

BETH SHALOM LIMITED

England & Wales · Charity number 509022

Details

Other names	COMMUNITY OF THE TRUE VINE LIMITED, THE HOLOCAUST CENTRE, The National Holocaust Centre & Museum
Status	Registered
Legal form	Charitable company
Company number	01388313
Registered	1979-08-01
Register	View on the Charity Commission register

Contact

Address	Acre Edge Road Laxton Newark Newark NG22 0PA
Phone	01623836627
Email	office@holocaust.org.uk
Website	www.holocaust.org.uk

Activities

Objects: (1) TO PROMOTE AND ADVANCE RELIGION, PROVIDING THE OPPORTUNITY FOR OPENNESS, TRUTH AND RECONCILIATION BETWEEN RELIGIOUS AND ETHNIC GROUPS FROM ALL WALKS OF LIFE, INCLUDING, BUT NOT LIMITED TO CHRISTIANITY AND JUDAISM, FOR THE PUBLIC BENEFIT.(2) THE ADVANCEMENT OF EDUCATION OF HUMANITARIANISM THROUGH INCREASING KNOWLEDGE AND UNDERSTANDING LESSONS OF THE HOLOCAUST, IN PARTICULAR BUT NOT EXCLUSIVELY BY THE ESTABLISHMENT AND MAINTENANCE OF A MUSEUM/COLLECTION DEDICATED TO THE EVENTS SURROUNDING THE HOLOCAUST

Activities: The charity runs an education centre (the National Holocaust Centre & Museum) providing an opportunity for schoolchildren, professionals, groups working in local communities and the public to examine, learn and apply the lessons for humanity from the events of the Holocaust and contemporary acts of injustice. The gardens provide a place for reflection and memorial for survivors and relatives.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,555,635	£2,964,207	£3,934,125	36
2024-03-31	£2,407,054	£1,903,446	£4,342,697	35
2023-03-31	£2,307,213	£1,523,282	£3,839,089	32
2022-03-31	£1,502,751	£1,821,254	£3,055,158	35
2021-03-31	£2,322,594	£1,963,070	£3,373,661	33

Trustees

Name	Role	Appointed
Adam David Dawson MBE	Chair	2025-10-20
Andrew Simon Levene		2025-12-16
Dr JAMES MICHAEL SMITH CBE		
Dr Martin Adam Stern		2023-08-31
Gemma Lyons		2025-12-16
Gillian Margaret Webber		2025-06-24
Justin Benedict McLaren		2023-12-05
LYDIA JANE ENGLER		2024-11-26
Laura Weller		2020-05-04
Louise Sara Jacobs		2026-02-17
Michael Albert Bibring		2025-12-16

BETH SHALOM LIMITED

England & Wales - Charity number 509022

Accounts

Charity registration number 509022

Company registration number 01388313 (England and Wales)

BETH SHALOM LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

BETH SHALOM LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Directors	Dr J Smith CBE - Life President Mr R Kleiner Ms A Levitt Mrs L Weller Dr M A Stern Mr J McLaren Mrs L J Engler (Appointed 26 November 2024) Ms G Webber (Appointed 24 June 2025) Mr A Dawson MBE (Chairman) (Appointed 20 October 2025)
Secretary	Mrs. J Mills
Charity number	509022
Company number	01388313
Registered office	The National Holocaust Centre & Museum Laxton Newark Nottinghamshire NG22 OPA
Auditor	Azets Audit Services Westpoint Lynch Wood Peterborough Cambridgeshire United Kingdom PE2 6FZ
Bankers	Lloyds Bank PLC 202 High Street Lincoln United Kingdom LN5 7AP
Solicitors	Freeth Cartwright LLP Cumberland Court 80 Mount Street Nottingham NG1 6HH

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BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The directors present their annual report and financial statements for the year ended 31 March 2025.

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 1 January 2019)".

Objectives and activities

Our Purpose

We communicate not only the 'what' but the 'why' of the Holocaust for a contemporary purpose: to grow a community of critical thinkers right across society, able to question the misinformation and conspiracy theories which drive anti-Jewish and other forms of racism.

Critical thinking about the Holocaust and its place not as a one-off but as the darkest moment in the 2000-year 'othering' of the Jewish people, which persists today, is a transferrable citizenship skill. We believe it can and should be used to deconstruct all types of misinformation-based racism.

Our purpose is urgent. We will soon lose our witnesses - living Holocaust survivors - at a time when global mass misinformation is spreading abuse and violence. This includes the use of Holocaust distortion by individual, organisational, and State actors. The spread is global, at internet speed, and algorithmic. We need bold, creative solutions to create a counterculture, making the warnings of the Holocaust resonate to generations born long after it.

We do three things to deliver our Purpose:

Witness: We collect the personal testimonies and artefacts of a wide range of Holocaust survivors, including a loyal core for whom we have been a home from home for 25 years. We supplement this with artefacts from the perpetrator and other Jewish sources.

Create: We base exhibitions and learning programmes on these collections. They are experiential, not didactic, created to provoke questions about not only victims and survivors but also perpetrators.

Engage: we distribute these learning experiences through an ecosystem of physical & digital channels, partnerships and discussion spaces. This is designed to continually reach new & diverse audiences while re-engaging existing ones, to nurture a community of critical thinkers. Our culture supports this engagement: the friendly family ethos of our founders, our interfaith heritage and peaceful environment. We are a safe space for difficult questions.

Introduction

The National Holocaust Museum (NHM) is the UK's only museum dedicated to Holocaust education and remembrance. Established in the former Smith family home, the museum has grown from humble beginnings into a nationally recognised museum for learning, reflection, commemoration, and community building.

Our site features two permanent exhibitions, one temporary exhibition (at any one time), a dedicated memorial and reflective space, landscaped memorial gardens, and purpose-built education and teaching facilities. We are also proud that The Journey is the UK's only museum exhibition specifically designed to introduce younger children to the history and lessons of the Holocaust; secondly that the immersive experience it offers has significant appeal to other audiences too; thirdly, that different layers of exhibition interpretation now make it possible to create differing experiences for the different audiences.

Despite our rural location, our reach is increasingly national and international, thanks to the expansion of our blended learning, strategic partnerships, storytelling creativity, and digital innovation. As Holocaust survivors age, our commitment to preserving and sharing their testimonies in audience-centric formats which resonate with contemporary concerns becomes ever more urgent.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

We continue to serve schools, and the wider public with a dual focus on physical and digital learning experiences. We remain deeply committed to strengthening our governance, enhancing inclusivity, promoting environmental sustainability, and ensuring the long-term resilience of our organisation. We are confident in our case for support and, given this support, optimistic we will succeed. We offer a unique, value-adding audience proposition which packages a mission-driven museum with professional teaching skills and a unique founding story that drives community-building.

The trustees have taken into account guidance produced by the Charity Commission on public benefit in determining the activities of the charity.

Fundraising Standards information

Beth Shalom relies on fundraising to support its charitable activities. Fundraising activities are carried out by the Development team and the Museum Director Marc Cave. Beth Shalom does not employ other organisers or individuals to carry out fundraising activities. Whilst the Museum does not have an undertaking to be bound by any schemes or standards for fundraising, all fundraising activities conform to published standards.

The Museum does not carry out any street or telephone fundraising with the public. There have been no complaints about any of the Museum's fundraising activities.

The National Lottery Heritage Fund Site Re-development

During this period, we saw the commencement of physical works onsite for our The National Lottery Heritage Fund site re-development project. The project is focused on improving and expanding our onsite offering and using our new facilities to better expand our reach. The project will include a new Broadcasting hub within The Pears Auditorium, a new Collections Store, new toilets, and an expanded version of The Journey exhibition.

We commenced works onsite with our initial site contractor in June 2024. Unfortunately, the project experienced significant delays after this contractor entered liquidation. As a result, we re-tendered the project in two phases the first included the main house works and The Journey exhibition was prioritised. The second, commenced later and included all remaining site works. We had initially planned to close The Journey exhibition over summer and to re-open September for schools to minimise disruption, instead the exhibition closed from October 2024. The project delays saw a significant loss of trading income with the loss of all Primary students during the autumn term and a loss of trading income from our loss of children onsite, use of a smaller bookshop, and the use of a temporary coffeeshop in which we were unable to prepare food. Initial plans were to make use of the summer weather and create pleasant outdoor coffeeshop experiences, but this was not possible within our shift to autumn/winter closure. The new AV upgrade within The Pears Auditorium were installed and completed during this period gifting us high quality livestream, cinema, and recording facilities we will use to expand our programming.

Due to the project delay not all contractors were able to complete by January 2025 and our Project Managers, Greenwood Projects, reached a compromise in which we agreed to fully complete the first three rooms of the journey exhibition as priority. This enables us to welcome primary schools back onsite from January 2025 for a bespoke programme. We worked hard to remain open throughout the entirety of the project to public and secondary schools and are extremely grateful to our site contractors Hobson and Porter for making this possible by ensuring we maintained a safe and tidy site throughout this period.

At the end of March 2025, we look forward to the full opening of The Journey exhibition to both schools and public in April 2025 and hope to close the project by the end of the calendar year 2025.

We are proud to be guided by the National Lottery Heritage Fund's Heritage 2033 strategy, which focuses on connecting people with local heritage, supporting sustainability, and making better use of digital tools. Keeping in step with these priorities helps shape our plans and makes us more ready for future funding opportunities. We remain incredibly grateful for the continued support of The National Lottery Heritage Fund throughout our site-redevelopment process and look forward to seeing the project complete in 25-26. We are grateful to all of the funders that made this project possible including the National Lottery Heritage Fund, The Pears Foundation, Claims Conference, Arts Council England, the Association of Jewish Refugees, other institutional givers, and a number of individual and anonymous funders. Some 40 foundations, trusts and individuals have generously contributed, many of whom have also supported the Museum for many years.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Arts Council England: National Portfolio Organisation

This year marks Year 2 as an Arts Council England National Portfolio Organisation for the period of 2023-2026.

Year 2 activity focused on the following core activities:

- Delivery of our education programmes; onsite, online, outreach
- Furthering our commitment to tackling the rise in anti-Jewish racism in the UK
- Ensuring our programmes and physical site are as inclusive and accessible as possible
- Increasing our use of museum artefacts and survivor testimony throughout all areas of delivery
- Using evaluative tools to understand feedback and increase the quality of our offerings
- Increase our reach with public and local communities, and consequently increase visitor numbers
- Better our volunteer offering and increase our commitment to our volunteer team

Applications for the 2026/27 Extension programme were accepted throughout November 2024 and we applied to be a part of this extension programme. Meanwhile, in 2024-25 we will complete Year 3 of activity.

Our programmes reflect the vision of Let's Create (ACE), placing inclusivity, accessibility and cultural relevance at the heart of what we do. We are proud to represent these cultural priorities. We remain incredibly grateful to Arts Council England for their continued support and for the opportunities afforded to us as a National Portfolio Organisation.

The directors have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

CURATORIAL

ACTIVITY	IMPACT
Significant focus of curatorial work completed this year has been directed toward The Journey exhibition for our The National Lottery Heritage Fund redevelopment project. Work included content curation for displays, theming, prop and image sourcing, commissioning photography, audio-visual content development, Holocaust survivor testimony selection, artefact selection, decant of existing exhibition, readying for partial and full openings.	Exhibition readied for partial re-open to Primary school groups only. This allowed primary students back onsite from 20th January 2025 for a bespoke program – We have welcome 3,199 Primary students onsite 20th January – 31st March. The Journey exhibition to fully re-open to members of the public in April 2025.
Curation and creation of The Vicious Circle touring exhibition which explores the recurring delusion—across millennia and continents – that violence against Jews leads to individual and collective liberation acting as a reminder that the Holocaust did not come out of nowhere and that it was not the end of the story of anti-Jewish racism.	HMD 2025 launch. Current European tour locations: London: Soho – January 21st to 28th 2025 – 800 visitors Tallinn: Kadriorf Art Museum - February 7th to 15th 2025 Brussels: EU Parliament – February 18th to 21st 2025 Berlin; Federal Parliament, Wansee Conference Museum, Neukolln town hall – March 6th to April end 2025. Curatorial staffing was provided for all venues.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

<p>The Vicious Circle in Virtual Reality - successful funding application to complete this work 25-26.</p>	<p>Exhibition assets to be repurposed to create an interactive educational toolkit including recording of pogrom survivor testimonies that will interact; next step in Conversation Tech</p>
<p>We signed a collaboration agreement with Google Arts & Culture. October kick-off meeting. 2025 proposal submitted to capture our exhibitions and gardens through Google Street View and the digitisation of 250 pieces of our collection.</p>	<p>A major platform for new audience engagement and diversification which will significantly increase the reach of collections through access to online immersive exhibitions.</p> <p>Public HMD launch 2026</p>
<p>We have completed the first year of our Headley Trust Curatorial Grant for the creation of object handling boxes. The boxes will be used by educators and curators for delivery with schools as well as public. Work will continue into 25-226 with 5 new topics to be developed into handling boxes including Becoming a Refugee and Jewish Identity.</p>	<p>10 Handling Boxes created. Used by every primary school student visited (3,199) since the partial re-opening of The Journey. School children and teachers have commented on the positive learning stimulated by this experience. Handling objects were also used within our temporary exhibition "I say British, You say Jewish" to successfully engage public.</p>
<p>"I say British, You say Jewish" - Touring Exhibition toured 23-24 and was installed within our Pears Auditorium for visitors over summer. Staff trained and tours given.</p>	<p>Increase reach of exhibition and gave visiting members of the public a new experience while visiting over summer, especially key during the closure period of The Journey.</p>
<p>Mid-August showcase of six paintings by Holocaust survivor Stanislaw Brunstein in "Colours of Healing" exhibit. Work included design, research, and an exhibition brochure.</p>	<p>Displayed within Pears Auditorium alongside related educational activities for children; another summer offering for visitors increasing access to our collections.</p>
<p>We have received and researched over 20 offers to donate archival material and artefacts to our collection.</p>	<p>Increase collection size by acquiring and preserving key donations.</p>
<p>Testimony Collection (Esmee Fairbairn funded Testimony Officer). Audit completed to identify where and how we use testimony. Inter-departmental working to integrate testimony and artefacts into education programmes for different audiences including schools, public, and families.</p>	<p>Museum collections are interwoven through all aspects of our work. New education workshops and tasks incorporate testimony including iPad task and Identity workshop for Secondary students. Public events includes focus on testimony and artefacts commemorating key dates.</p>
<p>The National Lottery Heritage Fund funded Project Curator has completed significant work in testimony cataloguing establishing a new searchable spreadsheet to search testimony by keywords and an expanded indexing system. Work updating this and adding new testimony is ongoing.</p>	<p>As of March 2025 we have 5 survivor testimonies fully catalogued with a searchable catalogue of every testimony available to staff. Staff can identify a topic for event/programme etc and see what testimony is available for related use. Increases testimony use throughout our work and makes our Collections more accessible to staff.</p>
<p>Joint PhD scholarship. A collaborative doctoral award between the University of Nottingham and the National Holocaust Centre and Museum. Holocaust Refugees: Working with fragmentary museum collections</p>	<p>The project will ask what insights personal records can offer into the experiences and identities of Jewish refugees, focusing on connecting threads between lives left behind, and new ones built in UK by exploring our rich collections of ego-documents (letters, photographs, artefacts)</p>

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Submitted application for the UK Holocaust Memorial Foundation Testimony Portal . A new portal aggregating all Holocaust survivor testimony available in the UK	Our collection of Holocaust Survivor testimonies will be included. 180 testimonies , including 11 interactive, from over 100 different survivors. Huge reach for our collections.
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EDUCATION

ACTIVITY	IMPACT
<p>Onsite delivery</p> <p>24-25 = 14,407 students</p> <p>23-24 = 21,510 students</p>	<p>Lower onsite numbers in comparison. Throughout re-development works we have remained open to Secondary school groups while The Journey has been entirely closed to Primary. (Initial plan was to complete over summer period and amended to closure over September to January period.) We partially re-opened to Primary schools from 20th January. From this time to 31st March we have welcomed 3,199 primary students onsite which shows strong recovery of onsite numbers in advance of full re-opening in April.</p>
<p>Outreach</p> <p>24-25 = 8,609 students</p> <p>23-24 = 13,719 students</p> <p>National Lottery Heritage Fund funded post; Schools Outreach Officer</p>	<p>This position allows us to increase our geographical reach – previous outreach has always had a Leeds or London focus. Delivery locations 24-25 include Birmingham, Preston, Southampton, Kettering, Peterborough, Spalding, Oldham, Rochdale. KS3 delivery now included for the first time; new programme developed to increase reach.</p>
<p>Online</p> <p>24-25 = 6,119 students</p> <p>23-24 = 5,000 students</p>	<p>For our HMD 2025 activity we livestreamed Holocaust survivor testimony from 3 survivors on 3 separate days at no cost to approx. 3,240 students. Alongside 80+ members of the public. There is a definitive preference with teachers for in person delivery over online content.</p>
<p>Updated programmes</p> <p>All programmes updated over summer period for the new academic year. Integrated Learning Lead is an educator who works closely with the curatorial team to ensure higher integration of our museum collections and survivor testimony across all work we do including our event schedule with adults as well as all our formal learning programmes.</p>	<p>Secondary iPad programme uses testimony and allows students to direct their own learning by choosing which questions to ask of the survivors. Use of testimony and independent learning.</p> <p>Secondary programmes link to anti-Jewish hate</p> <p>Bespoke programme designed for The Journey including use of Handling boxes to supplement partial opening</p>
<p>Family Friendly learning.</p> <p>We have always held family learning activities as a part of our school holidays however they have always had a slow uptake. This year family learning has been redesigned. New programme designed pre-The Journey closure with a 'mini tour guide' experience and continued to offer family activities throughout the year even with The Journey's closure.</p>	<p>9 family days throughout the year</p> <p>55 families attended</p> <p>24-25 Total family admission = 93 family tickets</p> <p>Over half of all families attended an event</p> <p>More informal and accessible "Family Friendly" branding has clearly appealed.</p>

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

<p>£50,000 project to produce educational materials for a National secondary school video learning programme based on the HBO film The Commandant's Shadow. We produced 8 video lessons fitting within the curriculum (5x20mins PSHE and 3x50mins lessons for Music, History and English) featuring extracts from the film and our Educators.</p>	<p>Sent to every secondary school in England for free (4,200 schools). Huge reach for these resources. Gives schools access to free, high quality learning materials that are easy to use (require no prior knowledge or preparation. Lessons are designed to just press play. Available to all.)</p> <p><i>www.tcslessons.org.uk</i></p>
<p>Noticed a trend in schools unable to visit due to costs particularly with coaches.</p>	<p>Funding secured from Chesterhill Charitable Trust to subsidise coach costs for 11 schools.</p>
<p>New evaluations ready for the new school year in September 2024 and in use with all schools we deliver to. Covering key learning objectives across all delivery modes: outreach, online, onsite we send out both pre and post visit evaluations to all schools for electronic submission.</p>	<p>We are particularly looking to monitor the change in attitudes and knowledge after engaging with our programmes.</p> <p>Pre-visit question "Do you know what anti-Jewish racism means?" rises from 67% saying yes to 90%</p>
<p>Part of 2 consortia with submitted bids to the Department for Education's 'Antisemitism in Education' tender</p>	<p>Collaborative working and increased reach if successful.</p>
<p>Karen Becher Memorial Essay Prize: project and funding agreed with Karen's family, launched January 2025. Essay award for 16 – 18 year olds.</p>	<p>Paying respects to Karen Becher while continuing Holocaust education in her name. £500 prize offered. Essay title: "Does free speech build or break a community?"</p>
<p>HMD 2025 activity onsite curatorial talk and survivor testimony. One week of outreach completed in Manchester alongside main HMD civic event 300 people. London: two days of outreach. Cambridge Union with Director of Learning and Sony Music links with Museum Director.</p>	<p>Increased reach taking HMD outside of our usual geographical reach at the museum.</p> <p>Potential RRU follow up from Sony Music.</p>

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

RACISM RESPONSE UNIT

ACTIVITY	IMPACT
<p>Responding to the rise in anti-Jewish racism in the UK through delivering training programmes for staff in public institutions. Our Racism Response Unit training includes the history of anti-Jewish racism via the Holocaust; codes used by anti-Jewish racists; and consideration of scenarios to encourage critical thinking around the issue.</p> <p>Activity:</p> <p>Delivering an innovative and interactive training programme to address anti-Jewish racism encountered by school senior management teams and staff, Council officers, and University academics and pastoral staff.</p>	<p>Training delivered to:</p> <p>180 teachers across 5 schools</p> <p>Arrangements in progress to train staff across all 30+ schools in the Outwood Grange Academies Trust</p> <p>Training delivered to 12 senior community safety officers in one city local authority.</p> <p>Training delivered to one council's legal team.</p> <p>Training delivered to EDI team of one new university.</p> <p>Councils have proven hard to engage, so we have changed approach and we are now targeting elected councillors. Training is being delivered to 2,000+ Labour and Co-operative Party councillors across most English local authorities.</p> <p>Training delivered to one new university (UCL) and dates arranged for a second (Brighton)</p>
<p>Training session delivered for all staff on the pedagogy of the Racism Response Unit. Training sessions delivered for relevant staff on: left-wing antisemitism; anti-zionist antisemitism; and anti-Jewish hate crime</p>	<p>Internal staff understanding of the work of the RRU and Professional Development for all staff.</p>
<p>Newly updated secondary-school programme to improve pupil understanding of Anti-Jewish racism</p> <p>Secondary programme now includes a consideration of the links between pre-Nazi English antisemitism; Nazi genocidal antisemitism; and current online antisemitism.</p>	<p>We use whiteboards during the session to monitor attitudinal change and discuss this with teachers at the end of the session. An example of this is checking that students recognise the punching up element of anti-Jewish racism in different scenarios we discuss with them.</p> <p>Evaluation surveys are used to monitor pre and post visit changes in understanding.</p> <p>Where anti-Jewish racism occurs pre-visit answers show Britain - 43.5% rising to 75% post visit and Poland pre-visit understanding rising from 60% to 89% post visit.</p>
<p>CST (Community Security Trust): meeting to explore joint anti-racism training for Metropolitan Police</p>	<p>Potential for collaboration with experts in our field.</p>
<p>Website: www.racismresponseunit.org.uk</p>	<p>Marketing and direct enquiries.</p>

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

HATE CRIME

ACTIVITY	IMPACT
<p>New Families and Inclusive Learning Officer responsible for delivering this work joined us in July and has significant invaluable to this role. From 2016-2024 they worked as Schools and Early Intervention Officer for Nottinghamshire Police and worked across Nottinghamshire with Secondary Schools, Alternative Provisions and Colleges, delivering educational inputs and interventions to vulnerable young people. We are committed to trialling adult programme.</p>	<p>Increased reach and accessibility of programmes: direct discussions with Nottinghamshire Police re: making 'Breaking the Cycle' programme viable with an outreach delivery model (now in place).</p> <p>Networking and contact also made with Derbyshire and South Yorkshire Police to discuss expanding.</p> <p>Potential for delivery to inmates at Maidstone Prison</p>
<p>'Breaking The Cycle' program delivered directly to perpetrators (or potential perpetrators) of hate crime.</p>	<p>13 referrals from the police since April 2024 for the Breaking the Cycle programme.</p>
<p>Preventing Radicalisation Grant Initiative Framework</p>	<p>Successful application to this framework gives us the opportunity to respond to project proposals that are submitted to Groundwork UK by Local Authorities.</p>
<p>Programme developed in conjunction with Alternative Provision providers and now being delivered.</p>	<p>11 Alternative Provisions sessions delivered</p> <p>Delivery upcoming to 132 young offenders currently at HMP Wetherby split into smaller groups for 3 sessions on different days; Radicalisation, Extremism, The Holocaust.</p>
<p>Director of Learning has written a book chapter for a Palgrave collection on hate crime to be published early 2025.</p>	<p>Increased awareness of programme to peers within the field.</p>

OPERATIONS AND VISITOR EXPERIENCE

ACTIVITY	IMPACT
<p>Visitor Numbers</p> <p>24-25 = 5,673</p> <p>23-24 = 6,670</p>	<p>2 key reasons identified throughout the year for the fall in numbers (Cost of living and Redevelopment disruption). With the re-opening of the coffeeshop and The Journey exhibition we are expecting summer 2025 to be a crucial time for us and will be advertising locally to drive visitors.</p>
<p>At the start of 24-25 we made significant improvements to the visitor experience based on visitor feedback including lightweight portable seating within main exhibition, automatic lighting in toilets, new baby change facility, onsite defibrillator, magnifying glasses available, cheaper coffeeshop options making purchasing more affordable to children.</p>	<p>Significant visitor led improvements implemented.</p> <p>24-25 evaluations show less requests for seating illustrating successful implementation. Improvements to accessibility made with new facilities.</p>

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

<p>Re-development works began under Hobson and Porter on November 4th. Significant works completed onsite to maintain open status during building works.</p>	<p>Portacabin used as Front of House, Bookshop, and additional seating area. Ronson Learning Centre houses temporary coffeeshop. We remained accessible and kept a safe and tidy site throughout balancing the works with a positive visitor experience. By remaining open Nov – Feb saw 1,421 visitors and we generated excitement for visitors to return.</p> <p><i>Visitor feedback included: "You have made a great effort to run as 'normal' throughout the upgrade. We can't wait to visit when it is up and running."</i></p>
<p>Commitment to analysing and acting upon visitor evaluation feedback. Visitors completed Arts Council England visitor survey. Results analysed using the Illuminate platform.</p> <p>724 responses received April 24 – Feb 25.</p>	<p>Quarterly Visitor Insights Report submitted to Board of Trustees to inform of visitor feedback and trends includes visitor numbers, events info, visitor evaluations, visitor profile analysis. We act on feedback and better understand our audiences.</p>

DEVELOPMENT

ACTIVITY	IMPACT
<p>Renewal and rebranding of membership scheme to new Friends scheme. 26th June onsite Reflections fundraising event held to reengage members and lower-level supporters in light of new Friends scheme. Regular update content sent to Friends to advertise activity and nurture engagement.</p>	<p>Increase of Friends from 153 in Q1 of 24-25 grown to 186 in Q4. Better re-engagement with Friends who have been reading updates, and visiting the museum, we know Friends of ours have visited for special events from contact they have received from us.</p>
<p>Partnership and Events Manager implemented a distinctive and engaging programme of events throughout 24-25 spanning numerous themes for a variety of audiences.</p>	<p>26 special events held onsite. Over 900 attendees. Events included: 18 survivor testimonies, book launches, play, music, candlelight concert, Memorial events: Roma Sinti Genocide Memorial Day and Holocaust Memorial Day, Workshops, crafts, object handling. 247 public event evaluations; consistently high scores for concept and captivation of event. 29% of all respondents called the event thought-provoking.</p>
<p>Using new AV upgrade to The Pears Auditorium we can now livestream select special events to a wider audience. 4 Livestreamed events 24-25. 3 Holocaust survivors livestreamed for HMD free of charge to schools to increase access to testimony at this crucial time (John Fieldsend BEM, Janine Webber BEM, Hedi Argent MBE). The Commandant's Shadow film screening and Q&A – livestreamed Q&A.</p>	<p>Increased reach to new audiences that are not geographically dependant on being able to physically visit site. Allows options for additional tickets to be sold once physical capacity is sold out. 25-26 marketing needs to include live events to audiences that are engaged but unable to physically visit.</p>
<p>Marketing: Visitor Engagement Assistant working to better our social media presence. Marketing plus posting interesting content about our Museum collections. Trialling of new strategies.</p>	<p>Steady growth experiences across Facebook, Instagram, and LinkedIn. Content is consistent and professional. Collections content has proven to engage visitors. Successfully trialled collaborations e.g. HMD Notts Happening post 69,000+ views</p>

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

25-26 Marketing content will focus on drive to attract visitors to the new The Journey exhibition and coffeeshop.	Local marketing plans being developed end of 24-25 informed by local visitor demographics.
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Partnerships and Community work: Partnerships and Events Manager

Partnership Manager working to collaborate on building an inclusive collaboration of 'Gypsy Roma, Traveller Friendly Museums' . Meeting with Gypsy, Roma Traveller Friendly Churches and Julie Gorman-Cliff to discuss how we can work together along with Beamish Museum who introduced us.	We hope to become more inclusive to our local traveller community, and to work together in 25-26 to create more awareness and address the ongoing persecution of this community.
Talks given to RAF Cadets, Nottingham Liberal Synagogue, South Hampstead Synagogue Youth Group, USAF RAF Croughton, Farnsfield Friendship, Beaumont House Hospice	Increase awareness , knowledge, encourage repeat engagement, open opportunities for collegial working with peers.
Meeting with National Trust, Clumber Park Volunteer Manager for guidance on volunteers.	Significant resources received from a local National Trust organisation which aided our new volunteer resources .
Attendance at and joint events held with Newark Book Festival and discussions with others locally re: future working and advertising prospects. Including Thoresby Hall.	Increase reach in our own locality, sharing of resources e.g. shared marketing and speaker costs for Newark Book Festival events run in partnership with one another.
Regular networking opportunities undertaken by the Partnership and Events Manager include: Destination Lincoln, Tourism Action Group Meetings, Association of Independent Museums Conference, 'Ollerton Together' meetings, Newark & Sherwood Economic Forum conference, Museums Association conference 'The Joy of Museums', Visit Peak District, Retford Business Forum	Awareness and understanding of local tourism opportunities and trends and networking with peers from local communities. Fosters reciprocal engagement where possible. Widens our reach with additional marketing both locally and further afield and networking opens possibilities of future collaborative working with others.
Showcasing local people within our special events programmes, building collaborative relationships.	Forges relationships and broadens our programmes and supports local people . Our events programme this year has featured authors, artists, musicians, actors
Special admission offers run throughout the year , 2 for 1 admission given for various partnerships including Lincolnshire Co-Op and Network Rail Anglia. We commit to National Lottery Thanks to You and Heritage Open Days. 2 for 1 offer as an 'English Heritage Associated Attraction'	Several ways for people to visit at a reduced cost during the current time of living crisis. We know from feedback these admission offers meant people could visit who otherwise could not afford to do so. Advertises and widens our reach, promotes good word of mouth. 24-25 saw 100 people use 2 for 1 offers.

VOLUNTEER CONTRIBUTION

We are infinitely grateful to our family of Holocaust Survivors who support the charity by continuing to give their time by engaging with us and sharing their testimony as widely as possible. Everything we do is built on the time and support they have given us over the past 30 years. We remain committed to ensuring that their memories live on.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

ACTIVITY	IMPACT
<p>We have renewed our volunteer programme. In 25-26 we will be giving significant attention to recruiting and training of new volunteers. Volunteer efforts are being focused through our dedicated Volunteer Co-ordinator. We met with Volunteering and Community Manager from the National Trust (North Nottinghamshire Portfolio - Clumber Park & Mr Straw's House) to discuss volunteering best practices. They shared with us significant knowledge we have utilised.</p>	<p>Volunteer Co-ordinator has completed overhaul of volunteer training and induction processes. 25-26 will begin a period of active volunteer recruitment aimed to support us as we open our new site while offering volunteers an enriching experience. Areas of focus for recruitment and training within Operations volunteers will be Front of House, coffeeshop and museum guides.</p>
<p>Garden volunteers are managed by our National Lottery Heritage Fund funded post, Garden Volunteer Manager who takes the lead in maintaining and developing our unique memorial gardens to maximise their potential to support community volunteering and wellbeing. Advertising for garden volunteers underway March 2025 in anticipation of spring following contact with other local volunteer managers, Newark and Sherwood CVS and research of other local volunteer opportunities.</p>	<p>Garden Volunteer Manager has offered significant support throughout re-development by making our site as tidy and welcoming as possible and providing direct contact with a staff member for visitors in the gardens.</p> <p>New physical onsite area obtained for garden volunteers; shed with electricity, lighting, lockers, offers a base and a private place to change</p> <p>We now have 2 garden volunteers which is significant considering we are building the garden volunteer offer from the ground up.</p>
<p>Education volunteers deliver our outreach programmes to primary schools in London. The group of volunteers work closely with our Director of Learning.</p>	<p>Increase our reach by affording us London based activities to be delivered by local people. This ensures ease of delivery and reduces travel and accommodation costs.</p>
<p>Our Curatorial team are also supported by a team of volunteers who complete a variety of tasks form different skillsets including: translation, historical document digitisation, cataloguing, collections care, Modes work, spreadsheet organisation</p>	<p>Our curatorial volunteers expand the skillset of our team and therefore enable a broader range of tasks to be completed that enrich our collection.</p>

The National Holocaust Centre and Museum is grateful for all support and time gifted to us by our dedicated volunteers. We recognise their commitment and acknowledge that we would be able to deliver less activity without their support.

Total volunteer contribution for 2024-25 was 2,297 total volunteer hours.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Financial review

Significant Events and Principal Funding

The accounts for the year show that the National Holocaust Centre and Museum showed a deficit (before transfers) of £174,892 for unrestricted fund balances (2024: surplus of £243,192), no further movement on designated funds (2024: surplus of £54,473), and a deficit (before transfers) of £233,679 for restricted funds (2024: surplus of £205,943), resulting in an overall deficit for the year of £408,572 (2024: surplus of £503,608).

The level of cash held at the year-end remains artificially high due to the balance of redevelopment funds received in advance of project spend, most of which will be spent in the next financial year.

The principal funding sources were donations and legacies of £2,161,231 and income from charitable activities of £299,020. Total income was £2,555,635 compared with £2,407,054 in 2024.

At the year end the total reserves were £3,934,125. Of this figure, £272,032 relates to a capital reserve on the revaluation of the freehold property, £770,051 relates to restricted funds and £54,473 relates to designated funds. This leaves general unrestricted funds of £2,715,881. At the year-end an expendable endowment of £393,720 is also held.

After allowing for unrestricted funds that are represented by fixed assets, the charity has £370,928 of available funds at the end of the year. The Trustees policy is to build free reserves up to a maximum of 6 months core expenditure (£738,000 based on a core spend of £1,476,000 per annum) At the last year-end (March 2024) there was a free reserves balance of £433,727.

The free reserves target was £123,000 per month with the aim to hold a minimum of 4 months reserves, £492,000 by March 2025. In last year's report, we stated that "Although the reserves policy forecasts 5 months reserves by March 2025 and 6 months reserves by March 2026, this seems unrealistic and more reasonable to maintain 4½ - 5½ months regular level of reserve with an absolute minimum of 3 months." The free reserves balance at March 2025 represents around 3½ month, not the 5 months originally aimed for. This year, the reserves policy will be scrutinised and adjusted where appropriate to reflect updated monthly expenditure and more realistic and reasonable aims for a charity in the current financial climate.

The remainder of the redevelopment funds we have not yet received are due to be paid to us in arrears following successful submission of expenditure reporting. We are aware that due to this, we may need to draw on surpluses while we await payment.

Income from donations and legacies showed an increase of £260,819 compared with 2024; however, this increase is in restricted funds. Unrestricted donations and legacies have decreased by £185,459 compared with 2024. Income from charitable activities decreased by £98,382 compared with 2024. Income from other trading activities and investments decreased by £13,856 compared with 2024.

Donations, grants and legacies above £35,000 included:

Arts Council England

National Lottery Heritage Fund

The Band Trust

The Pears Foundation

The Bloom Foundation

Esmée Fairbairn Foundation

The Wolfson Foundation

The Gerald and Gail Ronson Family Foundation

The Davis Foundation

The Trustees investment powers are governed by the Memorandum and Articles of Association, which permits the charity's funds to be invested in such investments, securities or property as thought fit.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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

Structure, governance and management

Beth Shalom Limited is a company limited by guarantee (company registration no. 1388313) and is governed by its Memorandum and Articles of Association as amended by special resolutions passed on 12 June 1979, 8 June 1981, 14 July 2010 and 17 November 2014. It is registered as a charity (registration no. 509022) with the Charity Commission. Beth Shalom Limited changed its trading name to the National Holocaust Centre and Museum in 2014. Its registered office is the National Holocaust Centre and Museum, Laxton, Nr Newark. Any person can become a member of the company subject to approval by the trustees. Members undertake to contribute up to £1 in the event of a winding up of the charity.

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

Dr J Smith CBE - Life President

Mr H Grunwald OBE KC (Chairman) (Resigned 24 June 2025)

Mr R Kleiner

Ms A Levitt

Mrs L Weller

Mr R Thompson (Resigned 21 October 2024)

Ms S C Raikes (Resigned 9 May 2024)

Rev B D Thompson (Resigned 25 September 2024)

Dr M A Stern

Mr J McLaren

Mrs L J Engler (Appointed 26 November 2024)

Ms G Webber (Appointed 24 June 2025)

Mr A Dawson MBE (Chairman) (Appointed 20 October 2025)

The Chief Executive Officer during the period was Mr M N Cave.

Appointment of trustees

Trustees may be appointed by the members by ordinary resolution. Existing trustees may also appoint a member of the company as an additional trustee at any time, but the appointment must be confirmed by the members at the next annual general meeting.

Induction and training of trustees

Potential new Trustees are invariably familiar with the objects and operation of the charity, but steps are taken to ensure they are fully briefed by the Trustees, Museum Director and other key employees on legal obligations, constitutional matters, the past and current financial position and future plans, before their appointment is confirmed. All Trustees are encouraged to attend appropriate external training events where this will help them to carry out their role more efficiently.

Organisational structure

The Board of Trustees is responsible for the overall organisation under the chairmanship of Mr Adam Dawson MBE.

The Board meets quarterly and includes Richard Kleiner who takes lead responsibility for finance. Copies of minutes from the Finance Sub-Committee Meetings are circulated and discussed at each Trustee Meeting.

Ms. Abbie Levitt is the lead trustee for HR matters.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Pay policy for senior staff

The Trustees consider the Museum Director (in liaison with the Trustees) to be in charge of controlling, running and operating the charity on a day-to-day basis. The Trustees set the remuneration packages for the Museum Director so that they attract, motivate and retain the right calibre of individual. The Trustees consider the packages of equivalent senior employees in similar organisations when determining the remuneration package.

Risk management

Risk management is considered a key responsibility for both Trustees and senior staff. The Risk Register is regularly updated and formally reviewed annually by Trustees, in its entirety. At each quarterly board meeting the Trustees scrutinise and review any identified red or amber risks and examine in depth a quarter of the content of the risk register. The risk assessment includes actions to be taken to mitigate each identified risk. During the annual review levels of mitigation are approved such that risk runs at an acceptable level.

