

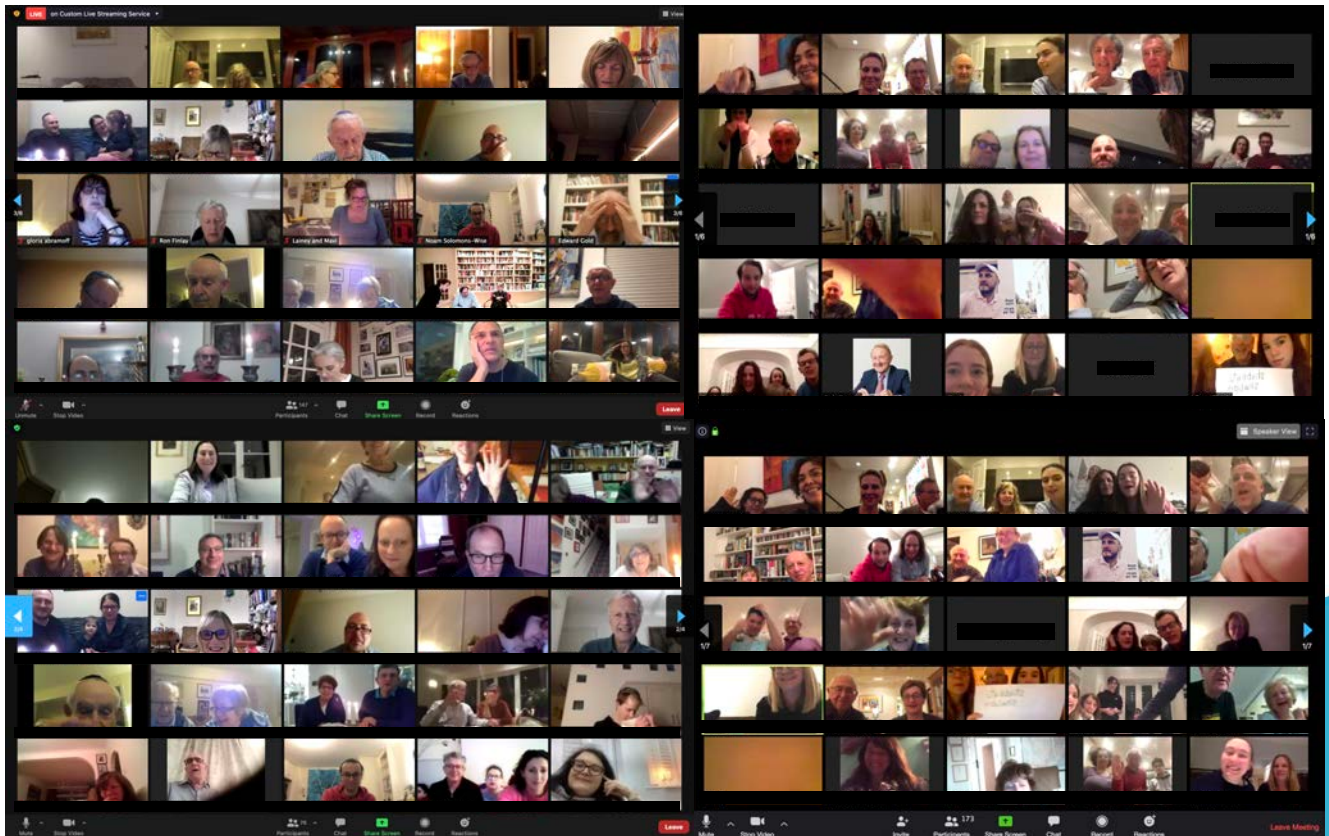
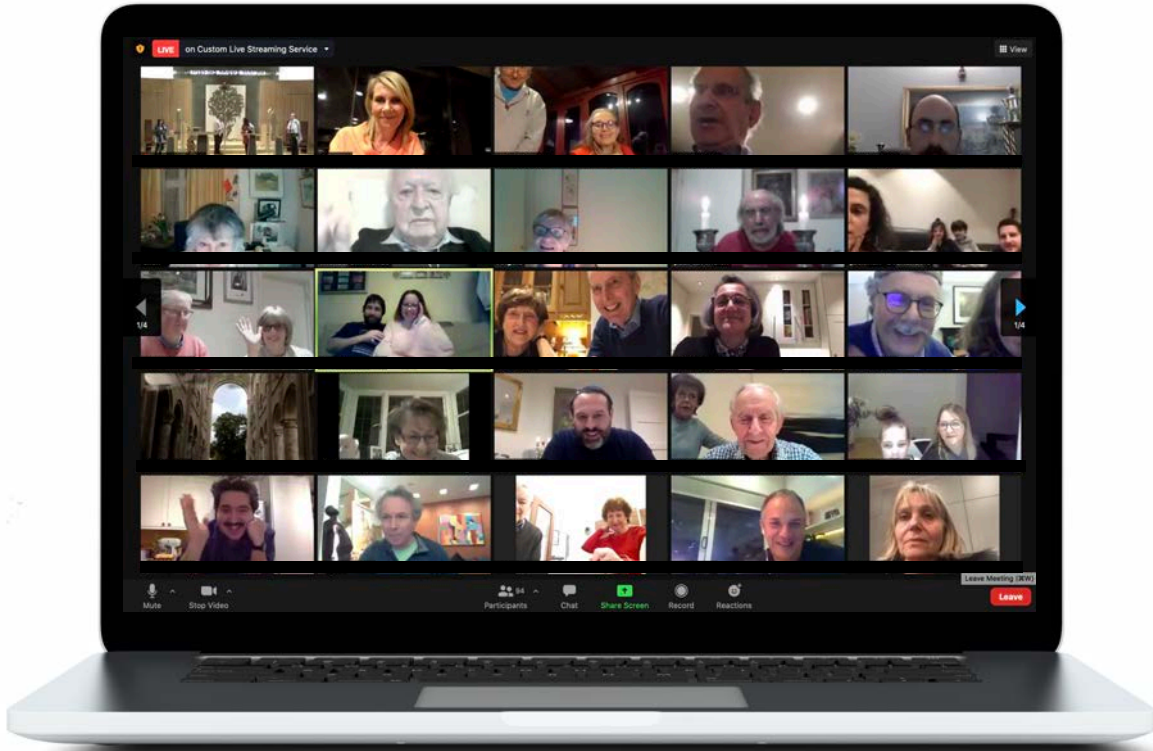


