SHOFAR DAY CARE CENTRE

(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

SHOFAR DAY CARE CENTRE
(A Company Limited by Guarantee)
Company registered number: 09395603
Charity registered number: 1160802

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SHOFAR DAY CARE CENTRE
(A Company Limited by Guarantee)
Company registered number: 09395603
Charity registered number: 1160802

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2025

Trustees

Anna Brownlie
Caronne Graham
Rosalind Levenson
Judith Levy
Michele Saffer
Joanna Sassienie – appointed 19 May 2025

Senior management personnel

Sharon Lee

Company registered number

09395603

Charity registered number

1160802

Registered office

The Sternberg Centre for Judaism
80 East End Road
London
N3 2SY

Auditors

Nyman Libson Paul LLP
124 Finchley Rd
London
NW3 5JS

Bankers

National Westminster Bank Plc
3rd floor, Lough Point
2 Gladbeck Way
Windmill Hill
London
EN2 7JA

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

The Trustees present their annual report together with the financial statements of Shofar Day Care Centre for the year ended 31 December 2025.

The Financial Statements comply with the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) (effective 1 January 2015), as amended by Update Bulletin 2 (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

a. Policies and objectives

The objectives of the charity are to:

A) Advance the development and education of children primarily under the age of five, in particular by establishing and running a childcare nursery which promotes the ethos and values of Reform Judaism.
B) Advance religion by teaching, practising and promoting the beliefs and practices of Reform Judaism
C) Provide charitable support and assistance to The Movement for Reform Judaism, Finchley Reform Synagogue, North Western Reform Synagogue and to Leo Baeck College (or any successor bodies) for so long as such organisations are charitable in accordance with English Law, and
D) Undertake or support such other ancillary and incidental exclusively charitable purposes as the trustees in their absolute discretion think fit.

In shaping the objectives of the charity, the trustees have considered the Charity Commission's guidance on public benefit.

ACHIEVEMENTS AND PERFORMANCE

a. Review of activities

The nursery offers a range of activities including those that embrace Jewish learning and festivals.

For Shofar it was another successful year, through excellent management of children numbers and classes.

The nursery continues to prioritise the retention of quality permanent staff to support its children and continues to pay the London Living Wage to all staff. Shofar encourages continued professional development of staff.

The future plans and development of the nursery remain consistent with the previous years and are to continue to maintain a full complement of children across all age groups. Offering excellent care, education and community through well-qualified staff, with core Jewish values. To offer values-based rather than rules-based introduction to Judaism, through the 3 prisms – Community, Ritual and Practice and Jewish Values and to be as inclusive as possible.

FINANCIAL REVIEW

a. Going concern

At the reporting date the charity held £965,901 (excluding refundable deposits) compared to £899,397 in 2024, in cash and short-term investments, and had net current assets of £753,324 compared to £703,699 in 2024, all of which was unrestricted. The projected net surplus for the next 12 months is around £123k. The projected normal expenditure for the next 12 months is £1,569k which means current reserves would cover five months if no income was available. This is in line with the charity's current reserve policy of 4 months expenditure being held in reserves together with appropriate development and fixed asset reserves.

The Trustees have reviewed the circumstances of the charity and consider that resources continue to be available to fund the activities of the charity for the foreseeable future.

Accordingly, the trustees consider it appropriate to continue to adopt the going concern basis in preparing its financial statements.

b. Reserves policy

Since inception the charity has focused on raising funds to finance the opening and improvement of the Centre but is now in a position to set aside funds to build a reserve.

The current reserves policy of the trustees is to have enough reserves to cover at least four months expenditure, projected specific repairs and maintenance costs and repairs driven by lease obligations.

The total reserves are £1,000,656, (£971,794 in 2024). Unrestricted reserves are £810,478, (£802,163 in 2024) and designated reserves are £190,178 (£169,631 in 2024). After deducting fixed assets of £247,332 (2024: £268,125), the level of free reserves held by the charity is £563,146 (2024: £534,038). This is in line with the charities reserves policy highlighted above with 4 months running costs in the year equating to £522,891 (2024: £445,694)

c. Operational and non-financial performance measures

The nursery monitors a variety of non-financial metrics to assess success in the reporting period and ensure educational excellence as well as legal compliance regarding child-to-staff ratios:

- Numbers: We are pleased that Shofar has remained full for many years, whilst not all children attend every day, we regularly review our lists to ensure that places are filled, and the nursery is meeting local demand. The average number of full-time equivalent children increased in the year to 66.3, from 65.4 in 2024.
- Ofsted Evaluation Status: this is the core metric for statutory quality assurance across key areas like achievement and child development. We are pleased to have an Outstanding rating, which we feel fairly reflects the quality of the childcare provision we aim to deliver.
- Staff Retention- Shofar is thrilled to have many dedicated staff who have been at Shofar for many years, 17 staff have been here for more than 5 years, and 10 staff celebrated 10 years of service in 2025.
- High quality staff are important to us, and we are pleased that we have staff with a range of qualifications all the way up to Qualified teacher Status and Early Years Teacher. We encourage untrained staff to start their qualifications within a year of working with us and support them in their apprenticeship qualification and further qualifications as applicable.

d. Financial performance

During the year the charity received £1,604,183 of income, (£1,519,512 in 2024). Expenditure on charitable activities amounted to £1,575,321, (£1,485,752 in 2024). This resulted in net incoming resources of £28,862 (£33,760 in 2024).

e. Risk assessment

The trustees have identified the major risks of the charity and are satisfied that systems and procedures are in place to mitigate exposure to the risks where possible.
As part of the charity's risk management strategy the trustees will review the principal risks annually. In order to manage risks and uncertainties, Shofar has a risk register which is reviewed periodically by the Trustees. The Register includes details of potential risks and their potential impact together with control procedures to manage the risks. All risks are scored to give their overall risk and the retained risk after adopting the control procedures. The highest scoring current risk is security threats especially due to the current situation in the Middle East. To minimise this risk Shofar liaises with Manor House staff and CST and where it is felt necessary has asked for additional hours of Security guards on duty for the site to ensure the safety of all children and carers.
Attention has also been focused on non-financial risks arising from fire, health and disaster recovery. These risks are managed by ensuring accreditation is up to date, having robust policies and procedures in place, and regular awareness training for staff working in these operational areas.

Fundraising

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.

STRUCTURE, GOVERNANCE AND MANAGEMENT

a. Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 19 January 2015.

The company is constituted under a Memorandum of Association and is a registered charity number 1160802.

b. Method of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.
The Trustees are regularly kept up to date with Charity Commission changes and policies and all new Trustees undergo an induction process to equip them for leading the organisation.

c. Pay and remuneration of key management personnel

The remuneration of key management is reviewed annually by the trustees, benchmarked against current market rates for experience and qualifications and percentage pay rises compared against the pay rises given to all other staff members.

d. Relationships with related parties

The company is party to a memorandum of understanding (MOU) with its four partner charities. Shofar has committed to supporting these charities through the payment of excess funds to these charities, divided at an agreed percentage. Shofar also offers a discount on fees to members of Reform Synagogues, and our admission policy gives priorities to our partners where we have a waiting list. Our board of Trustees includes membership from our partner organisations and Rabbis from the two synagogues support Shofar by visiting the children and supporting the staff's teaching of Jewish festivals. They will also offer support to our families in times of crisis.

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of Shofar Day Care Centre 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

DISCLOSURE OF INFORMATION TO AUDITORS

In accordance with company law, as the company's directors, we certify that:

a) so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and

b) we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report was approved by the Trustees on 24 August 2026 and signed on their behalf by:

M Saffer
Trustee

Independent Auditors' Report

To The Trustees of Shofar Day Care Centre

Opinion

We have audited the financial statements of Shofar Day Care Centre for the year ended 31st December 2025, which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows, and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31st December 2025 and of its surplus 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the 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.

Opinion 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' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustee's Report.

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement on page 4. The trustees 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.

Auditors' 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 Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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:

We gained an understanding of the legal and regulatory framework applicable to the charity and the industry in which it operates, and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

We focussed on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to, the Charities Act 2011 and Companies Act 2006. Our tests included agreeing the financial statement disclosures to underlying supporting documentation and enquiries with management. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

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. The description forms part of our Auditors' 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 Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the 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.

Andrew Thomas (Senior Statutory Auditor)

for and on behalf of

Nyman Libson Paul LLP

Chartered Accountants
Statutory Auditors

Regina House
124 Finchley Road
London
NW3 5JS

Date: 25 August 2026

SHOFAR DAY CARE CENTRE
(A Company Limited by Guarantee)
Company registered number: 09395603
Charity registered number: 1160802

Statement of Financial Activities
Incorporating Income and Expenditure Account
for the Year ended 31st December 2025
Company Number 09395603
Charity Number 1160802