Related parties

The charity does not have any close relationships with other organisations.


Auditor

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

Disclosure of information to auditor

Each of the directors 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 auditor is aware of such information.

The trustees' report was approved by the Board of Directors.


[R Kleiner \(Dec 19, 2025 11:41:51 GMT\)](#)

Mr R Kleiner

Trustee

Dated: Dec 19, 2025

BETH SHALOM LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The directors, who also act as trustees for the charitable activities of Beth Shalom Limited, 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 directors 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 directors 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 directors 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.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF BETH SHALOM LIMITED

Opinion

We have audited the financial statements of Beth Shalom Limited (the 'charity') for the year ended 31 March 2025 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 March 2025 and of its incoming resources and application of resources, 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 directors 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 directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE DIRECTORS OF BETH SHALOM LIMITED

Responsibilities of directors

As explained more fully in the statement of trustees' responsibilities, the directors 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 directors 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 directors 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 directors 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE DIRECTORS OF BETH SHALOM LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Mr Mark Jackson FCA DChA (Senior Statutory Auditor)
for and on behalf of Azets Audit Services**

**Chartered Accountants
Statutory Auditor**

Mark Jackson

Mark Jackson (Dec 22, 2025 08:27:16 GMT)

Westpoint
Lynch Wood
Peterborough
Cambridgeshire
United Kingdom
PE2 6FZ

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BETH SHALOM LIMITED
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds		Designated funds		Restricted funds		Endowment funds		Total	
		2025	£	2025	£	2025	£	2025	£	2025	£
		2024		2024		2024		2024		2024	
		£		£		£		£		£	
Income from:											
Donations and legacies	3	922,136	-	1,239,095	-	2,161,231	54,473	738,344	-	1,900,412	
Charitable activities	4	259,415	-	39,605	-	299,020	-	138,300	-	397,402	
Other trading activities	5	48,524	-	-	-	48,524	-	-	-	63,706	
Investments	6	46,860	-	-	-	46,860	-	-	-	45,534	
Total income		1,276,935	-	1,278,700	-	2,555,635	54,473	876,644	-	2,407,054	
Expenditure on:											
Raising funds	7	248,298	-	-	-	248,298	-	-	-	239,695	
Charitable activities	8	1,203,530	-	1,512,379	-	2,715,909	-	670,701	-	1,663,751	
Total expenditure		1,451,828	-	1,512,379	-	2,964,207	-	670,701	-	1,903,446	
Net (outgoing)/incoming resources before transfers		(174,893)	-	(233,679)	-	(408,572)	54,473	205,943	-	503,608	

BETH SHALOM LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Notes	Unrestricted funds		Designated funds		Restricted funds		Endowment funds		Total	
	2025	£	2025	£	2025	£	2025	£	2025	£
	2024		2024		2024		2024		2024	
	£		£		£		£		£	
Net (outgoing)/incoming resources before transfers	(174,893)	-	(233,679)	-	(408,572)	243,192	54,473	205,943	-	503,608
Gross transfers between funds	461,589	-	(461,589)	-	-	103,786	(103,786)	-	-	-
Net income/(expenditure) for the year/										
Net movement in funds	286,696	-	(695,268)	-	(408,572)	346,978	(49,313)	205,943	-	503,608
Fund balances at 1 April 2024	2,429,185	54,473	1,465,319	393,720	4,342,697	2,082,207	103,786	1,259,376	393,720	3,839,089
Fund balances at 31 March 2025	2,715,881	54,473	770,051	393,720	3,934,125	2,429,185	54,473	1,465,319	393,720	4,342,697

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.

BETH SHALOM LIMITED

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
Fixed assets					
Intangible assets	13		140,385		168,470
Tangible assets	14		1,826,486		1,458,859
Heritage assets	15		377,924		368,124
Investments	16		158		5
			2,344,953		1,995,458
Current assets					
Stocks	17	12,861		47,285	
Debtors	18	876,554		250,880	
Cash at bank and in hand		1,114,778		2,225,883	
			2,004,193		2,524,048
Creditors: amounts falling due within one year	20	(408,665)		(160,694)	
Net current assets			1,595,528		2,363,354
Total assets less current liabilities			3,940,481		4,358,812
Creditors: amounts falling due after more than one year	21		(6,356)		(16,115)
Net assets			3,934,125		4,342,697
Capital funds					
<u>Endowment funds - general</u>					
Expendable endowment		393,720		393,720	
	24		393,720		393,720
Income funds					
Restricted funds	25		770,051		1,465,319
Designated funds			54,473		54,473
General unrestricted funds		2,443,849		2,157,153	
Revaluation reserve		272,032		272,032	
			2,715,881		2,429,185
			3,934,125		4,342,697

BETH SHALOM LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2025


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Directors on Dec 19, 2025


R Kleiner (Dec 19, 2025 11:41:51 GMT)

Mr R Kleiner

Trustee

Company registration number 01388313

BETH SHALOM LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	30		(647,089)		441,032
Investing activities					
Purchase of intangible assets		-		(204)	
Purchase of tangible fixed assets		(490,914)		(216,732)	
Proceeds from disposal of tangible fixed assets		-		428	
Purchase of heritage assets		(9,800)		-	
Purchase of investments		(153)		-	
Investment income received		46,860		45,534	
Net cash used in investing activities			(454,007)		(170,974)
Financing activities					
Repayment of borrowings		-		(15,344)	
Repayment of bank loans		(10,009)		(9,886)	
Net cash used in financing activities			(10,009)		(25,230)
Net (decrease)/increase in cash and cash equivalents			(1,111,105)		244,828
Cash and cash equivalents at beginning of year			2,225,883		1,981,055
Cash and cash equivalents at end of year			1,114,778		2,225,883

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Beth Shalom Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The National Holocaust Centre & Museum, Laxton, Newark, Nottinghamshire, NG22 OPA.

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 directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the directors 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 directors 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity. Income arising from the endowment fund is unrestricted.

1.4 Income

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. All income is shown gross.

Gifts in kind have been included at market value of gifts received and in assets acquired. No amounts are included in the financial statements for services donated by volunteers, except where restricted income includes a separately identifiable contribution towards volunteers.

Revenue grants are included in the SOFA when receivable, except when the donors specify that they must be used in future accounting periods, in which case they are deferred. Capital grants in relation to specific fixed asset acquisitions are credited to the SOFA when receivable and shown as restricted funds.

Investment income is credited to the SOFA when received. Unrealised and realised gains and losses are included in the SOFA in the period in which the gain or loss is made.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

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, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs not directly attributed to particular headings have been allocated to activities on a basis consistent with use of the resources. The allocation of these support costs has been made on the basis of full time equivalent staff numbers. Governance costs are those incurred in connection with the charity's compliance with constitutional and statutory requirements.

Irrecoverable VAT is treated as a cost and allocated in the manner stated above.

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software development	20% reducing balance
----------------------	----------------------

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land and buildings	2% straight line on buildings - Land is not depreciated
Plant and machinery	25% reducing balance
Exhibition costs	10% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Heritage assets

These comprise the cost of capturing holocaust survivor testimony. No depreciation is charged on these costs as all such data is held in perpetuity for the purpose of education.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.9 Fixed asset investments

Unlisted investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year.

Investments in associates are measured at transaction price excluding transaction costs. Transaction costs are expensed as incurred.

An associate is an entity, being neither a subsidiary nor a joint venture, in which the charity holds a long-term interest and where the charity has significant influence. The charity considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

1.10 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.11 Stocks

Stocks consist of purchased goods for resale, together with library books. Resale stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. Library books were valued in 2004 using insurance valuation methods.

1.12 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.

1.13 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.14 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Capital Gains Act 1992 to the extent that these are applied to its charitable objects.

1.15 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.16 Retirement benefits

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

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the directors 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.

BETH SHALOM LIMITED

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

3 Donations and legacies	Unrestricted funds		Restricted funds		Total Unrestricted funds		Designated funds		Restricted funds		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	£	£	£	£	£	£	£	£	£	£	£	£
Donations and gifts	922,136	1,239,095	1,239,095	2,161,231	1,107,595	54,473	738,344	1,900,412				
Donations and gifts												
Government organisations	400,000	274,965	674,965	400,000	87,038	487,038						
Charitable organisations	449,713	964,130	1,413,843	517,204	1,078,740							
Individuals	59,266	-	59,266	131,013	89,770	220,783						
Legacies	-	-	-	54,473	54,473							
Gift aid	13,157	-	13,157	59,378	59,378							
	922,136	1,239,095	2,161,231	1,107,595	54,473	738,344	1,900,412					

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

4 Charitable activities

	2025 £	2024 £
Admission fees and conferences	239,509	235,185
Grants for charitable activities	39,605	138,300
Sale of educational material	19,906	23,917
	<u>299,020</u>	<u>397,402</u>
Analysis by fund		
Unrestricted funds	259,415	259,102
Restricted funds	39,605	138,300
	<u>299,020</u>	<u>397,402</u>

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2025 £	2024 £
Coffee shop	48,524	63,706
	<u>48,524</u>	<u>63,706</u>

6 Investments

	Unrestricted funds	Unrestricted funds
	2025 £	2024 £
Interest receivable	46,860	45,534
	<u>46,860</u>	<u>45,534</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

7 Raising funds

	Unrestricted funds	Unrestricted funds
	2025	2024
	£	£
<u>Fundraising and publicity</u>		
Staging fundraising events	6,249	15,315
Other fundraising costs	20,150	27,432
Staff costs	90,170	75,480
	<hr/>	<hr/>
Fundraising and publicity	116,569	118,227
	<hr/>	<hr/>
<u>Trading costs</u>		
Coffee shop and merchandise	85,998	81,662
Staff costs	45,731	39,806
	<hr/>	<hr/>
Trading costs	131,729	121,468
	<hr/>	<hr/>
	248,298	239,695
	<hr/> <hr/>	<hr/> <hr/>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

8 Charitable activities

	2025 £	2024 £
Staff costs	932,607	787,150
Depreciation and impairment	151,372	120,936
Professional fees	206,396	162,297
Consultancy fees	324,484	138,840
Rent and utility costs	51,070	(13,123)
Repairs and maintenance	817,645	181,854
Printing, postage, stationery and telephone	21,123	11,826
Travel, training and recruitment	58,784	61,901
Cleaning	27,429	27,744
Garden repairs and development	8,047	31,346
Film production	13,473	2,068
Loss on disposal of fixed assets	-	428
Bank charges	6,805	7,483
Other costs	17,827	14,230
Irrecoverable VAT	-	32,812
Curatorial exhibition costs	5,280	35,816
Advertising, PR and website costs	38,101	46,115
	<u>2,680,443</u>	<u>1,649,723</u>
Share of governance costs (see note 9)	35,466	14,028
	<u>2,715,909</u>	<u>1,663,751</u>
Analysis by fund		
Unrestricted funds	1,203,530	993,050
Restricted funds	1,512,379	670,701
	<u>2,715,909</u>	<u>1,663,751</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

9 Support costs

	Support costs	Governance costs	2025	Support costs	Governance costs	2024
	£	£	£	£	£	£
Audit fees	-	8,200	8,200	-	7,400	7,400
Other fees paid to auditors	-	26,469	26,469	-	5,892	5,892
Travel costs	-	797	797	-	736	736
	-	35,466	35,466	-	14,028	14,028
Analysed between Charitable activities	-	35,466	35,466	-	14,028	14,028

Governance costs includes payments to the auditors of £8,200 (2024 - £7,400) for audit fees.

10 Directors

During the year three trustees (2024: eight) were reimbursed for out of pocket expenses totalling £600 (2024: £736).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. Amounts paid to the Chief Executive Officer and the Chair of Trustees are detailed in note 29.

No other trustee was paid or received any other benefits from employment with the charity.

11 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Trading and fundraising	5	3
Direct charitable activities	31	32
Total	36	35

Employment costs

	2025 £	2024 £
Wages and salaries	951,844	824,134
Social security costs	85,647	63,743
Other pension costs	16,272	14,559
Agency staff	14,745	-
	1,068,508	902,436

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

11 Employees

(Continued)

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

	2025 Number	2024 Number
£60,001 - £70,000	-	1
£80,001 - £90,000	-	1
£110,001 - £120,000	1	-
	<u> </u>	<u> </u>

12 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

13 Intangible fixed assets

	Software development £
Cost	
At 1 April 2024 and 31 March 2025	581,701
	<u> </u>
Amortisation and impairment	
At 1 April 2024	413,231
Amortisation charged for the year	28,085
	<u> </u>
At 31 March 2025	441,316
	<u> </u>
Carrying amount	
At 31 March 2025	140,385
	<u> </u>
At 31 March 2024	168,470
	<u> </u>

These costs represent expenditure incurred in the development of software to facilitate the charity's interactive testimony presentation and virtualisation of the "Journey".

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

14 Tangible fixed assets

	Land and buildings £	Plant and machinery £	Exhibition costs £	Total £
Cost				
At 1 April 2024	1,550,855	1,037,709	-	2,588,564
Additions	-	126,227	364,687	490,914
At 31 March 2025	1,550,855	1,163,936	364,687	3,079,478
Depreciation and impairment				
At 1 April 2024	412,705	717,000	-	1,129,705
Depreciation charged in the year	27,017	96,270	-	123,287
At 31 March 2025	439,722	813,270	-	1,252,992
Carrying amount				
At 31 March 2025	1,111,133	350,666	364,687	1,826,486
At 31 March 2024	1,138,150	320,709	-	1,458,859

On 10 October 2008 the company's freehold property was revalued at £1,500,000 by Musson Liggins, an external firm of Chartered Surveyors using current annual market rent, and a discount factor of 8 % in perpetuity. Under the transitional exemptions available under FRS102, the charity has treated the previous GAAP valuation as deemed cost. Included in the cost of freehold property is £200,000 relating to land that is not being depreciated.

As part of the funding agreement with the National Heritage Memorial Fund, they hold a charge over the property.

15 Heritage assets

	Testimony data capture & Library stock £
At 1 April 2024	368,124
Purchases	9,800
At 31 March 2025	377,924

The above is made up of the cost of library stocks of £44,718 and costs incurred in capturing testimonies from holocaust survivors in a digital format of £333,206. This data will be used for the education of the general public, including in the charity's interactive testimony presentations.

The library stock and testimony data are held by the charity in perpetuity and the trustees do not consider that they will suffer any impairment in value. Consequently, no depreciation is charged in the accounts.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

16 Fixed asset investments

	Unlisted investments £	Other investments £	Total £
Cost or valuation			
At 1 April 2024	-	5	5
Additions	153	-	153
	<hr/>	<hr/>	<hr/>
At 31 March 2025	153	5	158
	<hr/>	<hr/>	<hr/>
Carrying amount			
At 31 March 2025	153	5	158
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2024	-	-	5
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

	Notes	2025 £	2024 £
Other investments comprise:			
Investments in associates		5	5
		<hr/> <hr/>	<hr/> <hr/>

17 Stocks

	2025 £	2024 £
Goods for resale	12,861	47,285
	<hr/> <hr/>	<hr/> <hr/>

18 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	68,136	49,861
Other debtors	138,575	32,846
Prepayments and accrued income	669,843	168,173
	<hr/>	<hr/>
	876,554	250,880
	<hr/> <hr/>	<hr/> <hr/>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

19 Loans and overdrafts

	2025 £	2024 £
Bank loans	16,658	26,667
Payable within one year	10,302	10,552
Payable after one year	6,356	16,115

20 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Bank loans	19	10,302	10,552
Other taxation and social security		22,146	18,854
Deferred income	22	28,742	26,630
Trade creditors		66,724	67,257
Other creditors		7,034	5,755
Accruals		273,717	31,646
		408,665	160,694

The charity has an overdraft facility with its bankers, which is secured by a charge over the charity's assets. At the year end, the amount of this facility that is being used is £nil (2024: £nil).

21 Creditors: amounts falling due after more than one year

	Notes	2025 £	2024 £
Bank loans	19	6,356	16,115

22 Deferred income

	2025 £	2024 £
Other deferred income	28,742	26,630

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	28,742	26,630
Movements in the year:		

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

22	Deferred income	(Continued)	
	Deferred income at 1 April 2024	26,630	26,314
	Released from previous periods	(26,630)	(26,314)
	Resources deferred in the year	28,742	26,630
		<u>28,742</u>	<u>26,630</u>
	Deferred income at 31 March 2025	<u>28,742</u>	<u>26,630</u>

Deferred income relates to deposits made for admission to the Holocaust Museum.

23 Retirement benefit schemes

Defined contribution schemes

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 charge to profit or loss in respect of defined contribution schemes was £16,272 (2024 - £14,559).

24 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

	Movement in funds		Movement in funds		
	Balance at 1 April 2023	Incoming resources	Balance at 1 April 2024	Incoming resources	Balance at 31 March 2025
	£	£	£	£	£
Expendable endowments					
Heritage Lottery Fund - Catalyst Endowments Fund	393,720	-	393,720	-	393,720
	<u>393,720</u>	<u>-</u>	<u>393,720</u>	<u>-</u>	<u>393,720</u>

The Heritage Lottery Fund - Catalyst Endowments Fund is an expendable endowment fund, subject to permission from The HLF, aimed at fundraising to provide investment capital whose income will be used to finance the running of the Holocaust Centre. Whilst classified as an expendable endowment fund it is anticipated that the capital raised will be invested for a period of 20 years.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

25 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:

	Movement in funds		Movement in funds		Movement in funds		Movement in funds	
	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2025 £
ACE Capital Investment Programme	-	216,619	(216,619)	-	268,074	(227,526)	(40,548)	-
HF Redevelopment Fund	-	176,527	(176,527)	-	-	-	-	-
Redevelopment Fund	1,115,620	272,368	(287,636)	1,100,352	616,233	(825,715)	(408,741)	482,129
Welcome Walkway	-	150,000	(8,363)	141,637	3,500	-	-	145,137
AJR Learning Programme	-	31,000	(31,000)	-	-	-	-	-
AJR Learning Programme 2023-26	-	25,000	-	25,000	25,000	(25,208)	-	24,792
Antisemitism on University Campuses	-	11,800	-	11,800	-	(11,800)	-	-
Headley Trust	-	34,000	(14,838)	19,162	34,000	(13,820)	-	39,342
I say British, you say Jewish	-	70,500	(48,465)	22,035	-	(22,035)	-	-
In Conversation With...	-	15,000	(15,000)	-	-	-	-	-
MDEM - New Narratives	-	1,952	(1,934)	18	-	(18)	-	-
Nottinghamshire PCC - Breaking the Cycle	2,934	7,290	(9,224)	1,000	6,890	(7,890)	-	-
Nottinghamshire PCC - Breaking the Cycle - Adult	989	-	(989)	-	-	-	-	-
Peltz Trust	-	5,000	(5,000)	-	-	-	-	-
Pogrom Exhibition	137,984	-	-	137,984	-	(136,909)	-	1,075
Poor Prevent Project	-	12,900	(7,156)	5,744	-	(5,744)	-	-
Second World War and Holocaust Partnership Programme	1,849	-	(1,262)	587	-	(587)	-	-
The Holocaust and Our World Today	-	4,000	(4,000)	-	-	-	-	-
Headley Trust - Core Restricted	-	-	-	-	20,000	-	-	20,000
Esmee Fairbairn	-	-	-	-	57,700	(25,508)	(9,800)	22,392
Commandants Shadow	-	-	-	-	52,000	(31,421)	-	20,579
Claims Conference	-	-	-	-	180,698	(178,198)	2,500	-
Vicious Circle Virtual Reality Project	-	-	-	-	14,605	-	-	14,605
	1,259,376	1,033,956	(828,013)	1,465,319	1,278,700	(1,512,379)	(461,589)	770,051

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

25 Restricted funds

(Continued)

Home Office Building a Stronger Britain: Our project Unite was delivered in partnership with Stop Hate UK and worked with schools between Leicester and Leeds, supporting young people to counter extremism in their schools and communities.

Second World War and Holocaust Partnership Programme: A project in partnership with the Imperial War Museum.

Garfield Weston Foundation: Weston Culture Fund: Funding to support a response to Covid-19 enabling us to recruit new staff, create new content and market our programmes.

The Journey - Leo's Story: Funding from The Big Give to support our primary outreach programme using the Journey App.

Nottinghamshire PCC – Breaking the Cycle, Adult & Youth: Funding from Nottinghamshire Police & Crime Commissioner, Making Notts safe thematic fund. Ongoing project working with perpetrators of hate crime / incidents.

Pogrom Exhibition: Funded by the Department of Levelling up, Housing and Communities.

National Lottery Heritage Fund Redevelopment Fund: Supporting the planning phase for future redevelopment. Also funded by AJR, Bloom Foundation and Esmee Fairbairn Foundation as well as other charitable trusts and individual donations.

Reaching new and diverse audiences with stories of survival and safe refuge in the UK - Funded by ACE capital investment programme. This project is part of the larger site redevelopment project.

Break Out of Your Bubble: Funding from ACE working with University of Nottingham Mixed Reality Lab's Bubbles platform using survivor testimony.

ACE Capital Investment Programme: Supporting the planning phase for future redevelopment.

Antisemitism on University Campuses: Funded by AJA to combat anti-Jewish hate in UK universities.

Prism - Peltz Trust: Funding to purchase iPads for education programme.

AJR Learning Programme: The Association of Jewish Refugees ongoing project supporting the Journey learning programme.

Prevent: Funding from Nottingham City Council, Nottingham Preventing Violent Extremism Delivery Plan 2023-24.

The Holocaust and Our World Today: Funding from Nottinghamshire Police & Crime Commissioner, Make Notts Safe Community Chest.

Headley Trust - Funding from the Headley Trust to support curatorial work in making the collections more accessible to audiences.

I say British, You say Jewish: Funded by University of Nottingham and Hebrew University of Jerusalem. A touring exhibition showing Jewish elements of popular British culture but also exposes anti-Jewish prejudices.

MDEM - New Narratives: Funded by the MDEM to support transcribing survivor stories.

In Conversation With...: This project designed and created our touring exhibition Eye as a Witness and supported engagement with audiences across the country.

Welcome Walkway: Funded by Leon Greenman and future funding bids in place. This project is part of the larger site redevelopment project.

Commentary on transfers

Transfers from general funds to the various restricted funds represent the contribution to those projects from core funds. Transfers to general funds from restricted funds represent transfers of funds which are no longer deemed to be restricted.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

26 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds			Movement in funds		
	Balance at 1 April 2023 £	Incoming resources £	Transfers £	Balance at 1 April 2024 £	Incoming resources £	Balance at 31 March 2025 £
Designated Legacy Fund	103,786	54,473	(103,786)	54,473	-	54,473
	<u>103,786</u>	<u>54,473</u>	<u>(103,786)</u>	<u>54,473</u>	<u>-</u>	<u>54,473</u>
	<u><u>103,786</u></u>	<u><u>54,473</u></u>	<u><u>(103,786)</u></u>	<u><u>54,473</u></u>	<u><u>-</u></u>	<u><u>54,473</u></u>

BETH SHALOM LIMITED

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

27	Analysis of net assets between funds	Unrestricted funds		Designated funds		Restricted funds		Endowment funds		Total	
		2025	£	2025	£	2025	£	2025	£	2024	£
	Fund balances at 31 March 2025 are represented by:										
	Intangible fixed assets	140,385	-	-	-	-	168,470	-	-	-	168,470
	Tangible assets	1,826,486	-	-	-	1,826,486	1,458,859	-	-	-	1,458,859
	Heritage assets	377,924	-	-	-	377,924	368,124	-	-	-	368,124
	Investments	158	-	-	-	158	5	-	-	-	5
	Current assets/(liabilities)	377,284	54,473	54,473	770,051	1,595,528	534,616	393,720	393,720	54,473	2,363,354
	Long term liabilities	(6,356)	-	-	-	(6,356)	(16,115)	-	-	-	(16,115)
		2,715,881	54,473	54,473	770,051	3,934,125	2,513,959	393,720	393,720	54,473	4,342,697

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

28 Operating lease commitments

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

	2025 £	2024 £
Within one year	619	818
Between two and five years	-	619
	<u>619</u>	<u>1,437</u>

29 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2025 £	2024 £
Aggregate compensation	115,539	81,659
	<u>115,539</u>	<u>81,659</u>

Transactions with related parties

During the year the charity entered into the following transactions with related parties:

Services in the amount of £19,920 (2024: £600) were procured from In The Room Global Ltd, a company in which certain trustees hold a financial interest. Included within creditors is an amount of £720 (2024: £nil) due to the company.

Services in the amount of £2,880 (2024: £3,300) were procured from Gerald Edelman LLP, a company in which a trustee holds an interest.

Services in the amount of £200 (2024: £nil) were procured from Crucible Law, for the services of Henry Grunwald acting as Chair of Trustees.

Sales in the amount of £1,830 (2024: £nil) were made to North London Collegiate School, a company in which a trustee holds an interest. Included within debtors is an amount of £630 (2024: £nil) due from the school.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

30 Cash generated from operations	2025 £	2024 £
(Deficit)/surplus for the year	(408,572)	503,608
Adjustments for:		
Investment income recognised in statement of financial activities	(46,860)	(45,534)
Depreciation and impairment of tangible fixed assets	151,372	120,936
Movements in working capital:		
Decrease in stocks	34,424	19,226
(Increase) in debtors	(625,674)	(179,478)
Increase in creditors	246,109	21,958
Increase in deferred income	2,112	316
Cash (absorbed by)/generated from operations	(647,089)	441,032
31 Analysis of changes in net funds		
	At 1 April 2024	Cash flows At 31 March 2025
	£	£ £
Cash at bank and in hand	2,225,883	(1,111,105) 1,114,778
Loans falling due within one year	(10,552)	250 (10,302)
Loans falling due after more than one year	(16,115)	9,759 (6,356)
	<u>2,199,216</u>	<u>(1,101,096)</u> <u>1,098,120</u>

Beth Shalom Final Accounts 31.03.2025

Final Audit Report

2025-12-22

Created:	2025-12-19
By:	Emma Draycott (emma.draycott@holocaust.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAiZ3de-WDqVz5fR_Px-oyeO4u2QvuV8B8


"Beth Shalom Final Accounts 31.03.2025" History

 Document created by Emma Draycott (emma.draycott@holocaust.org.uk)

2025-12-19 - 11:33:42 GMT - IP address: 83.98.59.98

 Document emailed to rkleiner@geraldedelman.com for signature


2025-12-19 - 11:35:21 GMT

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2025-12-19 - 11:41:00 GMT - IP address: 78.143.222.82

 Signer rkleiner@geraldedelman.com entered name at signing as R Kleiner

2025-12-19 - 11:41:49 GMT - IP address: 78.143.222.82

 Document e-signed by R Kleiner (rkleiner@geraldedelman.com)


Signature Date: 2025-12-19 - 11:41:51 GMT - Time Source: server- IP address: 78.143.222.82

 Document emailed to mark.jackson@azets.co.uk for signature

2025-12-19 - 11:41:54 GMT

 Email viewed by mark.jackson@azets.co.uk

2025-12-20 - 08:17:12 GMT - IP address: 13.222.67.217

 Signer mark.jackson@azets.co.uk entered name at signing as Mark Jackson

2025-12-22 - 08:27:14 GMT - IP address: 208.56.29.102

 Document e-signed by Mark Jackson (mark.jackson@azets.co.uk)

Signature Date: 2025-12-22 - 08:27:16 GMT - Time Source: server- IP address: 208.56.29.102

 Agreement completed.

2025-12-22 - 08:27:16 GMT

BETH SHALOM LIMITED

England & Wales - Charity number 509022

Accounts

Charity registration number 509022

Company registration number 01388313 (England and Wales)

BETH SHALOM LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

BETH SHALOM LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Directors	Dr J Smith CBE - Life President Mr H Grunwald OBE KC (Chairman) Mr R Kleiner Ms A Levitt Mrs L Weller Mr R Thompson Ms S C Raikes (Appointed 2 August 2023) Rev B D Thompson (Appointed 2 August 2023) Dr M A Stern (Appointed 31 August 2023) Mr J B McLaren (Appointed 5 December 2023)
Secretary	Mrs. J Mills
Charity number	509022
Company number	01388313
Registered office	The National Holocaust Centre & Museum Laxton Newark Nottinghamshire NG22 OPA
Auditor	Azets Audit Services Westpoint Lynch Wood Peterborough Cambridgeshire United Kingdom PE2 6FZ
Bankers	Lloyds Bank PLC 202 High Street Lincoln United Kingdom LN5 7AP
Solicitors	Freeth Cartwright LLP Cumberland Court 80 Mount Street Nottingham NG1 6HH

BETH SHALOM LIMITED

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BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2024

The directors present their annual report and financial statements for the year ended 31 March 2024.

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 1 January 2019)".

Objectives and activities

We communicate the memory of the Holocaust for a contemporary purpose: to grow a community of critical thinkers right across society, able to question the misinformation, stereotypes and conspiracy theories which drive racism not least anti-Jewish racism.

Critical thinking about the Holocaust and the 2,000 year continuum of anti-Jewish 'othering' at its roots, and which persists today, is a transferrable citizenship skill. We believe it can and should be used to deconstruct all types of misinformation-based racism. Our purpose is urgent. We will soon lose our greatest educators - living Holocaust survivors - at a time when power structures of mass misinformation are spreading abuse and violence. This includes the use of Holocaust distortion by individual, organisational and State actors. The spread is global, at internet speed and algorithmic. We need bold, creative solutions to create a counterculture, making the warnings of the Holocaust resonate to generations born long after it.

We do three things to deliver our Purpose:

- 1. Witness:** we collect the personal testimonies and artefacts of a wide range of Holocaust survivors, including a loyal core for whom we have been a home from home for 25 years. We supplement this with artefacts from perpetrator and other Jewish sources.
- 2. Create:** we base exhibitions and learning programmes on these collections. They are experiential not didactic, created to provoke questions about not only victims and survivors but also perpetrators.
- 3. Engage:** we distribute these learning experiences through an ecosystem of physical & digital channels, partnerships and discussion spaces. This is designed to continually reach new & diverse audiences while re-engaging existing ones, to nurture a community of critical thinkers. Our culture supports this engagement: the friendly family ethos of our founders, our interfaith heritage and peaceful environment. We are a safe space for difficult questions.

Values

Our organisational values are expressed under the following three headings:

Community

- Family warmth
- The personal touch and community reconciliation (as inspired by the Smith family)

Curiosity

- Intellectual enquiry
- Personal growth
- No easy answers

Creativity

- Emotional impact
- Technological innovation
- Contemporary relevance
- Making a difference

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

The Centre's key aims are:

1. To enhance the visitor experience
2. To expand our reach and diversify our audience base
3. To develop wider partnerships and expand networks
4. To drive innovation and manage risk
5. To improve our sustainability and financial well-being
6. To ensure quality and target excellence
7. To become a Learning Organisation

The annual report contains an overview (below) followed by a summary statement for each of the seven aims. Key outcomes achieved in 2023/24 appear under 'Achievements and Performance'.

Overview

The National Holocaust Centre and Museum (NHCM) is a unique place of learning, founded in 1995 by a Christian family, Marina and Eddie Smith and their two sons, Stephen and James, following a visit to Yad Vashem, Jerusalem. Deeply touched by the experience of Jewish people, especially through the Holocaust, they created Beth Shalom (House of Peace), as a dedicated memorial and place of education from a converted farmhouse.

The Centre has an inspiring history which confirms the relevance of the Holocaust to communities of all faiths, and those with none, across the UK. The purpose of the Centre is to understand and learn the lessons from the past, to be better equipped to prevent or address the many challenges faced by communities today.

The NHCM is an Arts Council England accredited museum with collections of national and international significance that relate to pre-war Jewish life, the Holocaust, refugee experiences, and Holocaust survivors' lives in England. Items within its collection originate from across Europe and include many artefacts from ghettos and concentration camps. The collection's widespread representation and connection to the UK makes it unique, significant in helping to demonstrate the lead up to the Holocaust and the indoctrination methods that were used by the Third Reich. The National Holocaust Centre and Museum was assigned as an Arts Council England National Portfolio Organisation for the period 2018 - 2023 and 2023 - 2026, which provides vital funding support.

In May 2023 the National Lottery Heritage Fund gave full permission to start on the site re-development project "Reaching new and diverse audiences with stories of survival and safe refuge in the UK." The National Lottery Heritage Fund awarded Beth Shalom Ltd 17% of the total project cost of the £4,135,910 project. Beth Shalom Ltd works closely with Project Managers at Greenwood Projects.

Contribution made by volunteers

The charity is grateful for the support it receives from volunteers who assist in the delivery of the education programs and the visitor experience. We applaud the contribution of the dedicated team of Holocaust survivors who undertake the physically and mentally demanding experience, sharing their personal experience of the Holocaust with students and other visitors. They have made the National Holocaust Centre and Museum what it is today through their courage, strength, and commitment. They speak onsite at the Museum and online; this enables their testimony to reach as many students as possible. It also allows us to offer a balance to speakers wherein an option for giving testimony that excludes travel can be offered; the mixture of delivery is working well and during the 2023-24 period, the total number of hours of testimony shared by our Holocaust survivor family was 535.5.

A dedicated team of Operations volunteers join us throughout the week and offer their time on Front of House. This team are key to day-to-day site operations and are often responsible for greeting visitors and seeing to their admission into the museum, Their enthusiasm for the museum and their positive first impressions afforded to visitors are key factors in visitor experiences, and this team of volunteers have gifted us 1,193.5 hours of volunteer time.

Our education activity has been delivered in London supported by a dedicated team of volunteers who deliver our outreach program giving us a combined total of 96 hours time during this period.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Four dedicated curatorial volunteers have worked with us throughout the year supporting the collections work through their translation, research, and digitization efforts and they gave a total of 167 hours time.

For 2023-24, we valued our volunteer hour contribution to 1,992 hours. We are immensely grateful for the time and commitment given to us by our volunteer team without whom the museum would not run as effectively as it does.

The directors have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Fundraising standards information

Beth Shalom relies on fundraising to support its charitable activities. Fundraising activities are carried out by the Development team and the Museum Director Marc Cave. Beth Shalom does not employ other organisations or individuals to carry our fund-raising activities. Whilst the Museum does not have an undertaking to be bound by any schemes or standards for fundraising, all fundraising activities conform to published standards.

The Museum does not carry out any street or telephone fundraising with the public. There have been no complaints about any of the Museums' fundraising activities.

Staff Bereavements

During this time period we marked the sad and shocking passing of two beloved colleagues.

Our long-standing colleague, Senior Educator and friend, Karen Becher, passed away suddenly on 3rd January 2024. With us for nearly a decade, Karen was a pillar of the staff team and at the education team's core. She was sincere, passionate, and kind. Notably, Karen set up our groundbreaking 'Breaking the Cycle' programme with the Nottinghamshire Police, turning hate into hope. Her work on hate crime is among the many legacies she has left.

Aneesa Riffat passed away in March and left Beth Shalom 2 years ago. She had been with us for 16 years, began with us as an educator, and moved into acquiring, archiving, preserving & curating the items entrusted to our care by our family of Holocaust survivors and overseeing our transition to a nationally styled museum. Her dedication to Holocaust survivors was unmatched; her hard work with survivors is the foundation upon which our museum is built.

The loss of Karen and Aneesa was felt strongly throughout all those who were lucky enough to have known them and we acknowledge the contribution that these employees made to Beth Shalom over the years and note that the start of 2024 was a significantly difficult period for staff.

Achievements and performance

Aim 1: To enhance the visitor experience

We aim to significantly improve the estate and the visitor experience it provides.

At the heart of our work lies historical truth. The success in communicating this to learners and visitors depends upon the quality of our exhibitions, our collections, our staff and our ability to reflect on and learn from the current visitor experience, using ideas from partners, users and non-users to help improve the service provided and enhance the use of collections.

Most significantly during this period, we were working to satisfy our commitments to two integral funders whose support is crucial to the charity's future direction.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Arts Council England (ACE) - National Portfolio Organisation (NPO)

We were an ACE NPO 2018 - 2023 and applied to be a part of their 2023 – 2026 portfolio. Our application was guided by the Art Council's 10 year 'Let's Create' strategy with particular focus on supporting the Government's Levelling Up and Priority Place initiatives.

We submitted the application May 2023 and in November received news we had been successful. Our funding agreement is for a total of £400,000 each year (£1.2m total). This is £305,520 of core funding and an additional £94,480 additional funding we requested largely for works to be completed within our local area focusing on Levelling Up areas and Priority Places.

During the last funding period we received £75,000 a quarter, this is now £100,000 making Arts Council England our biggest funder. Their contribution to our core activities is crucial funding in allowing our day- to-day activities with schools and members of the public to continue

Following a successful application process 2023 – 2024 was the first year of this new reporting period.

Satisfying these reporting requirements involves adhering to the following:

- Quarterly reporting to the Board of Trustees is overseen by our ACE Relationship Manager and is to include:

- Agenda
- Minutes of previous meeting
- Financial reporting
- Risk Register
- ACE Risk rating discussion
- NPO Quarterly progress updates on:
 - (1) Investment Principles,
 - (2) Activity Plan,
 - (3) Visitor Insights Reporting & Illuminate Submission
- Any other business

• Annual Review to take place with ACE Relationship Manager

• Participation in the Annual Survey

• Board papers to include ongoing scrutiny of governance throughout the entire organisation for instance, sight and sight off of policies and Business Plan.

During this period, we completed the Activity Plan and Investment Principal targets for Year 2 of funding (2024 – 2025) and ensured the threads of spanned the museum's purpose with targets including bigger reach and better organisational resilience.

National Lottery Heritage Fund (NLHF)

- In May 2023 the National Lottery Heritage Fund gave The National Holocaust Centre and Museum full permission to start on the site re-development project "Reaching new and diverse audiences with stories of survival and safe refuge in the UK." National Lottery Heritage Fund awarded Beth Shalom Ltd 17% of the total project cost of the £4,135,910 project. Beth Shalom Ltd works closely with Project Managers Greenwood Projects and attends quarterly meetings with NLHF.