Annual Report & Statutory Accounts
For the period 1 January - 31 December

2020

Alyth

2020 Together but apart





From the Trustees

The memory of that first Shabbat after lockdown was announced, will stay with us for a very long time. Rabbi Josh, standing alone in the Beit Tefillah, “virtually” holding the community who were gathered in their homes, unable to be together when we needed it most. It symbolised all our lives, upended by a virus that the world knew very little about, only that it required a collective and immediate response. Ours was remarkable.

Overnight the Clergy and Professional Team transformed the Alyth we knew, making it possible for the community to continue to come together for services and regular activities, and to celebrate lifecycle events online that we only ever imagined could happen in person. A dedicated team of professionals and volunteers set up the Darkness Into Light care programme in the first days after lockdown. Over 200 volunteers came forward, offering their help to make calls, deliver food and medicine and ensure that everyone was able to access online services and programmes. New ways of working needed to be put in place. The entire staff team moved to working from home, setting up online communication for members and staff and reorganising the administration of the community.

Sixteen months on as we once again prepare our Annual Report and look back on 2020, the Trustees could not be prouder of the Clergy and Professional team who ensured that we could continue to be in community and thrive in these unforgettable circumstances.

We came together for prayer and learning, online. Coffee mornings, mindfulness and meditation, ballet and board meetings, all took place from the comfort of our homes. Forty two families celebrated a bar or bat mitzvah in 2020, joining a cohort of young people who read Torah for the first time, on Zoom. The High Holy Days were beautiful and healing, reimagined and delivered to us at home by a full Clergy Team.

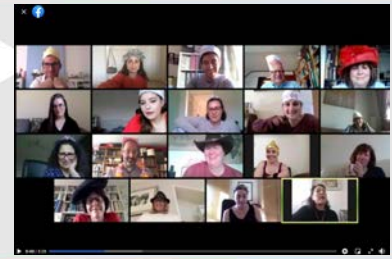
Caring for one another and those in the world around us remained a priority. Those who needed our help were supported and cared for. Phone calls and doorstep drop offs by our intrepid cycling support team, kept us safe and connected. Deliveries at Sukkot and Chanukah to the oldest and youngest members of the community brought a human touch to the isolation of lockdown. The Refugee Drop-In Team were a lifeline for those who come to Alyth on a monthly basis, providing food and ensuring that everyone had internet connectivity.

The priorities for the Trustees in this extraordinary time were clear: the safety and wellbeing of our staff and membership; giving care and support to those who needed it most; ensuring the financial health of Alyth. We can look back and know that in the most difficult of years, these priorities were achieved. We are grateful for the support of our members who make their contributions and sustain the community and one another, and to every member of Clergy, Professional and Staff Teams for their dedication and love and for all they do to make Alyth the incredible community that it is.

2020 - a year like no other



The dedicated Alyth Staff Team transformed our services and activities to meet our new reality.



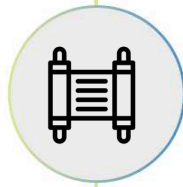
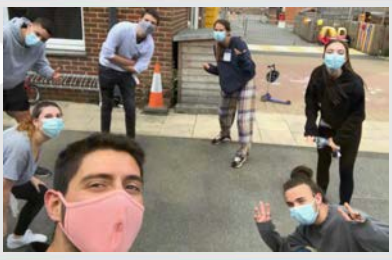
We reached out and cared for one another and formed new friendships through Darkness Into Light.



We came together through prayer and learning through the long months of lockdown, and beyond.



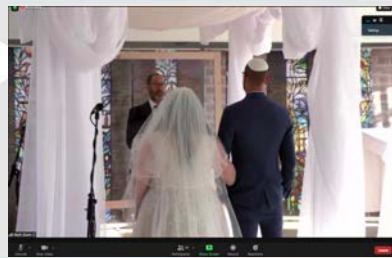
Our amazing Youth & Education Hub Team kept our children and teens connected to Alyth and one another.

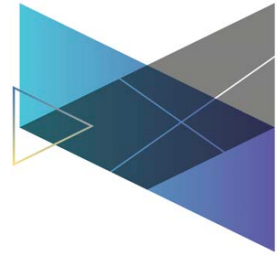


High Holy Days 5780: reimagined by our incredible Clergy to replenish our souls and renew our hopes.



We accompanied one another through life's joys and sorrows. And there were plenty of both.





In March 2020 community life was transformed. Overnight we found new ways to be together, new routines and new tools to enable us to gather virtually. Alyth became an online community. We gathered as we always do on Shabbat and festivals, the cycle of the year remained the same. We were together, but apart.

