

Charity registration number 1094668

Company registration number 4493731 (England and Wales)

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

THE NEW NORTH LONDON SYNAGOGUE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

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

Charity number 1094668

Company number 4493731

Registered office
The Manor House
80 East End Road
Finchley
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Auditors
HaysMac LLP
10 Queen Street Place
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THE NEW NORTH LONDON SYNAGOGUE

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

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

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

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

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

STRUCTURE, GOVERNANCE, AND MANAGEMENT

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

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

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

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

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

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

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

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

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

Honorary Officers

Joint Chair	Victoria Fox
Joint Chair	Bruce Rigal
Treasurer	Nigel Roth

Council Members:

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

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

Council Members:

Shirli Gilbert
Roger Levitt
Martin Otvos
Martin Ross

OBJECTIVES AND ACTIVITIES

Who we are

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

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

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

What we do

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

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

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

Year-round, we offer:

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

¹ rated "Good" upon re-inspection in 2019

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

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

Here are some of the achievements during the year:

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

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

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

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

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

Organisational Resilience:

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

Developing a Strong Rabbinic Team:

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

Fostering Community Engagement:

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

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

These updated goals were articulated as follows:

Repair:

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

Belonging:

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

Readiness:

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

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FOR THE YEAR ENDED 31 OCTOBER 2024

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

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

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FOR THE YEAR ENDED 31 OCTOBER 2024

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

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FOR THE YEAR ENDED 31 OCTOBER 2024

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

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

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

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FOR THE YEAR ENDED 31 OCTOBER 2024

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

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FOR THE YEAR ENDED 31 OCTOBER 2024

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

We will continue to pursue:

Repair

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

Belonging

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

Readiness

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

PUBLIC BENEFIT

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

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

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

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

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

FINANCIAL PERFORMANCE

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

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

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

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

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

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

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

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

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

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

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

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

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

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

FUNDRAISING

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

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

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

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

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

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

RESERVES POLICY

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

FINANCE AND RISK

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

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

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

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

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2024

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

In so far as we are aware:

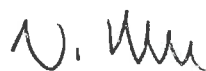
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

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

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

On behalf of the board of Trustees



Nigel Roth
Trustee

Dated: 15 May 2025



Victoria Fox
Trustee

Dated: 15 May 2025

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

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

Use of our report

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



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

10 Queen Street Place
London
EC4R 1AG

Date: **17 June 2025**

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 OCTOBER 2024

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

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

All income and expenditure derive from continuing activities.

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

THE NEW NORTH LONDON SYNAGOGUE

BALANCE SHEET

AS AT 31 OCTOBER 2024

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

These accounts were approved by the Trustees on 15 May 2025


Nigel Roth
Trustee


Victoria Fox
Trustee

Company registration number 4493731

THE NEW NORTH LONDON SYNAGOGUE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 OCTOBER 2024

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

ANALYSIS OF CHANGES IN NET DEBT

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

1. Accounting policies

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

a. Basis of Accounting

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

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

b. Preparation of the accounts on a going concern basis

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

c. Fixed assets

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

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

Long leasehold premises – 1% straight line

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

d. Investments

Current assets are stated at fair value less impairment.

e. Funds

The different funds are defined as follows:

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

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

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

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

f. Income recognition

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

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

f. Income recognition (continued)

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

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

Membership income is recognised upon receipt.

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

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

g. Expenditure

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

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

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

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

h. Debtors

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

i. Cash at bank and in hand

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

j. Creditors and provisions

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

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

k. Pension Scheme

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

l. Estimation uncertainty

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

m. Financial instruments

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

2. Critical accounting estimates and judgements

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

Critical judgements – depreciation of tangible fixed assets

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

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

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

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

3. Income from charitable activities

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

4. Investments

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

5. Charitable activities

Charitable activities - 2024

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

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

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Support costs – 2023 (continued)

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

7. Employees

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

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

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

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

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11. Creditors: amounts falling due within one year

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

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

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

13. Deferred income

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

Income received in advance has been deferred as above.

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

14. Restricted Funds – 2023/24

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

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

Restricted funds – 2022/23

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

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

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FOR THE YEAR ENDED 31 OCTOBER 2024

14. Restricted Funds (continued)

Details of 2023/24 Restricted Funds

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

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

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

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

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

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

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

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

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FOR THE YEAR ENDED 31 OCTOBER 2024

15. Designated funds

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

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

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

Fixed Assets Fund

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

Building Sinking Fund

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

AV Equipment Fund

This fund represents amounts set aside for streaming equipment.

Environmental Enhancement Fund

This fund represents amounts set aside for enhancing the environment.

Steinway Piano Fund

This fund represents amounts set aside for Steinway piano.

THE NEW NORTH LONDON SYNAGOGUE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

16. Analysis of net assets between funds

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

17. Operating lease commitments

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

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

18. Trustees and related party transactions

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

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

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

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2024

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

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

20. Comparative statement of financial activities - 2023

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