The works completed under this project form Stage 1 of our sitewide re-development masterplan. In summary the project's completion will afford us with several improvements including:

- Four new job posts contracted for the duration of the project; Garden Volunteer Manager, Project Curator, Learning Officer – Families and Schools, Schools Outreach Officer. Plus funding for casual welcome hosts and part-time educators.
 - Extension to The Journey exhibition will expand in space and scope by encompassing our existing meeting room. Updates to The Journey's interior will be made. Some rooms e.g. school room are expected to remain largely unchanged, but others will be redesigned. New interpretation will feature throughout that will better serve different audiences.
 - Main building ground floor amendments will provide new spaces for flexible use giving us more space for school groups. The bookshop will be amalgamated into the coffeeshop.
 - New collections store.
 - Environmental improvements including rainwater harvesting.
 - New toilet facilities to be added to the Ronson Learning Centre.
 - Roofing repairs to staff cottages allowing original buildings to be preserved and used.
 - Drainage improvements
 - Activity plan to be followed for the duration of the project.
-

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Summary of completed works during this time period:

- Successful resolution of Land Charge issue
 - Full permission to start secured May 2023
 - Quantity Surveyors appointed
 - Pears Auditorium AV works
 - AV team appointed
 - Several packages of work to be contracted locally including cable runs and new blinds.
 - Tenders submitted for electrical contractors and internal fit out teams,
 - Equipment orders placed, fit out variations agreed,
 - Lead times on equipment pushed project back to October half-term to work around existing school bookings.
 - AV electrical work completed pre-Christmas with staff training in January.
 - Joinery and curtain packages to be completed after March 2023,
 - Interpretation
 - Interpretation team appointed and program developed following meetings with site team and onsite visits.
 - Team requested a further two surveys be undertaken 1) Internal elevation drawings and 2) Equipment assessment.
 - Completion of RIBA three scheme signed off by NHCM. interpretation tender package approved and live
 - Catering Consultant gave independent advice on future service delivery options for coffeeshop post re-development
 - Completion of Digital Policy following meeting with NLHF Head of Digital
 - Design Team
 - Immediate focus was toward the project areas requiring immediate focus e.g. Memorial Hall AV works
 - Full project team meeting scheduled for June 2023.
 - Completed drainage survey
 - Main contractor
 - Design team readied full tender documentation for main site contractor to be issued w/c October 30th tender period was extended to offer interested parties more time and a preferred supplier was identified with certain cost aspects to be resolved before Project Managers could recommend progression
 - Garden tree works undertaken by local supplier
 - Recruitment
- We are lucky to have welcomed four new staff members to the team during this time period with thanks to NLHF's generous funding. These staff members will help us grow our work and further our reach and their roles are as follows:

Garden Volunteer Manager

- Appointed to "take the lead in maintaining and developing our unique memorial gardens to maximise their potential to support community volunteering and wellbeing"
- Start date 27th November 2023
- Garden Volunteer Manager has undergone a considerable induction programme allowing them time to familiarise themselves with our work, with the gardens and everything required for their upkeep and with our re-development plans (which include significant amendments to the landscape of the memorial gardens. They have attended volunteer network events, contributed towards our Environmental Action Plan, and have played a significant role within our garden maintenance work throughout the site.

Families and Inclusive Learning Officer

- Appointed to "to take the lead on inclusion within the learning programmes to ensure our provision works for families and young people with disabilities and additional needs as well as young people who do not attend mainstream educational provision."
- Start date 16th October 2023

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

- The Families and Inclusive Learning Officer has developed Special Educational Needs resources for the museum including social stories and visual timetables. Taken ownership of organising the Primary and Secondary SENCo audits and are working with our auditors to create educational resources specifically for use of SEN students. They have also made connections with families through Home Education Groups and local charities and have taken over leadership of our Breaking theCycle programme. They have designed and piloted the new Family Days programme during February half-term 2023.

Schools Outreach Officer

- Appointed to “expand our work with schools and develop innovative new products and learning experiences for primary and secondary schools.
- Start date 17th April 2023
- Since coming into post the Schools Outreach Officer has developed a number of Secondary Outreach programmes. These can be delivered to both KS3 and KS4 and for bigger reach, delivered either remotely online, or in person. They have also continued to regularly deliver the Primary school programmes online and in person. Secondary programmes have been delivered into the following areas: Manchester, Barrow in Furness, Middlesbrough, London, Cleethorpes and Luton. These areas are too far from our geographical reach and would be unable to visit the museum on a traditional school trip.

Project Curator (former title, Digital Collections Officer)

- Appointed to “take the lead on managing, preserving and making accessible our significant digital collection of Holocaust survivor testimony”
- Start date 5th July 2023
- Project Curator has been working to catalogue and index a collection of more than 300 testimony recordings creating a system that allows these testimonies to be identified through a keyword search system based on main themes, like ‘Children in the Holocaust’, or smaller items like ‘toys’, and locations, like ‘Auschwitz. This system allows for searches within testimony based on specifics which will see us increase our integration of the collection into our wider activities. 86 testimonies were catalogued by year end March 2023

Welcome Path – Scope change to National Lottery Heritage Fund project (NLHF)

Additional funding has been identified which opens the opportunity to reinstate the welcome path as part of the phase one programme of redevelopment works. This is particularly important to the charity as the area is designated to share the story of the Smiths. We will continue to implement the Welcome Path alongside this phase of redevelopment works. Completing these works parallel to one another will minimise onsite disruption as the welcome path plans can be amalgamated into the NLHF works.

Acknowledgement

There is large amount of recognition and respect that comes with being funded by two organisations with such significant national cultural importance as Arts Council England and The National Lottery Heritage Fund. We are incredibly grateful for their support and the charity must work hard to satisfy all reporting requirements and deliver all promised aims so our work and relationships with these organisations may continue.

Using money raised by National Lottery players, The National Lottery Heritage Fund supports projects that connect people and communities with the UK’s heritage. Our redevelopment work is made possible with thanks to National Lottery players.

We are extremely grateful for the support offered by both Arts Council England and The National Lottery Heritage Fund.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Aim 2: To expand our reach and diversify our audience base

The Museum is generally 'undersold', both locally and nationally. We aim to increase the number, range and diversity of people who engage with the Museum, especially those from communities with a less strong tradition of arts and culture activity. We will achieve this through a combination of targeted marketing, a varied educational offer and strong program of events for adults, and the improvements to the estate and facilities described in the previous section.

Educational Activity

In 2023 - 2024 we delivered our education programmes to 25,973 students and delivered online programming to an additional 5,64 students.

We have continued to expand our reach by maintaining our three-pronged approach to education where schools can visit the museum in person or we can deliver our programmes online or via outreach.

Our education programmes have been sharpened to move further away from a didactic approach and to increase student engagement and critical thinking. At secondary level, students consider: (i) the core history; (ii) the underlying anti-Jewish prejudices which led to the Holocaust (including the long English history of anti-Jewish racism); (iii) the nature of Jewish identity; (iv) the responses and choices of individuals; and (v) how students can recognise anti-Jewish racism when they encounter it today. The new programme was produced in collaboration with our Curatorial team, an outcome of which is that students now have access to handling boxes which are used to stimulate discussions.

Overview of activity

- £150,000 of AJR funding won to support our outreach programme to disadvantaged secondary schools. This offer was promoted to over 50,000 educators across multiple social channels.
- Two grants totaling £22,000 won from the Nottinghamshire Police & Crime Commissioner and the Home Office Prevent programme, to run schools programmes countering extremism.
- We are using the learning from these programmes to write a chapter in a forthcoming volume on Hate Crime, covering how far we can use lessons from the past to counter extremism in the present.
- Two donations secured totaling £7,500 to buy new tablets for use in onsite programmes
- Internal technology upgrade of the learning environments in our classrooms
- 140 free family tickets have been given to participating school students in the autumn term to support local families in Levelling Up areas. We hope to increase community engagement and see families of visiting students join us.
- Additionally, over £1,400 worth of pupil tickets have been subsidised for disadvantaged local schools
- Late 2023 work was ongoing in completing our revised learning programmes for primary and secondary schools. This includes producing videos for schools to use pre and post-visit, alongside preview videos for students' families and the teachers accompanying them on their trips.
- We have engaged two consultants in Special Educational Needs to ensure our programmes are as accessible as possible for all children
- We have designed and run an Anti-Jewish racism programme for staff and students at a large school and College in London. This work ties in with the Racism Response Unit
- Working in collaboration with Outwood Grange Academies Trust and Lord Mann as we write learning links for all subjects for Years 7-11 which will be used in all Outwood secondary schools. We established this cross curricular way of learning about antisemitism across art, history, RS etc established in 27 Outward schools impacting 800 pupils. We hope to work towards further rollouts and mirror this work with other academies dependent on additional funding.
- Marketing engagement: we have received approximately 2,000 visits to our online advertisements across two platforms since the beginning of the 2023 summer term.
- Launched our half-termly school's newsletter reaching over 2,000 educators
- 10 Head of History departments from the East Midlands Education Trust are taking part in an onsite training day 28th Feb 2024 and the trust lead school is forming a long-term partnership with us.
- Funding now obtained to provide online and in school outreach for free to 160 secondary schools serving disadvantaged areas.
- We have engaged two SEND specialists to review educational programmes and advise on inclusivity within education but expect impact with wider audiences.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Schools Relationship Manager role continues to widen our offering by boosting school advertising (now advertising school visits in multiple formats) and building relations with education sector professionals. School's Relationship Manager also has oversight over initiatives and their impact with and has overseen the education evaluation processes.

February 2023 The Education team internally promoted two talented educators to new roles.

- **Schools Programme Lead.** Will take responsibility for increasing our school numbers and income whilst maintaining & improving the quality of schools programme content and delivery. This also means taking over the day-to-day management of the Learning team.

Integrated Learning Lead. This role is about integrating more of our museum collections, including survivor testimonies, into our Learning programmes, both for children and adults. They will closely work with Curatorial colleagues, and the Partnership Manager for events.

Through our efforts to better the visitor experience and increase partnerships we are striving to see visitor numbers grow year on year and are encouraged by our progress thus far.

Reach: Members of the Public

2023 – 6,461 visitors

2022 – 4,949 visitors

2021 – 2,896 visitors

2020 – 3,235 visitors

2019 – 6,043 visitors

Financial year 2023 - 2024 – 6,373 visitors

Financial year 2022 - 2023 – 5,353 visitors

- We have welcomed our highest visitor numbers since 2019.
- These figures show both our visitor numbers for the calendar years and for the last two financial years. Both show a rise. We have surpassed 2022-2023 financial year numbers in 2023-2024 by 1,020 visitors.
- We find that looking at the calendar visitor year data is also particularly useful.
- 2019 was our last year of high and steady visitor numbers pre-pandemic. Although Covid-19 is now a part of our history it is clear to see the affect that it had on the museum.
- 2022 showed a good recovery - 4,949 total against 2021's 2,896 but neither reaching 2019's 6,043.
- In 2023 we surpassed this level and reached 6,461 total numbers
- We are thrilled with this increase of numbers both in light of the Heritage sector's slow recovery but also considering the current cost of living crisis which we believe to be one of our biggest concerns.
- 439 people returned free of charge which is especially positive when compared to 2022 where 267 people were repeat visitors – this increase shows we are engaging to a good number of people even on a second visit.
- We have now recorded the number of carers, showing 113 this financial year - this admission intelligence illustrates how important our continued commitment to improving accessibility and increasing inclusivity is.
- To try and increase our reach and increase local access to heritage we run a number of 2 for 1 admission offers (English Heritage Associated Attractions, Blue Peter, National Lottery Open Week, Lincolnshire Co-Op, Network Rail employees). Additionally, we had a significant increase in people visiting us for the Heritage Open Days – free admission. These events are run each year and are an important way of increasing our local advertising and reach, we know from talking to visitors onsite some people were able to visit us that have not previously been able to afford it. It removes a barrier for people coming to visit us and we hope they will enjoy their visit and tell others about us when they leave.

Increasing our reach

Social media and our digital engagement

It is important that we increase our online presence to increase awareness of our work and boost our relationships with supporters and members of the public.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

- Facebook followers increased from 500 to 7,600. Twitter fell 100 followers to 20,900, Instagram followers rose significantly to 6,000 from 4,300.
- We're pleased with this increase in Instagram followers and have curated our page to focus on our museum collection. The page is designed to be aesthetically pleasing and steers away from posts of a generic nature.
- Facebook continues to be our best social means of communicating with our local audience. We know that people who visit us in person tend to follow us on Facebook and we consistently use it to market our onsite events.
- Our Trip Advisor reviews remain positive and showcase visitor satisfaction. We have 335 reviews and 306 are 5 stars.

Online Events

With the completion of the AV installation in the Pears Auditorium, we can look to a future where key events in our schedule will be livestreamed and tickets sold for both onsite visits and online viewing. We have been using technology with schools to offer them survivor testimony when travel to the museum has not been possible. However, there is more work required to translate this success across to our adult audiences. Livestreaming our special events and Sunday programming requires an additional staffing commitment and technical expertise beyond our day-to-day staffing team mainly to produce events in the high-quality manner we would wish to execute. Once this new area of delivery is embedded into our activities our reach will be significantly expanded and special events no longer limited by auditorium seating capacity or by geography and travel distance. We are very excited to develop this area of events planning.

Aim 3: To develop wider partnerships and expand networks

We aim to build strong national partnerships. Our partnership working has developed well over the past 4 years. Over the next 3 years we aim to develop stronger collaboration within the field of Holocaust education and to establish delivery partners for a range of programmes and projects including outreach programmes and museum and testimony projects.

During 2023/24 we have achieved the following:

Counter Extremism work

- In total we have delivered counter extremism work to 1,660 students.
- **Breaking the Cycle:** Exploring new referral pathways to work with Nottinghamshire Police on new content for this programme.
- **Nottinghamshire Police and Crime Commissioner:** have funded us to deliver a hybrid Holocaust education and Breaking the Cycle programme to schools in Nottinghamshire which are experiencing issues with intolerance, prejudice etc.
- **Home Office Prevent programme:** a new programme in 10 Nottinghamshire schools starts in March, funded by Prevent. Combines Holocaust education and small group sessions with targeted students on site and the creation of a workpack for teachers to use in their own teachings.
- **Nottingham City Council Prevent:** Families and Inclusive Learning Officer delivered sessions in two out of four schools as part of our Make Nottinghamshire Safe: Community Chest project. (Further two schools pending.) Schools received an assembly ("The Holocaust and its relevance today") and Holocaust survivor testimony including discussion linking to the relevance of their experiences today. A small group of students participated in a more bespoke 'behavioural change' session, based upon our Breaking the Cycle (BTC) programme. Across these two schools we have so far delivered this programme to 650 students.

Partnership Manager

The work of our Partnership Manager continues to grow from strength to strength. Their work broadly fits across three areas:

1. Engaging with other local businesses and professionals

The Partnership Manager works to forge new and maintain current relationships throughout our local community. This improves our collegiate working with others and creates opportunities that would otherwise not be available to us. We are very proud to have worked with so many people from our surrounding communities and look forward to stronger growth in this area.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Partnership Manager has engaged with a wide variety of partners including (for example but not limited to) Retford Business Forum, Eden Project Community, Nottinghamshire Heritage Forum, Nottinghamshire Fire Service, Sherwood Forest Trust, Newark and Sherwood CVS, Destination Lincoln, Chris Miggles (local pianist), Broken Instruments, RAF Croughton, NHS Jewish Network, Newark Book Festival, local Tourism Network Meeting, Visit Peak District, Nottinghamshire County Council Visitor economic forum. Partnership Manager has discussed possible future events with Southwell Minster (to strengthen local Christian and Jewish relationships) and with the Sight Loss Council. They have completed training and hosted their first Wellbeing Walk within the local community and have orchestrated the museum participating in two community Christmas Tree Festivals.

Our Partnership Manager has shown consistent pride and care for our local community and has taken huge strides in leading us to become more active participants of our own community.

2. Encouraging engagement and awareness from local community members

We strive to welcome members of the public from our local communities through our doors. We know people have often not heard of us before and that our beautiful but isolated location can also be a barrier for us to overcome. We also understand that without knowledge of who we are or any pre-existing trust, it can be hard for visitors to choose to visit us. Our Partnership Manager has put great care into finding ways to target marketing and welcome new groups of people who we may not have previously engaged with.

Our events programme has been key to this goal. Our Partnership Manager has curated a programme that does not repeat and appeals to a variety of different audiences.

One example is our Partnership Manager hosted Community Day to bring together local businesses and invite members of the local community the chance to visit us for free – removing a barrier of accessibility and welcoming people to come and learn about us. 130 visitors – a very successful day.

3. Maintain a varied programme of events for members of the public

The Partnership Manager saw to fruition a varied events programme full of collaboration and creativity. 20 events in total welcomed 1,112 attendees. (Average of 53 attendees per event.) We also opened our doors for the National Lottery Open Week and Heritage Open Days giving people free or discounted entry and increasing access to heritage. Some events were smaller e.g. writing workshops and some aimed to fill our auditorium with visitors. We held events at quiet times of the year to keep our audience engagement ongoing and to try and increase numbers. Additionally, we are working on increasing our reach to family audiences. We used our onsite special events programme to explore events linking to the Holocaust timeline and our museum collection e.g. events featuring our museum collections were linked to Remembrance Day. We hosted plays, singers, musicians, and authors in efforts to captivate a wider audience base. The Partnership Manager has particularly focused on working with groups from the local community and finding links to our own ethos. Wherever possible links to the Museum's collection are made and we have hosted several dedicated events throughout the year. Example: The joint project 'Coal, Community, and Change' saw author, historian, and ex-miner Dr David Amos talk about our local community history, and we were able to weave in John Fieldsend BEM's testimony as he stayed with a coal mining family after arriving in the UK on the Kindertransport.

Aim 4: To drive innovation and manage risk

The Museum has understood the need to embrace change and to utilise new technologies to better engage audiences and extend our reach.

Our plans are ambitious but realistic and we assume that our willingness to drive innovation will continue in the next decade and beyond. Innovation and growth both bring risk. Central to our plans is the identification, mitigation, and monitoring of risk with full involvement of the Trustees.

There are several ways that we monitor risk throughout the organisation:

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Risk Register

Risk management is considered a key responsibility for both Trustees and senior staff. The Risk Register is regularly updated and formally reviewed annually by Trustees. At each quarterly board meeting the Trustees scrutinise and review any identified red or amber risks and examine in depth a quarter of the content of the risk register. The risk assessment includes actions to be taken to mitigate each identified risk. During the annual review, mitigation levels are approved so that risk runs at an acceptable level.

External risk monitoring from ACE

When monitoring our organisation, ACE considers various factors to determine the degree of risk to the delivery of our NPO funding agreement. In doing so, we also consider the overall resilience of your organisation, including in relation to issues caused by the Covid-19 pandemic as well as other external factors.

The risk monitoring feedback is considered by the Finance sub-committee, lead trustee for NPO and the Board of Trustees.

Additionally, we have an annual review with our ACE Relationship Manager to discuss progress and any areas for concern.

External risk monitoring from NLHF

Project Manager reports summarises the project's progress and reports against four key overview areas of the project (programme, risk, finance, quality) against the following overview system ([1] on target, [2] issues apparent and matters in hand to minimise effect on target, [3] issues apparent and target effected)

In addition, we have a quarterly meeting with our Project Manager and our two key relationship managers from NLHF. This meeting includes a full project update concerning all aspects of the project.

A risk register specifically focused on the site redevelopment project is maintained by the Project Manager and submitted quarterly to the Board of Trustees for their scrutiny and attention.

Aim 5: To improve our sustainability and financial well-being

We aim for financial stability and sustainable growth.

The Museum needs to develop a strong income base in difficult economic times if it is to achieve its ambitions. We continue to develop new ideas and strengthen our work to better our offering and increase our reach. It is important for our longevity to adapt to changes in audiences and programming and to remain relevant. We are proud of our offerings and understand how consistent quality and change is related directly to the future sustainability of our activities.

Whilst growth in activity is planned, there is recognition that this must be achieved within tight financial parameters and prudent expenditure levels.

During 2023/24 we have achieved the following:

Development

- Director of Development continues to lead fundraising initiatives and donor recognition.
- Development Manager joined the team March 2024 to offer fundraising support to the Director of Development
- Philanthropy: White Rose Appeal event on 13th December held at South Hampstead Synagogue in London. The focus of the evening was the launch of the Racism Response Unit focusing on anti- Jewish racism in the UK which echoes Holocaust era tropes.
- Friends of the National Holocaust Museum: membership scheme relaunched November 2023. We believe the long-standing loyalty of our members can secure an uplift and that the strength of our museum community proposition can additionally bring in new Friends
- Event planning for a summer 2024 Friends event is in progress.
- Social media agency hired for a 6-month trial period.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Curatorial and Collections Engagement

Our curatorial team's research, translation, digitisation, and collections care is the foundation on which all our work is built. We are an Arts Council England accredited museum and we are constantly looking at ways to bring the Museum's collections to the forefront of the work we do both in an education and public setting.

This year the curatorial team have focused on the following activity:

- Developed the touring exhibition 'I say British, you say Jewish' for our Holocaust Memorial Day 2024 activity
 - Delivered events using artefacts and testimony for the public. We have focused on topics such as Bergen-Belsen, the Kindertransport and the Fragility of Freedom (Holocaust Memorial Day theme 2024). These were interactive Q&A sessions where audience members could get close to the artefacts and hear testimony that had not been previously made available.
 - 'Ordinary Objects, Extraordinary Journeys' is an ongoing online exhibition, in partnership with HMDT and the Jewish Museum of Greece. The project is designed to reach new audiences with an immersive and innovative website which maps previously unknown journeys of individuals affected during Holocaust. This project is now complete, and use of its resources is in place. 360° artefact images from this project now have been incorporated into our new secondary education programme. Holocaust survivor, Ellen Rawson is the fourth person to be added to the website at the beginning of December. This is to commemorate the 85th anniversary of the Kindertransport.
 - In August 2023 we also worked with HMDT to provide content for Roma-Sinti Genocide Memorial Day and produced a film that was played at the NHCM.
 - The team is continuing to develop a searchable database for our testimony collection using our current collection system (Modes). This will make the testimony collection searchable and accessible for the first time.
 - We struck a loan agreement with Jewish Museum London to display and conserve a number of key artefacts pertaining to the story of Leon Greenman which we have used to enhance the Leon Greenman Determination Gallery of our main exhibition.
 - We struck an additional archival storage agreement with JML and the University of Nottingham to take the entire Lewin Greenman archive which we aim to make accessible to PhD students and the wider public at the University.
 - Started to build a regular audience for Curator-led events that now generate additional income as well as creating a reason to repeat visits. Future events will become more sophisticated and programmed by genre e.g. Holocaust art/music/literature/film to reach a wider and more diverse audience, as well as building repeat visitation.
 - New survivor testimony collated from three new Holocaust survivors.
 - Article published in Holocaust Studies, the UK's leading academic journal in the field, by our interim Curatorial Co-Lead Dr Claudia Reese: '*New Approaches to photography in Holocaust Exhibitions*'.
 - Director of Collections Engagement post advertised February 2024 with closing date of February 29th. Interviews held early March and recruitment was unsuccessful during the 2023-2024 period.
 - Enhanced use of survivor testimony within the main exhibition creating golden threads of survivor testimony where key dates in their history will be integrated into the main Holocaust chronology of the exhibition.
 - Closely worked with Education team to better integrate our museum collections into our educational activity:
 - Filming completed for iPad resources for secondary school visitors to use within the exhibition comprising survivor testimony and expert curatorial guidance to the exhibits and artefacts.
 - New use of testimony within all education programming. Snippets of different survivor testimony woven throughout delivery to illustrate individual educational points. This means testimony is more pointed and varied instead of hanging on one session at the end of the programme. Pupils then also get survivor testimony either onsite or online from a Holocaust survivor. Survivor testimony is included in both secondary and primary programmes.
- Research with international partners: 15/16 August 2023 and 5 March 2024 What? Our Chief Academic Advisor and Innovation Officer Professor Maiken Umbach delivered a training event on how our museum work contributes to fighting antisemitism, to the 'ISGAP-Oxford summer institute for curriculum development in critical contemporary antisemitism studies', with over 100 international participants, as well as a lecture on the same topic to ISGAP fellows in Germany (ISGAP Institute for the Study of Global Antisemitism and Policy, Florida, USA).
- Eye as Witness exhibition in Germany. A touring re-creation of our ACE funded exhibition "The Eye as Witness: Recording the Holocaust".

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Racism Response Unit

We have built on the pedagogy developed over the last two years in our 'Stand Up to Antisemitism on Campus' programme at the University of Nottingham wherein a total of around 500 staff at Nottingham University were trained in recognising and responding to antisemitism. Over the year this University programme has evolved, and the work is continuing under the title of our 'Racism Response Unit'.

What is the Racism Response Unit?

A new education service from the National Holocaust Centre and Museum. It responds with educational tools to the epidemic of anti-Jewish hate crime in the UK, accelerated by the Hamas-Israel war. Antisemitism is not widely understood; even less than racism. The Unit helps civic institutions recognise and act on it. It decodes racist images and social media memes; busts myths; and provides mechanisms for education, deterrence and the improved reporting of hate crimes.

The Racism Response Unit is for universities, schools, police forces and local councils who are struggling to ensure a safe environment in which the right to free speech about Hamas, Palestinians or Israel does not cross the line into abuse, intimidation, Holocaust trivialisation, hate crime, incitement to violence and actual violence.

The training covers:

1. Similarities and differences between antisemitism and other racisms
2. History of antisemitism and how historic anti-Jewish tropes appear today
3. Antisemitic codes and how to spot them
4. Consideration of context-specific scenarios which allow participants to understand how antisemitism might manifest, and be dealt with, in their institution.

The Racism Response Unit is being led by our Director of Learning (Mark Rusling) and Chief Academic Advisor and Innovation Officer (Professor Maiken Umbach).

We are currently focusing on three targets for the Unit:

1. Building a client base in our target sectors
2. Fundraising
3. Raising awareness of the unit among key influencers in our target sectors and public life.

We have recruited educators for the Unit. These will be senior people from one of the sectors we are targeting with the Unit who have existing knowledge about contemporary and historic antisemitism. They will commit to delivering sessions for the Unit alongside their existing work following training from Professor Maiken Umbach and Mark Rusling.

Holocaust Memorial Day events, January 2024

We marked Holocaust Memorial Day 2024 with a programme of activities for school and public audiences and held activities both at the museum and across the UK:

'I say British, you say Jewish' touring exhibition

We developed a new touring exhibition "I say British, you say Jewish" in partnership with Jewish Museum London, based on University of Nottingham research, and funded by University of Nottingham and Hebrew University of Jerusalem. The exhibition was readied to be showcased for Holocaust Memorial Day 2024 across the UK to various audiences. The exhibition discusses Jewish identity as an integral part of British society and addresses aspects of Anti-Jewish hate in England.

Locations:

- London (Swiss Cottage Farmers' Market, Outside Hampstead Theatre) (14th – 19th January 2024) – 702 visitors
- Manchester (Manchester Jewish Museum) (22nd January to 28th January 2024) – 375 visitors
- Nottingham City Centre (Sun 3rd - Fri 8th March) – 527 visitors
- Birmingham University campus (Greenheart) (Mon 11th – Thurs 14th March) – 486 visitors
- Outwood Academy City Fields, (Wakefield) (500 students from neighbouring academies in the same trust (Outwood Grange Academies) visited the exhibition and partook in the associated learning programme delivered by our education team) 18th and 19th march

Outreach events

We co-ordinated a series of outreach events across the UK to over 2,500 attendees:

- Birmingham University: Director of Learning and Holocaust survivor Janine Webber BEM (210 attendees)

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

- Manchester City Council: Museum Director, Director of Learning, and Holocaust survivor John Fieldsend BEM (70 attendees)
- Sheffield City Council: Director of Learning (110 attendees)
- Waltham Forest: Director of Learning
- St Pauls School: Museum Director and Holocaust survivor Joan Salter MBE, (1,500 attendees)
- South Hampstead Synagogue: Museum Director and Holocaust survivors Ivor Perl BEM and Miriam Freedman (200 attendees)
- Hampstead Garden Suburb Synagogue: Museum Director, (150 youth attendees)
- Formal Schools Outreach - Our outreach Educator, delivered 20+ sessions in schools in Nottingham, London, Manchester and Sheffield.

Free Holocaust survivor testimony for schools

For Holocaust Memorial Day 2024 we provided schools with the opportunity to listen to Holocaust Survivor Hedi Argent MBE free of charge. We livestreamed her testimony as she spoke onsite and this gave schools the ability to provide survivor testimony to students for Holocaust Memorial Day. (Took place Friday 26th February to approximate audience of 200 schools and 5000 students)

"Hedi's story, like so many of the stories shared by your visiting speakers, was incredibly tragic yet positively framed. Hedi's reference throughout to 'ordinary people' and the plight of refugees today really struck a chord and is such a powerful message that should be shared with a much wider audience. What an exceptional lady. Thank you Hedi for sharing your remarkable story." - **Deputy Headteacher**

Public: National Holocaust Centre and Museum events

Weekend opening of the museum with special events program including talks by the Curatorial team and afternoon Holocaust survivor testimony –

- Saturday 26th January - Fragility of Freedom Curatorial Talk (65 attendees), Testimony from Dr Martin Stern, (83 attendees) 'Strength in Friendship' candle lighting ceremony. Free family crafts and Journey tours available throughout the day.
- Sunday 27th January - 'Who is This Little Boy?' curatorial talk (65 attendees), Testimony from Arek Hersh MBE (80 attendees). Free family crafts and Journey tours available throughout the day.

Environmental Sustainability

- We have made good progress with improvements towards our environmental sustainability.
- We have taken the opportunity to understand our current environmental practices to enable future planned projects to be properly understood, documented and coordinated to ensure positive progress is achieved. In the long term, it will assist in resource and financial planning.
- Throughout 2024 we are embarking on a period of site redevelopment that will require careful management to ensure the site is looked after both now and in the future. It is the perfect opportunity for us to introduce new environmental opportunities we have not had before.
- We are fully committed to examining our own environmental responsibility and to doing everything possible within our reach to reduce our negative impact on the world in which we live. We are committed to improving our environmental efforts and weaving such practices into our daily operations.
- Our stunning memorial gardens are a true treasure in our offering. We owe the environment a lot and are committed to preserving it for the future.
- In addition to our personal environmental responsibility, we are also committed to environmental change by two of our biggest funders and supporters; ACE and NLHF.
- We are pleased with the progress we have made toward our environmental sustainability over the last five years since 2019. In 2023-2024, we made progress with our recycling efforts with paper cardboard, aluminum, plastic, glass, toner cartridges in place including in staff, public, and school areas.
- We are committed to continuously improving our environmental commitments each year.
- Our Environmental Action Plan was updated January 2024.

Aim 6: To ensure quality and target excellence

As a nationally styled museum we aim for excellence, and this is evidenced in a systematic approach to evaluation, appraisal and development. We are looking to continuously improve and strengthen our assets and always ensure a quality level of excellence.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

As illustrated, we are consistently growing, updating, and strengthening the work that we do. Our programme of activity is strong and under consistent development.

To continue to target excellence we are evaluating the work that we do and finding new ways to implement feedback. Studying evaluation responses for our schools and adult audiences will demonstrate our commitment to continual improvement of our programmes.

Learning evaluation

Our School's Relationship Manager has worked closely with schools throughout the year to design an evaluation system for collecting feedback from schools from 2024 onwards which commits to qualitative evaluations being carried out with all visiting schools, teacher consultations, and commitments to quality wherein we hope evaluations will show the following results: 90% of school/college groups rate their visit good or excellent, 80% of students and 90% of teachers report increased understanding of anti-Jewish racism.

This new system was finalised at the end of 23-24 with staff still to be trained. The system is designed for feedback to be taken on tablets, and we will collect a sample of data every day during education delivery measuring understanding pre and post programmes. The School Relationship Manager will review data over time.

Family Learning Days include an evaluation survey completed by the children themselves which gives us valuable insight into how the programmes are viewed by participants of all ages.

Racism Response Unit work to be evaluated to ensure that the work is effective across different groups as a tool toward battling the current rise in Anti-Jewish Racism. Evaluation targets: 90% of staff report increased understanding of Anti-Jewish Racism.

Visitor Evaluation

We are committed to obtaining and acting upon evaluations from members of the public so that we can continue to improve their visitor experience.

To satisfy our ACE reporting we are committed to collating at least 300 surveys each year and inputting that data into the Illuminate platform. The platform gives us both detailed visual analysis of the data and the raw data itself and the insights we have gathered from our data collection have proved to be incredibly valuable. We attempt to survey as many visitors as possible. 2023-2024 saw us collect 805 surveys – our biggest dataset to date.

From December 2023 we have also committed to asking for survey evaluations for all of our special events and 120 evaluation surveys from 5 events were gathered. This allows us to consider the success and limitations of individual events while also identifying trends across all events. We also added the evaluation question "How did you hear about this event?" In order to aid how we target marketing for events.

Visitor Insights Reporting

When considering visitor numbers, events evaluations, and the qualitative and quantitative feedback gained from our visitor surveys we have a wealth of information available to us which informs us of visitor trends. In order to make use of this feedback we have presented a 'Visitor Insights Report' at each quarterly Board of Trustees meeting culminating in an annual summary at the end of each financial year.

The annual report for 23-24 gave valuable insight into the demographics (age, gender, ethnicity, postcode, etc) of our audiences illustrating which visitor bases we are successful in reach and which groups we need to work to attract.

Summary of visitor feedback from the report:

- Consistent positive events feedback "Thank you for keeping the memory alive and relevant in today's world."
- 91% of visitors said they are 8 or higher on a scale of 1-10 likely to recommend us to a friend
- 99.5% of people rated the overall quality of the experience as good or very good
- Written feedback from visitors gives us valuable insights into the visitor base.
- Most requested area of visitor feedback is more seating throughout Main Exhibition

We have used detailed open feedback from visitor surveys to inform a number of changes to the visitor experience that will be put into effect early 24-25.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Throughout the year we have identified trends in feedback and have made ongoing changes wherever possible. Examples of visitor feedback acted upon include a more varied coffee-shop menu for dietary restrictions, better exhibition lighting, and accessibility improvements. This pro-active approach better our offering to all visitors.

External Evaluation

For our NLHF re-development project we are working with a team of external evaluators from Bearwood Associates Ltd who work with us to gather evaluations about our activity and present an independent report to NLHF each year.

Aim 7: To become a learning organisation

We aim to foster both personal and organisational development.

A learning organisation is skilled at creating, acquiring, and transferring knowledge, and at modifying its thinking and behaviour to reflect new knowledge and insights. Staff members have been given a series of learning opportunities throughout the year to encourage personal and professional learning

These staff development sessions include sessions run by the Senior Management Team and the Education Team focusing on updating staff on new exhibitions and the history and pedagogy around them, or our new programmes. We have hosted sessions discussing literature and documentaries relevant to our work. We have also welcomed a series of external professionals who have given talks on various topics including extreme right-wing ideology/organisations and how it/they intersect with our work on anti-Jewish racism and a difficult conversations workshop. Additionally in October we hosted a staff trip to the Slavery Museum in Liverpool which encouraged further learning and team bonding throughout the staff team.

6th March 2023 a staff Wellbeing Team was agreed by SMT. The Wellbeing Team is a staff led initiative and the group intends to connect staff members by organising events throughout the year, to help people learn new skills via events and team building, and to give to each other with a system of wellbeing that offers support and advice.

Financial review

Significant Events and Principal Funding

The accounts for the year show that the National Holocaust Centre and Museum showed a surplus (before transfers) of £243,192 for unrestricted fund balances (2023: deficit of £141,066), a surplus of £54,473 for designated funds (2023: £530) and a surplus (before transfers) of £205,943 for restricted funds (2023: £924,467), resulting in an overall surplus for the year of £503,608 (2023: £783,931).

The level of cash held at the year-end is artificially high due to the receipt of redevelopment funds.

The principal funding sources were donations and legacies of £1,900,412 and income from charitable activities of £397,402. Total income was £2,407,054 compared with £2,307,213 in 2023.

At the year end the total reserves were £4,342,697. Of this figure, £272,032 relates to a capital reserve on the revaluation of the freehold property, £1,465,319 relates to restricted funds and £54,473 relates to designated funds. This leaves general unrestricted funds of £2,053,367. At the year-end an expendable endowment of £393,720 is also held.

After allowing for unrestricted funds that are represented by fixed assets, the charity has £433,727 of available funds at the end of the year. The Trustees policy is to build free reserves up to a maximum of 6 months core expenditure (£753,298 based on the current core spend of £1,506,595 per annum) At the last year-end (March 2023) there was a free reserves balance of £182,321.

The free reserves target is £123k per month with the aim to hold a minimum of 4 months reserves, £492k by March 2025. Although the reserves policy forecasts 5 months reserves by March 2025 and 6 months reserves by March 2026, this seems unrealistic and more reasonable to maintain 4½ - 5½ months regular level of reserve with an absolute minimum of 3 months.

We are aware that with our capital project and inflationary pressures we may need to draw on surpluses.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Income from donations and legacies showed an increase of £44,973 compared with 2023. Income from charitable activities decreased slightly by £384 compared with 2023. Income from other trading activities and investments increased by £21,714 compared with 2023.

Donations, grants and legacies above £35,000 included:

Arts Council England
Beaverbrooks Charitable Trust
The Davis Foundation
The Gerald and Gail Ronson Family Foundation
Leon Greenman Charitable Trust
Pears Foundation
F RosenKrantz
The University of Nottingham

The Trustees investment powers are governed by the Memorandum and Articles of Association, which permits the charity's funds to be invested in such investments, securities or property as thought fit.

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

Plans for future periods

We will continue to move forward in our three-pronged approach designed to allow us to maximise our reach wherever possible by delivering activities onsite, online, and via outreach. We have refreshed our core education programmes in both content and delivery and widened our reach to an adult audience with the Racism Response Unit.

Our Partnership Manager has significantly lifted the breadth and quality of our adult events offering. They have created quality programming that encourages repeat visits and have nurtured a network of local professionals who we have now worked with in some capacity. They have reintegrated the museum into the community and have worked to grow our reach significantly. Their foundations are a significant base on which we will continue to build in order to maintain and grow the growth with our adult audiences.

We are awaiting the announcement of the ACE's Museum accreditation scheme. We are a nationally styled accredited museum and will be due to complete the re-accreditation process at some point during 2024-2025. This will be a significant piece of work in both volume and importance; as a nationally styled museum we must meet the expectations placed on us in terms of scope and public offer.