- We came together for **Shabbat Services** and celebrated **Pesach, Shavout, Sukkot & Simchat Torah and Chanukah** over 40 extraordinary weeks.
- We learned together in thought provoking **shiurim** and a range of **classes**.
- The **Darkness into Light** care project was established in the first week of lockdown. Members came together to care for one another, focussing on those most in need as the pandemic unfolded.
- We celebrated with **over 30 b'nei mitzvah** families who embraced the new normal; reading Torah for their community for the first time on Zoom.
- Not even a pandemic got in the way of baby blessings, birthdays & anniversary celebrations.
- We had **story time** for our smallest members, and **Galim and Ruach** for our young people.
- Our **High Holy Days** services were joyful and spiritual. On Yom Kippur, **over 4,000 computers** logged on, bringing people from across the world into Alyth's warm embrace.
- We had **online lectures, cook-alongs, concerts, craft, chat, and schmooze** sessions, **gin tasting** and **Jewish mindfulness meditation**, and we held an **online Iftar**.



Throughout the year we were guided by the Government regulations set in place to manage the pandemic and by our Jewish values, focussed on keeping our staff team and our community safe and well. When we were allowed and the leadership felt that it was safe to do so, we opened up for in-person services and activities outside in the Sukkah and in a very airy Youth Hall. The weather was cool and sometimes freezing, but our hearts were warmed by being together.

- 10 of our **b'nei mitzvah families** were able to enjoy in-person services in the Sukkah and Youth Hall.
- We came together for **Kollot** and **Imrei Finu**, **Sensory Shabbat** and **Chanukah** Candle lighting.
- The **Simchat Torah - Torah Tour** was a huge success, bringing the Yamim Noraim to a joyful close.
- Clergy and congregants walked their dogs together on the Heath and enjoyed a treasure hunt too.
- We even managed to squeeze in a special in-person wedding before the December lockdown.





The **Darkness Into Light** care initiative had **320 volunteer callers** who made over **20,000 hours** of calls. Since our lives were locked down in March 2020, our callers and care givers have been in touch with **our 370** members who are **over 80**, as well as many more of our members, responding to a need or simply to say hello. **50 volunteer drivers** delivered **280 honey cakes** at Rosh Hashanah and **800 gift bags** at Chanukah to **440 families**. Our intrepid **Alyth Cyclists** were on call to deliver emergency supplies and medicine (and so much more). The **Alyth Refugee Drop-In community** received much needed support and sustenance from the wonderful Refugee Drop-In Team. **Thank you to all our incredible volunteers.**

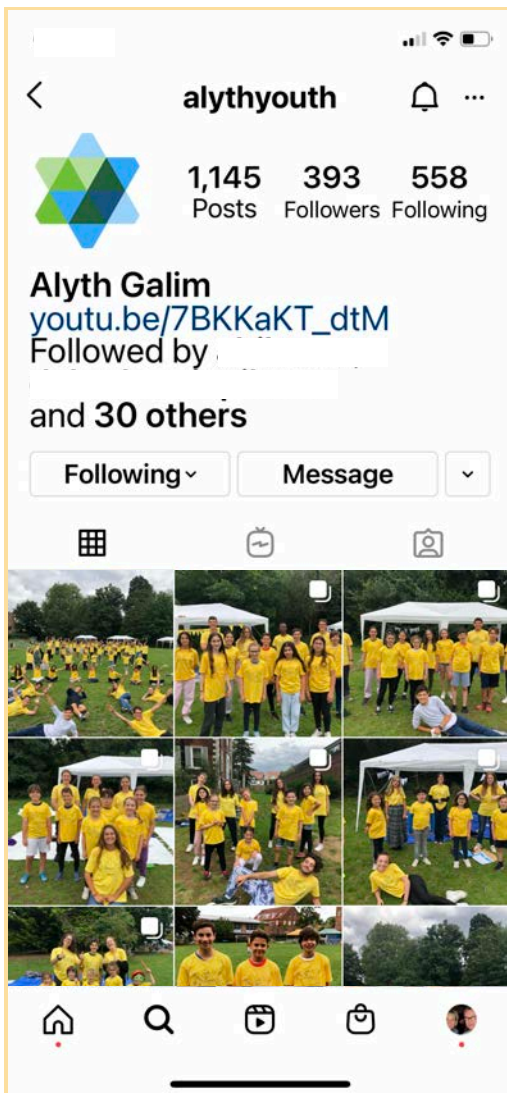
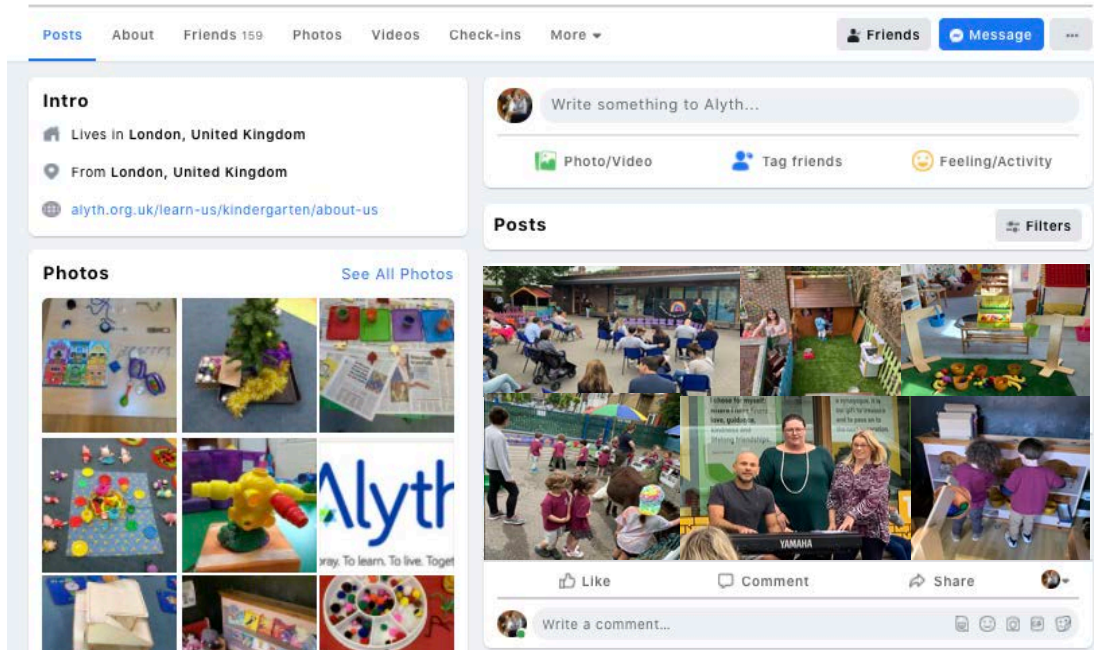


