

Charity registration number 509022

Company registration number 01388313 (England and Wales)

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

# BETH SHALOM LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

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

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# BETH SHALOM LIMITED

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# BETH SHALOM LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

### FOR THE YEAR ENDED 31 MARCH 2025

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

#### **Objectives and activities**

##### **Our Purpose**

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

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

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

We do three things to deliver our Purpose:

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

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

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

##### **Introduction**

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

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

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

# BETH SHALOM LIMITED

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

### FOR THE YEAR ENDED 31 MARCH 2025

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

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

#### **Fundraising Standards information**

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

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

#### **The National Lottery Heritage Fund Site Re-development**

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

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

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

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

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

# BETH SHALOM LIMITED

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

### Arts Council England: National Portfolio Organisation

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

Year 2 activity focused on the following core activities:

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

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

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

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

### CURATORIAL

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

# BETH SHALOM LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

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

# BETH SHALOM LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

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

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

# BETH SHALOM LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

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

# BETH SHALOM LIMITED

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

### RACISM RESPONSE UNIT

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

# BETH SHALOM LIMITED

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

### HATE CRIME

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

### OPERATIONS AND VISITOR EXPERIENCE

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

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

FOR THE YEAR ENDED 31 MARCH 2025

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

### DEVELOPMENT

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

# BETH SHALOM LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

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

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

### VOLUNTEER CONTRIBUTION

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

# BETH SHALOM LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

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

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

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

# BETH SHALOM LIMITED

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

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### Financial review

#### Significant Events and Principal Funding

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

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

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

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

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

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

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

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

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

Arts Council England

National Lottery Heritage Fund

The Band Trust

The Pears Foundation

The Bloom Foundation

Esmée Fairbairn Foundation

The Wolfson Foundation

The Gerald and Gail Ronson Family Foundation

The Davis Foundation

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

# BETH SHALOM LIMITED

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

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

### Structure, governance and management

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

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

Dr J Smith CBE - Life President

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

Mr R Kleiner

Ms A Levitt

Mrs L Weller

Mr R Thompson (Resigned 21 October 2024)

Ms S C Raikes (Resigned 9 May 2024)

Rev B D Thompson (Resigned 25 September 2024)

Dr M A Stern

Mr J McLaren

Mrs L J Engler (Appointed 26 November 2024)

Ms G Webber (Appointed 24 June 2025)

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

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

### Appointment of trustees

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

### Induction and training of trustees

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

### Organisational structure

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

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

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

# BETH SHALOM LIMITED

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

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### Pay policy for senior staff

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

### Risk management

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

### Related parties

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


### Auditor

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

### Disclosure of information to auditor

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

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

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

**Mr R Kleiner**

Trustee

Dated: Dec 19, 2025

# **BETH SHALOM LIMITED**

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

***FOR THE YEAR ENDED 31 MARCH 2025***

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The directors, who also act as trustees for the charitable activities of Beth Shalom Limited, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the directors are required to:

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

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

# BETH SHALOM LIMITED

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

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### Opinion

We have audited the financial statements of Beth Shalom Limited (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Matters on which we are required to report by exception

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

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

# BETH SHALOM LIMITED

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

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### **Responsibilities of directors**

As explained more fully in the statement of trustees' responsibilities, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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

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

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

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

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

# BETH SHALOM LIMITED

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

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### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

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

**Chartered Accountants  
Statutory Auditor**

*Mark Jackson*

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

Westpoint  
Lynch Wood  
Peterborough  
Cambridgeshire  
United Kingdom  
PE2 6FZ

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

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

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	Unrestricted funds		Designated funds		Restricted funds		Endowment funds		Total		
		2025	£	2025	£	2025	£	2025	£	2025	£	
		2024		2024		2024		2024		2024		
		£		£		£		£		£		
<b>Income from:</b>												
Donations and legacies	3	922,136	-	1,239,095	-	2,161,231	-	1,107,595	54,473	738,344	-	1,900,412
Charitable activities	4	259,415	-	39,605	-	299,020	-	259,102	-	138,300	-	397,402
Other trading activities	5	48,524	-	-	-	48,524	-	63,706	-	-	-	63,706
Investments	6	46,860	-	-	-	46,860	-	45,534	-	-	-	45,534
<b>Total income</b>		<b>1,276,935</b>	<b>-</b>	<b>1,278,700</b>	<b>-</b>	<b>2,555,635</b>	<b>-</b>	<b>1,475,937</b>	<b>54,473</b>	<b>876,644</b>	<b>-</b>	<b>2,407,054</b>
<b>Expenditure on:</b>												
Raising funds	7	248,298	-	-	-	248,298	-	239,695	-	-	-	239,695
Charitable activities	8	1,203,530	-	1,512,379	-	2,715,909	-	993,050	-	670,701	-	1,663,751
<b>Total expenditure</b>		<b>1,451,828</b>	<b>-</b>	<b>1,512,379</b>	<b>-</b>	<b>2,964,207</b>	<b>-</b>	<b>1,232,745</b>	<b>-</b>	<b>670,701</b>	<b>-</b>	<b>1,903,446</b>
<b>Net (outgoing)/incoming resources before transfers</b>		<b>(174,893)</b>	<b>-</b>	<b>(233,679)</b>	<b>-</b>	<b>(408,572)</b>	<b>-</b>	<b>243,192</b>	<b>54,473</b>	<b>205,943</b>	<b>-</b>	<b>503,608</b>