2024-2025 will show significant improvements with the site following our period of redevelopment. The physical changes will be built, and the updated Journey exhibition will be in place. We hope this work will be finished by early 2025. We will continue to work with NLHF after all physical site re-development is completed, working against our activity plan which ends January 2026.

We are working as part of ACE's 2023-2026 portfolio. We will be applying to the extension year which extends the portfolio a further year to include 2026-2027. We hope to continue to work with ACE closely, to remain in the portfolio working to contribute a strong programme that add to the creativity and culture of this country.

Structure, governance and management

Beth Shalom Limited is a company limited by guarantee (company registration no. 1388313) and is governed by its Memorandum and Articles of Association as amended by special resolutions passed on 12 June 1979, 8 June 1981, 14 July 2010 and 17 November 2014. It is registered as a charity (registration no. 509022) with the Charity Commission. Beth Shalom Limited changed its trading name to the National Holocaust Centre and Museum in 2014. Its registered office is the National Holocaust Centre and Museum, Laxton, Nr Newark. Any person can become a member of the company subject to approval by the trustees. Members undertake to contribute up to £1 in the event of a winding up of the charity.

The directors who served during the year and up to the date of signature of the financial statements were:
Dr J Smith CBE - Life President

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Mr H Grunwald OBE KC (Chairman)	
Dame H Hyde DBE	(Resigned 16 October 2023)
Mr R Kleiner	
Ms A Levitt	
Mrs L Weller	
Mr R Thompson	
Mr F Mughal	(Resigned 26 June 2023)
Ms S C Raikes	(Appointed 2 August 2023)
Rev B D Thompson	(Appointed 2 August 2023)
Dr M A Stern	(Appointed 31 August 2023)
Mr J B McLaren	(Appointed 5 December 2023)

The Chief Executive Officer during the period was Mr M N Cave.

Appointment of trustees

Trustees may be appointed by the members by ordinary resolution. Existing trustees may also appoint a member of the company as an additional trustee at any time, but the appointment must be confirmed by the members at the next annual general meeting.

Induction and training of trustees

Potential new Trustees are invariably familiar with the objects and operation of the charity, but steps are taken to ensure they are fully briefed by the Trustees, Museum Director and other key employees on legal obligations, constitutional matters, the past and current financial position and future plans, before their appointment is confirmed. All Trustees are encouraged to attend appropriate external training events where this will help them to carry out their role more efficiently.

Organisational structure

The Board of Trustees is responsible for the overall organisation under the chairmanship of Mr Henry Grunwald OBE QC.

The Board meets quarterly and includes Richard Kleiner who takes lead responsibility for finance. Copies of minutes from the Finance Sub-Committee Meetings are circulated and discussed at each Trustee Meeting.

Dr Rob Thompson is the lead trustee for ACE NPO funding relationship.

Ms. Abbie Levitt is the lead trustee for HR matters.

Pay policy for senior staff

The Trustees consider the Museum Director (in liaison with the Trustees) to be in charge of controlling, running and operating the charity on a day-to-day basis. The Trustees set the remuneration packages for the Museum Director so that they attract, motivate and retain the right calibre of individual. The Trustees consider the packages of equivalent senior employees in similar organisations when determining the remuneration package.

Risk management

Risk management is considered a key responsibility for both Trustees and senior staff. The Risk Register is regularly updated and formally reviewed annually by Trustees, in its entirety. At each quarterly board meeting the Trustees scrutinise and review any identified red or amber risks and examine in depth a quarter of the content of the risk register. The risk assessment includes actions to be taken to mitigate each identified risk. During the annual review levels of mitigation are approved such that risk runs at an acceptable level.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Related parties

The charity does not have any close relationships with other organisations.

Auditor

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

Disclosure of information to auditor

Each of the directors 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 auditor is aware of such information.

The trustees' report was approved by the Board of Directors.

Mr R Kleiner

Trustee

Dated: 29 November 2024

Richard Kleiner
Richard Kleiner (Jan 10, 2025 10:44 GMT)

BETH SHALOM LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The directors, who also act as trustees for the charitable activities of Beth Shalom Limited, 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 directors 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 directors 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 directors 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.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF BETH SHALOM LIMITED

Opinion

We have audited the financial statements of Beth Shalom Limited (the 'charity') for the year ended 31 March 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 March 2024 and of its incoming resources and application of resources, 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 directors 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 directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE DIRECTORS OF BETH SHALOM LIMITED

Responsibilities of directors

As explained more fully in the statement of trustees' responsibilities, the directors 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 directors 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 directors 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 directors 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE DIRECTORS OF BETH SHALOM LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Mr Mark Jackson FCA DChA (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

4 December 2024

Chartered Accountants
Statutory Auditor

Westpoint
Lynch Wood
Peterborough
Cambridgeshire
United Kingdom
PE2 6FZ

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BETH SHALOM LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Designated funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total 2023 £
<u>Income from:</u>											
Donations and legacies	3	1,107,595	54,473	738,344	-	1,900,412	732,671	530	1,122,238	-	1,855,439
Charitable activities	4	259,102	-	138,300	-	397,402	345,056	-	52,730	-	397,786
Other trading activities	5	63,706	-	-	-	63,706	41,992	-	-	-	41,992
Investments	6	45,534	-	-	-	45,534	11,996	-	-	-	11,996
Total income		1,475,937	54,473	876,644	-	2,407,054	1,131,715	530	1,174,968	-	2,307,213
<u>Expenditure on:</u>											
Raising funds	7	239,695	-	-	-	239,695	91,559	-	-	-	91,559
Charitable activities	8	993,050	-	670,701	-	1,663,751	1,181,222	-	250,501	-	1,431,723
Total expenditure		1,232,745	-	670,701	-	1,903,446	1,272,781	-	250,501	-	1,523,282
Net incoming resources before transfers		243,192	54,473	205,943	-	503,608	(141,066)	530	924,467	-	783,931

BETH SHALOM LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Designated funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total 2023 £
Notes										
Net incoming resources before transfers	243,192	54,473	205,943	-	503,608	(141,066)	530	924,467	-	783,931
Gross transfers between funds	103,786	(103,786)	-	-	-	46,296	(55,872)	9,576	-	-
Net income for the year/ Net movement in funds	346,978	(49,313)	205,943	-	503,608	(94,770)	(55,342)	934,043	-	783,931
Fund balances at 1 April 2023	2,082,207	103,786	1,259,376	393,720	3,839,089	2,176,977	159,128	325,333	393,720	3,055,158
Fund balances at 31 March 2024	<u>2,429,185</u>	<u>54,473</u>	<u>1,465,319</u>	<u>393,720</u>	<u>4,342,697</u>	<u>2,082,207</u>	<u>103,786</u>	<u>1,259,376</u>	<u>393,720</u>	<u>3,839,089</u>

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

All income and expenditure derive from continuing activities.

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

BETH SHALOM LIMITED

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024		2023	
		£	£	£	£
Fixed assets					
Intangible assets	13		168,470		203,392
Tangible assets	14		1,458,859		1,328,365
Heritage assets	15		368,124		368,124
Investments	16		5		5
			<u>1,995,458</u>		<u>1,899,886</u>
Current assets					
Stocks	17	47,285		66,511	
Debtors	18	250,880		71,402	
Cash at bank and in hand		2,225,883		1,981,055	
		<u>2,524,048</u>		<u>2,118,968</u>	
Creditors: amounts falling due within one year	20	<u>(160,694)</u>		<u>(154,014)</u>	
Net current assets			<u>2,363,354</u>		<u>1,964,954</u>
Total assets less current liabilities			4,358,812		3,864,840
Creditors: amounts falling due after more than one year	21		(16,115)		(25,751)
Net assets			<u>4,342,697</u>		<u>3,839,089</u>
Capital funds					
<u>Endowment funds - general</u>					
Expendable endowment		393,720		393,720	
	24		393,720		393,720
Income funds					
Restricted funds	25		1,465,319		1,259,376
Designated funds			54,473		103,786
General unrestricted funds		2,157,153		1,810,175	
Revaluation reserve		272,032		272,032	
		<u>2,429,185</u>		<u>2,082,207</u>	
			<u>4,342,697</u>		<u>3,839,089</u>

BETH SHALOM LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2024

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Directors on 29 November 2024

Richard Kleiner

Richard Kleiner (Jan 10, 2025 10:44 GMT)

Mr R Kleiner

Trustee

Company registration number 01388313

BETH SHALOM LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from operations	30		441,032		892,438
Investing activities					
Purchase of intangible assets		(204)		-	
Purchase of tangible fixed assets		(216,732)		(9,613)	
Proceeds from disposal of tangible fixed assets		428		-	
Purchase of heritage assets		-		(44,731)	
Investment income received		45,534		11,996	
Net cash used in investing activities			(170,974)		(42,348)
Financing activities					
Repayment of borrowings		(15,344)		(60,438)	
Repayment of bank loans		(9,886)		(10,114)	
Net cash used in financing activities			(25,230)		(70,552)
Net increase in cash and cash equivalents			244,828		779,538
Cash and cash equivalents at beginning of year			1,981,055		1,201,517
Cash and cash equivalents at end of year			2,225,883		1,981,055

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Beth Shalom Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The National Holocaust Centre & Museum, Laxton, Newark, Nottinghamshire, NG22 OPA.

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 directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the directors 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 directors 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity. Income arising from the endowment fund is unrestricted.

1.4 Income

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. All income is shown gross.

Gifts in kind have been included at market value of gifts received and in assets acquired. No amounts are included in the financial statements for services donated by volunteers, except where restricted income includes a separately identifiable contribution towards volunteers.

Revenue grants are included in the SOFA when receivable, except when the donors specify that they must be used in future accounting periods, in which case they are deferred. Capital grants in relation to specific fixed asset acquisitions are credited to the SOFA when receivable and shown as restricted funds.

Investment income is credited to the SOFA when received. Unrealised and realised gains and losses are included in the SOFA in the period in which the gain or loss is made.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

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, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs not directly attributed to particular headings have been allocated to activities on a basis consistent with use of the resources. The allocation of these support costs has been made on the basis of full time equivalent staff numbers. Governance costs are those incurred in connection with the charity's compliance with constitutional and statutory requirements.

Irrecoverable VAT is treated as a cost and allocated in the manner stated above.

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software development	20% reducing balance
----------------------	----------------------

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land and buildings	2% straight line
Plant and machinery	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Heritage assets

These comprise the cost of capturing holocaust survivor testimony. No depreciation is charged on these costs as all such data is held in perpetuity for the purpose of education.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.9 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

An associate is an entity, being neither a subsidiary nor a joint venture, in which the charity holds a long-term interest and where the charity has significant influence. The charity considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

1.10 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.11 Stocks

Stocks consist of purchased goods for resale, together with library books. Resale stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. Library books were valued in 2004 using insurance valuation methods.

1.12 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.

1.13 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.14 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Capital Gains Act 1992 to the extent that these are applied to its charitable objects.

1.15 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.16 Retirement benefits

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

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the directors 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.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

3 Donations and legacies

	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total Unrestricted funds 2024 £	Designated funds 2023 £	Restricted funds 2023 £	Total 2023 £	
Donations and gifts	1,107,595	54,473	738,344	1,900,412	732,671	530	1,122,238	1,855,439
Donations and gifts								
Government organisations	400,000	-	75,187	475,187	305,520	-	67,188	372,708
Charitable organisations	517,204	-	488,613	1,005,817	328,507	-	1,027,550	1,356,057
Individuals	131,013	-	89,770	220,783	91,483	-	27,500	118,983
Legacies	-	54,473	-	54,473	-	530	-	530
Gift aid	59,378	-	-	59,378	7,161	-	-	7,161
Other	-	-	84,774	84,774	-	-	-	-
	1,107,595	54,473	738,344	1,900,412	732,671	530	1,122,238	1,855,439

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

4 Charitable activities

	2024 £	2023 £
Admission fees and conferences	235,185	216,190
Grants for charitable activities	138,300	157,730
Sale of educational material	23,917	23,866
	<u>397,402</u>	<u>397,786</u>
Analysis by fund		
Unrestricted funds	259,102	345,056
Restricted funds	138,300	52,730
	<u>397,402</u>	<u>397,786</u>

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2024 £	2023 £
Non-charitable trading activities	<u>63,706</u>	<u>41,992</u>

6 Investments

	Unrestricted funds	Unrestricted funds
	2024 £	2023 £
Interest receivable	<u>45,534</u>	<u>11,996</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

7 Raising funds

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
<u>Fundraising and publicity</u>		
Staging fundraising events	15,315	6,497
Other fundraising costs	27,432	29,302
Staff costs	75,480	12,299
	<hr/>	<hr/>
Fundraising and publicity	118,227	48,098
	<hr/>	<hr/>
<u>Trading costs</u>		
Coffee shop and merchandise	81,662	21,333
Staff costs	39,806	22,128
	<hr/>	<hr/>
Trading costs	121,468	43,461
	<hr/>	<hr/>
	239,695	91,559
	<hr/> <hr/>	<hr/> <hr/>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

8 Charitable activities

	2024 £	2023 £
Staff costs	787,150	693,172
Depreciation and impairment	120,936	130,761
Professional fees	162,297	59,730
Consultancy fees	138,840	118,819
Rent and utility costs	(13,123)	46,290
Repairs and maintenance	181,854	107,718
Printing, postage, stationery and telephone	11,826	28,624
Travel, training and recruitment	61,901	48,169
Cleaning	27,744	24,506
Garden repairs and development	31,346	20,638
Film production	2,068	7,445
Loss on disposal of fixed assets	428	-
Bank charges	7,483	6,788
Other costs	14,230	14,954
Irrecoverable VAT	32,812	68,004
Curatorial exhibition costs	35,816	-
Advertising, PR and website costs	46,115	27,466
	<u>1,649,723</u>	<u>1,403,084</u>
Share of governance costs (see note 9)	14,028	28,639
	<u>1,663,751</u>	<u>1,431,723</u>
Analysis by fund		
Unrestricted funds	993,050	1,181,222
Restricted funds	670,701	250,501
	<u>1,663,751</u>	<u>1,431,723</u>

9 Support costs

	Support costs £	Governance costs £	2024 £	Support costs £	Governance costs £	2023 £
Audit fees	-	13,292	13,292	-	28,034	28,034
Travel costs	-	736	736	-	605	605
	<u>-</u>	<u>14,028</u>	<u>14,028</u>	<u>-</u>	<u>28,639</u>	<u>28,639</u>
Analysed between						
Charitable activities	<u>-</u>	<u>14,028</u>	<u>14,028</u>	<u>-</u>	<u>28,639</u>	<u>28,639</u>

Governance costs includes payments to the auditors of £7,400 (2023 - £7,200) for audit fees.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

10 Directors

During the year eight trustees (2023: three) were reimbursed for out of pocket expenses totalling £456 (2023: £545).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. Amounts paid to the Chief Executive Officer are detailed in note 29.

No other trustee was paid or received any other benefits from employment with the charity.

11 Employees

The average monthly number of employees during the year was:

	2024	2023
	Number	Number
Trading and fundraising	3	2
Direct charitable activities	32	30
	<hr/>	<hr/>
Total	35	32
	<hr/> <hr/>	<hr/> <hr/>

Employment costs

	2024	2023
	£	£
Wages and salaries	824,134	657,607
Social security costs	63,743	59,516
Other pension costs	14,559	10,476
	<hr/>	<hr/>
	902,436	727,599
	<hr/> <hr/>	<hr/> <hr/>

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

	2024	2023
	Number	Number
£60,001 - £70,000	1	-
£70,001 - £80,000	-	1
£80,001 - £90,000	1	-
	<hr/>	<hr/>

12 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

13 Intangible fixed assets

	Software development £
Cost	
At 1 April 2023	581,497
Additions - separately acquired	204
	<hr/>
At 31 March 2024	581,701
	<hr/>
Amortisation and impairment	
At 1 April 2023	378,105
Amortisation charged for the year	35,126
	<hr/>
At 31 March 2024	413,231
	<hr/>
Carrying amount	
At 31 March 2024	168,470
	<hr/> <hr/>
At 31 March 2023	203,392
	<hr/> <hr/>

These costs represent expenditure incurred in the development of software to facilitate the charity's interactive testimony presentation and virtualisation of the "Journey".

14 Tangible fixed assets

	Land and buildings £	Plant and machinery £	Total £
Cost			
At 1 April 2023	1,550,855	823,204	2,374,059
Additions	-	216,732	216,732
Disposals	-	(2,227)	(2,227)
	<hr/>	<hr/>	<hr/>
At 31 March 2024	1,550,855	1,037,709	2,588,564
	<hr/>	<hr/>	<hr/>
Depreciation and impairment			
At 1 April 2023	385,688	660,006	1,045,694
Depreciation charged in the year	27,017	58,793	85,810
Eliminated in respect of disposals	-	(1,799)	(1,799)
	<hr/>	<hr/>	<hr/>
At 31 March 2024	412,705	717,000	1,129,705
	<hr/>	<hr/>	<hr/>
Carrying amount			
At 31 March 2024	1,138,150	320,709	1,458,859
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2023	1,165,167	163,198	1,328,365
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

On 10 October 2008 the company's freehold property was revalued at £1,500,000 by Musson Liggins, an external firm of Chartered Surveyors using current annual market rent, and a discount factor of 8 % in perpetuity. Under the transitional exemptions available under FRS102, the charity has treated the previous GAAP valuation as deemed cost. Included in the cost of freehold property is £200,000 relating to land that is not being depreciated.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

15 Heritage assets

Testimony data
capture &
Library stock
£

At 1 April 2023 and at 31 March 2024

368,124

The above is made up of the cost of library stocks of £44,718 and costs incurred in capturing testimonies from holocaust survivors in a digital format of £323,406. This data will be used for the education of the general public, including in the charity's interactive testimony presentations.

The library stock and testimony data are held by the charity in perpetuity and the trustees do not consider that they will suffer any impairment in value. Consequently, no depreciation is charged in the accounts.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

16 Fixed asset investments

	Other investments
Cost or valuation	
At 1 April 2023 & 31 March 2024	5
	<u> </u>
Carrying amount	
At 31 March 2024	5
	<u> </u>
At 31 March 2023	5
	<u> </u>

	Notes	2024	2023
		£	£
Other investments comprise:			
Investments in associates		5	5
		<u> </u>	<u> </u>

17 Stocks

	2024	2023
	£	£
Goods for resale	47,285	66,511
	<u> </u>	<u> </u>

18 Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	49,861	26,219
Other debtors	32,846	-
Prepayments and accrued income	168,173	45,183
	<u> </u>	<u> </u>
	250,880	71,402
	<u> </u>	<u> </u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

19 Loans and overdrafts

	2024 £	2023 £
Bank loans	26,667	36,553
Other loans	-	15,344
	<u>26,667</u>	<u>51,897</u>
Payable within one year	10,552	26,146
Payable after one year	16,115	25,751

Other loans comprised an unsecured loan from NESTA Arts Impact LLP which was at 2.5% interest repayable by instalments. These repayments ended in June 2023.

20 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Bank loans	19	10,552	10,802
Other borrowings		-	15,344
Other taxation and social security		18,854	18,729
Deferred income	22	26,630	26,314
Trade creditors		67,257	51,533
Other creditors		5,755	2,665
Accruals		31,646	28,627
		<u>160,694</u>	<u>154,014</u>

21 Creditors: amounts falling due after more than one year

	Notes	2024 £	2023 £
Bank loans	19	16,115	25,751

22 Deferred income

	2024 £	2023 £
Other deferred income	26,630	26,314

Deferred income is included in the financial statements as follows:

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

22 Deferred income	(Continued)	
	2024	2023
	£	£
Deferred income is included within:		
Current liabilities	26,630	26,314
	<u>26,630</u>	<u>26,314</u>
Movements in the year:		
Deferred income at 1 April 2023	26,314	28,574
Released from previous periods	(26,314)	(28,574)
Resources deferred in the year	26,630	26,314
	<u>26,630</u>	<u>26,314</u>
Deferred income at 31 March 2024	<u>26,630</u>	<u>26,314</u>

Deferred income relates to deposits made for admission to the Holocaust Museum.

23 Retirement benefit schemes

Defined contribution schemes

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 charge to profit or loss in respect of defined contribution schemes was £14,559 (2023 - £10,476).

24 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

	Movement in funds		Movement in funds		
	Balance at 1 April 2022	Incoming resources	Balance at 1 April 2023	Incoming resources	Balance at 31 March 2024
	£	£	£	£	£
Expendable endowments					
Heritage Lottery Fund - Catalyst Endowments Fund	393,720	-	393,720	-	393,720
	<u>393,720</u>	<u>-</u>	<u>393,720</u>	<u>-</u>	<u>393,720</u>
	<u>393,720</u>	<u>-</u>	<u>393,720</u>	<u>-</u>	<u>393,720</u>

The Heritage Lottery Fund - Catalyst Endowments Fund is an expendable endowment fund, subject to permission from The HLF, aimed at fundraising to provide investment capital whose income will be used to finance the running of the Holocaust Centre. Whilst classified as an expendable endowment fund it is anticipated that the capital raised will be invested for a period of 20 years.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

25 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:

	Movement in funds				Movement in funds			
	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 1 April 2023	Incoming resources	Resources expended	Balance at 31 March 2024
	£	£	£	£	£	£	£	£
ACE Capital Investment Programme	-	8,138	(8,138)	-	-	59,308	(59,308)	-
HF Redevelopment Fund	-	-	-	-	-	176,527	(176,527)	-
Redevelopment Fund	17,500	1,078,280	(42,660)	62,500	1,115,620	272,367	(287,635)	1,100,352
Welcome Walkway	-	-	-	-	-	150,000	(8,363)	141,637
AJR Learning Programme	-	-	-	-	-	31,000	(31,000)	-
AJR Learning Programme 2023-26	-	-	-	-	-	25,000	-	25,000
Antisemitism on University Campuses	-	17,000	17,000	-	-	11,800	-	11,800
Break Out of Your Bubble	-	49,750	(49,750)	-	-	-	-	-
Garfield Weston Foundation: Weston Culture Fund	114,979	-	(64,807)	(50,172)	-	-	-	-
Headley Trust	-	-	-	-	-	34,000	(14,838)	19,162
Home Office Building a Stronger Britain	6,814	-	(6,814)	-	-	-	-	-
Impact of Stories About Refugees	122	-	(122)	-	-	-	-	-
I say British, you say Jewish	-	-	-	-	-	70,500	(48,465)	22,035
In Conversation With...	-	-	-	-	-	15,000	(15,000)	-
MDEM - New Narratives	-	-	-	-	-	1,952	(1,934)	18
Nottinghamshire PCC - Breaking the Cycle	3,819	3,300	(962)	(3,223)	2,934	7,290	(9,224)	1,000
Nottinghamshire PCC - Breaking the Cycle - Adult	-	6,000	(5,011)	-	989	-	(989)	-
Peltz Trust	-	-	-	-	-	5,000	(5,000)	-
Pogrom Exhibition	138,000	-	(16)	-	137,984	-	-	137,984
Poor Prevent Project	-	-	-	-	-	12,900	(7,156)	5,744
Second World War and Holocaust Partnership Programme	24,325	-	(22,947)	471	1,849	-	(1,262)	587
The Holocaust and Our World Today	-	-	-	-	-	4,000	(4,000)	-
The Journey - Leo's Story	19,774	12,500	(32,274)	-	-	-	-	-
	<u>325,333</u>	<u>1,174,968</u>	<u>(250,501)</u>	<u>9,576</u>	<u>1,259,376</u>	<u>876,644</u>	<u>(670,701)</u>	<u>1,465,319</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

25 Restricted funds

(Continued)

Home Office Building a Stronger Britain: Our project Unite was delivered in partnership with Stop Hate UK and worked with schools between Leicester and Leeds, supporting young people to counter extremism in their schools and communities.

Second World War and Holocaust Partnership Programme: A project in partnership with the Imperial War Museum.

Garfield Weston Foundation: Weston Culture Fund: Funding to support a response to Covid-19 enabling us to recruit new staff, create new content and market our programmes.

The Journey - Leo's Story: Funding from The Big Give to support our primary outreach programme using the Journey App.

Nottinghamshire PCC – Breaking the Cycle, Adult & Youth: Funding from Nottinghamshire Police & Crime Commissioner, Making Notts safe thematic fund. Ongoing project working with perpetrators of hate crime / incidents.

Pogrom Exhibition: Funded by the Department of Levelling up, Housing and Communities.

National Lottery Heritage Fund Redevelopment Fund: Supporting the planning phase for future redevelopment. Also funded by AJR, Bloom Foundation and Esmee Fairbairn Foundation as well as other charitable trusts and individual donations.

Reaching new and diverse audiences with stories of survival and safe refuge in the UK - Funded by ACE capital investment programme. This project is part of the larger site redevelopment project.

Break Out of Your Bubble: Funding from ACE working with University of Nottingham Mixed Reality Lab's Bubbles platform using survivor testimony.

ACE Capital Investment Programme: Supporting the planning phase for future redevelopment.

Antisemitism on University Campuses: Funded by AJA to combat anti-Jewish hate in UK universities.

Prism - Peltz Trust: Funding to purchase iPads for education programme.

AJR Learning Programme: The Association of Jewish Refugees ongoing project supporting the Journey learning programme.

Prevent: Funding from Nottingham City Council, Nottingham Preventing Violent Extremism Delivery Plan 2023-24.

The Holocaust and Our World Today: Funding from Nottinghamshire Police & Crime Commissioner, Make Notts Safe Community Chest.

Headley Trust - Funding from the Headley Trust to support curatorial work in making the collections more accessible to audiences.

I say British, You say Jewish: Funded by University of Nottingham and Hebrew University of Jerusalem. A touring exhibition showing Jewish elements of popular British culture but also exposes anti-Jewish prejudices.

MDEM - New Narratives: Funded by the MDEM to support transcribing survivor stories.

In Conversation With...: This project designed and created our touring exhibition Eye as a Witness and supported engagement with audiences across the country.

Welcome Walkway: Funded by Leon Greenman and future funding bids in place. This project is part of the larger site redevelopment project.

Commentary on transfers

Transfers from general funds to the various restricted funds represent the contribution to those projects from core funds. Transfers to general funds from restricted funds represent transfers of funds which are no longer deemed to be restricted.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

26 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 April 2022 £	Incoming resources £	Transfers £	Balance at 1 April 2023 £	Incoming resources £	Transfers £	Balance at 31 March 2024 £
Designated Legacy Fund	159,128	530	(55,872)	103,786	54,473	(103,786)	54,473
	<u>159,128</u>	<u>530</u>	<u>(55,872)</u>	<u>103,786</u>	<u>54,473</u>	<u>(103,786)</u>	<u>54,473</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

27 Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Endowment funds	Total Unrestricted funds	Designated funds	Restricted funds	Endowment funds	Total
	2024	2024	2024	2024	2024	2023	2023	2023	2023
	£	£	£	£	£	£	£	£	£
Fund balances at 31 March 2024 are represented by:									
Intangible fixed assets	168,470	-	-	-	168,470	203,392	-	-	203,392
Tangible assets	1,458,859	-	-	-	1,458,859	1,328,365	-	-	1,328,365
Heritage assets	368,124	-	-	-	368,124	368,124	-	-	368,124
Investments	5	-	-	-	5	5	-	-	5
Current assets/(liabilities)	534,616	54,473	1,380,545	393,720	2,363,354	208,072	103,786	1,259,376	1,964,954
Long term liabilities	(16,115)	-	-	-	(16,115)	(25,751)	-	-	(25,751)
	<u>2,513,959</u>	<u>54,473</u>	<u>1,380,545</u>	<u>393,720</u>	<u>4,342,697</u>	<u>2,082,207</u>	<u>103,786</u>	<u>1,259,376</u>	<u>3,839,089</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

28 Operating lease commitments

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

	2024 £	2023 £
Within one year	818	818
Between two and five years	619	1,440
	<u>1,437</u>	<u>2,258</u>

29 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2024 £	2023 £
Aggregate compensation	<u>81,659</u>	<u>79,737</u>

Transactions with related parties

During the year the charity entered into the following transactions with related parties:

Services in the amount of £600 (2023: £53,677) were procured from In The Room Global Ltd, a company in which certain trustees hold a financial interest.

Services in the amount of £3,300 (2023: £4,200) were procured from Gerald Edelman LLP, a company in which a trustee holds an interest.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

30 Cash generated from operations	2024 £	2023 £
Surplus for the year	503,608	783,931
Adjustments for:		
Investment income recognised in statement of financial activities	(45,534)	(11,996)
Depreciation and impairment of tangible fixed assets	120,936	130,761
Movements in working capital:		
Decrease/(increase) in stocks	19,226	(13,756)
(Increase)/decrease in debtors	(179,478)	46,097
Increase/(decrease) in creditors	21,958	(40,339)
Increase/(decrease) in deferred income	316	(2,260)
Cash generated from operations	<u>441,032</u>	<u>892,438</u>
31 Analysis of changes in net funds		
	At 1 April 2023 £	Cash flows At 31 March 2024 £
Cash at bank and in hand	1,981,055	244,828
Loans falling due within one year	(26,146)	15,594
Loans falling due after more than one year	(25,751)	9,636
	<u>1,929,158</u>	<u>270,058</u>
	<u>2,199,216</u>	<u>2,199,216</u>


Beth Shalom Final Accounts - Updated

Final Audit Report


2025-01-10

Created:	2025-01-10
By:	Emma Draycott (emma.draycott@nationalholocaustcentre.net)
Status:	Signed
Transaction ID:	CBJCHBCAABAAP6x0tADWymSBzTYw8G3NcnDZVGimh7uZ


"Beth Shalom Final Accounts - Updated" History

 Document created by Emma Draycott (emma.draycott@nationalholocaustcentre.net)


2025-01-10 - 10:27:14 AM GMT- IP address: 83.98.59.98

 Document emailed to rkleiner@geraldedelman.com for signature

2025-01-10 - 10:28:15 AM GMT

 Email viewed by rkleiner@geraldedelman.com

2025-01-10 - 10:38:21 AM GMT- IP address: 20.254.26.207

 Signer rkleiner@geraldedelman.com entered name at signing as Richard Kleiner

2025-01-10 - 10:44:09 AM GMT- IP address: 51.132.136.253

 Document e-signed by Richard Kleiner (rkleiner@geraldedelman.com)

Signature Date: 2025-01-10 - 10:44:11 AM GMT - Time Source: server- IP address: 51.132.136.253

 Agreement completed.

2025-01-10 - 10:44:11 AM GMT

BETH SHALOM LIMITED

England & Wales - Charity number 509022

Accounts

Charity registration number 509022

Company registration number 01388313 (England and Wales)

BETH SHALOM LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

BETH SHALOM LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Directors	Dr J Smith CBE - Life President Mr H Grunwald OBE KC (Chairman) Dame H Hyde DBE Mr R Kleiner Ms A Levitt Mrs L Weller Mr R Thompson Ms S C Raikes (Appointed 2 August 2023) Rev B D Thompson (Appointed 2 August 2023) Dr M A Stern (Appointed 31 August 2023)
Secretary	Mrs. J Mills
Charity number	509022
Company number	01388313
Registered office	The National Holocaust Centre & Museum Laxton Newark Nottinghamshire NG22 OPA
Auditor	Azets Audit Services Ruthlyn House 90 Lincoln Road Peterborough Cambridgeshire United Kingdom PE1 2SP
Bankers	Lloyds Bank PLC 202 High Street Lincoln United Kingdom LN5 7AP
Solicitors	Freeth Cartwright LLP Cumberland Court 80 Mount Street Nottingham NG1 6HH

BETH SHALOM LIMITED

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BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

The directors present their annual report and financial statements for the year ended 31 March 2023.

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 1 January 2019)".

Objectives and activities

We communicate the memory of the Holocaust for a contemporary purpose: to grow a community of critical thinkers right across society, able to question the misinformation, stereotypes and conspiracy theories, which drive racist hate.

Through critical thinking about the Holocaust and the 2,000 years of anti-Jewish 'othering' at its root, we offer a citizenship skill that is applicable universally. We encourage its use to deconstruct and challenge all types of misinformation-based racism today.

Our context supports our content. Our inspiring founding story, peaceful rural setting, beautiful spaces for reflection and unique 27-year bond with survivors of the Holocaust makes us a safe space for critical thinking and discussion. It puts visitors of all creeds and none at ease.

We do three things to deliver our Purpose:

1. **Witness:** we collect the personal testimonies and artefacts of a wide range of Holocaust survivors, including a loyal core for whom we have been a home from home for 27 years. We supplement this with artefacts from perpetrator and other Jewish sources.

2. **Create:** we base exhibitions and learning programmes on these collections. They are experiential not didactic, created to provoke questions about not only victims and survivors but also perpetrators. enabling world class curatorial and academic expertise to bring collections to life through innovative exhibitions, education programmes, storytelling and digital technologies that involve the audience and provoke questions about victims, survivors and perpetrators.

3. **Engage:** we make these learning experiences accessible through an ecosystem of physical & digital channels and sector partnerships:

- a. **You can come to us:** museum visits for school groups, public and families
- b. **We can come to you:** schools outreach supported by The Journey app and The Forever Project. Our educators also go to schools in London and Leeds.
- c. **Learn with us online too:** live school webinars, talks, events and in future virtual tours and online exhibitions.

This three-part model is designed to continually reach new & diverse audiences while re-engaging existing ones, to nurture a community of critical thinkers.

Values

Our organisational values are expressed under the following three headings:

Community

- Family warmth
- The personal touch and community reconciliation (as inspired by the Smith family)

Curiosity

- Intellectual enquiry
- Personal growth
- No easy answers

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Creativity

- Emotional impact
- Technological innovation
- Contemporary relevance
- Making a difference

The Centre's key aims are:

1. To enhance the visitor experience
2. To expand our reach and diversify our audience base
3. To develop wider partnerships and expand networks
4. To drive innovation and manage risk
5. To improve our sustainability and financial well-being
6. To ensure quality and target excellence
7. To become a Learning Organisation

The annual report contains an overview (below) followed by a summary statement for each of the seven aims. Key outcomes achieved in 2022/23 appear under 'Achievements and Performance'.

Overview

The National Holocaust Centre and Museum (NHCM) is a unique place of learning, founded in 1995 by a Christian family, Marina and Eddie Smith and their two sons, Stephen and James, following a visit to Yad Vashem, Jerusalem. Deeply touched by the experience of Jewish people, especially through the Holocaust, they created Beth Shalom (House of Peace), as a dedicated memorial and place of education from a converted farmhouse.

The Centre has an inspiring history which confirms the relevance of the Holocaust to communities of all faiths, and those with none, across the UK. The purpose of the Centre is to understand and learn the lessons from the past, to be better equipped to prevent or address the many challenges faced by communities today.

The NHCM is an Arts Council England accredited museum with collections of national and international significance, which relate to pre-war Jewish life, the Holocaust, refugee experiences and Holocaust survivors' lives in England. Items within its collection originate from across Europe and include many artefacts from ghettos and concentration camps. The collection's widespread representation and connection to the UK makes it unique, significant in helping to demonstrate the lead up to the Holocaust and the indoctrination methods that were used by the Third Reich. The National Holocaust Centre and Museum was assigned as an Arts Council England National Portfolio Organisation for the period 2018 – 2023 and 2023 - 2026, which provides vital funding support.

Contribution made by volunteers

The charity is grateful for the support it receives from volunteers who assist the delivery of the education programs and the visitor experience. We applaud the contribution of the dedicated team of Holocaust survivors who undertake the physically and mentally demanding experience of coming to the Museum regularly and sharing their personal experience of the Holocaust with students and other visitors. They have made the National Holocaust Centre and Museum what it is today by their courage, strength and commitment. During the pandemic a large number of survivors replicated their face to face talks using the interactivity of the web to deliver virtually to classrooms across the country. We have welcomed and encouraged a return to onsite speaking with our survivor family. Some continue to speak to students virtually and this has helped reduce the time and travel commitments we ask of our survivors. We have recorded a total of 97 online talks and 67 onsite talks from our survivor family totalling 436.5 hours of time.

Our education activity has been delivered in London supported by a dedicated team of volunteers who deliver our outreach program giving us a combined total of 240 hours time during this period.

Two dedicated curatorial volunteers have worked with us throughout the year supporting the collections works with a total of 180 hours time.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Additionally our day to day operations are supported by a team of front of house volunteers. Their support has totalled 1,100 hours during this period. They are key in greeting visitors and ensuring a positive visitor experience and their time is viewed as key support to the Operations team.

For the period of 2022-23 we have valued our volunteer hour contribution to a total of 1,956.5 hours. We are immensely grateful for the time and commitment given to us by our volunteer team without whom the museum would not run as it does.

The directors have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Fundraising standards information

Beth Shalom relies on fundraising to support its charitable activities. Fundraising activities are carried out by the Development team and the Museum Director Marc Cave. Beth Shalom does not employ other organisations or individuals to carry our fund-raising activities. Whilst the Museum does not have an undertaking to be bound by any schemes or standards for fundraising, all fundraising activities conform to published standards.

The Museum does not carry out any street or telephone fundraising with the public. There have been no complaints about any of the Museums' fundraising activities.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance

Aim 1: To enhance the visitor experience

We aim to significantly improve the estate and the visitor experience it provides.

At the heart of our work lies historical truth. The success in communicating this to learners and visitors depends upon the quality of our exhibitions, our collections, our staff and our ability to reflect on and learn from the current visitor experience, using ideas from partners, users and non-users to help improve the service provided and enhance the use of collections.

Most significantly during this period we were working on two large submissions both integral to the future direction of the charity. This year we applied for funding from National Lottery Heritage Fund for site re-development works and to Arts Council England to remain a National Portfolio Organisation. There was considerable work to complete to ready ourselves for the submission deadlines both in May 2022 and to find both our applications were accepted was significant news for us. We now have considerable roadmaps of work to complete over the next three years until 2026. Each submission gives us a crucial focus on delivering activity that will increase our reach to new and existing audiences. There is large amount of recognition and respect that comes with being funded by two organisations with such large national cultural importance. The charity must work hard to satisfy all reporting requirements and deliver all promised aims in the next three years.