Volunteers have always been at the heart of our community. 2020 was the year in which volunteers were both **helper and hero**. Along with the rest of the world and other communities, Alyth's volunteers called, cared, packed, cycled, drove and delivered, fed, waved, virtually hugged and spread love across the community. The phone calls to check on isolated members or help with IT were just the beginning of new and sustaining friendships.

Immortalised in our **Alyth Lockdown Anthem**, and underpinned by the belief that **kol Yisrael arivim zeh ba'zeh** (all Israel are responsible for one another), this past year has seen more volunteers doing more acts of kindness in more ways than ever. With care and compassion, our volunteers turned many of the challenges of Covid-19 into opportunities. We are enormously grateful to everyone who has made a difference over this last year. Thank you.



Alyth Kindergarten






#StaySafeWithAlyth

Alyth Online (Thursday 2020) #StaySafeWithAlyth
 To: you@alyth.org.uk

IN-PERSON FOR YOUNG FAMILIES
Pre-Shabbat Story Time Live (16:30-17:00)
 Those pre-school in age are invited to join Rabbi Hannah for a pre shabbat story to help bring in shabbat. This week live in the Sukkah. Please note that this service is subject to the weather and the website will be updated if it is cancelled, please check before you travel. [Click here](#) to sign up.

YOUTH AND EDUCATION
Ruach: Simchat Torah Special (17:00-18:15)
 Our programme for pre-b'nai mitzvah members. This weekend, please join Sophie & Mike online for a special Simchat Torah celebration, filled with creative stories, hakafot, treasure hunts, music & song and of course something sweet.
[Click here to join \(5347, Passcode: 727813\)](#)

SWAY was the highlight of the summer for our children and teens. The Youth & Education Hub and madrichim created the most fun, safest, unforgettable day camp of **Summer of 2020**. A huge well done & thank you to everyone who brightened up 2020.

The doors of the **Kindergarten** were open as soon as they could be. Parents and children were welcomed back into the safe, warm embrace of the Kindergarten by the committed staff team. Well done and thank you for keeping the children safe, smiling and growing.



Our outstanding Clergy and Professional Team held the community, created moments of connection, celebration and observance at a time when we could not have imagined it was possible. Alyth moved overnight from being a physical to a virtual community under the thoughtful guidance and technological wizardry of Rabbis Josh and Hannah and Community Director, Adam Martin. In April 2020, Cantor Tamara Wolfson joined the Clergy Team and with the arrival of Rabbi Elliott Karstadt in August, the renewal of our Clergy Team was complete; in time to plan and deliver a never-before-imagined High Holy Days.

Our Rabbis and Cantor, and our Professionals and Staff Team all did something - many things - that they had not done before, with love and dedication. We are enormously grateful to them for their commitment and for ensuring that Alyth continued to survive and thrive in the midst of a global pandemic that will continue to impact our lives and our community for many years to come.

Thank you Team Alyth.



A look behind the scenes

A reflection on the impact of Covid-19. Jewish Chronicle [3 April 2020]

Adapting to a changing world

COMMENT
RABBI JOSH LEVY



▶ LAST FRIDAY, I stood in the Alyth [North Western Reform Synagogue]beittefillah – which in a normal week would

have 300 people in it for erev Shabbat – to lead a service to an empty room.

In the corner of my eye was a monitor, showing members of the community joining from their homes.

I could see families crowded around their computer screens; couples holding hands; people sat alone. After the service ended, many stayed online, waving to one another.

It was one of the most beautiful things I have ever seen.

At the end of an extraordinarily challenging week, I watched and wept at the sight of our community gathering and being there for each other in a way different to ever before.

It is impossible to know exactly how many joined over Shabbat, though we

know many hundreds were with us.

In response, we have upgraded our capacity to enable 1,000 computers to join for future Shabbat services, knowing that these moments of gathering are going to be more important than ever.

This is just one of the ways the coronavirus pandemic has forced us to reimagine our synagogue life.

Over the past week, we have enabled our staff team to work from home; set up new communications and care-lines; begun to convert our regular prayer, learning and community activities for adults, families and children online. We have started to develop new programmes to enable members to gather in different ways, empowering them to start their own groups using our technology.

