,000	(257,997)
JLC Projects	109,313	181,181	(191,432)	(84,449)	14,613
	<u>39,060</u>	<u>1,250,407</u>	<u>(1,413,009)</u>	<u>15,551</u>	<u>(107,991)</u>
Unrestricted funds					
General	8,495	1,199,273	(926,998)	(15,551)	265,219
Total	<u>47,555</u>	<u>2,449,680</u>	<u>(2,340,007)</u>	<u>-</u>	<u>157,228</u>

<u>Restricted Funds</u>	Movement in funds				Balance at 31 December 2019
	Balance at 1 January 2019	Income	Expenditure	Transfers	
	£	£	£	£	£
Schools Wellbeing project	-	237,500	(158,029)	-	79,471
Lead	-	188,458	(192,769)	68,157	63,846
PaJeS	(239,594)	768,354	(792,330)	50,000	(213,570)
JLC Projects	93,183	95,823	(105,354)	25,661	109,313
	<u>(146,411)</u>	<u>1,290,135</u>	<u>(1,248,482)</u>	<u>143,818</u>	<u>39,060</u>
Unrestricted funds					
General	241,241	1,224,666	(1,313,594)	(143,818)	8,495
Total	<u>94,830</u>	<u>2,514,801</u>	<u>(2,562,076)</u>	<u>-</u>	<u>47,555</u>

The comparative figures for restricted funds have been restated to consolidate JLC projects into one grouping. Further details of those projects have been detailed below.

The Schools Wellbeing Project, (previously named the 'Community Wellbeing Project') is a pilot initiative taking place in a number of schools. More detail of this is set out on Page 8 of these accounts. The funds for this project are collected by the JLC and disbursed in accordance with an agreed budget, scrutinised by an independently chaired Advisory Board.

Lead offers leadership programmes and services to lay, professional and aspiring leaders. The activities are funded primarily by participating organisations and individuals.

Partnership for Jewish Schools (PaJeS) responds to the reported need to help schools shape their strategic future and thereby strengthen Jewish life in the UK. Growing out of the JLC report and building on three years of strategic and consultative work, the aim is to encourage greater efficiency and collaboration as well as sharing excellent practice. The activities are funded primarily by grant making foundations, participating organisations and individuals. In response to Covid, PaJeS was able to receive and distribute over £25,000 worth of funds to families in need of meal vouchers during the 2020 school

THE JEWISH LEADERSHIP COUNCIL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

holidays. This initiative was generously supported by communal foundations and philanthropists and made a significant difference to those in extreme need during the pandemic. It continued into 2021 with over £170,000 distributed for the duration of the initiative. Income received from school subscriptions has previously been included in the calendar year in which it was invoiced. However, with a change to the internal process in 2020, two thirds of subscription income was deferred in 2020 into 2021 which negatively impacted the income demonstrated by £29,648.

The JLC facilitates a number of other programmes and activities that are funded by contributions from grant making foundations, participating organisations, patrons and other individuals. These include the installation of a Chanukiah in Trafalgar Square, in conjunction with Chabad UK, the London Jewish Forum and the Mayor of London to celebrate the Jewish festival of Chanukah in Trafalgar Square, as well as other projects that aim to advance the education of the public in the Jewish faith and the customs of the Jewish people and the people of Israel.

In response to Covid, the JLC facilitated the raising and distributing of monies for the Social Care Assistance Fund (SCAF) during 2020 and into early 2021. The JLC did not benefit from this fund financially and ensured that every penny that was donated was assigned to the emergency responses it was raised for.

The Trustees, from time to time throughout the year, will authorise payments from general funds to support activities under the restricted funds. In particular, the delivery of the Chanukah in the Square event is cashflowed from general funds before the account is reconciled upon the receipt of the income from the third party partners to the event.

11 Analysis of net assets between funds	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 December 2020 are represented by:			
Current assets/(liabilities)	265,219	(107,991)	157,228
	<u>265,219</u>	<u>(107,991)</u>	<u>157,228</u>
Comparative 2019	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 December 2019 are represented by:			
Current assets/(liabilities)	8,495	39,060	47,555
	<u>8,495</u>	<u>39,060</u>	<u>47,555</u>

12 Related Party transactions

The JLC occupies premises at Shield House. The Landlord throughout 2020 was a company, which is part of a group in which the Chairman of CST has an interest. CST is a Member of the JLC and the JLC has a Trustee who is also a Trustee of CST.

A grant of £37,500 was paid to Reshet, a jointly supported project between JLC and UJIA. The Chair of the UJIA was a trustee of the JLC during 2020.

A grant of £25,000 was paid to JPR for community polling. A Trustee of the JLC is also a Trustee of JPR.

Donations is £210,000 (2019: £40,000) from charitable trusts of which Trustees of the Jewish Leadership Council are also Trustees.

THE JEWISH LEADERSHIP COUNCIL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

13	Cash generated from operations	2020	2019
		£	£
	(Deficit)/surplus for the year	109,673	(47,275)
	Movements in working capital		
	(increase)/decrease in debtors	83,925	(75,981)
	Increase/(decrease) in creditors	(83,918)	165,277
	Cash generated by operations	109,680	42,021

THE JEWISH LEADERSHIP COUNCIL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

14 Comparative Statement of Financial Activities		Unrestricted funds	Restricted funds	Total 2019
	Notes	£	£	£
<u>Income from:</u>				
<u>Voluntary income</u>				
JLC Core and Projects	3	1,224,666	333,323	1,557,989
Lead	3	-	188,458	188,458
PaJeS	3	-	768,354	768,354
Total income		1,224,666	1,290,135	2,514,801
<u>Expenditure on:</u>				
<u>Charitable activities</u>				
JLC Core and Projects	4	1,313,594	263,383	1,576,977
Lead	4	-	192,769	192,769
PaJeS	4	-	792,330	792,330
Total charitable expenditure		1,313,594	1,248,482	2,562,076
Net (expenditure)/income resources before transfers		(88,928)	41,653	(47,275)
Gross transfers between funds		(143,818)	143,818	-
Net (expenditure)/income for the year/				
Net movement in funds		(232,746)	185,471	(47,275)
Fund balances at 1 January 2019		241,241	(146,411)	94,830
Fund balances at 31 December 2019		8,495	39,060	47,555