National Lottery Heritage Fund

- After an extended planning phase granted to us last year, we submitted our application May 2022 and received a decision October 2022. We were awarded a grant of £702,300. This equated to 17% of the eligible project cost of £4,135,910.
- We were granted partial permission to start 16th January 2022 and must now work on securing full permission to start. The grant expiry date is January 2026.
- The works completed under this project form Stage 1 of our sitewide re-development masterplan. In summary the project's completion will afford us with several improvements including:
 - Four new job posts contracted for the duration of the project; Garden Volunteer Manager, Project Digital Curator, Learning Officer – Families and Schools, Schools Outreach Officer. Plus funding for casual welcome hosts and part-time educators.
 - Extension to The Journey exhibition will expand in space and scope by encompassing our existing meeting room. Updates to The Journey's interior will be made. Some rooms e.g. school room are expected to remain largely unchanged, but others will be redesigned. New interpretation will feature throughout that will better serve different audiences.
 - Main building ground floor amendments will provide new spaces for flexible use giving us more space for school groups. The bookshop will be amalgamated into the coffeeshop.
 - New collections store.
 - Environmental improvements including rainwater harvesting.
 - New toilet facilities to be added to the Ronson Learning Centre.
 - Roofing repairs to staff cottages allowing original buildings to be preserved and used.
 - Drainage improvements
 - Activity plan to be followed for the duration of the project.
- Under partial permission to start National Lottery Heritage Fund agreed we could begin recruitment for the Schools Outreach Officer role. This role was time sensitive due to the notice period asked of teachers. We successfully recruited for the role in February 2023.
- The AV tender documentation was issued to a list of 8 suppliers for the provision of equipment with a closing date of March 14th.
- We are working to ensure that any necessary consents and permissions are in place for the delivery of the project. Planning permission is in place and we have worked to satisfy all conditions. Bat surveys (dusk emergence and dawn re-entry) were completed in May 2022. We expect tree surveys to be required next year.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Welcome Path – Scope change to National Lottery Heritage Fund project (NLHF)

Additional funding has been identified which opens t opportunity to reinstate the welcome path as part of the phase one programme of redevelopment works. This is particularly important to the charity as the area is designated to share the story of the Smiths. We will continue to implement the Welcome Path alongside this phase of redevelopment works. Completing these works parallel to one another will minimise onsite disruption as the welcome path plans can be amalgamated into the NLHF works.

Arts Council England – National Portfolio Organisation (NPO)

- 2022 – 2023 was the final year of our 2018 – 2022 funding period as an Arts Council England National Portfolio Organisation. 2022-2023 was an extension year and this funding period will come to a close March 2023 after all end of year reporting requirements are met.
- Significant work was done in reapplying for Arts Council England funding for the new period of 2023-2026. Our application was guided by the Art Council's 10 year 'Let's Create' strategy with particular focus on supporting the Government's Levelling Up and Priority Place initiatives.
- We submitted the application May 2023 and in November received news we had been successful. Our funding agreement is for a total of £400,000 each year (£1.2m total). This is £305,520 of core funding and an additional £94,480 additional funding we requested largely for works to be completed within our local area focusing on Levelling Up areas and Priority Places.
- During the last funding period we received £75,000 a quarter, this is now £100,000 making Arts Council England our biggest funder. Their contribution to our core activities is crucial funding in allowing our day-to-day activities with schools and members of the public to continue. Work on this funding period will begin April 2023.

Aim 2: To expand our reach and diversify our audience base.

The Museum is generally 'undersold', both locally and nationally. We aim to increase the number, range and diversity of people who engage with the Museum, especially those from communities with a less strong tradition of arts and culture activity. We will achieve this through a combination of extended opening, targeted marketing, website and social media development and the improvements to the estate and facilities described in the previous section.

Current Offer

- 32,483 students and teachers participated over a total of 564 learning sessions. This is across all age groups and includes both onsite, online, and outreach sessions.
- In our age of social media, fake news, and online hate we champion critical thinking. All our education programmes are led by a member of our education team.
- Onsite programmes for Key Stages 2 and above (ages 10+) - primary, secondary and university. Standard sessions are usually 4/4.5 hours to work around school timings.
- Primary students will have survivor testimony and time within the Journey exhibition. Secondary schools have an introductory session followed by time in the main exhibition and memorial gardens before hearing survivor testimony. University students follow the same pattern, but their day is more in depth and the educator will attune their learnings to the programme the students are studying.
- This includes the ability to book extended programmes (students have more time or secondary students visit the Journey exhibition). Primary students may request our 'Be Inspired to Write' session; an extended visit with an additional focus on improving writing skills.
- We continue to offer bespoke days as designed by request.
- Online primary offering includes a workshop on Leo's journey with live survivor testimony. The extended online offering includes a creative writing workshop.
- Secondary online programme is split into 3 sessions:
 1. Who was responsible for the Holocaust?
 2. Live webinar with a Holocaust survivor
 3. Could the Holocaust happen again?
- Our outreach work provides learning materials, use of the Journey App, tactile props and teacher support. Delivered to 2,508 pupils across Leeds and London.
- We aim to increase engagement from our current audiences while widening our reach to different target audiences.
- Educators are prepared to draw parallels with and discuss current events.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

- Teacher feedback has included: "We had an excellent day visiting the Holocaust Centre - incredibly thought provoking and well organised. Our students were encouraged to reflect on events not only during the Holocaust itself but how it links to current events and lessons we should learn and apply in our own lives. Our students valued the opportunity to stretch their knowledge of this time in history and of course the opportunity to listen to Simon's testimony." Secondary school teacher, March 2023.

Social media and our digital engagement

It is important that we increase our online presence to increase awareness of our work and boost our relationships with supporters and members of the public.

- Our Twitter following rose 2.4% to 21,000 followers. Facebook rose 8.2% to 7,100. Instagram rose 42.5% to 4,309.
- We're pleased with this increase in Instagram followers and have curated our page to focus on our museum collection. The page is designed to be aesthetically pleasing.
- Facebook continues to be our best social means of communicating with our local audience. We know that people who visit us in person tend to follow us on Facebook and we consistently use it to market our onsite events.
- Our Trip Advisor reviews remain positive and showcase visitor's satisfaction. We have 324 reviews and 296 of these are 5 stars.

Live webcast series

Online work is a key part of our business model moving forward and we are continuing to build on the foundation we have built during the last couple of years.

This work will be accelerated by our redevelopment plans which include an AV overhaul within the Pears Auditorium. This work will leave us with better inhouse audio and video quality and also livestream capabilities so all of our onsite events can be broadcast to an audience not geographically limited to the museum.

In addition to members of the public our education programs will also benefit. As opportunities to listen to Holocaust survivors sadly decline, we must try and spread access to their testimony as wide as possible. Some survivors have continued to speak online as their travel commitments to speak onsite were significantly time consuming. We will move to a model wherein several schools will listen to a speaker at the same time.

We trialed this for Holocaust Memorial Day 2023 wherein we live cast survivor testimony and advertised it to schools with an estimated audience of 15,000 (783 individual views of the live cast. Estimated that this equates to 600 individual schools. One class per school, with average 25 pupils per class.)

Aim 3: To develop wider partnerships and expand networks.

We aim to build strong national partnerships. Our partnership working has developed well over the past 4 years. Over the next 3 years we aim to develop stronger collaboration within the field of Holocaust education and to establish delivery partners for a range of programmes and projects including outreach programmes and museum and testimony projects.

During 2022/23 we have achieved the following:

Partnerships for Hate Crime education with Nottinghamshire County Council:

- With the aim to encourage positive attitudinal change in individuals who have exhibited prejudicial behaviour, we have continued to develop our Breaking the Cycle youth and adult programmes, working together with Nottinghamshire Police, PREVENT officers, and experts from Nottingham Trent University's (NTU) Criminology department.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

- Breaking the Cycle programmes were run for youth between ages 10-to 17 who have been referred to us by the courts, police, PREVENT, and schools if they are believed to be at risk of committing hate offences, or where there is concern these youth are vulnerable to being drawn into extremism. The programme is increasingly recommended throughout Nottinghamshire by Police to schools, and teachers by word of mouth.
- Continued development of the Breaking the Cycle - Adult programme onsite at NHCM. With continued funding of this project work to develop this programme until March 2025, we continue to host sessions onsite of adults referred to us by Nottinghamshire/Nottingham City Police as well as PREVENT. 1:1 or 2:1 engagement with referrals continues to be the preferred model for this programme. A PhD candidate from NTU's Criminology department is working with us to create follow-up interviews (after six months, and then again after 12 months) with participants for gauging the impact of the programme on attitudinal change.
- Case study from an adult participant: in the post-session survey completed by a participant, when asked 'What one thing have you taken away from today?' they wrote: 'Everyone is a human being, no matter what, and have a right to choice. Opinions towards other can be long-term upsetting, treat everyone as you would expect [to be treated]'.

New staff roles focusing on extending national and local reach for schools and members of the public:

- Partnership Managers main focus for April 2022 – March 2023 was to develop key links within our local community to offer a wide range of subjects to engage with visitors who may not have thought of visiting a 'museum' but may have an interest in a particular topic. Creating new partnerships with local organisations to enable their established footfall to be signposted to NHCM. Key achievements thus far for this period:
 - Ensuring our inclusion as a point of interest with Liberation Route UK for their Lincolnshire programme. The International Bomber Command Centre at Lincoln is also part of this route.
 - Improving the infrastructure access to the Museum by ensuring our inclusion as a mapped stop for the new Nottsbus service, North and South routes run by Nottinghamshire County Council.
 - Establishing a new partnership with Sherwood Forest Trust by way of short promotional video showcasing NHCM alongside six other local historical points of interest. SFT also funded two workshops with Jo Schofield, an environmental artist using recycled materials inspired by POWs and Displaced Persons.
 - 'Broken Instruments' a performance montage of music and storytelling to commemorate Roma Sinti HMD. Then an audio exhibition and installation for Kristallnacht.
 - Running Survivor led art workshops with Holocaust survivor, Ruth Schwiening and subsequent gallery of work, 'Six Million White Roses' exhibited in Newark for three weeks with a footfall of 2k visitors and raised £1500 from sales of art and our own merchandise.
 - Joined Newark Business Club for further Networking opportunities.
 - Author and Artist events including Mike Levy, Lucy Adlington, AJR joint event launching 'My Story' by Ruth Schwiening, Beverley- Jane Stewart in conversation with Charles Landau.
 - Building relationship with local church networks by exhibiting at both a flower festival and Christmas tree festival at St Paulinus, Ollerton. We had a quote of reflection printed on their annual order of service for Remembrance Sunday which was attended by over 200 residents.
 - Hosting IWM Digital Installation and subsequent White Roses event. 3 year National Lottery Heritage Funded project called the Second World War and Holocaust Partnership Programme. IWM partnered with 8 museums across the UK including NHCM. White Roses Event – Holocaust Survivors Simon Winston BEM and Ruth Schwiening onsite to discuss the poetry that their individual testimony has inspired with Nottingham Trent University
 - Nurturing ongoing partnerships with Newark Book Festival, local doorstep press publications, Inspire Libraries, NSDC Tourism Action Group, N&SCVS, Visit Nottinghamshire.
 - January – March 2023 Recorded visitor footfall increased by 400 from same period 2022.

We have recruited a number of new roles during the 2022-23 financial year:

- Director of Learning joined in September 2022 and focused on revamping the core education programmes, creating new outreach programmes (in school and online) to ensure sustainability in the face of school budget cuts, and refreshing the education team.
 - Schools' Relationships Manager joined in November 2022 and focused on engaging new schools and Multi-Academy Trust audiences for our programmes, as well as evaluating the core programmes.
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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

- We have recruited two new part-time educators teaching at primary and secondary level.

Collaboration:

Holocaust Memorial Day 2023:

- Events held with: (i) councils in Sheffield, Manchester, Camden and Waltham Forest; (ii) South Hampstead Synagogue; (iii) Oxford University. Total attendees: 2507.
- Print articles in The Times, Mail on Sunday, Jewish Chronicle and Jewish News.
- Eight broadcast interviews, including ITV's Good Morning Britain and BBC's Sunday Morning Live.
- Live cast testimony from Hedi Argent MBE broadcast to estimated 15,000 pupils in school.
- School lessons and pre-recorded assembly video sent to over 3,000 primary and secondary schools.

Aim 4: To drive innovation and manage risk.

The Museum has understood the need to embrace change and to utilise new technologies to better engage audiences and extend our reach.

Our plans are ambitious but realistic and assume that our willingness to drive innovation will continue in the next decade and beyond. Innovation and growth both bring risk. Central to our plans is the identification, mitigation, and monitoring of risk with full involvement of the Trustees.

During 2022/23 we have achieved the following:

The Forever Project

Filmed in February 2022 we were proud to launch our 11th addition to the Forever Project in May 2022 with Dr Agnes Kaposi's testimony. We were able to expand the question-set with questions surrounding Agnes's artefacts which are held in our collection and for the first time The Forever Project has included 'follow-on' questions to enable a richer exploration of Agnes' testimony through self-led question-and answer sessions. This testimony is a rich edition to our core Forever Project testimonies.

Aim 5: To improve our sustainability and financial well-being.

We aim for financial stability and sustainable growth.

The Museum like other charitable organisations needs to develop a strong income base in difficult economic times if it is to achieve its ambitions. Whilst growth in activity is planned, there is recognition that this must be achieved within tight financial parameters and prudent expenditure levels.

During 2022/23 we have achieved the following:

Curatorial work

Our curatorial team's research, translation, digitisation, and collections care is the foundation on which all our work is built.

National Lottery Heritage Fund & Metaphor

Curatorial played a major part in developing the Heritage Lottery Phase 2 funding bid, which was submitted June 2022. As part of this, the team worked closely with exhibition design company 'Metaphor' to develop a detailed plan for the re-design of our 'Journey' exhibition, developing a new concept for how to use museum collection objects, testimonies, and historical props and set designs to create a series of immersive period environments, with a view to meeting changing audience preconceptions, learning styles, and educational priorities. The bid was successful, and since October 2022, curatorial have worked to support the NLHF delivery plan, including the appointment of a new NLHF-funded testimony champion.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Permanent Holocaust exhibition refresh

Our main exhibition is over 25 years old and requires urgent upgrading in light of advances in knowledge about the Holocaust, new pedagogic insights about audiences' understanding and learning behaviours, and the increasing problem of renewed antisemitism. We re-designed sections of the exhibition between April-September 2022, with new objects, display panels, and digital panels about:

- the history of antisemitism: this now focuses on English roots (Lincoln Cathedral); on the normalisation of antisemitism in key parts of British culture and the school curriculum (Shakespeare, Dickens etc); and on contemporary examples (digital juxtaposition of historical images and contemporary social media memes);
- the popular appeal of National Socialism: to counter the misperception that National Socialism was a purely historical phenomenon, in which people were helpless victims of dictatorial brainwashing, we designed new displays, which include private photo albums from the time, to clarify the seductive offerings of Nazi ideology and their similarities to contemporary forms of populism and antisemitism;
- a new section on the long history of violent antisemitism, including pogroms, before the Nazi regime;
- an interactive App to explore a large photograph of Auschwitz, inviting audience to become detectives investigating the largest crime scene of the world.

"Break Out of Your Bubble"

- We were invited by the Arts Council England to use seed funding to create an interactive online version of the Journey, allowing us to teach about the rising persecution in 1930s Germany in a new way, and to attempt to bring together groups of students with different backgrounds to discuss their learning.
- We worked with the University of Nottingham to create the platform and trialed it with 10 schools and groups of university students.
- We received extremely useful feedback from an evaluation of the programme by the University of Kent and are now incorporating the platform into future educational and curatorial work.

"On the Other Hand"

The curatorial team has developed the concept, and raised funding for, a new exhibition contrasting insights into Jewish life and culture and antisemitic myths. This is conceived to be touring different sites in the UK in a mobile exhibition vehicle, combining digital and physical displays. It connects the dots between Holocaust education and antisemitism in the UK today. The mobile truck format will engage audiences who are not yet motivated to visit a Holocaust Museum or online learning programme. The exhibition builds on 3 pilots, each co-developed by the University of Nottingham (team lead: Prof Maiken Umbach) and curatorial experts from the National Holocaust Centre and Museum; parts were also co-designed with the Jewish Museum London. It will start touring in December 2023.

"Ordinary Objects, Extraordinary Journeys"

This is an ongoing collaboration with the Holocaust Memorial Day Trust (HMDT) and the Jewish Museum of Greece. Curatorial has worked with partners to develop and improve the microsite, which features seemingly commonplace objects from our collections, which reveal the harrowing journeys and heartbreaking experiences of their owners before, during, and in some instances after, the Second World War. The launch was hosted online in June 2022 with 240 people signed up to watch the launch live.

Survivor Consultation Days

During December 2022 we hosted two survivor consultation days – one onsite and one in London. These were hosted by the Museum Director and invited our survivor family to more closely learn about the work that we have planned for the future and it was an opportunity for us to ask for their opinions. The sessions assured our survivor family that we will always strive to fulfil our promises in sharing their life stories with as many people as possible for generations to come. We also pledged to keep them updated on our redevelopment progress.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Loss of our co-founder Marina Smith MBE

On June 26th 2022 our co-founder Marina Smith MBE passed away. A former schoolteacher, for our first ten years of existence Marina was our Director of Learning her vision and compassion took us to new heights and laid foundations that we sit proudly upon today. Marina was the heart of the museum and her care and compassion is illustrated in the love she gave to Holocaust survivors. Her loss has been sorely felt by many in our community. Her commitment will forever be entwined in the work that we do. Moreover, we hope to be able to work with the Marina H Smith Foundation in the future which supports survivors of the Holocaust and genocide, nurtured peacebuilders and sustains educations. It is vital to our future sustainability that we honour Marina Smith's memory and ensure we earn and keep the trust of those who knew and respected her as we continue the work she helped begin more than 28 years ago.

Aim 6: To ensure quality and target excellence.

As a nationally styled museum we aim for excellence, and this is evidenced in a systematic approach to evaluation, appraisal and development. We are looking to continuously improve and strengthen our assets and always ensure a quality level of excellence.

During 2022/23 we have achieved the following:

New programmes

- We have re-written our core programmes for primary, secondary and post-16 schools/colleges. We are working with survivors, teachers and students to provide feedback on the new programmes before releasing them in October 2023. We are also receiving advice from specialists in Special Educational Needs at primary and secondary level, ensuring that our programmes are accessible to all students in mainstream schools.
- We now offer outreach in-school and online for primary and secondary schools.
- We have started to create a teacher CPD programme which will be rolled out in 2023/24.
- We have delivered to 16% more students in Jan-June 2023 than we did in Jan-June 2022, despite increasing numbers of schools restricting trips because of budget pressures.
- We continue to receive positive feedback from teachers and students. For example, 100% of teachers who took part in primary outreach in 2022/3 rated the programme as 'positive' or 'very positive', and 100% said that they were 'likely' or 'very likely' to recommend us to other teachers.

Safeguarding

- We have re-written the NHCM Safeguarding Policy, receiving positive feedback from the Nottinghamshire Safeguarding Children Partnership.
- New procedures have been instituted on-site and for online education.
- All staff have received safeguarding training, and all education staff have undergone additional online training.

Projects

- We have undertaken a highly innovative project with Outwood Grange Academies Trust and UCL, identifying links between the existing curriculum and antisemitism. We are currently applying for funding to continue this collaboration.
- We have completed a project with the IWM involving eight different museums and creative groups, focusing on lesser-told stories of the Holocaust and Second World War.
- We have continued our Breaking the Cycle programme addressing extremist behaviours in adults and young people and have been invited to apply for Prevent funding in Nottinghamshire. Mark Rusling and Karen Becher are currently co-authoring a chapter on hate crime for a forthcoming book by Palgrave.

Audience Finder summary

Each Arts Council England National Portfolio Organisation must gather feedback from surveys completed by their visitors. Each organisation is required to collect a minimum of 380 surveys over the course of their funding year in order to form a statistically robust sample size. The data is a crucial tool for allowing us to understand the profile of our visitors, and of those who do not visit us.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

During this period we collected 555 usable surveys which gives us the following intelligence about our visitors:

- A significant portion of our audiences are older in comparison to the Census Data for England Census data which is more dispersed throughout all age groups. 65% of our visitors are aged 55+. Employment status information shows us that 49% of our visitors are retired.
- 96% of our visitors are White. We must work to engage people from different ethnic groups and understand what barriers are keeping people from wanting to, or being able to, visit us. We must work to alleviate these barriers.
- 17% of visitors stated they had a disability which illustrates how crucial good accessibility is for us.
- People who are employed part-time and students are good groups for us to look at increasing engagement with as these form very little of our visitor base.
- 72% of our visitors say their main motivation for visiting us is to learn something. 26% state that they visit to spend time with friends and family – this is a good sign for us to continue trying to increase our family engagement.
- When asked how likely it is they would recommend us to a friend or family member 78% of people said that they would be “10/10” Extremely likely to. With such a high number of people stating they are willing to recommend us we can hope for a good level of word of mouth engagement from our visitors
- 73% of people visited us for the first time. This gives us a good number of people who have returned to us which is encouraging.

Visitor Feedback:

In reflection of the positive feedback given by visiting members of the public as illustrated above we have continued to maintain our 5 star rating on TripAdvisor.

Aim 7: To become a learning organisation.

We aim to foster both personal and organisational development.

A learning organisation is skilled at creating, acquiring, and transferring knowledge, and at modifying its thinking and behaviour to reflect new knowledge and insights.

We have appointed Professor Maiken Umbach as an Academic Consultant from the University of Nottingham working with us on redevelopment pedagogy and exhibitions and forming new academic and technology partnerships externally. Maiken will be advising us throughout redevelopment and leading professional development within the staff team in support of the Museum Director.

We have focused on enhancing the capability of the education team. All permanent educators have completed the UCL MA module in Holocaust Education, kindly funded by Pears Foundation. We now run termly training days for all educators, including part-time educators. The team have run five training sessions for all NHCM staff and volunteers during the year. All educators now receive a regular formal observation from the Director of Learning, acting as an opportunity for professional dialogue around pedagogy.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Financial review

Significant Events and Principal Funding

The accounts for the year show that the National Holocaust Centre and Museum showed a deficit (before transfers) of £141,066 for unrestricted fund balances (2022: £205,618), a surplus of £530 for designated funds (2022: £66,693) and a surplus (before transfers) of £924,467 for restricted funds (2022: deficit of £179,578), resulting in an overall surplus for the year of £783,931 (2022: deficit of £318,503).

The level of cash held at the year end is artificially high due to the receipt of redevelopment funds.

The principal funding sources were donations and legacies of £1,855,439 and income from charitable activities of £397,786. Total income was £2,307,213 compared with £1,502,751 in 2022. The increase is largely due to an increase in restricted funding for the redevelopment project.

At the year end the total reserves were £3,839,089. Of this figure, £272,032 relates to a capital reserve on the revaluation of the freehold property, £1,259,376 relates to restricted funds and £103,786 relates to designated funds. This leaves general unrestricted funds of £1,810,175. At the year-end an expendable endowment of £393,720 is also held. Following the year end the Trustees released the designated funds to free reserves.

After allowing for unrestricted funds that are represented by fixed assets, the charity has £182,321 of available funds at the end of the year. The Trustees policy is to build free reserves up to a maximum of 6 months core expenditure (£522,000 based on the current core spend of £1,044,000 per annum) At the last year-end (March 2022) there was a free reserves balance of £200,674. An increase in free reserves of approximately £85K is budgeted during 2023/24 and 2024/25 which by 2026 would bring reserves to the target figure. The trustees also decided following the end of the year to undesignate the legacy fund to increase free reserves. We are aware that with our capital project and inflationary pressures we may need to draw on surpluses.

Income from donations and legacies showed an increase of £687,524 compared with 2022. Income from charitable activities increase by £91,071 compared with 2022. Income from other trading activities and investments has also increased in comparison with 2022.

Donations, grants and legacies above £35,000 included:

Arts Council England (NPO)
Beaverbrook
Bernard Grunberg
Charles Wolfson Charitable Trust
Esmee Fairbairn Foundation
Garfield Weston
National Heritage Lottery Fund
Pears Foundation
Ronson Family Foundation
The Davis Foundation

The Trustees investment powers are governed by the Memorandum and Articles of Association, which permits the charity's funds to be invested in such investments, securities or property as thought fit.

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

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Plans for future periods

We will continue to move forward in our three-pronged approach designed to allow us to maximise our reach wherever possible by delivering activities onsite, online, and via outreach. In 2023 – 2024 we anticipate refreshing our core education programmes.

Encouraging visitors to our site will always remain of fundamental importance however we recognise the dedication that our digital foundation needs so that we can continue to build areas of the business without geographical limitations. Building relationships with our local communities will be key in keeping the museum of current interest to our local audiences. We will continue to collate feedback and act upon it to continuously improve our work and physical site. Collections remain at the core of what we do and now more than ever their work is crucial and strained by the limited time we have left with survivors. Curatorial work will remain at the heart of everything we offer as we continue to keep the memories of Holocaust victims alive. We will support our family of survivors and work to protect their testimonies to safeguard the future of Holocaust education. Their warnings of where prejudice and hate can lead are as relevant today as ever and our education work will be tied together by a golden thread of critical thinking. Furthermore, we will work to record and honour the legacy of the Smith family in establishing Beth Shalom.

Our immediate future is now more clearly defined by our commitments to two major funders Arts Council England and the National Lottery Heritage Fund. These two areas of work require major resources and dedication from the charity in order to be successful. Both projects will allow us to increase our reach and recognition. There are high expectations to meet and in return we hope these two periods of work will help solidify a strong foundation for our future.

National Lottery Heritage Fund

- We have partial permission to start site redevelopment and will be working toward full permission to start. There are several conditions for us to satisfy in order for us to be granted full permission to start. This includes finishing the Licensing Requirement Exemption Request and finalising the land charges with our solicitors and bank.
- We will need to finish recruitment for all of the jobs we detailed within the application.
- The following team members will be reappointed for the delivery stage: Project Manager- Greenwood Projects, Design Team- Dannatt Johnson Architects, Evaluation – Bearwood Associates/Rosie Fraser, Business Planning - Counterculture Partnership LLP.
- The following project team roles are yet to be appointed or confirmed: Expanding Access Consultant brief, Landscaping, Quantity Surveyor, Interpretation. Tendering for the Interpretation team will be a priority for us at the start of the 2023 period.
- Once a quarter we will be meeting with our National Lottery Heritage Fund Investment Manager to give formal updates on our progress. The Senior Management Team will receive an update from Greenwood Projects once a month.
- Following successful tender period in March 2023 we hope to appoint the AV team so this work can be completed over summer 2023 to minimise as much impact of school delivery as possible.
- Following completed Interpretation work our focus will move toward the larger physical aspects of the project. The onsite building works will begin before summer 2024 so most of the disruption to the main building occurs over the summer period outside of school activity.

Arts Council England

- From 1st April 2023 we will begin our new funding period as an Arts Council England National Portfolio Organisation. This funding period will run from 2023 to 2026.
- Mandatory requirements for the funding include quarterly payment requests wherein our Relationship Manager will oversee our reporting to the Board of Trustees which includes (Agenda, Minutes of previous meeting, financial information, risk register, quarterly progress reports against our ACE Activity plan, investment principles, audience reporting, and discussions on any required mitigation for under achieving areas). Furthermore, at year end in April 2024 we will complete several end of year requirements that will satisfy our funding requirements (including annual survey completion, environmental reporting, audience data reporting, evaluation reporting, data sharing questionnaire and an annual progress review with our relationship manager).
- We will be asked to submit our new work plan for 2024-2025 in time for our payment request due 3rd April 2024. This must include a new activity plan and new investment principles plan. We will continue with the quarterly updates and end of year requirements as aforementioned.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2023**

Structure, governance and management

Beth Shalom Limited is a company limited by guarantee (company registration no. 1388313) and is governed by its Memorandum and Articles of Association as amended by special resolutions passed on 12 June 1979, 8 June 1981, 14 July 2010 and 17 November 2014. It is registered as a charity (registration no. 509022) with the Charity Commission. Beth Shalom Limited changed its trading name to the National Holocaust Centre and Museum in 2014. Its registered office is the National Holocaust Centre and Museum, Laxton, Nr Newark. Any person can become a member of the company subject to approval by the trustees. Members undertake to contribute up to £1 in the event of a winding up of the charity.

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

Dr J Smith CBE - Life President

Mr H Grunwald OBE KC (Chairman)

Mr J Petrie MBE

(Resigned 8 February 2023)

Dame H Hyde DBE

Mr R Kleiner

Ms A Levitt

Mrs L Weller

Mr R Thompson

Mr F Mughal

(Appointed 9 June 2022 and resigned 26 June 2023)

Ms S C Raikes

(Appointed 2 August 2023)

Rev B D Thompson

(Appointed 2 August 2023)

Dr M A Stern

(Appointed 31 August 2023)

The Chief Executive Officer during the period was Mr M N Cave.

Appointment of trustees

Trustees may be appointed by the members by ordinary resolution. Existing trustees may also appoint a member of the company as an additional trustee at any time, but the appointment must be confirmed by the members at the next annual general meeting.

Induction and training of trustees

Potential new Trustees are invariably familiar with the objects and operation of the charity, but steps are taken to ensure they are fully briefed by the Trustees, Museum Director and other key employees on legal obligations, constitutional matters, the past and current financial position and future plans, before their appointment is confirmed. All Trustees are encouraged to attend appropriate external training events where this will help them to carry out their role more efficiently.

Organisational structure

The Board of Trustees is responsible for the overall organisation under the chairmanship of Mr Henry Grunwald OBE QC.

The Board meets quarterly and includes Richard Kleiner who takes lead responsibility for finance. Copies of minutes from the Finance Sub-Committee Meetings are circulated and discussed at each Trustee Meeting.

Pay policy for senior staff

The Trustees consider the Museum Director (in liaison with the Trustees) to be in charge of controlling, running and operating the charity on a day-to-day basis. The Trustees set the remuneration packages for the Museum Director so that they attract, motivate and retain the right calibre of individual. The Trustees consider the packages of equivalent senior employees in similar organisations when determining the remuneration package.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Risk management

Risk management is considered a key responsibility for both Trustees and senior staff. The Risk Register is regularly updated and formally reviewed annually by Trustees, in its entirety. At each quarterly board meeting the Trustees scrutinise and review any identified red or amber risks and examine in depth a quarter of the content of the risk register. The risk assessment includes actions to be taken to mitigate each identified risk. During the annual review levels of mitigation are approved such that risk runs at an acceptable level.

Related parties

The charity does not have any close relationships with other organisations.

Auditor

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

Disclosure of information to auditor

Each of the directors 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 auditor is aware of such information.

The trustees' report was approved by the Board of Directors.


.....
Mr R Kleiner

Trustee

Dated: 3/10/2023

BETH SHALOM LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

The directors, who also act as trustees for the charitable activities of Beth Shalom Limited, 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 directors 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 directors 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 directors 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.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF BETH SHALOM LIMITED

Opinion

We have audited the financial statements of Beth Shalom Limited (the 'charity') for the year ended 31 March 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 March 2023 and of its incoming resources and application of resources, 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 directors 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 directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE DIRECTORS OF BETH SHALOM LIMITED

Responsibilities of directors

As explained more fully in the statement of trustees' responsibilities, the directors 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 directors 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 directors 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 directors 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE DIRECTORS OF BETH SHALOM LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Mr Mark Jackson FCA DChA (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

...24.10.2023

Chartered Accountants
Statutory Auditor

Ruthlyn House
90 Lincoln Road
Peterborough
Cambridgeshire
United Kingdom
PE1 2SP

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BETH SHALOM LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds	Designated funds	Restricted funds	Endowment funds general	Total	Unrestricted funds	Designated funds	Restricted funds	Endowment funds general	Total
		2023	2023	2023	2023	2023	2022	2022	2022	2022	2022
		£	£	£	£	£	£	£	£	£	£
Income from:											
Donations and legacies	3	732,671	530	1,122,238	-	1,855,439	786,614	66,693	314,608	-	1,167,915
Charitable activities	4	345,056	-	52,730	-	397,786	222,684	-	84,030	-	306,714
Other trading activities	5	41,992	-	-	-	41,992	28,122	-	-	-	28,122
Investments	6	11,996	-	-	-	11,996	-	-	-	-	-
Total income		1,131,715	530	1,174,968	-	2,307,213	1,037,420	66,693	398,638	-	1,502,751
Expenditure on:											
Raising funds	7	91,559	-	-	-	91,559	140,519	-	-	-	140,519
Charitable activities	8	1,181,222	-	250,501	-	1,431,723	1,102,519	-	578,216	-	1,680,735
Total expenditure		1,272,781	-	250,501	-	1,523,282	1,243,038	-	578,216	-	1,821,254
Net (outgoing)/incoming resources before transfers		(141,066)	530	924,467	-	783,931	(205,618)	66,693	(179,578)	-	(318,503)

BETH SHALOM LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 31 MARCH 2023

	Unrestricted funds		Designated funds		Restricted funds		Endowment funds general		Total	
	2023	£	2023	£	2023	£	2023	£	2023	£
Notes										
Net (outgoing)/incoming resources before transfers	(141,066)		530		924,467		-		783,931	
Gross transfers between funds	46,296		(55,872)		9,576		-		-	
Net (expenditure)/income for the year/	(94,770)		(55,342)		934,043		-		783,931	
Net movement in funds									(168,813)	
Fund balances at 1 April 2022	2,176,977		159,128		325,333		393,720		2,345,790	
Fund balances at 31 March 2023	2,082,207		103,786		1,259,376		393,720		2,176,977	
									208,965	
									425,186	
									393,720	
									325,333	
									159,128	
									393,720	
									3,373,661	
									3,055,158	
									(318,503)	

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.

BETH SHALOM LIMITED

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Intangible assets	13		203,392		254,240
Tangible assets	14		1,328,365		1,398,665
Heritage assets	15		368,124		323,393
Investments	16		5		5
			<u>1,899,886</u>		<u>1,976,303</u>
Current assets					
Stocks	17	66,511		52,755	
Debtors	18	71,402		117,499	
Cash at bank and in hand		1,981,055		1,201,517	
		<u>2,118,968</u>		<u>1,371,771</u>	
Creditors: amounts falling due within one year	20	<u>(154,014)</u>		<u>(242,100)</u>	
Net current assets			1,964,954		1,129,671
Total assets less current liabilities			<u>3,864,840</u>		<u>3,105,974</u>
Creditors: amounts falling due after more than one year	21		<u>(25,751)</u>		<u>(50,816)</u>
Net assets			<u><u>3,839,089</u></u>		<u><u>3,055,158</u></u>
Capital funds					
<u>Endowment funds</u>					
Expendable endowment		393,720		393,720	
	24		<u>393,720</u>		<u>393,720</u>
Income funds					
Restricted funds	25		1,259,376		325,333
Designated fund			103,786		159,128
General unrestricted funds		1,810,175		1,904,945	
Revaluation reserve		<u>272,032</u>		<u>272,032</u>	
			<u>2,082,207</u>		<u>2,176,977</u>
			<u><u>3,839,089</u></u>		<u><u>3,055,158</u></u>

BETH SHALOM LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2023

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Directors on 3/10/2023


.....
Mr R Kleiner

Trustee

Company Registration No. 01388313

BETH SHALOM LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	30		892,438		(177,136)
Investing activities					
Purchase of tangible fixed assets		(9,613)		(9,524)	
Proceeds from disposal of tangible fixed assets		-		13,683	
Purchase of heritage assets		(44,731)		(110,509)	
Investment income received		11,996		-	
Net cash used in investing activities			(42,348)		(106,350)
Financing activities					
Repayment of borrowings		(60,438)		(58,938)	
Repayment of bank loans		(10,114)		(3,333)	
Net cash used in financing activities			(70,552)		(62,271)
Net increase/(decrease) in cash and cash equivalents			779,538		(345,757)
Cash and cash equivalents at beginning of year			1,201,517		1,547,274
Cash and cash equivalents at end of year			1,981,055		1,201,517

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

Charity information

Beth Shalom Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The National Holocaust Centre & Museum, Laxton, Newark, Nottinghamshire, NG22 OPA.

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 directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the directors 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 directors 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity. Income arising from the endowment fund is unrestricted.

1.4 Income

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. All income is shown gross.

Gifts in kind have been included at market value of gifts received and in assets acquired. No amounts are included in the financial statements for services donated by volunteers, except where restricted income includes a separately identifiable contribution towards volunteers.

Revenue grants are included in the SOFA when receivable, except when the donors specify that they must be used in future accounting periods, in which case they are deferred. Capital grants in relation to specific fixed asset acquisitions are credited to the SOFA when receivable and shown as restricted funds.

Investment income is credited to the SOFA when received. Unrealised and realised gains and losses are included in the SOFA in the period in which the gain or loss is made.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

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, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs not directly attributed to particular headings have been allocated to activities on a basis consistent with use of the resources. The allocation of these support costs has been made on the basis of full time equivalent staff numbers. Governance costs are those incurred in connection with the charity's compliance with constitutional and statutory requirements.

Irrecoverable VAT is treated as a cost and allocated in the manner stated above.

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software development	20% reducing balance
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1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land and buildings	2% straight line
Plant and machinery	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Heritage assets

These comprise the cost of capturing holocaust survivor testimony. No depreciation is charged on these costs as all such data is held in perpetuity for the purpose of education.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.9 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

An associate is an entity, being neither a subsidiary nor a joint venture, in which the charity holds a long-term interest and where the charity has significant influence. The charity considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

1.10 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.11 Stocks

Stocks consist of purchased goods for resale, together with library books. Resale stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. Library books were valued in 2004 using insurance valuation methods.

1.12 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.

1.13 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.14 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Capital Gains Act 1992 to the extent that these are applied to its charitable objects.