We are working remotely with bnei mitzvah, who will now read Torah for the first time with their community online. We know this is going to be a long journey so are working to ensure that what we offer is sustainable and uplifting as we move further into this difficult period.

Alongside all of this, we are prioritising

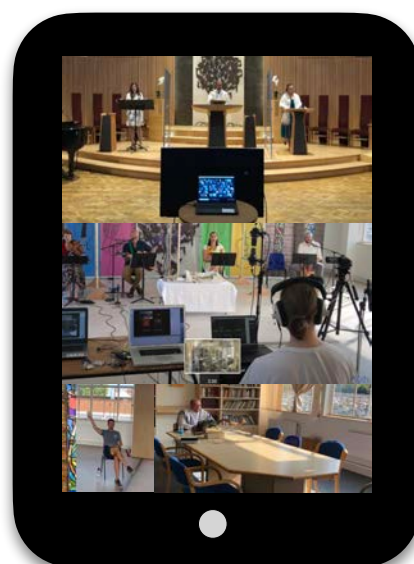
care and responsive support for members. An amazing 200 members of our community volunteered within 48 hours and we have begun to phone all our members over the age of 80 and those we know have other needs.

The practical challenges of an effort of this scale are huge. Our main task is to identify and support members who cannot access our online programmes, as well as providing urgent pastoral care as we accompany our members through hospitalisation and illness.

Speaking to colleagues, I know that Alyth's story, though it may be different in scale, is far from unique. Synagogues across the country are transforming to respond to our new reality. We have had just one week to build new models of care and learn how to make this new communal life possible.

Together rabbis, professionals and volunteers are striving to ensure that the joy of Jewish life and the support of community flourish in these extraordinary times.

Rabbi Josh Levy is minister of Alyth in Golders Green



Annual Report and Statutory Accounts for the Period 1 January - 31 December 2020

Members of the Board of Trustees		
Russell Baum	Co-Chair	
Noeleen Cohen	Co-Chair	
Caronne Graham	Vice Chair	
David Brown	Vice Chair	
Arieh Miller	Trustee	
Nicholas Minter-Green	Trustee	
Michael Overlander	Trustee	
Julia Simmonds	Trustee	
Michael Simon	Trustee	
President & Vice Presidents		
Jon Epstein	President	
Andrew Gellert	Vice President	Retired June 2020
Robert Jackman	Vice President	
Ruth Smilg	Vice President	
Robert Weiner	Vice President	Elected June 2020

The title of the synagogue building in Alyth Gardens is held by the Trustees of North Western Reform Synagogue.



Legal and Administrative Information for the year ended 31 December 2020

Auditors:

Nyman Libson Paul. Regina House. 124 Finchley Road. London. NW3 5JS

Accountants:

HW Fisher. Acre House. 11-13 William Rd. London. NW1 3ER

Bankers:

Natwest Bank PLC. 45 Tottenham Court Rd. London. W1T 2EA

Honorary Solicitor:

Lawrence Radley LLB. Reed Smith LLP. Broadgate Tower. London. EC2A 2RS

Investment Advisors:

Investec Wealth Management. 30 Gresham Street. London. EC2V 7QW

Clergy

Rabbi Josh Levy	Principal Rabbi
Rabbi Hannah Kingston	Rabbi
Rabbi Colin Eimer	Rabbi
Cantor Tamara Wolfson	Cantor (from April 2020)
Rabbi Elliott Karstadt	Rabbi (from August 2020)

Senior Staff

Adam Martin	Community Director
Lynette Sunderland	Head of Community Care and Lifecycle
Samantha Heller	Head of Programming
Tor Alter	Head of Kindergarten
Katie Hainbach	Head of Music and Arts
Mike Mendoza	Head of Family Programming
Sarah Langsford	Fundraising & Development Coordinator

Alyth Deputies on the Board of Deputies of British Jews

Annabelle Daiches
Joseph Grabiner
Brenda Freedman
Philip Freedman (Retired September 2020)
John Fulcher

Reform Judaism (RJ) Board Members

Paul Langsford
Elliot Perry

Jewish Joint Burial Society (JJBS) Governor

Hilary Roer

Organisations to which Alyth is affiliated:

EUPJ – European Union for Progressive Judaism
WUPJ – World Union for Progressive Judaism
IMPJ – Israel Movement for Reform & Progressive Judaism

Board of Deputies of British Jews

Pro Zion (Progressive Judaism Israel) /ArzenuUK
Zionist Federation of Great Britain

The 2020 Statutory Accounts represent the results of an unprecedented year for the community. The main focus of Alyth's activities and finances has been on the nine months of 2020 consumed by the Coronavirus Pandemic, which remains a fundamental part of our lives as this report is being prepared. The healthy financial position in which we find ourselves is attributable to support from the membership, the commitment, thoughtful planning and delivery of our programmes and services by the Clergy and Professional team, and the oversight and stewardship of the Trustees.

Financial Highlights 2020

Change of financial year end:

After considering this for many years and following the incorporation of the charity, the decision was made to change our year-end to August (from December). The financial year now runs concurrent with the academic and Jewish year and allows the budgeting process to take place during a less busy time.

Change in accounts preparation and software:

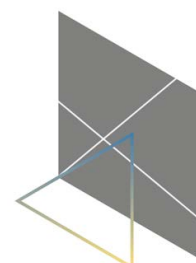
Changes in staffing and a focus on financial probity, precipitated a decision to outsource the day-to-day accounting and preparation of the management accounts to accounting firm HW Fisher and to switch accounting software to a cloud-based programme. This also provided an opportunity to restate the accounts to reflect the reality of Alyth's programmes and services being delivered and resourced by members of staff who work across a number of areas of work to meet the diverse needs of the community.