	Note	Unrestricted Funds	Designated Funds	Total 2025	*Total 2024*
		£	£	£	*£*
INCOMING RESOURCES					
Income from:					
Donations and legacies	2	1,717	12,450	14,167	*2,600*
Income from investments		24,058	-	24,058	*36,390*
Charitable activities	3	1,565,958	-	1,565,958	*1,480,522*
Total Incoming Resources		**1,591,733**	**12,450**	**1,604,183**	***1,519,512***
Expenditure on:					
Charitable Activities	4	1,563,418	*11,903*	1,575,321	*1,485,752*
Total Resources Expended		**1,563,418**	**11,903**	**1,575,321**	***1,485,752***
Net Income/(Expenditure)		**28,315**	**547**	**28,862**	***33,760***
Transfers between Funds		(20,000)	20,000	-	-
Net movement in funds		**8,315**	**20,547**	**28,862**	***33,760***
Reconciliation of funds:					
Total funds brought forward		**802,163**	**169,631**	**971,794**	***938,034***
Total funds carried forward		**810,478**	**190,178**	**1,000,656**	***971,794***

The notes on pages 14 to 20 form part of these Financial Statements

Statement of Financial Position
As at 31 December 2025
Company Number 09395603
Charity Number 1160802

	Note	2025 £	2025 £	2024 £	2024 £
Fixed Assets					
Tangible Assets	9		247,332		*268,125*
Current Assets					
Stock		831		*763*	
Debtors	10	31,098		*19,500*	
Cash at Bank and in Hand		273,171		*285,370*	
Short Term Investments		875,045		*762,775*	
		1,180,145		*1,068,408*	
Creditors Amounts falling due within one year	11	(426,821)		*(364,739)*	
Net Current Assets			753,324		*703,669*
Total assets less current liabilities			1,000,656		*971,794*
Creditors Amounts falling after more than one year			-		-
Net Assets	12		**1,000,656**		***971,794***
Charity Funds					
Unrestricted funds	13		810,478		*802,163*
General - Designated Funds	13		190,178		*169,631*
Total Funds			**1,000,656**		***971,794***

The notes on pages 14 to 20 form part of these Financial Statements

Approved by the Board of Trustees on 24 August 2026 and signed on its behalf by:

M Saffer
Trustee

Cash Flow Statement for the Year Ended 31 December 2025

	2025 £	*2024 £*
Cashflow from operating activities		
Net Movement in Funds	**28,862**	***33,760***
Adjustments for:		
Depreciation of tangible assets	37,221	*33,739*
Dividends, interest and rents from investments	-	-
Decrease/(Increase) in stocks	*(68)*	*(763)*
(Increase)/Decrease in Debtors	*(11,598)*	*5,026*
Increase/(Decrease) in Creditors	62,082	*23,967*
Net cash generated from operating activities	**£ 116,499**	***95,729***
Cash flows from investing activities		
Purchase of tangible assets	(16,428)	-
Net Cash used in investing activities	(16,428)	-
Net increase in cash and cash equivalents in the year	**100,071**	***95,729***
Cash and cash equivalents at the beginning of the year	1,048,145	*952,416*
Cash and cash equivalents at the end of the year	**£ 1,148,216**	***£ 1,048,145***

The notes on pages 14 to 20 form part of these Financial Statements

Notes to the Financial Statements

1. Accounting Policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Charity has applied all amendments to FRS 102, as set out in the Financial Reporting Council's triennial review published in December 2017, and included in Update Bulletin 2 to the Charities SORP (FRS 102), as required for mandatory adoption for accounting periods beginning on or after 1 January 2019.

Shofar Day Care Centre 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.

1.2 Company status

The company is a company limited by guarantee and incorporated in England. The address of its registered office and principal place of business is The Sternberg Centre for Judaism, 80 East End Road, London, N3 2SY. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.3 Going concern

The Trustees have reviewed the circumstances of the charity, as noted on page 4 of the Trustees' report. The most recent management information to June 2026 shows that the company maintains a strong cash position.

The Trustees have prepared budgets and forecasts taking account of various potential scenarios and for 2026 are anticipating a surplus with a similar position expected for 2027 based on projected nursery numbers.

The Trustees are cautiously optimistic about the future due to the importance of the education and childcare sector to the country's economic recovery.

Accordingly, the trustees consider it appropriate to continue to adopt the going concern basis in preparing the charity's financial statements.

1.4 Income

Income is recognised once the company has entitlement to the funds, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Nursery fees are recognised in the month to which they relate.

Registration fees in relation to the nursery are recognised immediately upon written confirmation of a child joining Shofar Day Care.

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

Other income, including merchandise sales is accounted for on an accruals basis.

1.5 Expenditure

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

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company.