1.15 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.16 Retirement benefits

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

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the directors 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.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

3 Donations and legacies	Unrestricted funds		Designated funds		Restricted funds		Total Unrestricted funds		Designated funds		Restricted funds		Total		
	2023	£	2023	£	2023	£	2023	£	2022	£	2022	£	2022	£	
Donations and gifts	732,671		530		1,122,238		1,855,439		763,294		66,693		314,608		1,144,595
Coronavirus Job Retention Scheme income	-		-		-		-		23,320		-		-		23,320
	<u>732,671</u>		<u>530</u>		<u>1,122,238</u>		<u>1,855,439</u>		<u>786,614</u>		<u>66,693</u>		<u>314,608</u>		<u>1,167,915</u>
Donations and gifts															
Government organisations	305,520		-		67,188		372,708		328,304		-		180,108		508,412
Charitable organisations	328,507		-		1,027,550		1,356,057		381,412		-		134,000		515,412
Corporate sponsors	-		-		-		-		-		-		500		500
Individuals	91,483		-		27,500		118,983		52,012		-		-		52,012
Legacies	-		530		-		530		1,000		66,693		-		67,693
Gift aid	7,161		-		-		7,161		566		-		-		566
	<u>732,671</u>		<u>530</u>		<u>1,122,238</u>		<u>1,855,439</u>		<u>763,294</u>		<u>66,693</u>		<u>314,608</u>		<u>1,144,595</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

4 Charitable activities

	2023	2022
	£	£
Admission fees and conferences	216,190	158,166
Performance related grants	157,730	134,030
Sale of educational material	23,866	14,518
	<u>397,786</u>	<u>306,714</u>
Analysis by fund		
Unrestricted funds	345,056	222,684
Restricted funds	52,730	84,030
	<u>397,786</u>	<u>306,714</u>

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Non-charitable trading activities	41,992	28,122
	<u>41,992</u>	<u>28,122</u>

6 Investments

	Unrestricted funds	Total
	2023	2022
	£	£
Interest receivable	11,996	-
	<u>11,996</u>	<u>-</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

7 Raising funds

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
<u>Fundraising and publicity</u>		
Staging fundraising events	6,497	5,110
Other fundraising costs	29,302	35,967
Staff costs	12,299	52,336
	<hr/>	<hr/>
Fundraising and publicity	48,098	93,413
	<hr/>	<hr/>
<u>Trading costs</u>		
Coffee shop and merchandise	21,333	22,600
Staff costs	22,128	24,506
	<hr/>	<hr/>
Trading costs	43,461	47,106
	<hr/>	<hr/>
	91,559	140,519
	<hr/> <hr/>	<hr/> <hr/>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

8 Charitable activities

	2023 £	2022 £
Staff costs	693,172	710,959
Depreciation and impairment	130,761	157,960
Professional fees	59,730	61,141
Consultancy fees	118,819	244,464
Rent and utility costs	46,290	45,306
Repairs and maintenance	107,718	148,042
Printing, postage, stationery and telephone	56,090	50,530
Travel, training and recruitment	48,169	24,561
Cleaning	24,506	18,411
Garden repairs and development	20,638	28,260
Film production	7,445	6,757
Loss on disposal of fixed assets	-	13,683
Bank charges	6,788	5,714
Other costs	14,954	25,887
Irrecoverable VAT	68,004	99,508
	<u>1,403,084</u>	<u>1,641,183</u>
Share of governance costs (see note 9)	28,639	39,552
	<u>1,431,723</u>	<u>1,680,735</u>
Analysis by fund		
Unrestricted funds	1,181,222	1,102,519
Restricted funds	250,501	578,216
	<u>1,431,723</u>	<u>1,680,735</u>

9 Support costs

	Support costs £	Governance costs £	2023 £	Support costs £	Governance costs £	2022 £
Audit fees	-	28,034	28,034	-	36,659	36,659
Travel costs	-	605	605	-	2,893	2,893
	<u>-</u>	<u>28,639</u>	<u>28,639</u>	<u>-</u>	<u>39,552</u>	<u>39,552</u>
Analysed between						
Charitable activities	-	28,639	28,639	-	39,552	39,552

Governance costs includes payments to the auditors of £8,450 (2022 - £8,075) for audit fees.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

10 Directors

During the year three trustees (2022: five) were reimbursed for out of pocket expenses totalling £545 (2022: £958).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. Amounts paid to the Chief Executive Officer are detailed in note 29.

No other trustee was paid or received any other benefits from employment with the charity.

11 Employees

The average monthly number of employees during the year was:

	2023	2022
	Number	Number
Trading and fundraising	2	3
Direct charitable activities	30	32
Total	<u>32</u>	<u>35</u>

Employment costs

	2023	2022
	£	£
Wages and salaries	657,607	718,505
Social security costs	59,516	58,600
Other pension costs	10,476	10,696
	<u>727,599</u>	<u>787,801</u>

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

	2023	2022
	Number	Number
£70,000 - £80,000	1	-
£90,000 - £100,000	-	1
	<u>1</u>	<u>1</u>

12 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

13 Intangible fixed assets

	Software development £
Cost	
At 1 April 2022 and 31 March 2023	581,497
Amortisation and impairment	
At 1 April 2022	327,257
Amortisation charged for the year	50,848
At 31 March 2023	378,105
Carrying amount	
At 31 March 2023	203,392
At 31 March 2022	254,240

These costs represent expenditure incurred in the development of software to facilitate the charity's interactive testimony presentation and virtualisation of the "Journey".

14 Tangible fixed assets

	Land and buildings £	Plant and machinery £	Total £
Cost			
At 1 April 2022	1,550,855	813,591	2,364,446
Additions	-	9,613	9,613
At 31 March 2023	1,550,855	823,204	2,374,059
Depreciation and impairment			
At 1 April 2022	358,671	607,110	965,781
Depreciation charged in the year	27,017	52,896	79,913
At 31 March 2023	385,688	660,006	1,045,694
Carrying amount			
At 31 March 2023	1,165,167	163,198	1,328,365
At 31 March 2022	1,192,184	206,481	1,398,665

On 10 October 2008 the company's freehold property was revalued at £1,500,000 by Musson Liggins, an external firm of Chartered Surveyors using current annual market rent, and a discount factor of 8 % in perpetuity. Under the transitional exemptions available under FRS102, the charity has treated the previous GAAP valuation as deemed cost. Included in the cost of freehold property is £200,000 relating to land that is not being depreciated.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

15 Heritage assets

	Testimony data capture & Library stock £
At 1 April 2022	323,393
Purchases	44,731
At 31 March 2023	<u>368,124</u>

The above is made up of the cost of library stocks of £44,718 and costs incurred in capturing testimonies from holocaust survivors in a digital format of £278,675. This data will be used for the education of the general public, including in the charity's interactive testimony presentations.

The library stock and testimony data are held by the charity in perpetuity and the trustees do not consider that they will suffer any impairment in value. Consequently, no depreciation is charged in the accounts.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

16 Fixed asset investments

	Other investments
Cost or valuation	
At 1 April 2022 & 31 March 2023	5
Carrying amount	
At 31 March 2023	5
At 31 March 2022	5

Other investments comprise:	Notes	2023	2022
		£	£
Investments in associates		5	5

17 Stocks

	2023	2022
	£	£
Goods for resale	66,511	52,755

18 Debtors

Amounts falling due within one year:	2023	2022
	£	£
Trade debtors	26,219	22,710
Other debtors	-	66,693
Prepayments and accrued income	45,183	28,096
	<u>71,402</u>	<u>117,499</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

19 Loans and overdrafts

	2023 £	2022 £
Bank loans	36,553	46,667
Other loans	15,344	75,782
	<u>51,897</u>	<u>122,449</u>
Payable within one year	26,146	71,633
Payable after one year	<u>25,751</u>	<u>50,816</u>

Other loans comprise an unsecured loan from NESTA Arts Impact LLP at 2.5% interest repayable by instalments by June 2023.

20 Creditors: amounts falling due within one year

	Notes	2023 £	2022 £
Bank loans	19	10,802	10,000
Other borrowings		15,344	61,633
Other taxation and social security		18,729	37,713
Deferred income	22	26,314	28,574
Trade creditors		51,533	70,465
Other creditors		2,665	5,298
Accruals		28,627	28,417
		<u>154,014</u>	<u>242,100</u>

21 Creditors: amounts falling due after more than one year

	Notes	2023 £	2022 £
Bank loans	19	25,751	36,667
Other borrowings		-	14,149
		<u>25,751</u>	<u>50,816</u>

22 Deferred income

	2023 £	2022 £
Other deferred income	<u>26,314</u>	<u>28,574</u>

Deferred income is included in the financial statements as follows:

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

22 Deferred income	(Continued)	
	2023	2022
	£	£
Deferred income is included within:		
Current liabilities	26,314	28,574
	<u>26,314</u>	<u>28,574</u>
Movements in the year:		
Deferred income at 1 April 2022	28,574	21,410
Released from previous periods	(28,574)	(21,410)
Resources deferred in the year	26,314	28,574
	<u>26,314</u>	<u>28,574</u>
Deferred income at 31 March 2023	<u>26,314</u>	<u>28,574</u>

Deferred income relates to deposits made for admission to the Holocaust Museum.

23 Retirement benefit schemes

Defined contribution schemes

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 charge to profit or loss in respect of defined contribution schemes was £10,476 (2022 - £10,696).

24 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

	Movement in funds		Movement in funds		
	Balance at 1 April 2021	Incoming resources	Balance at 1 April 2022	Incoming resources	Balance at 31 March 2023
	£	£	£	£	£
Expendable endowments					
Heritage Lottery Fund - Catalyst Endowments Fund	393,720	-	393,720	-	393,720
	<u>393,720</u>	<u>-</u>	<u>393,720</u>	<u>-</u>	<u>393,720</u>

The Heritage Lottery Fund - Catalyst Endowments Fund is an expendable endowment fund, subject to permission from The HLF, aimed at fundraising to provide investment capital whose income will be used to finance the running of the Holocaust Centre. Whilst classified as an expendable endowment fund it is anticipated that the capital raised will be invested for a period of 20 years.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

25 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 April 2021		Movement in funds			Movement in funds			Balance at 31 March 2023		
	£	£	Incoming resources	Resources expended	Transfers	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	£	£
Home Office Building a Stronger Britain	6,814	-	-	-	-	6,814	-	(6,814)	-	-	-
Impact of Stories About Refugees	122	-	-	-	-	122	-	(122)	-	-	-
The Mighty Creatives	-	500	500	(500)	-	-	-	-	-	-	-
Eye as a Witness Project Fund	21,436	-	-	(9,581)	(11,855)	-	-	-	-	-	-
Site Redevelopment Fund	105,954	-	-	(222,484)	116,530	-	-	-	-	-	-
Forever on-line/Stand Up	18,297	26,000	26,000	(44,297)	-	-	-	-	-	-	-
ACE and DCMS Culture Recovery Fund	-	30,400	30,400	(26,400)	(4,000)	-	-	-	-	-	-
Second World War and Holocaust Partnership Programme	37,936	-	-	(13,611)	-	24,325	-	(22,947)	471	1,849	-
HET Lessons From Auschwitz Online	10,675	-	-	(10,175)	(500)	-	-	-	-	-	-
Garfield Weston Foundation: Weston Culture Fund	202,658	-	-	(67,679)	(20,000)	114,979	-	(64,807)	(50,172)	-	-
The Journey - Leo's Story	21,294	29,000	29,000	(30,520)	-	19,774	12,500	(32,274)	-	-	-
Standup and Forever Learning	-	145,530	145,530	(145,530)	-	-	-	-	-	-	-
Nottinghamshire PCC - Breaking the Cycle	-	11,708	11,708	(7,439)	(450)	3,819	3,300	(962)	(3,223)	2,934	-
English Roots of the Holocaust	-	138,000	138,000	-	-	138,000	-	(16)	-	137,984	-
HF Redevelopment Fund	-	17,500	17,500	-	-	17,500	1,078,280	(42,660)	62,500	1,115,620	-
Nottinghamshire PCC - Breaking the Cycle - Adult	-	-	-	-	-	-	6,000	(5,011)	-	989	-
Break Out of Your Bubble	-	-	-	-	-	-	49,750	(49,750)	-	-	-
ACE Capital Investment Programme	-	-	-	-	-	-	8,138	(8,138)	-	-	-
Antisemitism on University Campuses	-	-	-	-	-	-	17,000	(17,000)	-	-	-
	425,186	398,638	398,638	(578,216)	(79,725)	325,333	1,174,968	(250,501)	9,576	1,259,376	-

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

25 Restricted funds

(Continued)

Home Office Building a Stronger Britain: Our project Unite was delivered in partnership with Stop Hate UK and worked with schools between Leicester and Leeds, supporting young people to counter extremism in their schools and communities.

The Mighty Creatives: This project trialled and tested the Journey App connecting with teachers and pupils to shape the best way forward for offering the app as a stand-alone resource which teachers download and teachers deliver to students with a comprehensive support package available online.

Eye as Witness Project Fund: This project designed and created our touring Exhibition The Eye as Witness and supported engagement with audiences across the country.

Site Redevelopment Fund: Supporting the planning phase for future redevelopment

Forever on-line/Stand Up: Project creating online versions of The Forever Project and using these as part of an education outreach programme focused on Upstanders. Funded by Genesis Philanthropy Group, Wolfson Jewish Education Fund, Charles Wolfson Foundation and Nottinghamshire Police and Crime Commissioner Community Safety and Violence Reduction Fund.

ACE and DCMS Culture Recovery Fund: Government's culture recovery fund supporting us to establish a digital delivery business model in response to the pandemic.
Second World War and Holocaust Partnership Programme: A project in partnership with the Imperial War Museum led Second World War and Holocaust Partnership Programme.

HET Lessons from Auschwitz Online: A collaboration with the Holocaust Educational Trust to produce and online interactive survivor testimony with Kitty Hart Moxon OBE. This replaced the in person element of the programme that was lost during Covid.

Garfield Weston Foundation: Weston Culture Fund: Funding to support a response to Covid-19 enabling us to recruit new staff, create new content and market our programmes.

The Journey - Leo's Story: Funding from The Big Give to support our primary outreach programme using the Journey App.

Nottinghamshire PCC – Breaking the Cycle, adult: Funding from Nottinghamshire Police & Crime Commissioner, Making Notts safe thematic fund. Ongoing project working with adult perpetrators of hate crime / incidents.

English Roots of the Holocaust: Funded by the Department of Levelling up, Housing and Communities.

National Lottery Heritage Fund Redevelopment Fund: Supporting the planning phase for future redevelopment.

Nottinghamshire PCC – Breaking the Cycle, adult: Funding from Nottinghamshire Police & Crime Commissioner, Making Notts safe thematic fund. Ongoing project working with adult perpetrators of hate crime / incidents.

Break Out of Your Bubble: Funding from ACE working with University of Nottingham Mixed Reality Lab's Bubbles platform using survivor testimony.

ACE Capital Investment Programme: Supporting the planning phase for future redevelopment.

Antisemitism on University Campus: Funded by AJA to combat anti-Jewish hate in UK universities.

Commentary on transfers

Transfers from general funds to the various restricted funds represent the contribution to those projects from core funds. Transfers to general funds from restricted funds represent transfers of funds which are no longer deemed to be restricted.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

26 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds			Movement in funds			Balance at 31 March 2023 £
	Balance at 1 April 2021 £	Incoming resources £	Transfers £	Balance at 1 April 2022 £	Incoming resources £	Transfers £	
Designated Legacy Fund	208,965	66,693	(116,530)	159,128	530	(55,872)	103,786
	<u>208,965</u>	<u>66,693</u>	<u>(116,530)</u>	<u>159,128</u>	<u>530</u>	<u>(55,872)</u>	<u>103,786</u>

BETH SHALOM LIMITED

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

27	Analysis of net assets between funds	Unrestricted funds		Designated funds		Restricted funds		Endowment funds		Total Unrestricted funds		Designated funds		Restricted funds		Endowment funds		Total		
		2023	£	2023	£	2023	£	2023	£	2023	£	2023	£	2022	£	2022	£	2022	£	2022
	Fund balances at 31 March 2023 are represented by:																			
	Intangible fixed assets	203,392		-		-		-		203,392		254,240		-		-		-		254,240
	Tangible assets	1,328,365		-		-		-		1,328,365		1,398,665		-		-		-		1,398,665
	Heritage assets	368,124		-		-		-		368,124		323,393		-		-		-		323,393
	Investments	5		-		-		-		5		5		-		-		-		5
	Current assets/(liabilities)	208,072		103,786		1,259,376		393,720		1,964,954		251,490		159,128		325,333		393,720		1,129,671
	Long term liabilities	(25,751)		-		-		-		(25,751)		(50,816)		-		-		-		(50,816)
		<u>2,082,207</u>		<u>103,786</u>		<u>1,259,376</u>		<u>393,720</u>		<u>3,839,089</u>		<u>2,176,977</u>		<u>159,128</u>		<u>325,333</u>		<u>393,720</u>		<u>3,055,158</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

28 Operating lease commitments

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

	2023 £	2022 £
Within one year	818	818
Between two and five years	1,440	2,258
	<u>2,258</u>	<u>3,076</u>

29 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	79,737	92,737

Transactions with related parties

During the year the charity entered into the following transactions with related parties:

Services in the amount of £53,677 (2022: £132,611) were procured from In The Room Global Ltd, a company in which certain trustees hold a financial interest.

Services in the amount of £4,200 (2022: £2,400) were procured from Gerald Edelman LLP, a company in which a trustee holds an interest.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

30 Cash generated from operations		2023	2022
		£	£
Surplus/(deficit) for the year		783,931	(318,503)
Adjustments for:			
Investment income recognised in statement of financial activities		(11,996)	-
Depreciation and impairment of tangible fixed assets		130,761	157,960
Movements in working capital:			
(Increase)/decrease in stocks		(13,756)	4,684
Decrease/(increase) in debtors		46,097	(85,551)
(Decrease)/increase in creditors		(40,339)	57,110
(Decrease)/increase in deferred income		(2,260)	7,164
Cash generated from/(absorbed by) operations		892,438	(177,136)
31 Analysis of changes in net funds			
	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	1,201,517	779,538	1,981,055
Loans falling due within one year	(71,633)	45,487	(26,146)
Loans falling due after more than one year	(50,816)	25,065	(25,751)
	1,079,068	850,090	1,929,158

BETH SHALOM LIMITED

England & Wales - Charity number 509022

Accounts

Charity registration number 509022

Company registration number 01388313 (England and Wales)

BETH SHALOM LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

BETH SHALOM LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Directors	Dr J Smith CBE - Life President Mr H Grunwald OBE QC (Chairman) Mr J Petrie MBE Dame H Hyde DBE Mr R Kleiner Ms A Levitt Mrs. L Weller Mr. R Thompson Mr F Mughal (Appointed 9 June 2022)
Secretary	Mrs. J Mills
Charity number	509022
Company number	01388313
Registered office	The National Holocaust Centre & Museum Laxton Newark Nottinghamshire NG22 OPA
Auditor	Azets Audit Services Ruthlyn House 90 Lincoln Road Peterborough United Kingdom PE1 2SP
Bankers	Lloyds Bank PLC 202 High Street Lincoln United Kingdom LN5 7AP
Solicitors	Freeth Cartwright LLP Cumberland Court 80 Mount Street Nottingham NG1 6HH

BETH SHALOM LIMITED

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BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

The directors present their annual report and financial statements for the year ended 31 March 2022.

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 1 January 2019)".

Objectives and activities

We communicate the memory of the Holocaust for a contemporary purpose: to grow a community of critical thinkers right across society, able to question the misinformation, stereotypes and conspiracy theories, which drive racist hate.

Through critical thinking about the Holocaust and the 2,000 years of anti-Jewish 'othering' at its root, we offer a citizenship skill that is applicable universally. We encourage its use to deconstruct and challenge all types of misinformation-based racism today.

Our context supports our content. Our inspiring founding story, peaceful rural setting, beautiful spaces for reflection and unique 27-year bond with survivors of the Holocaust makes us a safe space for critical thinking and discussion. It puts visitors of all creeds and none at ease.

We do three things to deliver our Purpose:

1. Witness: we collect the personal testimonies and artefacts of a wide range of Holocaust survivors, including a loyal core for whom we have been a home from home for 27 years. We supplement this with artefacts from perpetrator and other Jewish sources.

2. Create: we base exhibitions and learning programmes on these collections. They are experiential not didactic, created to provoke questions about not only victims and survivors but also perpetrators. enabling world class curatorial and academic expertise to bring collections to life through innovative exhibitions, education programmes, storytelling and digital technologies that involve the audience and provoke questions about victims, survivors and perpetrators.

3. Engage: we make these learning experiences accessible through an ecosystem of physical & digital channels and sector partnerships:

- a. **You can come to us:** museum visits for school groups, public and families
- b. **We can come to you:** schools outreach supported by The Journey app and The Forever Project. Our educators also go to schools in London and Leeds.
- c. **Learn with us online too:** live school webinars, talks, events and in future virtual tours and online exhibitions.

This three-part model is designed to continually reach new & diverse audiences while re-engaging existing ones, to nurture a community of critical thinkers.

Values

Our organisational values are expressed under the following three headings:

Community

- Family warmth
- The personal touch and community reconciliation (as inspired by the Smith family)

Curiosity

- Intellectual enquiry
- Personal growth
- No easy answers

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Creativity

- Emotional impact
- Technological innovation
- Contemporary relevance
- Making a difference

The Centre's key aims are:

1. To enhance the visitor experience
2. To expand our reach and diversify our audience base
3. To develop wider partnerships and expand networks
4. To drive innovation and manage risk
5. To improve our sustainability and financial well-being
6. To ensure quality and target excellence
7. To become a Learning Organisation

The annual report contains an overview (below) followed by a summary statement for each of the seven aims. Key outcomes achieved in 2021/22 appear under 'Achievements and Performance'.

Overview

The National Holocaust Centre and Museum (NHCM) is a unique place of learning, founded in 1995 by a Christian family, Marina and Eddie Smith and their two sons, Stephen and James, following a visit to Yad Vashem, Jerusalem. Deeply touched by the experience of Jewish people, especially through the Holocaust, they created Beth Shalom (House of Peace), as a dedicated memorial and place of education from a converted farmhouse.

The Centre has an inspiring history which confirms the relevance of the Holocaust to communities of all faiths, and those with none, across the UK. The purpose of the Centre is to understand and learn the lessons from the past, to be better equipped to prevent or address the many challenges faced by communities today.

The NHCM is an Arts Council England accredited museum with collections of national and international significance, which relate to pre-war Jewish life, the Holocaust, refugee experiences and Holocaust survivors' lives in England. Items within its collection originate from across Europe and include many artefacts from ghettos and concentration camps. The collection's widespread representation and connection to the UK makes it unique, significant in helping to demonstrate the lead up to the Holocaust and the indoctrination methods that were used by the Third Reich. The National Holocaust Centre and Museum was assigned as an Arts Council England National Portfolio Organisation for the period 2018 – 2022, which provides vital funding support.

Contribution made by volunteers

The charity is grateful for the support it receives from volunteers who assist the delivery of the education programmes and the visitor experience. We applaud the contribution of the dedicated team of Holocaust survivors who undertake the physically and mentally demanding experience of coming to the Centre regularly and sharing their personal experience of the Holocaust with students and other visitors. They have made the National Holocaust Centre and Museum what it is today by their courage, strength and commitment. During the pandemic a large number of survivors replicated their face to face talks using the interactivity of the web to deliver virtually to classrooms across the country.

The directors have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Fundraising standards information

Beth Shalom relies on fundraising to support its charitable activities. Fundraising activities are carried out by the Development team and the CEO Marc Cave. Beth Shalom does not employ other organisations or individuals to carry our fund-raising activities. Whilst the Centre does not have an undertaking to be bound by any schemes or standards for fundraising, all fundraising activities conform to published standards.

The Centre does not carry out any street or telephone fundraising with the public. There have been no complaints about any of the Centre's fundraising activities.

Achievements and performance

Aim 1: To enhance the visitor experience

We aim to significantly improve the estate and the visitor experience it provides.

At the heart of our work lies historical truth. The success in communicating this to learners and visitors depends upon the quality of our exhibitions, our collections, our staff and our ability to reflect on and learn from the current visitor experience, using ideas from partners, users and non-users to help improve the service provided and enhance the use of collections.

During 2021/22 we have achieved the following:

- Significant progression has been made towards our plans for onsite redevelopment and improvements, which are funded by our Regional Lottery Heritage Fund bid. The planning phase was extended to allow us to formulate a sharper creative brief for our vision before making any major development decisions. We are working towards submission in May 2022 to receive a decision September 2022.
- Within our Lottery Heritage Fund bid we have completed several pieces of work that, regardless of the funding decision, can be used to improve our understanding of the site. They give us a clear direction for our future and an outline of how we would like to progress.
- Under this process we have completed significant work focusing on gathering intelligence for audience development directly from Trustees, staff and volunteers of the Centre. Intelligence has been gathered from schools and general visitors to improve our understanding of what factors drive a first time visit to the Centre.
- We have consulted with stakeholders to ensure any site redevelopment plans build on our USPs and 'trophy assets' and link them more clearly to our online offerings. Plans to increase capacity and improve visitor flow are key to our plans. Interpretation and operational planning specialists will be working with the Centre on the development of our creative plan.
- During the first quarter of 2022 we are working towards our submission to Arts Council England for a further 3 years of National Portfolio Organisation (NPO) status and funding. This deadline is May for an October 2022 decision. Current NPO funding awards us £75,000 quarterly over 3 years and is significant funding towards our core work. Applications are being guided by the Art Council's 10 year 'Let's Create' strategy with particular focus on supporting the Government's Levelling Up and Priority Place initiatives

Aim 2: To expand our reach and diversify our audience base

The Centre is generally 'undersold', both locally and nationally. We aim to increase the number, range and diversity of people who engage with the Centre, especially those from communities with a less strong tradition of arts and culture activity. We will achieve this through a combination of extended opening, targeted marketing, website and social media development and the improvements to the estate and facilities described in the previous section.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

During 2021/22 we have achieved the following:

Current Offer

- 27,836 students and teachers participated over a total of 369 learning sessions. This is across all age groups and includes both onsite and online sessions.
- In our age of social media, fake news, and online hate we champion critical thinking. All our education programmes are led by a member of our education team.
- Onsite programmes for Key Stages 2 and above (ages 10+) - primary, secondary and university. Standard sessions are usually 4/4.5 hours to work around school timings.
- Primary students will have survivor testimony and time within the Journey exhibition. Secondary schools have an introductory session followed by time in the main exhibition and memorial gardens before hearing survivor testimony. University students follow the same pattern, but their day is more in depth and the educator will attune their learnings to the programme the students are studying.
- This includes the ability to book extended programmes (students have more time or secondary students visit the Journey exhibition). Primary students may request our 'Be Inspired to Write' session; an extended visit with an additional focus on improving writing skills.
- We continue to offer bespoke days as designed by request.
- Online primary offering includes a workshop on Leo's journey with live survivor testimony. The extended online offering includes a creative writing workshop.
- Secondary online programme is split into 3 sessions:
 1. Who was responsible for the Holocaust?
 2. Live webinar with a Holocaust survivor
 3. Could the Holocaust happen again?
- Our outreach work provides learning materials, use of the Journey App, tactile props and teacher support. Delivered to 5800 pupils across 110 schools April 2021- March 2022 in Leeds and London.
- We aim to increase engagement from our current audiences while widening our reach to different target audiences.
- Educators are prepared to draw parallels with and discuss current events. In our outreach work we reviewed resources in relation to the events in Ukraine, and selected specific aspects of testimony which teachers would be able to reflect with students in follow-up lessons, which explore the experiences of child refugees.
- Teacher feedback has included: *'All of the children have been rushing up to me after your workshop, full of excitement about how much they learnt and how fascinated they were with Henri's story. The workshop was perfect for them. Really well paced, broken down and really age appropriate. We all found Henri's story fascinating and were glued to our screen!'* March 2022.

Pedagogic Objectives

- Aimed at Upper Key Stage 2 History and Spiritual, Moral, Social and Cultural (SMSC) curriculum.
- History: Understand the experiences of Jewish children in Nazi Germany.
- SMSC: Learn friendship, kindness, identity, empathy and critical thinking by exploring difficult choices.

Social media and our digital engagement

It is important that we increase our online presence to increase awareness of our work and boost our relationships with supporters and members of the public.

- Our Twitter following rose 3% to 20,500 followers. Facebook rose 14% to 6,560. Instagram rose 6% to 3,022.
- Facebook continues to be our best social means of communicating with our local audience. We know that people who visit us in person tend to follow us on Facebook and we consistently use it to market our onsite events.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Live webcast series

During lockdown periods 2020-21 we engaged our audiences by creative multiple live webcast series. This time accelerated our experience with and priority for online work. We created 32 broadcasts during this time. Online work is now a key part of our business model going forward and the work established at this time is still in use today both with school groups and members of the public. As our site reopened during 2021-22 we lessened our online work with adult audiences however we still broadcast 4 live webcasts and we chose to livestream our Holocaust Memorial Day event to try and maximise our reach. We had over 1,181 live views in total and across the 4 sold a total number of 931 tickets proving people were willing to pay for our online content, which is encouraging for the future.

These efforts show our commitment to continuing this work. Our future redevelopment plans will facilitate this and will include significant AV improvements to the Pears Auditorium so that we can broadcast onsite events live.

Stand Up Initiative work

In July we completed our Stand Up initiative worked as funded by the Genesis Philanthropy Group. In secondary schools the initiative saw workshops with 2,800 secondary pupils. 100 students represented their schools by completing ambassador training which focused on ways of combatting hate. Components of the programme included access to Forever Online resources, educational workshops, ambassador training days, Holocaust Memorial Day community events and follow up activities. These took place mostly online.

One student from Meden school said, *"The workshops showed me that discrimination still happens, even when everyone knows about it. You would think that after the Holocaust we wouldn't be racist anymore, but it is unbelievable what is still happening."*

When we asked participants if the training made them think about the choices of individuals and the impact those choices have 88% Strongly Agreed and 12% agreed. No one disagreed.

Aim 3: To develop wider partnerships and expand networks

We aim to build strong national partnerships. Our partnership working has developed well over the past 3 years. Over the next 4 years we aim to develop stronger collaboration within the field of Holocaust education and to establish delivery partners for a range of programmes and projects including outreach programmes and museum and testimony projects.

During 2021/22 we have achieved the following:

Partnerships for Hate Crime education with Nottinghamshire County Council:

- Developed with Nottinghamshire County Council Police and Prevent officers we ran both youth and adult programmes working with individuals who have exhibited prejudicial behaviors to encourage attitudinal change.
- Breaking the Cycle programs are run for a small number of 9- to 17-year-olds who have been referred by the courts, police, schools, or local authorities if they are believed to be at risk of committing hate offences.
- Piloting the "Adult Breaking the Cycle" program onsite and/or online June 21 - Feb 22 Adult project. 10 total onsite sessions were run. We reduced from 20 to 10 participants after advice from police and academics recommending there would be greater impact of the programme through 1:1 engagement.
- Case study from an adult participant: during a 4 month follow up the PREVENT officer stated, *"He's on such a different path now and remarks that the work and conversations he has had with the Holocaust Centre, yourself and (Holocaust survivor) Ruth had a real impact on him"*.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

New staff roles focusing on extending national and local reach for schools and members of the public:

- Partnership Manager joined us November 2021. Key success measures of the role will focus on visitor numbers, development of community links (local and regional), building a network of media contacts and gaining new partnerships and collaborations. Key achievements thus far include:
 - Attendance and Membership of Newark and Sherwood District Council Tourism Action Group. Increased awareness of us in the community and has given us more local advertising opportunities via their Visit Newark, Southwell, Sherwood Forest platform.
 - Increase in local advertisement - local tourist information centres, hotels, regular local community publications. Physical attendance representing the Centre at local events in the community.
 - New collaboration with 'Broken Instruments' theatre group who have performed onsite. They have since worked in conjunction with us numerous times and are planning a performance at Derby theatre where they have offered us promotion.
 - Full summer 2022 programme of events aimed at increasing visitor awareness.
 - Creating an ongoing partnership with Newark Book Festival (also Arts Council Funded) for literary events.
- School's Relationship Manager joined us January 2022. Key success measures of the role will focus on: driving our three-pronged offer for onsite/online/outreach engagement, encouraging long-term school loyalty, quality digital engagement, relationships with Multi-Academy Trusts and new partnerships with educational organisations. Key achievements thus far include:
 - Working towards securing ArtsMark Partnership for 22-23.
 - Beginning of engagement with groups that do not traditionally visit us e.g. Beaver and Scout groups.
 - Collation and analysis of school visit evaluations.

Collaboration:

- Collaboration with Holocaust Memorial Day Trust and Jewish Museum of Greece has led to us launching a dedicated website and interactive map exploring the history of 4 survivors and their objects before/during/after the Holocaust. Earth Museum project shows 50 of our artefacts pinned to a global map with synopsis and photo illustrating how objects and stories worldwide connect to people and places.
- Ordinary Objects Extraordinary Journeys - <https://ooej.org/>
- Holocaust Memorial Day 2021:
 - Dinner and talks at Eton College. Group of students subsequently expressed wish to become ambassadors. Programme now in early development.
 - Tree planting and commemorative ceremony held in memorial gardens with the Association of Jewish Refugees for their '80 Trees for 80 Years' initiative.
 - Workshops with London schools and South Hampstead synagogue.

Aim 4: To drive innovation and manage risk

The Centre has understood the need to embrace change and to utilise new technologies to better engage audiences and extend our reach.

Our plans are ambitious but realistic and assume that our willingness to drive innovation will continue in the next decade and beyond. Innovation and growth both bring risk. Central to our plans is the identification, mitigation, and monitoring of risk with full involvement of the Trustees.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

During 2021/22 we have achieved the following:

The Forever Project

- The Forever project has recently been expanded with a new survivor. In February 2022 following months of preparatory work, we filmed our 11th survivor; Dr Agnes Kaposi MBE - our first Hungarian survivor for the project.
- The Education and Curatorial team worked closely to develop the question set, considering pedagogical and audience learnings from working with our first ten testimonies. E.g., There were more focused questions around Agnes' artefacts, which we hold in our Collection, and we used 'follow on' questions for the first time- to enable a richer exploration of Agnes' testimony through self-led Q+A experiences.
- Working towards a mid to late 2022 launch.
- We expect to use it widely throughout 2023/24 together with the other 10 Forever testimonies.
- All previous 10 Forever Project testimonies are now available as online versions. These are being widely used within our education programmes when schools are unable to speak to a survivor in person.
- The 'Forever' testimony of Kitty-Hart Moxon has been used as an integral part of the Holocaust Educational Trust's, 'Lessons from Auschwitz Online' programme. Feedback about the use of Forever has been excellent, one student stated, *"It was overwhelming but so insightful without it the course would've lacked that personable factor that it had."* Another felt, *"It was the most interesting part of the course."*

Eye As Witness

- 'Eye As Witness' exhibition produced with Nottingham University and supported by Arts Council England uses VR allowing visitors to step into a famous Nazi photo and question what they see. First exhibited January 2020 it was further exhibited 2021-22.
- 43 open days exhibited in Nottingham Lakeside Arts Centre based on campus at Nottingham University Park. Free admission made it accessible to the public.
- 62 comments were left in the visitors' book including several parallels to contemporary news. 5 specifically mentioned the Ukraine. One comment included *"History is repeating itself now. Vital questions for a viewer who is asking the questions of WHY"*.

Aim 5: To improve our sustainability and financial well-being

We aim for financial stability and sustainable growth.

The Centre like other charitable organisations needs to develop a strong income base in difficult economic times if it is to achieve its ambitions. Whilst growth in activity is planned, there is recognition that this must be achieved within tight financial parameters and prudent expenditure levels.

During 2021/22 we have achieved the following:

Curatorial work:

Our curatorial team's research, translation, digitisation, and collections care is the foundation on which all our work is built.

- In response to visitor changes and increases in online interest they digitised 346 items August 21-March 22. We futureproofed 25 years of old testimony by digitising over 500 hours of footage from decaying VHS tapes.
- In total over 75% of our collection has been digitised.
- Following the audit completed 20-21 which addressed gaps in our collection our education team also advised what additional information schools would like. Over the past 2 years our curatorial team have worked with 48 survivors collecting new extracts of testimony with focus on antisemitism, propaganda, and memories of arriving in the UK as a refugee.
- From our research we know there is great interest in hearing about the lives Holocaust survivors have gone onto lead in the UK. This interest has led to us collecting tens of testimonies documenting the lives led by people who arrived here as refugees.
- Significant translation work has been completed including an audit and collation of all of our translations into single documents and translation of propaganda documents and newspaper articles.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

- Digital Content Officer role was filled in August 2021. The role inform webs content, increases digital compliancy for objects, and make our collections more accessible online. The role has:
 - Afforded us more social media and digital support. We have attempted to streamline our Instagram account playing to the site's aesthetic appeal and have posted with a heavy focus on our collections e.g., featured art collections.
 - Working within the curatorial team has allowed for more content to be uploaded to our website and for existing content to be significantly improved (300 collections pages of 427 have been improved for better appearance).
 - This role supports onsite requests for special artefact handling sessions.
 - The role gives us a better understanding of how we can combine our digital audience with our collections.

Engaging with Holocaust survivors:

- We continue to work closely with Holocaust survivors who have delivered their testimony to school groups both onsite and digitally.
- Survivors continue to share their testimony online and a return to onsite speaking has not yet been made. This follows the winter Covid-19 concerns around the Omicron variant. We hope survivors will soon make an onsite return when comfortable enough to do so.
- Sadly, during 2021/22 we have lost the following survivors:
 - Lady Zahava Kohn MBE
 - Dr Iby Knill BEM
 - Freda Wineman BEM

Aim 6: To ensure quality and target excellence

As a nationally styled museum we aim for excellence, and this is evidenced in a systematic approach to evaluation, appraisal and development. We are looking to continuously improve and strengthen our assets and always ensure a quality level of excellence.

During 2021/22 we have achieved the following:

Onsite School Feedback:

- We continued to receive excellent feedback on our on-site programmes.
- Following Covid we moved to a more convenient online method of collecting feedback and early 2022 our new Schools' Relationship Manager begin the process of collating monthly feedback reports to show us trends.
- Feb 2022 shows 100% positive feedback for primary schools, and it helpfully informed us 85% would like more time in the journey. 100% believed we met the learning objectives set by the school and that the students had an increased understanding of the Holocaust following their visit. 100% teachers were satisfied with their visit. Teacher quote: *"Very informative and educational. Students were extremely engaged. Thank you!"*
- In March we can see again that 100% teachers believed we met their learning objectives.