Key financial indicators:

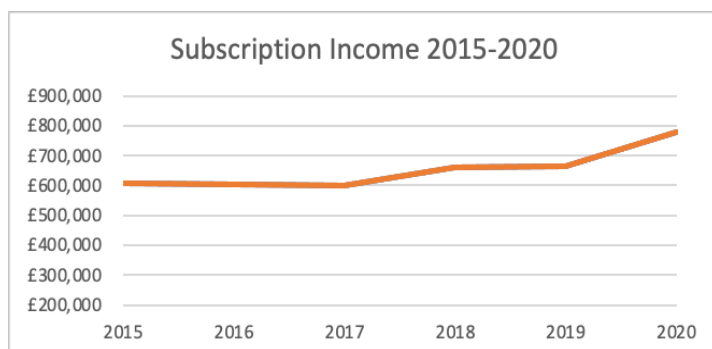
As the Pandemic took hold, in March 2020 all prayer, programming and activities moved online with in-person delivery when it was safe and legally permitted to do so. The financial focus shifted to monitoring member contributions, managing costs and funding and resourcing the use of new technologies and the hardware required to deliver quality online provision across the community.

Income:

- In 2020, income from member contributions rose to £779k (2020: £664k). This is attributable to improved efficiency in administration of our finances, and the number of households who made their contribution in this extraordinary year. The Synagogue relies on the support of members to pay their annual contributions and are extremely grateful to those who do so, reflecting their support for the outstanding work of the Clergy and Professional Team.
- Our thanks to those who allow us to claim Gift Aid on their contributions and donations. The accounts reflect Income tax recoverable of £225k (2019: £251k) of which £33k is in respect of building fund donations.
- The Trustees and Professional Team are aware that not all members are able to afford to pay the full amount of their contributions. We continue to monitor the level of discount offered to members, keeping these at a level that supports members when they most need it.
- As well as subscription income, the accounts reflect donations, including pledges to the building project and to support the work of the Synagogue during Covid of £582k (2019: £623k).



- Fundraising for the building project slowed down during the year but did not stop. Regular donations came into the Building Fund over the year, for which we are extremely grateful. Fundraising will be re-invigorated in 2021-22 as the building work begins in the last quarter of 2021.
- Successful grant applications brought in £36k to fund the Darkness Into Light care project, as well as our Summer Camp (SWAY) and other youth provision.



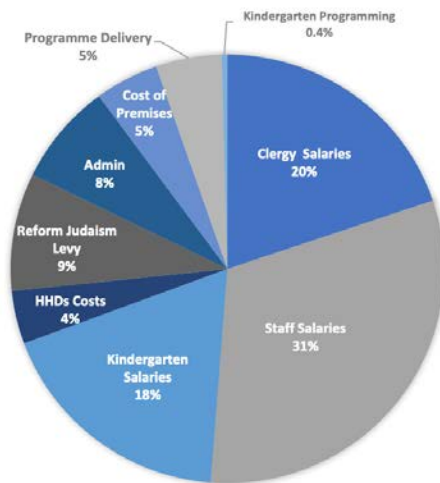
Expenditure:

Although the building was closed for use by congregants, it was business as usual with the delivery of online services and programmes and the continued operation of the Alyth office. Whilst the elements of the cost base remain unchanged from a 'normal' year, careful financial management of costs shows a reduction in expenditure in 2020 to £1.8m (2019: £2.1m)

- Salaries are the major part of Alyth's expenditure. Through our investment in people we continue to deliver outstanding services and support, meeting the breadth of needs of the community.
- In 2020 the renewal of the Clergy Team was completed, bringing the team to 4 full time and 1 part time member of clergy. Salaries in 2020 of £927k (2019: £987k) include part-year salaries and contributions for two new members of the Clergy Team who joined in April and August 2020.
- The reduction in staff costs reflects the departure of 2 members of staff in the Administration and Youth & Ed. Departments. Both roles will be replaced in 2021 to ensure sufficient resource in these key areas of work.
- Without our 'normal' High Holy Days, there was a saving in not having the cost of a marquee. The saving was offset in part by our investment in technology that enabled the Team to deliver high quality and varied online services and programming to the many different sectors of the community. "This is reflected in the increased computer and IT costs of £44k (2019: 30k) together with an additional £32k capitalised in the year.
- Kindergarten salaries account for 18% of salary costs which are normally covered by fee income and Barnet funding. The Kindergarten was closed in March 2020 due to the pandemic, and the staff were furloughed on full salary. 80% of the staff salaries were covered by grants received from the Government Job Retention Scheme with the 20% uplift funded by the Charity from fee income.
- Our largest single item of expenditure in 2020 remains our payment of the levy for membership of Reform Judaism of £127K (2019: £125k).
- Pre-development expenditure in respect of the building project in 2020 was £124k (2019: £304k) which included professional fees, surveys and other development costs.



How our money is spent: 2020



Provisions:

The defined contribution pension set aside reduced by £7.3k to £60.6k at the year-end reflecting one year's worth of payments towards the actuarially calculated technical deficit and the contingent liability remains fully covered.

Jewish Joint Burial Society (JJBS):

The Synagogue is a member of the Jewish Joint Burial Society (JJBS). It is a requirement that every member of the Synagogue contributes to the JJBS. The annual payment of £50p.a (2019: £50) entitles every member and Associates to a burial at Cheshunt Cemetery or a cremation, normally held at Golders Green Crematorium. During 2020, £103k (2019 £107k) was collected from the members and £132k (2018: £112k) including arrears was transferred to the JJBS. The Trustees wish to draw attention to a designated funeral assistance fund, which is set aside to help with any shortfall required to pay for a funeral for any member who is not fully covered under the scheme.