# BETH SHALOM LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

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

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

All income and expenditure derive from continuing activities.

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

# BETH SHALOM LIMITED

## BALANCE SHEET

AS AT 31 MARCH 2025

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

# BETH SHALOM LIMITED

## BALANCE SHEET (CONTINUED)

**AS AT 31 MARCH 2025**

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

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

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

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

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

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

Mr R Kleiner

**Trustee**

**Company registration number 01388313**

# BETH SHALOM LIMITED

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

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

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# BETH SHALOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2025

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#### 1 Accounting policies

##### Charity information

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

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the directors in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

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

#### 1.4 Income

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

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

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

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

# BETH SHALOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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### 1 Accounting policies

(Continued)

#### 1.5 Expenditure

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

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

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

#### 1.6 Intangible fixed assets other than goodwill

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

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

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

Software development	20% reducing balance
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#### 1.7 Tangible fixed assets

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

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

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

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

#### 1.8 Heritage assets

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

# BETH SHALOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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### 1 Accounting policies

(Continued)

#### 1.9 Fixed asset investments

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

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

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

#### 1.10 Impairment of fixed assets

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

#### 1.11 Stocks

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

#### 1.12 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.13 Financial instruments

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

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

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

#### **Basic financial assets**

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

# BETH SHALOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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#### 1 Accounting policies

(Continued)

##### **Basic financial liabilities**

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

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

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

##### **Derecognition of financial liabilities**

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

#### 1.14 Taxation

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

#### 1.15 Employee benefits

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

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

#### 1.16 Retirement benefits

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

#### 2 Critical accounting estimates and judgements

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**BETH SHALOM LIMITED**

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

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

# BETH SHALOM LIMITED

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

### 4 Charitable activities

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

### 5 Other trading activities

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

### 6 Investments

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

# BETH SHALOM LIMITED

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

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### 7 Raising funds

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

# BETH SHALOM LIMITED

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

### 8 Charitable activities

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

# BETH SHALOM LIMITED

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

### 9 Support costs

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

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

### 10 Directors

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

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

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

### 11 Employees

The average monthly number of employees during the year was:

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

#### Employment costs

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

# BETH SHALOM LIMITED

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

### 11 Employees

(Continued)

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

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

### 12 Taxation

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

### 13 Intangible fixed assets

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

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

# BETH SHALOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 14 Tangible fixed assets

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

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

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

#### 15 Heritage assets

	<b>Testimony data capture &amp; Library stock £</b>
At 1 April 2024	368,124
Purchases	9,800
<b>At 31 March 2025</b>	<b>377,924</b>

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

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

# BETH SHALOM LIMITED

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

### 16 Fixed asset investments

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

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

### 17 Stocks

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

### 18 Debtors

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

# BETH SHALOM LIMITED

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

### 19 Loans and overdrafts

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

### 20 Creditors: amounts falling due within one year

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

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

### 21 Creditors: amounts falling due after more than one year

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

### 22 Deferred income

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

Deferred income is included in the financial statements as follows:

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

# BETH SHALOM LIMITED

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

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

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

### 23 Retirement benefit schemes

#### Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

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

### 24 Endowment funds

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

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

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

# BETH SHALOM LIMITED

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

### 25 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

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

# BETH SHALOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 25 Restricted funds

(Continued)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### Commentary on transfers

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

# BETH SHALOM LIMITED

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

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### 26 Designated funds

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

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

**BETH SHALOM LIMITED**

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

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

# BETH SHALOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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#### 28 Operating lease commitments

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

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

#### 29 Related party transactions

##### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

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

##### Transactions with related parties

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

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

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

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

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

# BETH SHALOM LIMITED

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

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

# Beth Shalom Final Accounts 31.03.2025

Final Audit Report

2025-12-22

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


## "Beth Shalom Final Accounts 31.03.2025" History

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

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

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

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

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

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

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

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

 Agreement completed.

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