Outreach feedback:

- From post intervention surveys we know that 86% students agree or strongly agree that their understanding of what happened to Jewish people in Germany has increased. Awareness of the terms 'antisemitism' and 'Kristallnacht' increased by 28% and 53% respectively.
- Teacher feedback: Priory Church of England School, Devon - *"I will do all I can to promote the workshop as it was so brilliant!"*
-

Visitor Feedback:

We have continued to maintain our 5 star rating on TripAdvisor.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Audience Finder summary

To satisfy our ACE funding we collected 413 Audience Finder surveys for this period. The information collected is rich with information about our visitor base and their experiences:

- Results confirm our demographic base and show us the areas we need to improve upon. E.g., 55% visitors were 55+ (England data average is 28%).
- Top two reasons for visiting were for people "to learn" and "to reflect"
- 93% said they were very likely to recommend us.
- 100% rated the quality of exhibitions as good or higher (10% good) (90% very good).
- Written qualitative feedback allows us to improve on suggestions made such as more places to sit in the main exhibition - we have done this.

Aim 7: To become a learning organisation

We aim to foster both personal and organisational development.

A learning organisation is skilled at creating, acquiring, and transferring knowledge, and at modifying its thinking and behaviour to reflect new knowledge and insights.

We have appointed Professor Maiken Umbach as an Academic Consultant from the University of Nottingham working with us on redevelopment pedagogy and exhibitions and forming new academic and technology partnerships internally. Maiken will be advising us throughout redevelopment and leading professional development within the staff team in support of the CEO.

Financial review

Significant Events and Principal Funding

The accounts for the year show that the National Holocaust Centre and Museum showed a deficit (before transfers) of £205,618 for unrestricted fund balances (2021: £54,691), a surplus of £66,693 for designated funds (2021: £208,965) and a deficit (before transfers) of £179,578 or restricted funds (2021: surplus of £205,250), resulting in an overall deficit for the year of £318,503 (2021: surplus of £359,524).

The principle funding sources were donations and legacies of £1,167,915 and income from charitable activities of £306,714. Total income was £1,502,751 compared with £2,322,594 in 2021. The decrease is largely due to the 2021 accounting period being an extended 15 month period.

At the year end the total reserves were £3,055,158. Of this figure, £272,032 relates to a capital reserve on the revaluation of the freehold property, £325,333 relates to restricted funds and £159,128 relates to designated funds. This leaves general unrestricted funds of £1,904,945. At the year-end an expendable endowment of £393,720 is also held.

After allowing for unrestricted funds that are represented by fixed assets, the charity has £200,674 of available funds at the end of the year. The Trustees policy is to build free reserves equivalent to 6 months core expenditure (£633,000 based on the current core spend of £1,267,000 per annum) At the last year-end (March 2021) there was a free reserves balance of £334,934. An increase in free reserves of approximately 80K is budgeted during 2022/23, 23/24 and 24/25 which by 2026 would bring reserves to the target figure. We are aware that with our capital project and inflationary pressures we may need to draw on surpluses.

Income from donations and legacies showed a decrease of £476,035 compared with 2021 and income from charitable activities decreased by £352,172 compared with 2021. However, income from other trading activities has increased in comparison with 2021.

Significant donations and grants were received from:

Arts Council England (NPO) (£305,250)
Pears Foundation (£200,000)
Department for Levelling Up, Housing and Communities (DLUHC) (£138,000)
Genesis Philanthropy Group (£71,530)
Bloom Foundation (£50,000)
WFH Foundation (£50,000)

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Trustees wish to acknowledge the ongoing support of the Gerald and Gail Ronson Family Foundation.

The Trustees investment powers are governed by the Memorandum and Articles of Association, which permits the charity's funds to be invested in such investments, securities or property as thought fit.

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

Plans for future periods

Our focus during 2022/23 remains recovery from the pandemic. We will go forward with our three-pronged approach to maximise our reach with schools. Onsite visits have always been a priority for us but our digital foundation means we have potential to grow without physical restrictions and focus on outreach and online work. Visitor numbers have not recovered to pre-Covid levels so building relationships with our local communities will be key. We will continue to collate feedback and act upon it to continuously improve our work and physical site. Collections remain at the core of what we do and now more than ever their work is crucial and strained by the limited time we have left with survivors. We will support our family of survivors and work to protect their testimonies to safeguard the future of Holocaust education. Their stories will live on for years after they do. Their warnings of where prejudice and hate can lead are as relevant today as ever and our education work will be tied together by a golden thread of critical thinking. Furthermore, we will work to record and honour the legacy of the Smith family in establishing Beth Shalom.

Our future will be heavily guided by the outcomes of the two major applications we will be submitting May 2022. We will submit the first phase of our Regional bid for overarching redevelopment and 10 year business plan to the National Lottery Heritage Fund and a renewal application for National Portfolio Organisation status for 2023-2026.

Structure, governance and management

Governing document

Beth Shalom Limited is a company limited by guarantee (company registration no. 1388313) and is governed by its Memorandum and Articles of Association as amended by special resolutions passed on 12 June 1979, 8 June 1981, 14 July 2010 and 17 November 2014. It is registered as a charity (registration no. 509022) with the Charity Commission. Beth Shalom Limited changed its trading name to the National Holocaust Centre and Museum in 2014. Its registered office is the National Holocaust Centre and Museum, Laxton, Nr Newark. Any person can become a member of the company subject to approval by the trustees. Members undertake to contribute up to £1 in the event of a winding up of the charity.

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

Dr J Smith CBE - Life President

Mr H Grunwald OBE QC (Chairman)

Mr J Petrie MBE

Mr. S Saunders

(Resigned 23 November 2021)

Dame H Hyde DBE

Mr R Kleiner

Ms A Levitt

Mrs. L Weller

Mr. R Thompson

Prof. M Umbach

(Appointed 19 May 2021 and resigned 23 November 2021)

Mr F Mughal

(Appointed 9 June 2022)

The Chief Executive Officer during the period was Mr M N Cave.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Appointment of trustees

Trustees may be appointed by the members by ordinary resolution. Existing trustees may also appoint a member of the company as an additional trustee at any time, but the appointment must be confirmed by the members at the next annual general meeting.

Induction and training of trustees

Potential new Trustees are invariably familiar with the objects and operation of the charity but steps are taken to ensure they are fully briefed by the Trustees, Chief Executive and other key employees on legal obligations, constitutional matters, the past and current financial position and future plans, before their appointment is confirmed. All Trustees are encouraged to attend appropriate external training events where this will help them to carry out their role more efficiently.

Organisational structure

The Board of Trustees is responsible for the overall organisation under the chairmanship of Mr Henry Grunwald OBE QC.

The Board meets quarterly and includes Richard Kleiner who takes lead responsibility for finance. Copies of minutes from the Finance Sub-Committee Meetings are circulated and discussed at each Trustee Meeting.

Induction and training of trustees

Potential new trustees are invariably familiar with the objects and operation of the charity but steps are taken to ensure they are fully briefed by the Trustees, Director and other key employees on legal obligations, constitutional matters, the past and current financial position and future plans before their appointment is confirmed. All trustees are encouraged to attend appropriate external training events where this will help them to carry out their role more efficiently.

Pay policy for senior staff

The Trustees consider the Chief Executive Officer (CEO) (in liaison with the Trustees) to be in charge of controlling, running and operating the charity on a day-to-day basis. The Trustees set the remuneration packages for the CEO so that they attract, motivate and retain the right calibre of individual. The Trustees consider the packages of equivalent senior employees in similar organisations when determining the remuneration package.

Risk management

Risk management is considered a key responsibility for both Trustees and senior staff. The Risk Register is regularly updated and formally reviewed annually by Trustees, in its entirety. At each quarterly board meeting the Trustees scrutinise and review any identified red or amber risks and examine in depth a quarter of the content of the risk register. The risk assessment includes actions to be taken to mitigate each identified risk. During the annual review levels of mitigation are approved such that risk runs at an acceptable level.

Related parties

The charity does not have any close relationships with other organisations.

Auditor

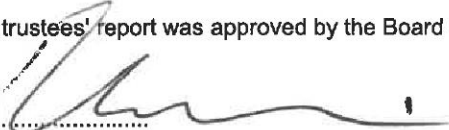
In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

BETH SHALOM LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

The trustees' report was approved by the Board of Directors.



.....
Mr R Kleiner

Trustee

Dated: 5.12.2022

BETH SHALOM LIMITED

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

The directors, who also act as trustees for the charitable activities of #cd2, 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 directors 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 directors 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 directors 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.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF BETH SHALOM LIMITED

Opinion

We have audited the financial statements of Beth Shalom Limited (the 'charity') for the year ended 31 March 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 March 2022 and of its incoming resources and application of resources, 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 directors 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 directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE DIRECTORS OF BETH SHALOM LIMITED

Responsibilities of directors

As explained more fully in the statement of trustees' responsibilities, the directors 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 directors 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 directors 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 directors 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

BETH SHALOM LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE DIRECTORS OF BETH SHALOM LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Mr Mark Jackson FCA DChA (Senior Statutory Auditor)
for and on behalf of Azets Audit Services**

9.12.2022

**Chartered Accountants
Statutory Auditor**

Ruthlyn House
90 Lincoln Road
Peterborough
United Kingdom
PE1 2SP

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BETH SHALOM LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds	Designated funds	Restricted funds	Endowment funds	Total Unrestricted funds	Designated funds	Restricted funds	Endowment funds	Total
		2022	2022	2022	2022	2022	2021	2021	2021	15 month period 2021
		£	£	£	£	£	£	£	£	£
<u>Income and endowments from:</u>										
Donations and legacies	3	786,614	66,693	314,608	-	1,167,915	1,194,548	240,437	-	1,643,950
Charitable activities	4	222,684	-	84,030	-	306,714	234,808	424,078	-	658,886
Other trading activities	5	28,122	-	-	-	28,122	16,383	-	-	16,383
Investments	6	-	-	-	-	-	1,625	-	-	1,625
Other income	7	-	-	-	-	-	1,750	-	-	1,750
Total income		1,037,420	66,693	398,638	-	1,502,751	1,449,114	664,515	-	2,322,594
<u>Expenditure on:</u>										
Raising funds	8	140,519	-	-	-	140,519	164,524	-	-	164,524
Charitable activities	9	1,102,519	-	578,216	-	1,680,735	1,339,281	459,265	-	1,798,546
Total expenditure		1,243,038	-	578,216	-	1,821,254	1,503,805	459,265	-	1,963,070
Net (outgoing)/incoming resources before transfers		(205,618)	66,693	(179,578)	-	(318,503)	(54,691)	205,250	-	359,524

BETH SHALOM LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds		Designated funds designated		Restricted funds		Endowment funds general		Total Unrestricted funds		Designated funds designated		Restricted funds		Endowment funds general		Total 15 month period		
		2022	£	2022	£	2022	£	2022	£	2022	£	2021	£	2021	£	2021	£	2021	£	2021
Net (outgoing)/incoming resources before transfers		(205,618)		66,693		(179,578)		-		(318,503)		208,965		205,250		-		-		359,524
Gross transfers between funds		36,805		(116,530)		79,725		-		(17,115)		-		17,115		-		-		-
Net (expenditure)/income for the year/		(168,813)		(49,837)		(99,853)		-		(318,503)		208,965		222,365		-		-		359,524
Fund balances at 1 April 2021		2,345,790		208,965		425,186		393,720		3,373,661		-		202,821		393,720		3,014,137		
Fund balances at 31 March 2022		2,176,977		159,128		325,333		393,720		3,055,158		208,965		425,186		393,720		3,373,661		

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.

BETH SHALOM LIMITED

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Intangible assets	13		254,240		317,800
Tangible assets	14		1,398,665		1,497,224
Heritage assets	15		323,393		212,884
Investments	16		5		5
			<u>1,976,303</u>		<u>2,027,913</u>
Current assets					
Stocks	17	52,755		57,439	
Debtors	18	117,499		31,948	
Cash at bank and in hand		1,201,517		1,547,274	
			<u>1,371,771</u>		<u>1,636,661</u>
Creditors: amounts falling due within one year	20	(242,100)		(171,993)	
Net current assets			<u>1,129,671</u>		<u>1,464,668</u>
Total assets less current liabilities			<u>3,105,974</u>		<u>3,492,581</u>
Creditors: amounts falling due after more than one year	21		(50,816)		(118,920)
Net assets			<u><u>3,055,158</u></u>		<u><u>3,373,661</u></u>
Capital funds					
<u>Endowment funds</u>					
Expendable endowment		393,720		393,720	
	24		<u>393,720</u>		<u>393,720</u>
Income funds					
Restricted funds	25		325,333		425,186
Designated fund			159,128		208,965
General unrestricted funds		1,904,945		2,073,758	
Revaluation reserve		272,032		272,032	
			<u>2,176,977</u>		<u>2,345,790</u>
			<u><u>3,055,158</u></u>		<u><u>3,373,661</u></u>

BETH SHALOM LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2022

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Directors on 5.12.2022.


.....
Mr R Kleiner
Trustee

Company Registration No. 01388313

BETH SHALOM LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	30		(177,136)		609,385
Investing activities					
Purchase of tangible fixed assets		(9,524)		(26,907)	
Proceeds on disposal of tangible fixed assets		13,683		-	
Purchase of heritage assets		(110,509)		(40,409)	
Investment income received		-		1,625	
Net cash used in investing activities			(106,350)		(65,691)
Financing activities					
Repayment of borrowings		(58,938)		(38,472)	
Repayment of bank loans		(3,333)		45,506	
Net cash (used in)/generated from financing activities			(62,271)		7,034
Net (decrease)/increase in cash and cash equivalents			(345,757)		550,728
Cash and cash equivalents at beginning of year			1,547,274		996,546
Cash and cash equivalents at end of year			1,201,517		1,547,274

BETH SHALOM LIMITED

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

1 Accounting policies

Charity information

Beth Shalom Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The National Holocaust Centre & Museum, Laxton, Newark, Nottinghamshire, NG22 OPA.

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 directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the directors 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 directors 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. All income is shown gross.

Gifts in kind have been included at market value of gifts received and in assets acquired. No amounts are included in the financial statements for services donated by volunteers, except where restricted income includes a separately identifiable contribution towards volunteers.

Revenue grants are included in the SOFA when receivable, except when the donors specify that they must be used in future accounting periods, in which case they are deferred. Capital grants in relation to specific fixed asset acquisitions are credited to the SOFA when receivable and shown as restricted funds.

Investment income is credited to the SOFA when received. Unrealised and realised gains and losses are included in the SOFA in the period in which the gain or loss is made.

BETH SHALOM LIMITED

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

1 Accounting policies

(Continued)

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, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs not directly attributed to particular headings have been allocated to activities on a basis consistent with use of the resources. The allocation of these support costs has been made on the basis of full time equivalent staff numbers. Governance costs are those incurred in connection with the charity's compliance with constitutional and statutory requirements.

Irrecoverable VAT is treated as a cost and allocated in the manner stated above.

BETH SHALOM LIMITED

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

1 Accounting policies

(Continued)

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software development	20% reducing balance
----------------------	----------------------

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land and buildings	2% straight line
Plant and machinery	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Heritage assets

These comprise the cost of capturing holocaust survivor testimony. No depreciation is charged on these costs as all such data is held in perpetuity for the purpose of education.

1.9 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

An associate is an entity, being neither a subsidiary nor a joint venture, in which the charity holds a long-term interest and where the charity has significant influence. The charity considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

1.10 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.11 Stocks

Stocks consist of purchased goods for resale, together with library books. Resale stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. Library books were valued in 2004 using insurance valuation methods.

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.12 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.

1.13 Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.14 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Capital Gains Act 1992 to the extent that these are applied to its charitable objects.

1.15 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.16 Retirement benefits

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

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the directors 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.

BETH SHALOM LIMITED

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

4 Charitable activities

	2022	2021
	£	£
Admission fees and conferences	158,166	122,843
Performance related grants	134,030	524,078
Sale of educational material	14,518	11,965
	<u>306,714</u>	<u>658,886</u>
Analysis by fund		
Unrestricted funds	222,684	234,808
Restricted funds	84,030	424,078
	<u>306,714</u>	<u>658,886</u>

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Non-charitable trading activities	<u>28,122</u>	<u>16,383</u>

6 Investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Interest receivable	<u>-</u>	<u>1,625</u>

7 Other income

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Insurance claims	<u>-</u>	<u>1,750</u>

BETH SHALOM LIMITED

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

8 Raising funds

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
<u>Fundraising and publicity</u>		
Staging fundraising events	5,110	5,303
Other fundraising costs	35,967	31,482
Staff costs	52,336	66,769
	<u>93,413</u>	<u>103,554</u>
<u>Trading costs</u>		
Coffee shop and merchandise	22,600	31,557
Staff costs	24,506	29,413
	<u>47,106</u>	<u>60,970</u>
	<u>140,519</u>	<u>164,524</u>

BETH SHALOM LIMITED

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

9 Charitable activities

	2022 £	2021 £
Staff costs	710,959	762,167
Depreciation and impairment	157,960	272,811
Professional fees	61,141	33,629
Consultancy fees	244,464	127,672
Rent and utility costs	45,306	50,552
Repairs and maintenance	148,042	130,215
Printing, postage, stationery and telephone	50,530	156,429
Travel, training and recruitment	24,561	25,565
Cleaning	18,411	18,816
Garden repairs and development	28,260	28,920
Film production	6,757	28,337
Loss on disposal of fixed assets	13,683	-
Bank charges	5,714	5,126
Other costs	25,887	55,457
Irrecoverable VAT	99,508	88,971
	1,641,183	1,784,667
Share of governance costs (see note 10)	39,552	13,879
	1,680,735	1,798,546
Analysis by fund		
Unrestricted funds	1,102,519	1,339,281
Restricted funds	578,216	459,265
	1,680,735	1,798,546

10 Support costs

	Support costs £	Governance costs £	2022 £	Support costs £	Governance costs £	2021 £
Audit fees	-	36,659	36,659	-	13,478	13,478
Travel costs	-	2,893	2,893	-	401	401
	-	39,552	39,552	-	13,879	13,879
	-	39,552	39,552	-	13,879	13,879
Analysed between						
Charitable activities	-	39,552	39,552	-	13,879	13,879
	-	39,552	39,552	-	13,879	13,879

Governance costs includes payments to the auditors of £8,450 (2021 - £8,075) for audit fees.

BETH SHALOM LIMITED

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

11 Directors

During the year five trustees (2021: two) were reimbursed for out of pocket expenses totalling £958 (2021: £401).

No trustees made donations to the charity during the year (2021: two trustees made donations totalling £20).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. Amounts paid to the Chief Executive Officer are detailed in note 29.

No other trustee was paid or received any other benefits from employment with the charity.

12 Employees

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Trading and fundraising	3	3
Direct charitable activities	32	30
Total	<u>35</u>	<u>33</u>

Employment costs

	2022	2021
	£	£
Wages and salaries	718,505	784,814
Social security costs	58,600	60,762
Other pension costs	10,696	12,773
	<u>787,801</u>	<u>858,349</u>

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

	2022	2021
	Number	Number
£70,000 - £80,000	-	1
£90,000 - £100,000	<u>1</u>	<u>-</u>

BETH SHALOM LIMITED

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

13 Intangible fixed assets

	Software development £
Cost	
At 1 April 2021 and 31 March 2022	581,497
Amortisation and impairment	
At 1 April 2021	263,697
Amortisation charged for the year	63,560
At 31 March 2022	327,257
Carrying amount	
At 31 March 2022	254,240
At 31 March 2021	317,800

These costs represent expenditure incurred in the development of software to facilitate the charity's interactive testimony presentation and virtualisation of the "Journey".

14 Tangible fixed assets

	Land and buildings £	Plant and machinery £	Total £
Cost			
At 1 April 2021	1,550,855	1,421,294	2,972,149
Additions	-	9,524	9,524
Disposals	-	(617,227)	(617,227)
At 31 March 2022	1,550,855	813,591	2,364,446
Depreciation and impairment			
At 1 April 2021	331,654	1,143,271	1,474,925
Depreciation charged in the year	27,017	67,383	94,400
Eliminated in respect of disposals	-	(603,544)	(603,544)
At 31 March 2022	358,671	607,110	965,781
Carrying amount			
At 31 March 2022	1,192,184	206,481	1,398,665
At 31 March 2021	1,219,201	278,023	1,497,224

On 10 October 2008 the company's freehold property was revalued at £1,500,000 by Musson Liggins, an external firm of Chartered Surveyors using current annual market rent, and a discount factor of 8 % in perpetuity. Under the transitional exemptions available under FRS102, the charity has treated the previous GAAP valuation as deemed cost. Included in the cost of freehold property is £200,000 relating to land that is not being depreciated.

BETH SHALOM LIMITED

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

15 Heritage assets

	Testimony data capture & Library stock £
At 1 April 2021	212,884
Purchases	110,509
At 31 March 2022	323,393

The above is made up of the cost of library stocks of £44,718 and costs incurred in capturing testimonies from holocaust survivors in a digital format of £278,675. This data will be used for the education of the general public, including in the charity's interactive testimony presentations.

The library stock and testimony data are held by the charity in perpetuity and the trustees do not consider that they will suffer any impairment in value. Consequently, no depreciation is charged in the accounts.

BETH SHALOM LIMITED

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

16 Fixed asset investments

	Other investments
Cost or valuation	
At 1 April 2021 & 31 March 2022	5
Carrying amount	
At 31 March 2022	5
At 31 March 2021	5

	2022	2021
	£	£
Other investments comprise:		
Investments in associates	5	5

17 Stocks

	2022	2021
	£	£
Goods for resale	52,755	57,439

18 Debtors

	2022	2021
	£	£
Amounts falling due within one year:		
Trade debtors	22,710	3,201
Other debtors	66,693	8,152
Prepayments and accrued income	28,096	20,595
	<u>117,499</u>	<u>31,948</u>

BETH SHALOM LIMITED

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

19 Loans and overdrafts

	2022 £	2021 £
Bank loans	46,667	50,000
Other loans	75,782	134,720
	<u>122,449</u>	<u>184,720</u>
Payable within one year	71,633	65,800
Payable after one year	<u>50,816</u>	<u>118,920</u>

Other loans comprise an unsecured loan from NESTA Arts Impact LLP at 2.5% interest repayable by instalments by November 2022.

20 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans	19	10,000	4,167
Other borrowings		61,633	61,633
Other taxation and social security		37,713	15,218
Deferred income	22	28,574	21,410
Trade creditors		70,465	48,830
Other creditors		5,298	2,710
Accruals		28,417	18,025
		<u>242,100</u>	<u>171,993</u>

21 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	19	36,667	45,833
Other borrowings		14,149	73,087
		<u>50,816</u>	<u>118,920</u>

22 Deferred income

	2022 £	2021 £
Other deferred income	<u>28,574</u>	<u>21,410</u>

BETH SHALOM LIMITED

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

22 Deferred income

(Continued)

Deferred income is included in the financial statements as follows:

	2022 £	2021 £
Deferred income is included within:		
Current liabilities	28,574	21,410
Movements in the year:		
Deferred income at 1 April 2021	21,410	19,815
Released from previous periods	(21,410)	(19,815)
Resources deferred in the year	28,574	21,410
Deferred income at 31 March 2022	28,574	21,410

Deferred income relates to deposits made for admission to the Holocaust Museum.

23 Retirement benefit schemes

Defined contribution schemes

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 charge to profit or loss in respect of defined contribution schemes was £10,696 (2021 - £12,773).

24 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

	Movement in funds					Balance at 31 March 2022 £
	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	Revaluations gains and losses £	
Expendable endowments						
Heritage Lottery Fund - Catalyst Endowments Fund	393,720	-	-	-	-	393,720
	393,720	-	-	-	-	393,720

The Heritage Lottery Fund - Catalyst Endowments Fund is an expendable endowment fund, subject to permission from The HLF, aimed at fundraising to provide investment capital whose income will be used to finance the running of the Holocaust Centre. Whilst classified as an expendable endowment fund it is anticipated that the capital raised will be invested for a period of 20 years.

BETH SHALOM LIMITED

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

25 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 April 2020		Movement in funds			Movement in funds			Balance at 31 March 2022		
	£	£	Incoming resources	Resources expended	Transfers	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	£	£
HET Bergen Beisen	(10,390)	27,000		(17,478)	868	-	-	-	-	-	-
Home Office Building a Stronger Britain	6,814	-		(12,029)	12,029	6,814	-	-	-	-	6,814
Band Trust	50,000	-		(50,000)	-	-	-	-	-	-	-
Impact of Stories About Refugees	122	-		-	-	122	-	-	-	-	122
Austin and Hope	5,000	-		(6,333)	1,333	-	-	-	-	-	-
The Mighty Creatives	2,500	-		(2,462)	(38)	-	500	(500)	-	-	-
National Lottery Community Fund Awards for All	3,612	-		(5,848)	2,236	-	-	-	-	-	-
Museums Association Esmee Fairbairn Collections Fund	52,893	-		(53,158)	265	-	-	-	-	-	-
Eye as a Witness Project Fund	(13,684)	66,000		(30,880)	-	21,436	-	(9,581)	(11,855)	-	-
Site Redevelopment Fund	105,954	-		-	-	105,954	-	(222,484)	116,530	-	-
Forever on-line/Stand Up	-	140,600		(122,303)	-	18,297	26,000	(44,297)	-	-	-
ACE and DCMS Culture Recovery Fund	-	75,000		(75,422)	422	-	30,400	(26,400)	(4,000)	-	-
Second World War and Holocaust Partnership Programme	-	39,693		(1,757)	-	37,936	-	(13,611)	-	-	24,325
National Lottery Heritage Fund: Heritage Emergency Fund	-	26,800		(26,800)	-	-	-	-	-	-	-
HET Lessons From Auschwitz Online	-	53,628		(42,953)	-	10,675	-	(10,175)	(500)	-	-
Garfield Weston Foundation: Weston Culture Fund	-	214,500		(11,842)	-	202,658	-	(67,679)	(20,000)	114,979	-
The Journey - Leo's Story	-	21,294		-	-	21,294	29,000	(30,520)	-	19,774	-
	202,821	664,515		(459,265)	(17,115)	425,186	85,900	(425,247)	(80,175)	166,014	

BETH SHALOM LIMITED

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

25 Restricted funds

(Continued)

HET Bergen Belsen: Collaboration with Holocaust Education Trust to produce an online interactive survivor testimony for engaging with schools on the 75th anniversary of the liberation of Bergen Belsen.

Home Office Building a Stronger Britain: Our project Unite was delivered in partnership with Stop Hate UK and worked with schools between Leicester and Leeds, supporting young people to counter extremism in their schools and communities.

Austin and Hope: This project delivered holiday activities for 9 to 11 year olds supporting them to consider behaviours affecting mental health.

The Mighty Creatives: This project trialled and tested the Journey App connecting with teachers and pupils to shape the best way forward for offering the app as a stand-alone resource which teachers download and teachers deliver to students with a comprehensive support package available online.

National Lottery Community Fund Awards for All: This fund supported our work with Holocaust survivors including funding taxi fares, support staff and social activities.

Museums Association Esmée Fairbairn Collections Fund: This Stories of Survival project involved widespread audience engagement and digitisation of testimonies to create a unique Holocaust survivor testimony resource which will inspire engagement, debate and reflection amongst diverse audiences.

Eye as Witness Project Fund: This project designed and created our touring Exhibition The Eye as Witness and supported engagement with audiences across the country.

Site Redevelopment Fund: Supporting the planning phase for future redevelopment

Forever on-line/Stand Up: Project creating online versions of The Forever Project and using these as part of an education outreach programme focused on Upstanders. Funded by Genesis Philanthropy Group, Wolfson Jewish Education Fund, Charles Wolfson Foundation and Nottinghamshire Police and Crime Commissioner Community Safety and Violence Reduction Fund.

ACE and DCMS Culture Recovery Fund: Government's culture recovery fund supporting us to establish a digital delivery business model in response to the pandemic. **Second World War and Holocaust Partnership Programme:** A project in partnership with the Imperial War Museum led Second World War and Holocaust Partnership Programme.

National Lottery Heritage Fund: Heritage Emergency Fund: Emergency funding covering costs connected with reopening the Centre after lockdown.

HET Lessons from Auschwitz Online: A collaboration with the Holocaust Educational Trust to produce and online interactive survivor testimony with Kitty Hart Moxon OBE. This replaced the in person element of the programme that was lost during Covid.

Garfield Weston Foundation: Weston Culture Fund: Funding to support a response to Covid-19 enabling us to recruit new staff, create new content and market our programmes.

The Journey - Leo's Story: Funding from The Big Give to support our primary outreach programme using the Journey App.

Commentary on transfers

Transfers from general funds to the various restricted funds represent the contribution to those projects from core funds. Transfers to general funds from restricted funds represent transfers of funds which are no longer deemed to be restricted.

BETH SHALOM LIMITED

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

26 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds					Balance at 31 March 2022
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	
	£	£	£	£	£	£
Designated Legacy Fund	208,965	66,693	-	(116,530)	-	159,128
	<u>208,965</u>	<u>66,693</u>	<u>-</u>	<u>(116,530)</u>	<u>-</u>	<u>159,128</u>

BETH SHALOM LIMITED

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

27 Analysis of net assets between funds	Unrestricted funds		Designated funds		Restricted Endowment funds		Total Unrestricted funds		Designated funds		Restricted Endowment funds		Total	
	2022	£	2022	£	2022	£	2022	£	2021	£	2021	£	2021	£
Fund balances at 31 March 2022 are represented by:														
Intangible fixed assets	254,240		-		-		254,240		317,800		-		-	317,800
Tangible assets	1,398,665		-		-		1,398,665		1,497,224		-		-	1,497,224
Heritage assets	323,393		-		-		323,393		212,884		-		-	212,884
Investments	5		-		-		5		5		-		-	5
Current assets/(liabilities)	251,490		159,128		393,720		1,129,671		436,797		208,965		393,720	1,464,668
Long term liabilities	(50,816)		-		-		(50,816)		(118,920)		-		-	(118,920)
	<u>2,176,977</u>		<u>159,128</u>		<u>393,720</u>		<u>3,055,158</u>		<u>2,345,790</u>		<u>208,965</u>		<u>393,720</u>	<u>3,373,661</u>

BETH SHALOM LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

28 Operating lease commitments

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

	2022 £	2021 £
Within one year	818	818
Between two and five years	1,841	2,660
	<u>2,659</u>	<u>3,478</u>

29 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022 £	2021 £
Aggregate compensation	92,737	-

Transactions with related parties

During the year the charity entered into the following transactions with related parties:

During the year the company paid £nil (2021: £93,243) to Cave People Limited for management services. Mr M N Cave, the chief executive officer, is a shareholder and director of that company.

Services in the amount of £132,611 (2021: £100,379) were procured from Forever Holdings Limited, a company in which certain trustees hold a financial interest.

BETH SHALOM LIMITED

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

30 Cash generated from operations		2022	2021
		£	£
(Deficit)/surplus for the year		(318,503)	359,524
Adjustments for:			
Investment income recognised in statement of financial activities		-	(1,625)
Depreciation and impairment of tangible fixed assets		157,960	272,811
Movements in working capital:			
Decrease in stocks		4,684	2,168
(Increase)/decrease in debtors		(85,551)	33,771
Increase/(decrease) in creditors		57,110	(58,859)
Increase in deferred income		7,164	1,595
Cash (absorbed by)/generated from operations		(177,136)	609,385
31 Analysis of changes in net funds			
	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	1,547,274	(345,757)	1,201,517
Loans falling due within one year	(65,800)	(5,833)	(71,633)
Loans falling due after more than one year	(118,920)	68,104	(50,816)
	1,362,554	(283,486)	1,079,068

BETH SHALOM LIMITED

England & Wales - Charity number 509022

Accounts

BETH SHALOM LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2021

LEGAL AND ADMINISTRATIVE INFORMATION

Directors	Dr J Smith CBE - Life President Mr H Grunwald OBE QC (Chairman) Mr J Petrie MBE Mr S Saunders Dame H Hyde DBE Mr R Kleiner Ms A Levitt Mrs L Weller (Appointed 4 May 2020)
Secretary	Mrs J Mills
Charity number	509022
Company number	01388313
Registered office	The National Holocaust Centre & Museum Laxton Newark Nottinghamshire NG22 OPA
Auditor	Azets Audit Services Ruthlyn House 90 Lincoln Road Peterborough United Kingdom PE1 2SP
Bankers	Lloyds Bank PLC 202 High Street Lincoln United Kingdom LN5 7AP
Solicitors	Freeth Cartwright LLP Cumberland Court 80 Mount Street Nottingham NG1 6HH

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE PERIOD ENDED 31 MARCH 2021

The directors present their report and financial statements for the period ended 31 March 2021.

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 1 January 2019)".

Objectives and activities

The Centre exists to communicate the memory of the Holocaust for a contemporary purpose - to cultivate 'Upstanders' against hate and persecution.

Our purpose is urgent because, whilst time is running out to capture Holocaust survivors' testimony, hate is on the rise. This profound social problem needs bold, imaginative solutions. As such we create learning experiences which are innovative in their design and distribution, to make the Holocaust relevant for today's and future generations.

The Centre has a three-pronged approach to maximise its impact:

1. **Witness:** collect Holocaust testimonies and artefacts, as the UK's only accredited Holocaust museum.
2. **Create:** develop world-class curatorial and academic expertise, brought to life with innovative exhibitions, storytelling and digital technologies that truly involve the audience.
3. **Distribute:** make these learning experiences accessible in the widest range of places and formats, to continually reach new audiences and provoke attitudinal change across all our communities.

The more 'Upstanders' we cultivate, the closer we will get to become an open-minded society where difference is valued. It is where difference is feared that hatred and persecution arises. The Holocaust remains the ultimate example of where hatred and persecution can lead.

The Centre's key aims are

1. To enhance the visitor experience
2. To expand our reach and diversify our audience base
3. To develop wider partnerships and expand networks
4. To drive innovation and manage risk
5. To improve our sustainability and financial well-being
6. To ensure quality and target excellence
7. To become a Learning Organisation

The annual report contains an overview (below) followed by a summary statement for each of the seven aims. Key outcomes achieved in 2020/21 appear under 'Achievements and Performance'.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

Overview

The National Holocaust Centre and Museum (NHCM) is a unique place of learning, founded in 1995 by a Christian family, Marina and Eddie Smith and their two sons, Stephen and James, following a visit to Yad Vashem, Jerusalem. Deeply touched by the experience of Jewish people, especially through the Holocaust, they created Beth Shalom (House of Peace), as a dedicated memorial and place of education from a converted farmhouse.

The Centre has an inspiring history which confirms the relevance of the Holocaust to communities of all faiths, and those with none, across the UK. The purpose of the Centre is to understand and learn the lessons from the past, to be better equipped to prevent or address the many challenges faced by communities today.

The NHCM is an Arts Council England accredited museum with collections of national and international significance, which relate to pre-war Jewish life, the Holocaust, refugee experiences and Holocaust survivors' lives in England. Items within its collection originate from across Europe and include many artefacts from ghettos and concentration camps. The collection's widespread representation and connection to the UK makes it unique, significant in helping to demonstrate the lead up to the Holocaust and the indoctrination methods that were used by the Third Reich. The National Holocaust Centre and Museum was assigned as an Arts Council England National Portfolio Organisation for the period 2018 – 2022, which provides vital funding support.

Contribution made by volunteers

The charity is grateful for the support it receives from volunteers who assist the delivery of the education programmes and the visitor experience. We applaud the contribution of the dedicated team of Holocaust survivors who undertake the physically and mentally demanding experience of coming to the Centre regularly and sharing their personal experience of the Holocaust with students and other visitors. They have made the National Holocaust Centre and Museum what it is today by their courage, strength and commitment. During the pandemic a large number of survivors replicated their face to face talks using the interactivity of the web to deliver virtually to classrooms across the country.

The directors have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Fundraising standards information

Beth Shalom relies on fundraising to support its charitable activities. Fundraising activities are carried out by the Development team, under the guidance of the director, who is a professional fundraiser. Beth Shalom does not employ other organisations or individuals to carry out fund-raising activities. Whilst the Centre does not have an undertaking to be bound by any schemes or standards for fundraising, all fundraising activities conform to published standards.

The Centre does not carry out any street or telephone fundraising with the public. There have been no complaints about any of the Centre's fundraising activities.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

Achievements and performance

Aim 1: To enhance the visitor experience

We aim to significantly improve the estate and the visitor experience it provides.

At the heart of our work lies historical truth. The success in communicating this to learners and visitors depends upon the quality of our exhibitions, our collections, our staff and our ability to reflect on and learn from the current visitor experience, using ideas from partners, users and non-users to help improve the service provided and enhance the use of collections.

During 2020/21 we have achieved the following:

- Progression on our plans for onsite redevelopment and improvements, which are funded by our Regional Heritage Fund bid. The planning phase is extended until March 2022 and we are working on creating a sharper creative brief for our vision before making any major development decisions.
- Under this process we have completed significant work focusing on gathering intelligence for audience development directly from Trustees, staff and volunteers of the Centre. Intelligence has been gathered from schools and general visitors to improve our understanding of what factors drive a first time visit to the Centre.
- We have consulted with stakeholders to ensure any site redevelopment plans build on our USPs and 'trophy assets' and link them more clearly to our online offerings. Plans to increase capacity and improve visitor flow are key to our plans. Interpretation and operational planning specialists will be working with the Centre on the development of our creative plan.
- This work will inform our future redevelopments to ensure everything is tailored to improving visitor experience.

Aim 2: To expand our reach and diversify our audience base

The Centre is generally 'undersold', both locally and nationally. We aim to increase the number, range and diversity of people who engage with the Centre, especially those from communities with a less strong tradition of arts and culture activity. We will achieve this through a combination of extended opening, targeted marketing, website and social media development and the improvements to the estate and facilities described in the previous section.