1.6 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

1.7 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.8 Tangible fixed assets and depreciation

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities Incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Building costs	-	5% on cost
Leasehold Improvements	-	20% on cost
Fixtures and fittings	-	25% on cost
Computer equipment	-	25% on cost

1.9 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.10 Debtors

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

1.11 Cash at bank and in hand

Cash at bank and in hand includes 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.

1.12 Creditors

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.

1.13 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.

1.14 Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

1.15 Accruals

The company makes an estimate of accruals at the year-end based on invoices received after the year end and work undertaken which has not been invoiced based on quotations or estimates of amounts that may be due for payment.

1.16 Tangible fixed assets

All assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending upon a number of factors.

2. Income from donations and legacies

	Unrestricted Funds 2025	Designated Funds 2025	Total Funds 2025	*Total Funds 2024*
		£	£	£
Donations	**1,717**	**12,450**	**14,167**	**2,600**

3. Income from Charitable Activities

	2025	2024
	£	£
Nursery & Registration Fees	1,562,945	1,473,377
Merchandise Sales & Training	3,013	7,145
	1,565,958	**1,480,522**

4. Analysis of resources expended by expenditure type

	Staff costs	Other Direct Costs	Support and Governance Costs	Total
	2025	2025	2025	2025
	£	£	£	£
Nursery Operations	1,075,840	393,178	106,303	1,575,321
	1,075,840	**393,178**	**106,303**	**1,575,321**

Comparatives:	Staff costs	Other Direct Costs	Support and Governance Costs	Total
	2024	*2024*	*2024*	*2024*
	£	*£*	*£*	*£*
Nursery Operations	973,916	*416,775*	*95,061*	*1,485,752*
	973,916	***416,775***	***95,061***	***1,485,752***

5. Charitable Activities

Staff Costs

	2025	*2024*
	£	*£*
Wages & Salaries	907,670	*837,193*
National Insurance	84,582	*61,865*
Pension costs	83,588	*74,858*
	1,075,840	***973,916***

Other Direct Costs

	2025	*2024*
	£	*£*
Rent	36,945	*30,384*
Service charges	40,440	*47,004*
Maintenance	14,076	*35,139*
Recruitment & staff costs	8,152	*10,988*
Registration fees	1,440	*1,492*
Food, milk & related expenditure	98,108	*92,431*
Other consumables	29,969	*14,195*
Cleaning	36,589	*44,044*
Grants to Partner Charities	127,459	*141,098*
	393,178	***416,775***

5. Charitable Activities

Staff Costs	2025 £	2024 £
Wages & Salaries	907,670	837,193
National Insurance	84,582	61,865
Pension costs	83,588	74,858
	1,075,840	**973,916**

Other Direct Costs	2025 £	2024 £
Rent	36,945	30,384
Service charges	40,440	47,004
Maintenance	14,076	35,139
Recruitment & staff costs	8,152	10,988
Registration fees	1,440	1,492
Food, milk & related expenditure	98,108	92,431
Other consumables	29,969	14,195
Cleaning	36,589	44,044
Grants to Partner Charities	127,459	141,098
	393,178	**416,775**

Support and Governance Costs	2025 £	2024 £
Books, sundry & office expenses	4,597	3,376
Insurance	8,735	8,189
Website & IT costs	15,965	9,297
Telephone	3,068	3,057
Accounting, legal & professional & governance	33,400	34,137
Printing & stationery	2,738	2,674
Depreciation	37,221	33,739
Bank charges & interest	579	592
	106,303	**95,061**

6. Net incoming resources

This is stated after charging:

	2025 £	2024 £
Depreciation of tangible fixed assets:		
- owned by the charity	37,221	33,739
Pension costs	83,588	74,858

7. Auditors Remuneration

The auditors remuneration amounts to £10,000 (2024: £10,500) including VAT.

8. Staff Costs

	2025	*2024*
	£	£
Wages and salaries	907,670	*837,193*
Social security costs	84,582	*61,865*
Pension costs	83,588	*74,858*
	1,075,840	***973,916***

No employees received employee benefits of more than £60,000.

The average number of persons employed by the company during the year was as follows:

	2025	2024
Staff	39	*41*

Key Management Compensation	2025	2024
	£	£
Total remuneration	171,388	*161,928*

During the year no Trustees received any remuneration, benefits in kind or remuneration of expenses.

