

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
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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>163,993</u>	<u>212,953</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.

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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
		<hr/>	<hr/>
	Cash generated by operations	109,680	42,021
		<hr/>	<hr/>

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