During 2020/21 we have achieved the following:

Primary Schools - Online Programme

- 1.5 to 2 hour sessions via Zoom or Teams, digitising the best of the on-site and outreach programmes.
- Pre-session: teachers provided with pre-session materials that ask students to consider Leo's identity and their own.
- Session: pupils learn through Leo's diary how persecution increases during 1938. Museum objects, pictures, documents, clips from The Journey app and survivor testimony illustrate what life was like for Leo. A Holocaust survivor joins the session with the class (12 survivors in total across the year).
- Post session: award winning children's author Tom Palmer has helped us to create post-session resources that support students in their writing, including a scaffold which works especially well with reluctant writers.
- *"An absolutely brilliant session led by Nicola and Trude. We were so impressed with the quality of resources (for pre-learning as well as the session itself), range of activities and opportunities for discussion. Tride's testimony was such a privilege to hear and she was such an inspiration for our students. You have made a challenging subject very accessible and poignant - a very powerful and memorable learning experience which will stay with our pupils for life, thank you so much!"* - Teacher, Sheffield Girls' School.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

Special Times, Special Stories

- For primary students this was 3 video exercises with guidance from a member of our staff team and video clips from our Holocaust survivors. <https://www.holocaust.org.uk/special-stories>

Bystanders and Upstanders

- Secondary students could access a programme based around Bystanders and Upstanders, using out Edek and Stand Up films. <https://www.holocaust.org.uk/standup>

The Journey App: What is it?

- 60 to 90 minute experience
- A 'first person role-play' app based on composite character Leo over 5 years, 1933-38 in Nazi Berlin.
- Extensive historical research has been undertaken to ensure accurate period details.
- Survivors were consulted, whose lives Leo is based upon.
- High quality animation combined with fully navigable virtual environments.
- Find hidden objects in rooms, buildings and locations.
- Answer questions as they pop up along our journey.
- Complete tasks in diary before moving to the next episode.
- Epilogues and prologue with Kindertansportee Ruth David; and
- Accompanying teacher and student resource packs included in the price.

Pedagogic Objectives

- Aimed at Upper Key Stage 2 History and Spiritual, Moral, Social and Cultural (SMSC) curriculum
- History: Understand the experiences of Jewish children in Nazi Germany.
- SMSC: Learn friendship, kindness, identity, empathy and critical thinking by exploring difficult choices.

The Journey App Launch

- There are 21,000 primary school in the UK and our app has the potential to increase the reach of our primary education exponentially nationwide.
- Launched during Refugee Week, June 2020
- Key 2020 objectives were to create a distribution model and pricing plan and to secure government support we can use to ensure a high number of schools use the app.
- Initial testing indicates high levels of engagement in learning through the app. Students like finding objects, reading the information and sharing what they have learned from finding those objects with others. We have clarified how students explore and engage with the virtual environment and have built in clearer user instructions so that students are clear about the task and the learning outcomes.
- Hard launch planned for September 2021

Social media and our digital engagement

It is important that we increase our online presence to increase awareness of our work and boost our relationships with supporters and members of the public.

- Our Twitter following rose 20% to 19,900 followers. Facebook rose 31% to 5,731. Instagram rose 71% to 2,835.
- Facebook has been successfully used to market school bookings to new audiences.
- Holocaust memorial day 2021: Light in the Darkness film over 587,000 total views.

Live webcast series

Throughout the periods of lockdown, we looked to keep our audience engaged and familiar with our work by working on multiple series of webcasts that were broadcast live. We engaged our audience on social media and constantly amended our series to run smoother with better technical quality and graphics overlays. We also welcomed a number of high-profile special guests across all episodes.

- 32 broadcasts with 38 difference guests and a total of over 35,500 views
- Five themed series: 'Women of The Holocaust', 'Finding Light in the Darkness', 'Matters of Artefact', 'The Journey', 'Sunday Sunshine'
- Media partnerships with the Museums Association, Aegis Trust, The United synagogue, and The Jewish Chronicle
- 12 minute overview of this work so far: <https://bit.ly/livecast-highlights-2020>
- 2 minute overview: <https://fb.watch/40GMuL8TJO/>

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

Aim 3: To develop wider partnerships and expand networks

We aim to build strong national partnerships. Our partnership working has developed well over the past 3 years. Over the next 4 years we aim to develop stronger collaboration within the field of Holocaust education and to establish delivery partners for a range of programmes and projects including outreach programmes and museum and testimony projects.

During 2021 we have achieved the following:

Partnerships for Hate Crime education with Nottinghamshire County Council:

- Breaking the Cycle programs are run for a small number of 9 to 17 year olds who have been referred by the courts, police, schools, or local authorities if they are believed to be at risk of committing hate offences.
- 'Breaking the Cycle: Community' program designed and resourced from research and consultation with experts. Completion of project resources including a PowerPoint presentation, pre- and post-program surveys, lesson plans and a poster.
- Piloting the "Adult Breaking the Cycle" program onsite and/or online. Delivery of 10 sessions of the pilot program to 20 participants.
- First session in October with strong progress made in work on referral pathways for participants. Relationships have been established with contacts who can feed referrals. The program is joined on a voluntary basis and sessions are booked for 2021 year end.

Partnership with the Holocaust Educational Trust (HET) and UCL Centre for Holocaust education to mark the 75th anniversary of the liberation of Bergen Belsen. Funded by the Department of Education.

- We received funding to create the microsite-based experience 'Renee Salt Forever' (Renee being a Bergen Belsen survivor). 500 schools are signed up to the programme. Each allocated two pupils and one teacher to visit the camps. NHCM's role is to facilitate wider school involvement, using the interactive online experience to allow whole class conversations with Digital Renee.
- Covid cancelled the programme delivery in April 2020 but all parties remain committed to using the online learning resources, included an extended licence window.

Aim 4: To drive innovation and manage risk

The Centre has understood the need to embrace change and to utilise new technologies to better engage audiences and extend our reach.

Our plans are ambitious but realistic and assume that our willingness to drive innovation will continue in the next decade and beyond.

Innovation and growth both bring risk. Central to our plans is the identification, mitigation and monitoring of risk with full involvement of the Trustees.

During 2020/21 we have achieved the following:

The Forever Project

- Funding was secured to re-purpose another 5 testimonies from The Forever Project for online consumption. This means we will have 8 out of the 10 by 2021.
- Increased the use of the Forever Project onsite, with the education team building new approaches to using the testimonies with schools on-site. In addition, the educators are developing Forever for use off-site, producing an experience customised to each school.
- To further improve this already innovative development, Forever has been expanded by an online version, which was used in the government funded Belsen 75 project. We are continuing to preserve and increase the ability for survivor interaction without physical limitations and to futureproof their testimonies.
- The use of new technology has improved delivery of the on-line version of Forever, in accordance with our commitment to continual improvement of the product.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

- The partnership project with Holocaust Education Trust (HET) continued to progress with the completion of work with our partners Forever Holdings to create an online version of Kitty Hart Moxon. This has been licensed to HET and will start to be shared with pupils in the run up to HMD 2022.

School Feedback – The Forever Project:

“A very useful tool, I felt it created a link between me and the survivor. It was an intriguing experience and it was like I was actually talking to them” Year 8 student, St Paul’s School London

“Very impressive. It feels like a work of art and the students really engaged well with having their questions answered. A unique opportunity” Jonny Atkins – Teacher, Immanuel College, Bushey

Aim 5: To improve our sustainability and financial well-being

We aim for financial stability and sustainable growth.

The Centre like other charitable organisations needs to develop a strong income base in difficult economic times if it is to achieve its ambitions. Whilst growth in activity is planned, there is recognition that this must be achieved within tight financial parameters and prudent expenditure levels.

During 2020 we have achieved the following:

- Curatorial team have been working on collections and contextual research for retrospective collection and pre-Covid acquired objects. Research includes 8 new contextual areas.
- Our work documenting untold stories continues with new survivors connecting with us to document their testimonies. An untold story was collected from a deceased survivor and we have finished catalogued his expansive collection donated in 2017. A further collection was left to us post-death from someone unknown to us – our first Scottish survivor.
- NHCM has been working closely with external partners on projects involving our collections: a Massive Open Online Course with the University of Nottingham, web based lesson plans for HMDT, uploading key items from the collection to the Earth Museum and a project with the Imperial War Museum providing objects and content.
- Completed an audit of the entire collection to address the gaps that we have for future intelligence surrounding collections.
- Advertised for a Digital Content Officer to be responsible for web content and increasing digital compliancy for objects.
- University placements at NHCM to be finalised for 2022 for MA Museum Studies students.

Engaging with holocaust survivors:

- We continue to work closely with Holocaust survivors who have delivered their testimony to school groups digitally and worked with us as guests on our live webcast series.
- Survivor support is a constant priority which has been difficult without travel to the Centre. Discussions have been held via video and phone calls wherever possible.
- Sadly, the following survivors passed away during 2020, highlighting the urgency and value of the work that we do.

Lili Pohlmann
Howard Kendall
Bernard Grunberg
Sue Pearson
Dorothy Fleming
Ruth David
Yvonne Franklin

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

Aim 6: To ensure quality and target excellence

As a nationally styled museum we will aim for excellence, and this will be evidenced in a systematic approach to evaluation, appraisal and development.

We are looking to continuously improve and strengthen our assets and always ensure a quality level of excellence.

During 2020/21 we have achieved the following:

- We continued to receive excellent feedback on our on-site programmes. 100% of teachers said they are very likely to book a return visit for next year and most teachers gave the highest score to questions about programme quality.
- Four community learning days were held in February 2021 aimed at different audiences, which focused on issues relating to testimony. These were attended by:
 - Nottingham Women's Labour Forum
 - University of Leeds History Students
 - Youth workers in Nottingham; and
 - Amateur historians.

"These testimonies in our archive must be preserved for younger generations – preserved in their entirety so that they can make up their minds, and also who what they will want to do with them/learn from them" - Clare Amateur Historian

"If the archive could maybe use social media, so for example if they were to use YouTube, Facebook, you could reach a lot of audiences for the clips that you wouldn't do otherwise, especially at the moment with it obviously not being the case that you can travel anyway, but especially there's even international possibilities for the material to be viewed" - Student, University of Leeds

The Forever Project:

- The extended beta test of the Forever testimonies has informed our educational objectives, allowing greater precision in developing the use of interactive digital testimony as an element of structured learning experiences.

Aim 7: To become a learning organisation

We aim to foster both personal and organisational development.

A learning organisation is skilled at creating, acquiring and transferring knowledge, and at modifying its thinking and behaviour to reflect new knowledge and insights.

During 2020 we have achieved the following:

- Produced free learning materials at the very start of lockdown: 'Special Times, Special Stories' for primary schools and 'Bystanders and Upstanders' for secondary schools
- We then worked on translating our existing onsite programmes to online content that would still engage schools. We worked with schools for free to gather experience and feedback and then moved to a paid model of £150 per school session. (Still much less than onsite income). Sessions included details pre and post lesson resources to support the session.
- 8,200 students and 12 Holocaust survivors took part in the webinars
- These online sessions can remain a part of our core delivery model for the future allowing us to have a permanent online delivery method for schools who could never visit us or visited by us.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

Financial review

Significant Events and Principal Funding

The accounts for the year show that the National Holocaust Centre and Museum showed a deficit (before transfers) of £54,691 for unrestricted fund balances (2019: surplus of £49,478), a surplus of £208,965 for designated funds (2019: £nil) and a surplus (before transfers) of £205,250 for restricted funds (2019: £114,540), resulting in an overall surplus for the year of £359,524 (2019 £164,018).

The principle funding sources were donations and legacies of £1,617,328 and income from charitable activities of £685,508. Total income was £2,322,594 compared with £1,936,977 in 2019. The increase is largely due to the accounting period being extended to a 15 month period.

At the year end the total reserves were £3,373,661. Of this figure, £272,032 relates to a capital reserve on the revaluation of the freehold property, £425,186 relates to restricted funds and £208,965 relates to designated funds. This leaves general unrestricted funds of £2,073,758. At the year-end an expendable endowment of £393,720 is also held.

Income from donations and legacies showed an increase of £334,936 compared with 2019, but income from charitable activities decreased by £53,602 compared with 2019. Income from other trading activities has also decreased in comparison with 2019.

Significant donations and grants were received from:

Arts Council England (NPO) (£300,000)
Garfield Weston (£214,500)
Pears Foundation (£200,000)
Genesis Philanthropy Group (£78,950)
Holocaust Educational Trust (£77,901)
Bloom Foundation (£50,000)

The Trustees wish to acknowledge the ongoing support of the Gerald and Gail Ronson Family Foundation.

The Trustees investment powers are governed by the Memorandum and Articles of Association, which permits the charity's funds to be invested in such investments, securities or property as thought fit.

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

Plans for future periods

During 2021, in response to the Covid-19 pandemic, the Centre will continue to increase its reach through the development of Outreach programmes and digital offerings, which will broaden the customer base and increase engagement with our work with communities who are not able to visit the museum site. We will develop new routes to primary and secondary school markets for digital products, such as Virtual Journey and the Forever Project. Options that will be explored include the potential for working in partnership with others to distribute our digital resources more widely and paid-for online distribution hosted directly by NHCM or third parties. The Eye as Witness touring exhibition, which received critical acclaim at its launch, will widen the Centre's reach to new geographic areas and new audiences. These activities will help increase resilience and sustainability by opening up exciting new opportunities for the future.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

Structure, governance and management

Governing document

Beth Shalom Limited is a company limited by guarantee (company registration no. 1388313) and is governed by its Memorandum and Articles of Association as amended by special resolutions passed on 12 June 1979, 8 June 1981, 14 July 2010 and 17 November 2014. It is registered as a charity (registration no. 509022) with the Charity Commission. Beth Shalom Limited changed its trading name to the National Holocaust Centre and Museum in 2014. Its registered office is the National Holocaust Centre and Museum, Laxton, Nr Newark. Any person can become a member of the company subject to approval by the trustees. Members undertake to contribute up to £1 in the event of a winding up of the charity.

The directors who served during the period and up to the date of signature of the financial statements were:

Dr J Smith CBE - Life President

Mr H Grunwald OBE QC (Chairman)

Mr J Petrie MBE

Mr S Saunders

Dame H Hyde DBE

Mr R Kleiner

Ms A Levitt

Mrs L Weller

(Appointed 4 May 2020)

The Chief Executive Officer during the period was Mr M N Cave.

Appointment of trustees

Trustees may be appointed by the members by ordinary resolution. Existing trustees may also appoint a member of the company as an additional trustee at any time, but the appointment must be confirmed by the members at the next annual general meeting.

Induction and training of trustees

Potential new Trustees are invariably familiar with the objects and operation of the charity but steps are taken to ensure they are fully briefed by the Trustees, Chief Executive and other key employees on legal obligations, constitutional matters, the past and current financial position and future plans, before their appointment is confirmed. All Trustees are encouraged to attend appropriate external training events where this will help them to carry out their role more efficiently.

Organisational structure

The Board of Trustees is responsible for the overall organisation under the chairmanship of Mr Henry Grunwald OBE QC.

The Board meets quarterly and includes Richard Kleiner who takes lead responsibility for finance. Copies of minutes from the Finance Sub-Committee Meetings are circulated and discussed at each Trustee Meeting.

Induction and training of trustees

Potential new trustees are invariably familiar with the objects and operation of the charity but steps are taken to ensure they are fully briefed by the Trustees, Director and other key employees on legal obligations, constitutional matters, the past and current financial position and future plans before their appointment is confirmed. All trustees are encouraged to attend appropriate external training events where this will help them to carry out their role more efficiently.

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

Pay policy for senior staff

The Trustees consider the Chief Executive Officer (CEO) (in liaison with the Trustees) to be in charge of controlling, running and operating the charity on a day-to-day basis. The Trustees set the remuneration packages for the CEO so that they attract, motivate and retain the right calibre of individual. The Trustees consider the packages of equivalent senior employees in similar organisations when determining the remuneration package.

Risk management

Risk management is considered a key responsibility for both Trustees and senior staff. The Risk Register is regularly updated and formally reviewed annually by Trustees, in its entirety. At each quarterly board meeting the Trustees scrutinise and review any identified red or amber risks and examine in depth a quarter of the content of the risk register. The risk assessment includes actions to be taken to mitigate each identified risk. During the annual review levels of mitigation are approved such that risk runs at an acceptable level.

Related parties

The charity does not have any close relationships with other organisations.

Auditor

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

The trustees' report was approved by the Board of Directors.

.....
Mr R Kleiner

Trustee

Dated:

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE PERIOD ENDED 31 MARCH 2021

The directors, who also act as trustees for the charitable activities of #cd2, 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 directors 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 period.

In preparing these financial statements, the directors 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 directors 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.

INDEPENDENT AUDITOR'S REPORT
TO THE DIRECTORS OF BETH SHALOM LIMITED

Opinion

We have audited the financial statements of Beth Shalom Limited (the 'charity') for the period ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 FRS 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 March 2021 and of its incoming resources and application of resources, for the period 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 directors 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 directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE DIRECTORS OF BETH SHALOM LIMITED

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the statement of trustees' responsibilities, the directors 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 directors 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 directors 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 directors 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE DIRECTORS OF BETH SHALOM LIMITED

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Mr Mark Jackson FCA DChA (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

.....

Chartered Accountants
Statutory Auditor

Ruthlyn House
90 Lincoln Road
Peterborough
United Kingdom
PE1 2SP

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

Draft Financial Statements
BETH SHALOM LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE PERIOD ENDED 31 MARCH 2021**

		Unrestricted funds	Designated funds	Restricted funds	Endowment funds general	Total 15 month period	Total
	Notes	2021 £	2021 £	2021 £	2021 £	2021 £	2019 £
<u>Income and endowments from:</u>							
Donations and legacies	3	1,167,926	208,965	240,437	-	1,617,328	1,144,761
Charitable activities	4	261,430	-	424,078	-	685,508	739,110
Other trading activities	5	16,383	-	-	-	16,383	50,025
Investments	6	1,625	-	-	-	1,625	3,081
Other income	7	1,750	-	-	-	1,750	-
Total income		1,449,114	208,965	664,515	-	2,322,594	1,936,977
<u>Expenditure on:</u>							
Raising funds	8	164,524	-	-	-	164,524	198,961
Charitable activities	9	1,339,281	-	459,265	-	1,798,546	1,573,998
Total resources expended		1,503,805	-	459,265	-	1,963,070	1,772,959
Net (outgoing)/ incoming resources before transfers		(54,691)	208,965	205,250	-	359,524	164,018
Gross transfers between funds		(17,115)	-	17,115	-	-	-
Net (expenditure)/income for the year/ Net movement in funds		(71,806)	208,965	222,365	-	359,524	164,018
Fund balances at 1 January 2020		2,417,596	-	202,821	393,720	3,014,137	2,850,119
Fund balances at 31 March 2021		2,345,790	208,965	425,186	393,720	3,373,661	3,014,137

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

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.

Draft Financial Statements
BETH SHALOM LIMITED

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021		2019	
		£	£	£	£
Fixed assets					
Intangible assets	13		317,800		444,057
Tangible assets	14		1,497,224		1,616,871
Heritage assets	15		212,884		172,475
Investments	16		5		5
			<u>2,027,913</u>		<u>2,233,408</u>
Current assets					
Stocks	17	57,439		59,607	
Debtors	18	31,948		65,719	
Cash at bank and in hand		1,547,274		996,546	
		<u>1,636,661</u>		<u>1,121,872</u>	
Creditors: amounts falling due within one year	20	<u>(171,993)</u>		<u>(213,951)</u>	
Net current assets			1,464,668		907,921
Total assets less current liabilities			<u>3,492,581</u>		<u>3,141,329</u>
Creditors: amounts falling due after more than one year	21		<u>(118,920)</u>		<u>(127,192)</u>
Net assets			<u><u>3,373,661</u></u>		<u><u>3,014,137</u></u>
Capital funds					
<u>Endowment funds</u>					
Expendable endowment		393,720		393,720	
	24	<u>393,720</u>		<u>393,720</u>	
Income funds					
Restricted funds	25		425,186		202,821
Designated fund			208,965		-
General unrestricted funds		2,073,758		2,145,564	
Revaluation reserve		272,032		272,032	
		<u>2,345,790</u>		<u>2,417,596</u>	
			<u><u>3,373,661</u></u>		<u><u>3,014,137</u></u>

Draft Financial Statements
BETH SHALOM LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2021

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the period ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the period in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Directors on

.....

Mr R Kleiner

Trustee

Company Registration No. 01388313

Draft Financial Statements
BETH SHALOM LIMITED

STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 31 MARCH 2021

	Notes	2021		2019	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	30		609,385		605,823
Investing activities					
Purchase of intangible assets		-		(12,466)	
Purchase of tangible fixed assets		(26,907)		(60,286)	
Purchase of heritage assets		(40,409)		(4,385)	
Investment income received		1,625		3,081	
Net cash used in investing activities			(65,691)		(74,056)
Financing activities					
Repayment of borrowings		(38,472)		(65,166)	
Repayment of bank loans		45,506		-	
Net cash generated from/(used in) financing activities			7,034		(65,166)
Net increase in cash and cash equivalents			550,728		466,601
Cash and cash equivalents at beginning of period			996,546		529,945
Cash and cash equivalents at end of period			<u>1,547,274</u>		<u>996,546</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Beth Shalom Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The National Holocaust Centre & Museum, Laxton, Newark, Nottinghamshire, NG22 OPA.

1.1 Accounting convention

The financial statements have been prepared in accordance 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 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, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

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

In arriving at this conclusion the directors have considered the impact of the Coronavirus pandemic on the business. Whilst the full impact of the pandemic is unknown the directors are confident that they have sufficient resources to manage through the period of uncertainty and they have taken appropriate action to mitigate costs and continued to maintain wherever possible.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the directors 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. All income is shown gross.

Gifts in kind have been included at market value of gifts received and in assets acquired. No amounts are included in the financial statements for services donated by volunteers, except where restricted income includes a separately identifiable contribution towards volunteers.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Revenue grants are included in the SOFA when receivable, except when the donors specify that they must be used in future accounting periods, in which case they are deferred. Capital grants in relation to specific fixed asset acquisitions are credited to the SOFA when receivable and shown as restricted funds.

Investment income is credited to the SOFA when received. Unrealised and realised gains and losses are included in the SOFA in the period in which the gain or loss is made.

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Costs not directly attributed to particular headings have been allocated to activities on a basis consistent with use of the resources. The allocation of these support costs has been made on the basis of full time equivalent staff numbers. Governance costs are those incurred in connection with the charity's compliance with constitutional and statutory requirements.

Irrecoverable VAT is treated as a cost and allocated in the manner stated above.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies **(Continued)**

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software development	20% straight line
----------------------	-------------------

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land and buildings	2% straight line
Plant and machinery	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.8 Heritage assets

These comprise the cost of capturing holocaust survivor testimony. No depreciation is charged on these costs as all such data is held in perpetuity for the purpose of education.

1.9 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

An associate is an entity, being neither a subsidiary nor a joint venture, in which the charity holds a long-term interest and where the charity has significant influence. The charity considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

1.10 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.11 Stocks

Stocks consist of purchased goods for resale, together with library books. Resale stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold. Library books were valued in 2004 using insurance valuation methods.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies **(Continued)**

1.12 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.

1.13 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.14 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Capital Gains Act 1992 to the extent that these are applied to its charitable objects.

1.15 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies **(Continued)**

1.16 Retirement benefits

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

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the directors 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 and legacies

	Unrestricted funds	Endowment funds designated	Restricted funds	Total	Total
	2021	2021	2021	2021	2019
	£	£	£	£	£
Donations and gifts	1,030,295	208,965	240,437	1,479,697	1,144,761
Coronavirus Job Retention Scheme income	137,631	-	-	137,631	-
	<u>1,167,926</u>	<u>208,965</u>	<u>240,437</u>	<u>1,617,328</u>	<u>1,144,761</u>
Donations and gifts					
Government organisations	407,600	-	146,650	554,250	406,000
Charitable organisations	461,942	-	39,800	501,742	543,360
Corporate sponsors	1,034	-	39,693	40,727	10,800
Individuals	114,025	-	14,294	128,319	135,752
Legacies	4,792	208,965	-	213,757	15,701
Gift aid	40,902	-	-	40,902	33,148
	<u>1,030,295</u>	<u>208,965</u>	<u>240,437</u>	<u>1,479,697</u>	<u>1,144,761</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

4 Charitable activities

	2021	2019
	£	£
Admission fees and conferences	149,465	244,420
Performance related grants	524,078	461,867
Sale of educational material	11,965	32,823
	<u>685,508</u>	<u>739,110</u>
Analysis by fund		
Unrestricted funds	261,430	377,243
Restricted funds	424,078	361,867
	<u>685,508</u>	<u>739,110</u>

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2021	2019
	£	£
Non-charitable trading activities	16,383	50,025
	<u>16,383</u>	<u>50,025</u>

6 Investments

	Unrestricted funds	Unrestricted funds
	2021	2019
	£	£
Interest receivable	1,625	3,081
	<u>1,625</u>	<u>3,081</u>

7 Other income

	Unrestricted funds	Total
	2021	2019
	£	£
Insurance claims	1,750	-
	<u>1,750</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

8 Raising funds

	Unrestricted funds	Unrestricted funds
	2021	2019
	£	£
<u>Fundraising and publicity</u>		
Staging fundraising events	5,303	18,974
Other fundraising costs	31,482	44,068
Staff costs	66,769	73,313
	<hr/>	<hr/>
Fundraising and publicity	103,554	136,355
	<hr/>	<hr/>
<u>Trading costs</u>		
Coffee shop and merchandise	31,557	24,714
Staff costs	29,413	37,892
	<hr/>	<hr/>
Trading costs	60,970	62,606
	<hr/>	<hr/>
	<u>164,524</u>	<u>198,961</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

9 Charitable activities

	2021	2019
	£	£
Staff costs	762,167	583,180
Depreciation and impairment	272,811	242,272
Professional fees	161,301	192,353
Rent and utility costs	50,552	46,928
Repairs and maintenance	130,215	68,063
Printing, postage, stationery and telephone	156,429	154,840
Travel, training and recruitment	25,565	71,090
Other costs	136,656	112,502
Finance costs	(2,515)	7,794
Irrecoverable VAT	91,486	78,809
Educational book purchases	-	5,187
	<u>1,784,667</u>	<u>1,563,018</u>
Share of governance costs (see note 10)	13,879	10,980
	<u>1,798,546</u>	<u>1,573,998</u>
Analysis by fund		
Unrestricted funds	1,339,281	1,068,396
Restricted funds	459,265	505,602
	<u>1,798,546</u>	<u>1,573,998</u>

10 Support costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2019
	£	£	£	£	£	£
Audit fees	-	13,478	13,478	-	10,309	10,309
Governance costs heading 1	-	401	401	-	671	671
	<u>-</u>	<u>13,879</u>	<u>13,879</u>	<u>-</u>	<u>10,980</u>	<u>10,980</u>
Analysed between Charitable activities	-	13,879	13,879	-	10,980	10,980
	<u>-</u>	<u>13,879</u>	<u>13,879</u>	<u>-</u>	<u>10,980</u>	<u>10,980</u>

Governance costs includes payments to the auditors of £8,075 (2019- £7,200) for audit fees.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

11 Directors

During the year 2 trustees (2019: 5) were reimbursed for out of pocket expenses totalling £401 (2019: £655).

During the year the company paid £93,243 (2019: £11,274) for PR Services to Green Cave People LLP, a partnership in which trustee, Mr M N Cave, is a member.

Two trustees (2019: none) made donations of £20 (2019: £nil) to the charity during the year.

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. Amounts paid to the Chief Executive Officer are detailed in note 26.

No other trustee was paid or received any other benefits from employment with the charity.

12 Employees

The average monthly number of employees during the period was:

	2021	2019
	Number	Number
Trading and fundraising	3	3
Direct charitable activities	30	34
	<hr/>	<hr/>
Total	33	37
	<hr/> <hr/>	<hr/> <hr/>

Employment costs

	2021	2019
	£	£
Wages and salaries	784,814	633,773
Social security costs	60,762	50,782
Other pension costs	12,773	9,830
	<hr/>	<hr/>
	858,349	694,385
	<hr/> <hr/>	<hr/> <hr/>

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

	2021	2019
	Number	Number
£70,000 - £80,000	1	1
	<hr/> <hr/>	<hr/> <hr/>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

13 Intangible fixed assets

	Software development £
Cost	
At 1 January 2020 and 31 March 2021	581,497
Amortisation and impairment	
At 1 January 2020	137,440
Amortisation charged for the period	126,257
At 31 March 2021	263,697
Carrying amount	
At 31 March 2021	317,800
At 31 December 2019	444,057

These costs represent expenditure incurred in the development of software to facilitate the charity's interactive testimony presentation and virtualisation of the "Journey".

14 Tangible fixed assets

	Land and buildings £	Plant and machinery £	Total £
Cost			
At 1 January 2020	1,550,855	1,394,387	2,945,242
Additions	-	26,907	26,907
At 31 March 2021	1,550,855	1,421,294	2,972,149
Depreciation and impairment			
At 1 January 2020	297,882	1,030,489	1,328,371
Depreciation charged in the period	33,772	112,782	146,554
At 31 March 2021	331,654	1,143,271	1,474,925
Carrying amount			
At 31 March 2021	1,219,201	278,023	1,497,224
At 31 December 2019	1,252,973	363,898	1,616,871

On 10 October 2008 the company's freehold property was revalued at £1,500,000 by Musson Liggins, an external firm of Chartered Surveyors using current annual market rent, and a discount factor of 8 % in perpetuity. Under the transitional exemptions available under FRS102, the charity has treated the previous GAAP valuation as deemed cost. Included in the cost of freehold property is £200,000 relating to land that is not being depreciated.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

15 Heritage assets

	Testimony data capture & Library stock £
At 1 January 2020	172,475
Purchases	40,409
At 31 March 2021	<u>212,884</u>

The above is made up of the cost of library stocks of £44,718 and costs incurred in capturing testimonies from holocaust survivors in a digital format of £168,166. This data will be used for the education of the general public, including in the charity's interactive testimony presentations.

The library stock and testimony data are held by the charity in perpetuity and the trustees do not consider that they will suffer any impairment in value. Consequently, no depreciation is charged in the accounts.

16 Fixed asset investments

	Other investments
Cost or valuation	
At 1 January 2020 & 31 March 2021	5
Carrying amount	
At 31 March 2021	<u>5</u>
At 31 December 2019	<u>5</u>

The investment comprises a non-controlling shareholding in the share capital of Forever Holdings Limited, a company registered in England.

	Notes	2021 £	2019 £
Other investments comprise:			
Investments in associates		<u>5</u>	<u>5</u>

17 Stocks

	2021 £	2019 £
Goods for resale	<u>57,439</u>	<u>59,607</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

18 Debtors

	2021	2019
	£	£
Amounts falling due within one year:		
Trade debtors	3,201	43,526
Other debtors	8,152	12,662
Prepayments and accrued income	20,595	9,531
	<u>31,948</u>	<u>65,719</u>

19 Loans and overdrafts

	2021	2019
	£	£
Bank loans	50,000	4,494
Other loans	134,720	173,192
	<u>184,720</u>	<u>177,686</u>
Payable within one year	65,800	50,494
Payable after one year	118,920	127,192

The charity has a bank loan comprising a 3.75% fixed rate loan totalling £4,494 repayable in equal instalments by December 2019. The loan is secured by a first legal mortgage over the freehold property of the company, together with an unlimited bank debenture dated 22 November 2004.

Other loans comprise an unsecured loan from NESTA Arts Impact LLP at 2.5% interest repayable by instalments by November 2022.

20 Creditors: amounts falling due within one year

	Notes	2021	2019
		£	£
Bank loans	19	4,167	4,494
Other borrowings		61,633	46,000
Other taxation and social security		15,218	14,969
Deferred income	22	21,410	19,815
Trade creditors		48,830	114,220
Other creditors		2,710	2,802
Accruals and deferred income		18,025	11,651
		<u>171,993</u>	<u>213,951</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

21 Creditors: amounts falling due after more than one year

	Notes	2021 £	2019 £
Bank loans	19	45,833	-
Other borrowings		73,087	127,192
		<u>118,920</u>	<u>127,192</u>

22 Deferred income

	2021 £	2019 £
Other deferred income	21,410	19,815
	<u>21,410</u>	<u>19,815</u>

Deferred income relates to deposits made for admission to the Holocaust Museum.

23 Retirement benefit schemes

Defined contribution schemes

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 charge to profit or loss in respect of defined contribution schemes was £12,773 (2019 - £9,830).

24 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

	Movement in funds					Balance at 31 March 2021 £
	Balance at 1 January 2020 £	Incoming resources £	Resources expended £	Transfers £	Revaluations gains and losses £	
Expendable endowments						
Heritage Lottery Fund - Catalyst Endowments Fund	393,720	-	-	-	-	393,720
	<u>393,720</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>393,720</u>

The Heritage Lottery Fund - Catalyst Endowments Fund is an expendable endowment fund aimed at fundraising to provide investment capital whose income will be used to finance the running of the Holocaust Centre. Whilst classified as an expendable endowment fund it is anticipated that the capital raised will be invested for a period of 20 years.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

25 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:

	Movement in funds				Balance at 31 March 2021 £
	Balance at 1 January 2020 £	Incoming resources £	Resources expended £	Transfers £	
HET Bergen Belsen	(10,390)	27,000	(17,478)	868	-
Home Office Building a Stronger Britain Together Programme	6,814	-	-	-	6,814
Band Trust	50,000	-	(50,000)	-	-
Paul Hamlyn Foundation	122	-	-	-	122
Austin and Hope	5,000	-	(6,333)	1,333	-
The Mighty Creatives	2,500	-	(2,462)	(38)	-
National Lottery Community Fund Awards for All	3,612	-	(5,848)	2,236	-
Museums Association Esmee Fairbairn Collections Fund	52,893	-	(53,158)	265	-
Eye as a Witness Project Fund	(13,684)	66,000	(30,880)	-	21,436
Site Redevelopment Fund	105,954	-	-	-	105,954
BSBT	-	-	(12,029)	12,029	-
Forever on-line/Stand Up	-	140,600	(122,303)	-	18,297
ACE Culture Recovery Fund	-	75,000	(75,422)	422	-
SWWHPP	-	39,693	(1,757)	-	37,936
HF Emergency Funding	-	26,800	(26,800)	-	-
HET LFAO	-	53,628	(42,953)	-	10,675
Garfield Weston	-	214,500	(11,842)	-	202,658
The Journey - Leo's Story	-	21,294	-	-	21,294
	202,821	664,515	(459,265)	17,115	425,186
	202,821	664,515	(459,265)	17,115	425,186

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

25 Restricted funds

(Continued)

HET Bergen Belsen: Collaboration with Holocaust Education Trust to produce an online interactive survivor testimony for engaging with schools on the 75th anniversary of the liberation of Bergen Belsen.

Home Office Building a Stronger Britain Together Programme: Our project Unite was delivered in partnership with Stop Hate UK and worked with schools between Leicester and Leeds, supporting young people to counter extremism in their schools and communities.

Austin and Hope: This project delivered holiday activities for 9 to 11 year olds supporting them to consider behaviours affecting mental health.

The Mighty Creatives: This project trialled and tested the Journey App connecting with teachers and pupils to shape the best way forward for offering the app as a stand-alone resource which teachers download and teachers deliver to students with a comprehensive support package available online.

National Lottery Community Fund Awards for All: This fund supported our work with Holocaust survivors including funding taxi fares, support staff and social activities.

Museums Association Esmée Fairbairn Collections Fund: This Stories of Survival project involved widespread audience engagement and digitisation of testimonies to create a unique Holocaust survivor testimony resource which will inspire engagement, debate and reflection amongst diverse audiences.

Eye as Witness Project Fund: This project designed and created our touring Exhibition The Eye as Witness and supported engagement with audiences across the country.

Site Redevelopment Fund: Supporting the planning phase for future redevelopment

Commentary on transfers

Transfers from general funds to the various restricted funds represent the contribution to those projects from core funds. Transfers to general funds from restricted funds represent transfers of funds which are no longer deemed to be restricted.

26 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds					Balance at 31 March 2021
	Balance at 1 January 2020	Incoming resources	Resources expended	Transfers	Revaluations, gains and losses	
	£	£	£	£	£	£
Designated Legacy Fund	-	208,965	-	-	-	208,965
	-	208,965	-	-	-	208,965

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

27 Analysis of net assets between funds

	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total Unrestricted funds 2021 £	Total Unrestricted funds 2019 £	Restricted funds 2019 £	Endowment funds 2019 £	Total 2019 £
Fund balances at 31 March 2021 are represented by:									
Intangible fixed assets	317,800	-	-	-	317,800	444,057	-	-	444,057
Tangible assets	1,497,224	-	-	-	1,497,224	1,616,871	-	-	1,616,871
Heritage assets	212,884	-	-	-	212,884	172,475	-	-	172,475
Investments	5	-	-	-	5	5	-	-	5
Current assets/(liabilities)	436,797	208,965	425,186	393,720	1,464,668	311,380	202,821	393,720	907,921
Long term liabilities	(118,920)	-	-	-	(118,920)	(127,192)	-	-	(127,192)
	<u>2,345,790</u>	<u>208,965</u>	<u>425,186</u>	<u>393,720</u>	<u>3,373,661</u>	<u>2,417,596</u>	<u>202,821</u>	<u>393,720</u>	<u>3,014,137</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

28 Operating lease commitments

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

	2021	2019
	£	£
Within one year	818	11,816
Between two and five years	2,660	-
	<u>3,478</u>	<u>11,816</u>

29 Related party transactions

The Chief Executive Officers were remunerated through their own consultancy businesses. Amounts paid in respect of these services to Mr P Lyon were £nil (2019: £66,448) and Mr M Cave £94,243 (2019: £11,391).

Services in the amount of £100,379 (2019: £48,000) were procured from Forever Holdings Limited, a company in which certain trustees hold a financial interest.

30 Cash generated from operations

	2021	2019
	£	£
Surplus for the period	359,524	164,018
Adjustments for:		
Investment income recognised in statement of financial activities	(1,625)	(3,081)
Depreciation and impairment of tangible fixed assets	272,811	242,272
Movements in working capital:		
Decrease/(increase) in stocks	2,168	(7,172)
Decrease in debtors	33,771	117,143
(Decrease)/increase in creditors	(58,859)	72,828
Increase in deferred income	1,595	19,815
Cash generated from operations	<u>609,385</u>	<u>605,823</u>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE PERIOD ENDED 31 MARCH 2021

31 **Analysis of changes in net funds**

	At 1 January 2020	Cash flows At 31 March 2021	
	£	£	£
Cash at bank and in hand	996,546	550,728	1,547,274
Loans falling due within one year	(50,494)	(15,306)	(65,800)
Loans falling due after more than one year	(127,192)	8,272	(118,920)
	<u>818,860</u>	<u>543,694</u>	<u>1,362,554</u>