9. Tangible Fixed Assets

	Furniture & Equipment	Computer Equipment	Building Development & Improvements	Total
Cost	£	£	£	£
At 1 January 2025	53,378	18,142	544,745	616,265
Additions	900	3,019	12,509	16,428
Eliminations				-
At 31 December 2025	**54,278**	**21,161**	**557,254**	**632,693**
Accumulated Depreciation				
At 1 January 2025	53,023	17,259	277,858	348,140
Charge for the year	580	1,639	35,002	37,221
Eliminations	-	-	-	-
At 31 December 2025	**53,603**	**18,898**	**312,860**	**385,361**
Net book value				
At 31 December 2025	**675**	**2,263**	**244,394**	**247,332**
At 31 December 2024	***355***	***883***	***266,887***	***268,125***

All Tangible Fixed Assets are used in the furtherance of the Charity's objectives.

10. Debtors

	2025	2024
	£	£
Trade debtors	21,808	*10,278*
Prepayments and accrued income	9,290	*9,222*
	31,098	***19,500***

11. Creditors: Amounts falling due within one year

	2025	*2024*
	£	£
Trade creditors	63,216	*9,144*
Other creditors	275	-
Other taxation & social security	18,710	*17,336*
Deposits	182,315	*148,748*
Grants to Partner Charities	127,459	*141,098*
Accruals & deferred income	34,846	*48,413*
	426,821	***364,739***

12. Analysis of Net Assets between Funds

	Tangible Fixed Assets 2025 £	Net Current Assets 2025 £	Total 2025 £
Unrestricted Funds			
General Funds	247,332	563,146	810,478
Designated Funds	-	190,178	190,178
	247,332	**753,324**	**1,000,656**

Comparatives:	*Tangible Fixed Assets 2024 £*	*Net Current Assets 2024 £*	*Total 2024 £*
Unrestricted Funds			
General Funds	*268,125*	*534,038*	*802,163*
Designated Funds	-	*169,631*	*169,631*
	268,125	***703,669***	***971,794***

13. Statement of funds

Movement in Funds:

	Balance at 1 Jan 2025	Income	Expenditure	Transfers	Balance at 31 Dec 2025
General Reserve	802,163	1,591,733	(1,563,418)	(20,000)	810,478
Designated Funds					
Major Works & Repairs to Sternberg Centre	148,144	-	-	20,000	168,144
Bursary and Hardship Fund	4,830	-	(1,913)	-	2,917
Development Fund	16,657	12,450	(9,990)		19,117
Total Designated Funds	169,631	12,450	(11,903)	20,000	190,178
Total Unrestricted Funds	**971,794**	**1,604,183**	**(1,575,321)**	-	**1,000,656**

Comparatives:	*Balance at 1 Jan 2024*	*Income*	*Expenditure*	*Transfers*	*Balance at 31 Dec 2024*
General Reserve	*786,503*	*1,516,912*	*(1,485,752)*	*(15,500)*	*802,163*
Designated Funds					
Major Works & Repairs to Sternberg Centre	*128,144*	-	-	*20,000*	*148,144*
Bursary and Hardship Fund	*4,830*	-	-	-	*4,830*
Development Fund	*18,557*	*2,600*	-	*(4,500)*	*16,657*
Total Designated Funds	*151,531*	*2,600*	-	*15,500*	*169,631*
Total Unrestricted Funds	***938,034***	***1,519,512***	***(1,485,752)***	-	***971,794***

The Major Works & Repairs to Sternberg Centre - an amount set aside by the Shofar board to be used for future refurbishment costs of the site.

The Bursary and Hardship Fund - to fund a bursary scheme to support parents who have need of financial assistance.

The Development Fund - to support the development and retention of staff of Shofar Day Care Centre and fund specific improvement projects.

14. Pension commitments

The company operates a defined contribution pension scheme. The pension cost charge represents contributions payable by the company to the fund and amounted to £83,588 (2024: £74,858). £18,710 (2024: £26) was outstanding at the year end.

15. Related Party Transactions

The charity is party to a Memorandum of Understanding (MOU) with a number of other charities (partner charities), two of which (Finchley Reform Synagogue and North West Reform Synagogue) have a significant influence over Shofar's operations as a result of rights relating to the appointment of Trustees.

During the year, and in accordance with the terms of the MOU, Shofar committed to charitable grants of £127,459 (2024: £141,098) in total to the partner charities.

16. Operating Lease commitments

The company has entered into an open-ended operating lease with base rent payable of £30,384 per annum until the next review in 2025.

	2025	2024
	£	£
At 31 December 2024 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:		
Less than one year	41,000	*36,945*
2-5 years	138,717	*164,000*
Over five years	-	*15,717*
	179,717	***216,662***


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