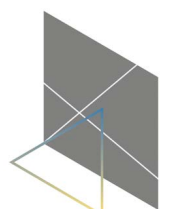
Risk management:

The Trustees of the Synagogue are responsible for financial oversight and the management of risk. The Trustees review the principal risks and uncertainties facing the Synagogue, on an ongoing basis; particularly in the context of the global pandemic, and are satisfied that the major risks identified have been adequately mitigated where possible. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately identified.

Review of 2020 and future plans:

2020 was by all accounts, unprecedented. Financially and in respect of service provision, it ended better than we could have hoped for. A thoughtful and judicious approach to management of the resources of the Synagogue and the continued generous support of members through voluntary contributions and donations to fund projects and additional costs incurred as a result of the pandemic, and to the building fund, resulted in the year ending with a surplus of funds of £314k (2019: £10k).

The Coronavirus pandemic remains a factor in considering priorities for the remainder of 2021 and 2022. The focus will continue to be on financial management and control and the delivery of high-quality services and programmes that engage our members. The Trustees will continue to closely monitor subscription income and operating expenditure. As we move towards commencing the building work in late 2021, the focus will be on putting in place the financial arrangements for the building and preparing the building for ongoing delivery of services and programming during construction.



Reserves & Investments

Reserves Policy

The Trustees aim to maintain sufficient general and contingency reserves so as to be able to meet unexpected operating costs of the Synagogue and to contribute to such contingencies as the maintenance of the building. The free reserves at 31 December 2020 amounted to £836k (2019: £660k).

The total unrestricted expenditure on charitable activities excluding JJBS contributions, inclusive of staff costs, was down 12% to £1.84m (2019: £2.1m). This decrease in expenditure on activities reflects a reduction in use of the building and not having a marquee for the High Holy Days.

The free reserves include £210k (2018: £188k) that has been allocated to various projects and worthy causes which are regarded as part of normal charitable activities and these allocations are internal and can be amended by the Trustees if required.

Free reserves therefore represent just under 4 months' cover over normal charitable activity expenditure. The Trustees monitor this KPI keenly and note that the Synagogue is currently operating within its target range. Particular attention is given to monitoring the likely trend over the foreseeable future in order to set an appropriate budget strategy especially whilst we are concentrating efforts on fundraising for the new building.

The Restricted Funds of £3.06m (2019: £2.92m) predominantly comprise the value of the land on which the building sits. No formal valuation has been carried out. There are additional reserves of £1.28m (2019: £1.28m) the use of which is mandated by trust deeds, the largest fund of which being £1,151m (2019: £940k) set aside for the development of the building.

Investments

Policy: The investment policy was last reviewed in 2017. The Trustees expect to review the policy during 2021. The Synagogue invests funds so as to generate reasonable long-term capital and income growth commensurate with the need to finance its long-term expenditure requirements and to protect the Synagogue's capital against the risk of inflation. The overall objective is a balanced investment strategy, agreed with the investment manager, to invest so as to generate long term capital appreciation over the full investment cycle, typically five years, with a spread of asset classes to ensure adequate diversification on a medium risk profile.

The portfolio is invested directly in bonds and UK equities, except for specialist areas, while all other asset classes are invested in collectives. The asset allocation at the year-end was: 19% (benchmark 23%) in fixed interest bonds, 64% (62%) in UK & overseas equities and 17% (15%) held in property, alternative assets and cash. The benchmark is set using a selection of internationally recognised stocks and shares indices and the BoE base rate.

The investment manager is responsible for asset allocation and for making investments through a carefully selected group of both internal and external fund managers, in accordance with a number of restrictions set out in the policy, including those that avoid excessive portfolio concentration; alternative investments such as hedge funds are not permitted, and foreign exchange transactions are only permitted for hedging currency risk and not for speculation. The Total Expense Ratio is set at less than 1.25%. The investment performance was considered by the Trustees. A future review will be the responsibility of the Advisory Group on Financial Matters. The Trustees consider social, environmental and ethical areas in which the Synagogue should not invest. However, as they have selected an investment manager that invests in a broad range of funds together with identifiable individual equities, only an immaterial percentage of the funds might be invested indirectly in a company which might conflict with the Synagogue's principles. It has therefore been agreed that imposing additional ethical restrictions is not necessary.

Performance:

On 1 January 2020, the value of the Synagogue's portfolio was £1,03m. As the pandemic impacted on financial institutions, the value of the holding fell, reaching a low point of £887k at the end of March 2020. Since then, in line with the strengthening of world financial markets, at the end of 2020 the portfolio was valued at £1,038m. At the time of preparing this report (31 May 2021) the value stood at £1,06m. Net income on the portfolio for the year was £21k, with capital growth of £9k.

The investment managers will continue to review the Synagogue's circumstances to ensure their mandate remains suitable. They have reiterated that they are comfortable maintaining a medium-term investment horizon of up to 5 years and that the balanced investment objective suits our circumstances.

Our Governance

Governance & Purpose

Alyth was incorporated as a Charitable Company Limited by Guarantee on 27 November 2019; (Company number 12336110) and registered with the Charity Commission (Charity number 1186738).

At the date of reporting, the Transfer Agreement, transferring the assets from the unincorporated entity to the incorporated entity had not been executed due to the disruption of Covid-19. The accounts in this report refer to the old charity, being the charity registered with the Charity Commission under charity number 247081.

Alyth is a constituent member of Reform Judaism (registered Charitable Company no. 07431950) and is committed to the advancement of the tradition of Reform Judaism and to playing its part in the development of the Progressive teaching of Judaism as a constantly evolving tradition. Alyth exists in order to sustain and develop a Jewish centre for its members based on Progressive Jewish values and ethics, to meet its members' religious and communal needs, and to contribute to the wider Jewish and non-Jewish communities.

The purpose of Alyth as set out in the Constitution and in the Articles of Association of the incorporated company, is the development of Reform Judaism in the spheres of public worship and religious education, cultural, social and charitable activities.

In April 2015 a framework was adopted to achieve a shared set of values that underpin all that we do. Alyth is a vibrant and welcoming community where we embrace prayer and learning. We practice a shared Judaism, that is innovative and inclusive and that engages with the world around us.

Structure & Management

At the Annual General Meeting in May 2018, the membership approved a resolution that Alyth move from being an unincorporated charity to become a Charitable Company Limited by Guarantee (incorporated). The Articles of Association in which the legal requirements of the charitable company are set out, were adopted by the membership at the AGM in May 2019.

The governance structure and operational framework that guide the activities of the charity are set out in the accompanying Rules. A Board Manual will supplement the Rules and will include Terms of Reference for the Trustee

Board, Advisory and Nominations Groups, job descriptions for all roles, and the policies and procedures of the Synagogue.

The change in the structure to a single-tier Board saw no change to the obligations of the Trustees who are responsible for the financial oversight of the community and for implementing the policies and setting the strategic direction of the Synagogue. The Trustees are aware of their obligation to act in the best interests of the Synagogue and in line with the recommended guidelines of the Charity Commission.

2020 Operation

The new Trustee Board was constituted in January 2020 and implemented monthly, sometimes weekly meetings as the pandemic took hold, working with the Professional Team to manage the operations of the Synagogue during this unprecedented time. At the Annual General Meeting in June 2020, the community approved changes to the governing documents to allow the Trustee Board, under the co-chairmanship of Noeleen Cohen and Russell Baum, to remain in place for one year (to June 2021) to continue to steer the community through the ongoing pandemic.

The Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. They aim to engage with the outside world, both within the Jewish people and in the wider community. To this end the Synagogue engages in a wide range of activities with other faith groups and community-based organisations. These activities enable the congregation to develop relationships with and gain a better understanding of the local and wider community and to help those less fortunate than ourselves. The most senior employee is the Principal Rabbi who leads the Professional Team and whose remuneration is set with reference to the Rabbinic Scales set out by Reform Judaism. Salaries in general are reviewed with reference to RPI and changes in average earnings.

The Co-Chairs would like to acknowledge the leadership and commitment of the Board of Trustees and Principal Rabbi, Josh Levy, during this past year. Leading a community through a global pandemic is uncharted territory. Without the dedication, wisdom and professionalism of this lay-professional partnership, Alyth would not have come through 2020 as strongly and connected as it has.

Looking Ahead 2021-22



As the world, communities and individuals transition out of the pandemic into a new normal and contemplate the impact of Covid-19 on our communal life, we must continue to adapt and innovate. Ever more thoughtful planning and consideration of how to meet the needs of the community will ensure that our members and staff remain safe and able to come together both in-person and online.

Our approach is to focus on the delivery of excellence in prayer and learning; continued delivery of inspiring programmes and activities for our diverse membership; and being able to always care for one another in the best way we can.

As we move forward from the past year and begin the redevelopment of our building our priorities are:

- Continued innovation and thoughtfulness in how we come together, taking the experience of the past year and embracing new technologies to ensure that we are an accessible, inspiring home for Jewish life, however people engage with it.
- Remaining focused on the financial health and operational efficiency of the Synagogue. Ongoing attention to our financial position
- Planning and management of the building project: the renewal of our building will be the key focus for the next 12-18 months. The commencement of building work will impact on how we congregate and use the building as there will be less usable space. The Trustees and Professional Team have prioritised preparatory work to ensure that we can continue to use the Beit Tefillah, the upstairs back corridor and the Kindergarten once the main construction starts.
- Finalising the loan and financial arrangements for the building project and renewing fundraising activity.
- Renewal of our leadership: following a targeted recruitment process, new Trustees will be brought onto the Board in mid-July 2021. There will also be a focus on populating the Advisory Groups and working to integrate them into the work of the Trustee Board.

Today's actions lay the foundation for tomorrow's success.

BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS:

The Trustees present their annual report together with the audited financial statements of North Western Reform Synagogue (the charity) for the year ended 31 December 2020. The Trustees confirm that the annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102) (effective 1 January 2015).

FUNDRAISING COMPLIANCE STATEMENT:

The charity is committed to best practice, as outlined by the Fundraising Regulator, in its approach to fundraising and closely monitors its activities in this area, ensuring that vulnerable members are protected. No professional fundraisers are used by the charity. Fundraising for the new building project continued in 2020 in a more limited way due to the pandemic. Fundraising activities will resume in 2021,

- to select suitable accounting policies and then apply them consistently;
- to observe the methods and principles in the Charities SORP;
- to make judgments and accounting estimates that are reasonable and prudent;
- to prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

TRUSTEE RESPONSIBILITY STATEMENT:

The Trustees 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).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required:

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charity's transactions and 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 Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed.

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.

This report was approved by the Trustees on 25 June 2021 and signed on their behalf by:

