

The United Synagogue Trustees' Report and Annual Accounts

For the year ended 31 December 2019



2019 Highlights

- The Charity's *Shabbat Shalom!* publication was sent to around **25,000 US member households** in time for ShabbatUK
- The United Synagogue Burial Society was asked to conduct a 'funeral' to bury the remains of six Holocaust victims which had been 'donated' to Imperial War Museums. More than **1,200 mourners** attended.
- Just under **1,000 new members** joined the United Synagogue
- **More than 400** children took part in one of Tribe's residential programmes in the UK, Belgium, USA, Israel and Rwanda
- More than **300 women** attended a Pre-Yamim Noraim *Neshama* programme at South Hampstead United Synagogue run by the Office of the Chief Rabbi
- The product search site isitkosher.uk saw over **half a million page views** from 157,000 users.
- 'House of Life' welcomed **5,733 visitors and ran 32 tours** of Willesden Cemetery for **376 participants**.
- A new collaboration was launched with the Ambulance Wish Foundation, with **20 "final wishes"** arranged for terminally ill patients.
- A second drop-in centre was launched for Asylum Seekers, providing **50 families** with vital support including hot meals, food vouchers clothing, toiletries and toys
- Tribe's educational booklet for Pesach was sent to **3,000 homes** with children aged 8-18
- The Charity supported **600 families in need** over the Pesach (Passover) period with food and essential items. **1,550 older and vulnerable members** were presented with honey cakes and cards at Rosh Hashanah.
- Over the summer holidays the Charity distributed well over **4,500 items of food** to families across **15 communities** who would usually benefit from free school meals
- **More than 400** primary school children participated in Tribe Time – a parent and child learning programme that took place in Bushey and Finchley United Synagogues
- **246 children** in school years 4-6 enjoyed half term outings in February and October 2019 and **98 young people** on their gap year took part in the Israel Shabbaton
- Young US events attracted **1,222 young professionals** over the past year
- The newly constructed Synagogue and community building in South Hampstead **opened**
- The Brondesbury Park Synagogue building was demolished and **construction of the new building** started

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UNITED SYNAGOGUE TRUSTEES' REPORT AND ANNUAL ACCOUNTS
Year ended 31 December 2019

Charity registration number 242552

BOARD OF TRUSTEES

President	Michael Goldstein ¹
Vice-President	Fleurise Lewis ¹
Treasurer	Maxwell Nisner ¹
Other Trustees	Andrew Eder ² Claire Lemer ¹ Nicola Rosenfelder ² Barry Shaw ² Saul Taylor ¹ Jacqui Zinkin ²

¹ serving 4 year term from 10 July 2017² serving 4 year term from 22 July 2019

Committee Chairs/Lead Advisors

Audit and Risk Review	Andrew Mainz
Burial	Jacqui Zinkin
Investment	Maxwell Nisner
Property	Peter Zinkin
Rabbinical Council	Rabbi Nicky Liss
Remuneration	Maxwell Nisner

Chief Rabbi of the United Hebrew Congregations of the Commonwealth Chief Rabbi Ephraim Mirvis

Dayanim

Dayan Menachem Gelley (Rosh Beth Din)
Dayan Shmuel Simons
Dayan Ivan Binstock (part-time)

Key Executives

Chief Executive

Steven Wilson

Chief Operating Officer & Finance Director

Richard Taylor

Chief Programmes Officer

David Collins

Kashrut Director

Rabbi Jeremy Conway

External & Legal Services Director

David Frei

Chief Executive, Office of the Chief Rabbi

Ari Jesner

Communities and Strategy Director

Jo Grose

Human Resources Director

Vickie Lampkin

Property Director

Lali Virdee

Communications Director

Richard Verber

Executive Offices

305 Ballards Lane
London N12 8GB
Tel: 020 8343 8989
Website: www.theus.org.uk

Custodian Trustee

(holds title to the charity's property assets)
United Synagogue Trusts Ltd
305 Ballards Lane
London N12 8GB

Bankers

Royal Bank of Scotland
Corporate Banking London
8th Floor
280 Bishopsgate
London EC2M 4RB

Primary Investment Fund Manager

J.P. Morgan International Bank Ltd
1 Knightsbridge
London SW1X 7LX

Charity Solicitors

Womble Bond Dickinson (UK) LLP
4 More London Riverside
London SE1 2AU

Statutory Auditor

Crowe UK LLP
St Bride's House
10 Salisbury Square
London EC4Y 8EH

Trustees' Annual Report For the Year Ended 31 December 2019

The details of the Charity, its Trustees, professional service providers and key executives are set out on pages 2 and 3 of this report.

Legal Status

The United Synagogue ('US') was established for charitable purposes by the United Synagogue Act of 1870. It was formally registered as a charity on the 2 June 1965 with the charity registration number 242552.

The Schedule to the Act was previously the major constitutional document of the Charity. This was augmented by the Statutes of the United Synagogue passed by the US Council in April 1999, which sets out the Charity's objects and the role and powers of the Charity, its Trustees and its Council. Additional Byelaws set out the system of governance of local synagogues, and the Election Regulations set out the procedure for electing the Board of Trustees.

Structure, Governance and Management

Charity Governance Code

The new code for charities was published in July 2017. The code lays out seven key areas of governance together with recommended practice for each principle. The US Trustees have always sought to have the highest standards of governance and welcome the introduction of this code. They have considered each principle to satisfy themselves that the Charity's current governance structure explained below satisfactorily addresses each of these principles and, where appropriate, what enhancements might be made.

Trustees

Overall responsibility for the activities of the US is held by the Board of Trustees, which is elected by the US Council (see below). The Board of Trustees comprises nine Trustees (with an option to co-opt two more Trustees). From July 2019 onwards, Trustees serve a four-year term. Trustees are eligible to serve a maximum of two terms although a Trustee elected as President can then serve up to two additional terms.

The Trustees at the date of this report are shown on page 2.

Trustees must have prior experience of serving on the Synagogue Council (formerly Board of Management) of one of the US' local synagogue communities for a minimum of two years. Trustees who stand for election will therefore have had experience of lay leadership in the Jewish community for which they are taking responsibility. The requirement to have previously served on a Synagogue Council does not apply to co-opted Trustees.

Induction of Trustees builds on this wide knowledge and familiarity with the Charity, which has been previously gained at a local level.

The Chief Executive, Directors and senior professionals meet new Trustees soon after their election and provide intensive briefings on the Charity. The External and Legal Services Director provides advice and guidance on the statutory responsibilities of Trustees and continues to provide guidance on such matters throughout the Trustees' term of office.

The Board of Trustees meets once a month, except in August, to take strategic and policy decisions. These meetings are attended by the Chief Executive, other members of the senior management team and the Chair of The Rabbinic Council of the United Synagogue ('RCUS').

The Board of Trustees appoints Committee Chairs and advisors to a number of sub-committees for the better working of the Charity. These sub-committees are allocated specific areas of responsibility and invited to make relevant recommendations to the Board.

Responsibility for the religious direction and guidance of the US is vested with the Chief Rabbi and the Beth Din (his religious court).

US Council

The US Council ('Council') represents the member and affiliate synagogues of the US, and has the following powers:

- a) to elect and remove Trustees
- b) to elect the Chair of the Audit and Risk Review Committee
- c) to approve amendments to the constitution of the US
- d) to admit/discontinue the membership of any synagogue to the US
- e) to receive and consider the budget and accounts of the US

Council is elected every three years by members of the Synagogue Council of every local synagogue. Each synagogue has a number of Council Representatives based on the size of the synagogue's own membership. All current Trustees are also members of Council, as are the immediate previous set of Trustees. In addition, there are a limited number of life members including all past Presidents. Council meets four times each year.

Professional Staff

The Board of Trustees delegates its powers for the day-to-day running of the Charity to the Chief Executive and the senior management team.

Each Division in the US is headed by a Director, all of whom report to either the Chief Executive or the Chief Operating Officer.

To achieve its objectives, the US needs to attract and retain high quality senior professional staff. Directors are remunerated in line with roles with similar responsibilities in the charity sector.

Member Synagogues

The member synagogues are the branches of the US. The day-to-day responsibility for running the member synagogues is delegated by the Trustees to local Honorary Officers, led by a Synagogue Chair, and Synagogue Councils who are elected, either annually or biennially, by the members of the synagogues. The US Byelaws regulate the powers of the local Honorary Officers and the conduct of local synagogue activities. Synagogue Chairs are issued with a guidance document on how to discharge their duties. Financial Representatives are bound by a Protocols Document, which they are required to sign prior to taking up their roles.

Professional administrators are employed at most synagogues to provide the local lay leadership with administrative support in the effective management of their local communities.

Changes since the last report

As at 31 December 2019 and the date of this report, the US had 55 Full Constituent Member Synagogues and membership totalled 38,219 (2018: 38,599).

In addition, as at 31 December 2019 there were six Affiliate Synagogues and one Associate Synagogue. They are independent legal entities governed by the Affiliate and Associate Schemes.

Subsidiary Companies

A list of these is set out in Note 31 of the Notes to the Financial Statements which details their activities, trading performance, assets, liabilities and reserves.

Risk Management, Compliance and Internal Control

The Trustees are responsible for the effective management of risk, including ensuring that internal controls are in place and are operating as designed.

The US has continued to develop its risk management systems and procedures throughout the year. The Compliance Officer has completed a number of audits and other management assignments covering risk and control issues identified in the organisation's risk register, and has regularly reported progress to the Audit and Risk Review Committee (formerly the Audit Review Committee following a name-change and new terms of reference approved by Council in March 2019) and the Trustees in accordance with the organisation's Internal Audit Charter. In addition, a regular programme of site audits at Synagogues has been in place since 2010.

The Compliance Officer has undertaken a number of reviews of organisational and departmental processes and procedures.

The Charity's Risk Register is used by the Directors in managing and mitigating risks faced by the Charity. The Risk Register is regularly updated and is discussed at monthly meetings of the Directors and half yearly at Trustee meetings.

Prior to the outbreak of Covid 19, the Trustees had identified that the most significant risk that the Charity faces is a reduction in income resulting from a reduction in membership numbers. Such a fall can be triggered by multiple factors, some of which are outside the control of the Charity. For example, should it become more difficult to observe and practise Orthodox Judaism in the UK because of the banning of Brit Milah or Shechita, then it is likely that many members may decide to emigrate and consequently discontinue their membership. Membership might also fall if mainstream orthodoxy is observed by fewer Jews in the UK. To the extent that this risk can be managed, it is felt by the Trustees that mitigation can be achieved by the implementation of recommendations contained in the 2015 Strategic Review, including making US communities more vibrant and engaging.

The Trustees now consider that the risk to income resulting from the current pandemic is as significant as the risk referred to above. The impact of Covid-19 on the Charity is referred to below.

As a result of the ongoing effort to manage all risks that the Charity faces, the Trustees are satisfied that the major risks have been identified and that systems, procedures and actions have been established to manage them and mitigate the financial impact.

Fundraising

Under the Charities (Protection and Social Investment) Act 2016, the Trustees are required to report on how the Charity conducts its fundraising activities.

Approach

Almost all of the fundraising activities that the Charity engages in are directly with its members. Funds are raised through the collection of membership contributions, appeals to fund local communal activities and appeals for specific local projects. Additional appeals are made periodically throughout the year for matters such as security and to support carefully selected third party charities. The Charity is registered with the Fundraising Regulator.

Voluntary Scheme for Regulating Fundraising

The appeals referred to above will be made by the professional staff working for the US or by local volunteers. Although they are not bound by any formal voluntary scheme regulating their conduct, these volunteers are supported and guided by the professional staff working for the US. In the absence of any formal voluntary scheme, the Charity has nothing to report on failure to comply with a scheme or monitoring activities carried on by any of the volunteers.

Complaints

The Charity's Trustees and Professional Staff received one complaint from one family regarding collection of annual membership contributions.

Protection of Vulnerable People

The US recognises the importance to protect vulnerable people when raising funds, the majority of which come from members. Each Member Synagogue requests membership contributions from its members. These are set at what is considered an appropriate level to raise sufficient funds to meet the running costs of that synagogue and meet any other financial obligations it has. In the case of financial hardship, members are encouraged to contact the Financial Representative of their Synagogue to discuss and agree a reduction in the membership subscription requested. Such discussions are carried out sensitively and in confidence, either face to face, or if individuals prefer, in another format. If an individual, for whatever reason, no longer wishes to be a member of the United Synagogue, then they will receive one further communication from the professional team seeking to identify the reasons they have resigned their membership.

Vision, Aims and Objectives

The US' mission is to engage Jews with Orthodox living, learning and caring. The US' values are Authentic, Modern and Torah Judaism which is welcoming to all. The Charity wants more Jews to have a greater engagement in Jewish living, learning and caring to create inspired Jews, with enriched lives, passing their heritage on to future generations.

Objects and Public Benefit

Trustees have given due consideration to the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011. The objects of the US are:

- to found, build, maintain, conduct, promote and develop within the United Kingdom, Synagogues which conform to the Form of Worship for persons of the Jewish religion
- to advance education and to provide instruction in religious subjects to persons of the Jewish religion
- the relief of poor persons of the Jewish religion, and to provide means of burial for persons of the Jewish religion
- to advance the charitable purposes of other Jewish bodies by making grants or loans to them including contributing with other Jewish bodies to the maintenance of a Chief Rabbi and of other ecclesiastical persons, and to other communal duties devolving on metropolitan congregations
- any other charitable purposes in connection with the Jewish religion

The activities currently carried out for the public benefit by the Charity can be broadly categorised into the following activity groups:

- Support of the local Jewish communities comprising the Member Synagogues of the US
- Running of synagogue services
- Provision and upkeep of synagogue buildings
- Provision of Kosher certification of food products and premises
- Provision and maintenance of Jewish cemeteries and related facilities
- Provision of educational and outreach programmes for children and young people, and the membership more generally
- Coordination of national prison and hospital chaplaincy
- Visitation programme for individuals in hospitals and prisons
- Coordination of volunteers who provide a range of social welfare services
- Assistance to the providers of University Jewish Chaplaincy

Post Balance Sheet event - COVID-19

The COVID-19 pandemic has hit the British Jewish community hard. At the time of writing, more than 500 members of the community have passed away because of the virus. The Charity has also been adversely affected in a number of ways.

The United Synagogue Burial Society worked tirelessly to ensure that even at the crisis' peak, funerals took place promptly and safely, with care and compassion. Stone setting ceremonies – the erection of a headstone that is traditionally done some time after the funeral itself – were paused in line with government guidance. This generated a very significant backlog and the Burial Society is now actively working to reschedule these ceremonies now that some of the restrictions have been relaxed.

Before the government put the UK in lockdown, on 23 March 2020 the Charity's Trustees announced the decision in consultation with the Chief Rabbi, the London Beth Din, the Chief Executive, Directors and Senior Rabbis to close the Charity's synagogues in order to protect life. This was an unprecedented decision but one which was respected and understood to be the correct course of action. Now that these restrictions have been eased, synagogues are going to slowly reopen within current safety guidelines.

The Charity's Rabbis and Rebbetzins have conducted pastoral visits and funerals at the most difficult of times. Through the Chesed department and the charity's community care coordinators, the United Synagogue ensured that none of its vulnerable members were left behind. 1,000 'Seder in a box' kits were delivered to isolated members ahead of the festival of Pesach (Passover). The 'Shabbat in a box' initiative with three freshly-cooked meals has enabled those unable to put food on the table to celebrate Shabbat. The charity's synagogues have re-imagined themselves virtually and have organised an extraordinary range of programmes online. These have included religious weekday services and the extremely popular Kabbalat Shabbat (Friday evening) services. There have been interviews with celebrities, activities for younger members, coffee mornings and educational and social programming. The charity's central and local broadcasts, including the newly-launched television on-demand platform "TheUS.tv" have attracted thousands of viewers and, more importantly, have kept United Synagogue members connected to their community and traditions. Indeed, one silver lining at this difficult time is that the online provision has provided more ways for members to join events across different communities than before the virus struck.

The Charity also cancelled or postponed a number of significant events in 2020 which would have generated significant income for the Charity. Most notably, this included a Gala Dinner to mark the Charity's 150th anniversary with a projected income of many hundreds of thousands of pounds. In line with government guidelines, the Charity was also forced to cancel its popular series of summer camps and programmes both in the UK and internationally.

The Charity has seen a fall in income from membership subscriptions, synagogue activities and its Kashrut (KLBD) operations. The Charity is already taking steps to protect itself from these and future reductions in income.

Given the closure of the Charity's synagogues for over 3 months, and the cancellation or postponement of programmes and events, the Charity asked over 400 staff to take part in the government's Job Retention Scheme ("furlough"). Additionally, a recruitment freeze was enacted across the Charity. Despite having furloughed a number of head office support staff, at all times throughout this period the Charity has been able to continue to successfully support all of its operations through remote working. As Synagogues begin to re-open, many staff have now returned to work on a part-time or full-time basis.

The Trustees have produced cash flow forecasts using a number of scenarios, including a second peak and renewed lock down. Although uncertainty remains on the outlook for the remainder of 2020 and

2021, The Trustees are satisfied that the Charity has sufficient cash, investments and property assets to be able to withstand the financial impact of this pandemic for the foreseeable future.

Significant Activities and Achievements

Office of the Chief Rabbi ('OCR')

During 2019 the Chief Rabbi, supported by his office, continued to deliver his vision of a more committed, more knowledgeable and more responsible Jewish community. He did this primarily through the areas of community development, education and social responsibility, whilst using his influence to further the community's best interests more widely.

After a difficult year for the Jewish community due to high levels of antisemitism, particularly in the political arena, the Chief Rabbi felt compelled to make an extraordinary and unprecedented intervention ahead of the 2019 General Election which was widely reported.

In addition:

- The Office of the Chief Rabbi's Centre for Community Excellence provided funding for 170 programmes and events
- 40 Rebbetzens attended a leadership trip to Barcelona
- 15 students went on the Ben Azzai Programme to Ghana
- More than 300 women attended a Pre-Yamim Noraim Neshama programme at South Hampstead Synagogue

Safeguarding

Safeguarding is a priority issue for the Charity to ensure that robust steps are taken to safeguard its communities, focusing on both child protection and the protection of vulnerable adults. This has involved putting a comprehensive framework in place to ensure that any issues that arise can be dealt with swiftly, adequately and appropriately. Local Community Safeguarding Coordinators have been appointed at every Member Synagogue. They report any concerns to the Centre's safeguarding team which meets regularly. Concerns that need to be escalated are referred to the local authorities.

Information is gathered on a rolling basis as to communal volunteers and staff who come into contact with children, including those working in cheders, camps, nurseries, children's services and youth programming department. The US ensures they have completed training, reviewed the Charity's relevant policies and where necessary have undergone a DBS check. A dedicated Child Protection Coordinator collects and maintains this information and ensures that these systems are implemented. US Chesed volunteers also come into contact with vulnerable adults and are trained and obtain the necessary DBS checks through the Centre.

US staff receive a basic level of training by way of a video produced in-house. Staff working directly with children receive regular training from Education Child Protection Ltd. The US has reviewed and extended its suite of policies in this area to include transparent policies on photographing children at synagogue events and how the Charity deals with sex offenders wishing to return to a community.

The Beth Din

One of the objects of the US is to provide an ecclesiastical court of Jewish law (the Court of the Chief Rabbi). The London Beth Din carries out this function and covers the areas set out below which are vital for any large Jewish Community. The London Beth Din is admired throughout the world as a Beth Din of the highest quality and integrity.

Its many activities carried out in 2019 include Gittin (Jewish divorce) and pursuing difficult cases of Jewish divorce ('Get' cases), the establishment of Jewish marital status, the adjudication of disputes (Dinei Torah) and the supervision of the conversion process. The Beth Din also provides guidance to the Government on a wide range of matters relating to Halacha (Jewish law). The Dayanim act as the Halachic authority for the US in all aspects of Jewish law including inter alia, Kashrut, Burial, Mikvaot, Shabbat and Yom Tov observance and Eruvim.

Kashrut Division

KLBD, the Kashrut Division, is an essential part of the US's commitment to provide a world-class Jewish infrastructure for its members and the wider Jewish community. It researches thousands of products available in supermarkets to enable keeping kosher to be as easy as possible. It certifies functions and licenses kosher delis, bakeries and restaurants.

- Thousands of copies of the popular "The Really Jewish Food Guide" and the "Kosher Nosh Guide" were produced.
- The product search site isitkosher.uk saw over half a million page views from 157,000 users.
- KLBD licensed some 150 kosher establishments and hosted 9 KLBD roadshows across the country
- KLBD inspected 12 active eruvim in the Greater London area (boundaries which enable people in wheelchairs and children in buggies to attend Synagogue)

The US Burial Society

- 807 burials were carried out in 2019, with a similar number of 'stone settings'.
- In January 2019 the US Burial Society buried the remains of six Holocaust victims which had been 'donated' to Imperial War Museums. More than **1,200 mourners** attended.

Willesden Cemetery Heritage Project ('House of Life')

- The National Lottery Heritage Fund awarded the House of Life project £1.7m in 2018, which will run to 2021.
- In 2019 'House of Life' welcomed **5,733 visitors**, had **60 active volunteers** across **11 teams** and ran **32 tours** of Willesden Cemetery for **376 participants**. A number of other events were hosted including an Inheritance Day attracting **230 people** and a concert which **120 people** attended.

US Chesed

- A new collaboration was launched with the Ambulance Wish Foundation, with **20 "wishes"** arranged
- In the first half of 2019 the Charity launched a second drop-in centre for Asylum Seekers, providing an overall total of **50 families** with vital support including hot meals, food vouchers clothing, toiletries and toys

- **Nearly 200 people** attended the United Synagogue Chesed Conference, Jewish Hospital Visiting Conference and Prison Chaplains Conference
We supported **600 families** over the Pesach period with food and essentials and **1,550 members** were presented with honey cakes and cards at Rosh Hashanah
- The Chesed Bursary Fund provided **£6,255** enabling more young people to attend Tribe camps
- **Hundreds of hospital patients** were visited
- Over the summer holidays the distributed well over **4,500 items of food** to families across **15 communities** who would usually benefit from free school meals

Tribe

- **Over 400** primary school children participated in Tribe Time – a parent and child learning programme that took place in Bushey and Finchley United Synagogues
- **11 primary schools** benefitted from a Shabbaton for year 5 pupils
- **Over 400** children took part in one of Tribe's residential programmes in the UK, Belgium, USA, Israel and Rwanda
- **246 children** in school years 4-6 enjoyed half term outings in February and October 2019 and **98 young people** on their gap year took part in the Israel Shabbaton
- **Over 100** Year 12 students visited Poland with Tribe
- Tribe's educational booklet for Pesach was sent to **3,000 homes** with children aged 8-18

Young US

- Young US events attracted **1,222 young professionals** over the past year
- Young US welcomed **208** more young people through its Tribe Community Membership programme

Living & Learning

- The Charity's *Shabbat Shalom!* publication was sent to around **25,000 US member households** in time for ShabbatUK
- **5,000 copies** of the *Siddur Aviv*, a siddur primarily for teenagers but also for use by adults, were produced in conjunction with Koren and NCSY
- We ran a weekly Student Beit Midrash for secondary school pupils in partnership with Bnei Akiva, Mizrachi and Kinloss, attracting around **50 participants** each week
- Following a successful Rabbinic Internship programme **5 couples** were placed in the Hampstead, Bushey, Mill Hill, Edgware and Radlett communities
- **85 synagogue communities** received the newly rebranded weekly *parasha* (Torah portion) publication *Daf Hashavua*
- We provided **25 communities** with UK heritage trips, Shabbatons, overseas city tours and educational programming

Development (including Fundraising)

- The Charity's three direct appeals to its members (Kol Nidre, Security, Pesach Food Parcels) raised £1.4m, meeting budgeted targets
- The department also successfully raised more than £250,000 through applications to various Trusts, Foundations and Major Donors
- The team supported a number of communities to develop their fundraising strategies for capital projects

Administrative and Support Services

Community Division

- Five communities made successful Rabbinic appointments having been guided through the Rabbinic recruitment process
- Major community development projects were undertaken including the merger of Ilford and Redbridge United Synagogues to form Cranbrook United and an EGM on the Relocation of St Albans
- 45 communities were represented at the annual Chairs Brunch and 30 at the inaugural Shared Leadership Symposium
- The position of Women's Officer was launched and rolled out and an active network of Women's Officers was established
- A Community Partner programme was established to offer increased day-to-day support to communities
- Six Rabbinic couples participated in the Rosh Hashanah intern programme forging strong relationships with the US and supporting communities at their busiest times
- Nine communities ran a US Community Barometer survey in order to understand the changing needs of their membership
- Strategy days were facilitated in three communities and multiple stakeholder focus groups were held in order to refresh the United Synagogue purpose and values
- Fourteen community development projects were supported, monitored and evaluated via Community Development Fund
- More than 70 administrators received training and managerial support

Property

- Completion of the new Synagogue and community building in South Hampstead
- The Brondesbury Park Synagogue building was demolished and construction of the new building started
- The major refurbishment of the basement at Central Synagogue started which will also provide a dedicated central London suite for the Chief Rabbi
- Capital works on the Willesden House of Life reception lodge were completed

Across the Charity's property portfolio, the property department has undertaken a range of proactive and reactive repair works and ensured compliance with Health & Safety ('H&S') and other statutory obligations. This is to ensure US members, employees and volunteers work in safe environments.

Communications, Marketing and PR

- The burial of the remains of six Holocaust victims at Bushey New Cemetery in January 2019 brought media interest from around the world. The BBC and Sky News carried reports as did the major newspapers.
- Open rates for the Charity's weekly You&US email continued to rise to an average of more than 30%.
- Social media channels continued to grow, with Instagram seeing a 1000% growth from just over 100 to well over 1,000 followers.

Human Resources ('HR')

- The HR team began the implementation of a new database to manage HR, Payroll, Recruitment, Training and Talent Management.
- Some 24 Rabbis and 12 Rebbetzins have taken part in newly introduced 'supervisions', a process which enables them to reflect on their practice and understand what influences their actions. Supervisions offer peer support and help them process challenging issues they are dealing with so that it doesn't affect their wellbeing.
- 50 colleagues took part in training courses on Effective Communication and Presentation Skills and a discount scheme was introduced for staff.
- The team introduced an Employee Assistance Programme, an anonymous telephone helpline providing support in all areas of life as well as telephone and face to face counselling.

Information Technology ('IT')

- The IT department enhanced security around all the Charity's data and access to it.
- The team addressed 9,000 helpdesk requests and the updated security infrastructure rejected nearly one million suspect or spam emails
- The team ran and took part in emergency scenario planning and simulations and built contingency plans to support remote working across the Charity to remove dependence on any one physical location. (This planning enabled the IT team to get the Charity's Head Office and all its synagogues up-and-running in their entirety within a handful of days following lockdown during COVID-19.)

Finance Department

The Finance Department is responsible for maintaining financial records and financial reporting for all activities of the US. The finance team has continued to work closely with local Financial Representatives and Administrators to ensure effective financial management at the community level. The department is responsible for debtor and creditor management and cash control.

The department is also responsible for tax and financial compliance throughout the organisation and provides support for payroll and associated functions. The Internal Auditor is responsible independently for reviewing controls and processes as well as visiting Member synagogues on a rolling programme to test compliance.

Financial Review

Communities and the Centre

The finances of the US are broadly separated into two categories.

- a. Monies, which are raised and spent at local level and which are under the control of the local community, are subject to the annual budget guidelines established by the US centrally. In broad terms, it is hoped that each community will produce a positive result for the year, although this is not always possible given the changing nature of both the community and its membership. A protocol document clearly identifies the responsibilities and the role of the local lay financial representative and this must be signed before the financial representative takes office. It is therefore a realistic expectation that should a community be in financial difficulty, measures will be taken by the financial representative, in co-operation with other local honorary officers, to remedy the situation. This can be accomplished with or without the help of the Centre. The reporting of all income and expenditure associated with communities is aggregated for Statement of Recommended Practice (SORP) reporting purposes and is shown under restricted funds.
- b. Monies are raised from other sources, including Burial, Kashrut and Central Fundraising activities together with the Synagogue Communal Contribution ('SCC') received from local communities referred to above. These funds are used to manage the Charity enabling it to fulfil its strategic imperatives and provide a range of services for member communities and the wider Jewish population. These income and expenditure streams are budgeted for and monitored by the Executive Board and the Treasurer. The reporting of all income and expenditure associated with the above is shown under unrestricted funds.

Financial Results and Reserves Policy

In the year ended 31 December 2019, the US is reporting a surplus of £4.5m (2018: £7.6m). This comprises a surplus on both Restricted and Unrestricted activities of £4.4m and £0.1m respectively.

Unrestricted Funds are generated from contributions from member synagogues, operations of the Burial Society, profits from the Kashrut division and fund raising. Combined, these activities provide the income from which the US funds its central departments to deliver against the strategic aims of the organisation.

Achieving a positive unrestricted reserves position and improving on that year on year has been a priority for consecutive Boards of Trustees. The Trustees believe that the Charity should hold sufficient free reserves to cover not less than six months support costs, in order to ensure that it can continue to operate and meet the needs of members in the event of unforeseen and potentially damaging financial circumstances (such as the Coronavirus pandemic) as well as providing financial support to community capital development projects. At the year end, the Group had £6.8m (2018: £7.1m) of unrestricted cash balances, of which free reserves amounted to £3.6m (2018: £4.0m). The free reserves were equivalent to 11 months of support costs.

The Restricted Funds are broadly split into two major areas of activity namely member synagogue funds and the Funeral Expenses Scheme (FES). The majority of these Funds are vested in property assets.

Total reserves at the year-end amounted to £128.3m (2018 - £123.7m). This comprised £100.5m of Restricted Funds (2018: £96.1m) and £27.8m (2018: £27.6m) of Unrestricted Funds. The increase in Restricted funds arose predominately from donations received to help fund capital projects.

Investment Policy

The Investment Committee meets quarterly to review both the performance reported by US fund managers and how best use can be made of other cash balances within the FES scheme that may be available from time to time. A number of non-Trustees, who are professionals in the financial services sector, serve as members of this committee and provide advice and guidance on investment matters. J. P. Morgan was appointed as the principal fund manager in 2010. The US' investments are presently restricted to those cash balances and portfolio funds held on behalf of the Funeral Expenses Scheme, and these funds are held within a mixed portfolio comprising equities, hedge funds, alternative investments and cash. Additionally, a small investment remains with UBS. The scope of the Committee has been expanded to review the treasury aspects of all of the Charity's cash balances.

The Investments managed by J. P. Morgan grew in value by 15.0% in 2019 against a target annual return of RPI + 4% pa over the long term (10 years +).

Whilst the US does not have its own specific ethical investment policy in place, J.P. Morgan incorporates environmental, social and governance issues into investment practices across asset classes and has been a signatory to U.N. supported Principles for Responsible Investment (PRI) initiative since 2007.

Auditors

Crowe U.K. LLP has indicated its willingness to be reappointed as statutory auditor.

Volunteers

The US, like many charities, relies greatly on the continued efforts of dedicated volunteers and lay leaders across the whole range of its activities. Thanks are due to all volunteers including the Charity's Trustees.

Volunteers play a vital role in both the running of US Synagogues and the provision of activities at each of the US' communities. The Charity estimates there to be more than 2,000 volunteers.

The US would have great difficulty achieving its objectives without their selfless exertions on behalf of the Charity.

The Trustees would also like to thank the members of the following committees, who assist the Trustee board by providing specialist advice, guidance and oversight across a number of areas.

- Property
- Remuneration
- Rabbinic Council
- Audit and Risk Review
- Investment

As ever, the Trustees would like to express their sincere appreciation to the Chief Rabbi for his unstinting energy and commitment to the British Jewish community and beyond, and to the Dayanim, Rabbis and the entire United Synagogue staff for their tireless hard work and dedication to support the Charity's tens of thousands of members.


Michael Goldstein – President

On behalf of the Board of Trustees

27 July 2020

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Report and Annual Accounts in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare Financial Statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under charity law, the Trustees must not approve the Financial Statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its net incoming/outgoing resources for that period. In preparing these Financial Statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements
- prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the Charity will continue to operate

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the Financial Statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Trustees of the United Synagogue

Opinion

We have audited the Financial Statements of the United Synagogue for the year ended 31 December 2019 which comprise the Consolidated Statement of Financial Activities, the Charity and Group Balance Sheets, the Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the Financial Statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 December 2019 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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 group in accordance with the ethical requirements that are relevant to our audit of the Financial Statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the Financial Statements and our auditor's report thereon. Our opinion on the Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the

Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the Financial Statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 by the parent charity; or
- the Financial Statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees are responsible for the preparation of the Financial Statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, the trustees are responsible for assessing the group's and the parent 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 trustees either intend to liquidate the charity 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 151 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 for the audit of the Financial Statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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.

Crowe U.K. LLP

Crowe U.K. LLP

Statutory Auditor

London

6 August 2020

Crowe U.K. LLP 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.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 December 2019

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000	Total 2018 £'000 (see note 37)
Income:					
Donations and legacies	2	5,331	17,757	23,088	24,333
Donations towards capital projects	2	-	5,005	5,005	6,978
Charitable activities	4	4,278	5,334	9,612	9,383
Other trading activities	5	5,915	1,339	7,254	6,747
Investments	6	59	841	900	859
Net gain on disposal of tangible fixed assets		542	155	697	-
Other	7	166	-	166	270
Total Income		16,291	30,431	46,722	48,570
Expenditure:					
Raising funds	8	(467)	-	(467)	(569)
Charitable activities	9	(13,531)	(22,939)	(36,470)	(34,236)
Trading activities	11	(3,970)	(1,528)	(5,498)	(5,156)
Other	12	(321)	(137)	(458)	(858)
Total Expenditure		(18,289)	(24,604)	(42,893)	(40,819)
Net (expenditure) / income before gains / (losses) on investments		(1,998)	5,827	3,829	7,751
Net gains/ (losses) on investments	13	-	721	721	(124)
Net (expenditure) / income for the year		(1,998)	6,548	4,550	7,627
Transfers between funds	14	2,142	(2,142)	-	-
Net movement in funds		144	4,406	4,550	7,627
Reconciliation of funds					
Total funds brought forward		27,611	96,129	123,740	116,113
Total funds carried forward		27,755	100,535	128,290	123,740

Restricted funds carried forward include £68,000 of endowment funds (2018: £68,000) (see Note 28). All endowment fund movement during the year is included in the restricted funds column. All amounts relate to continuing activities.

The notes on pages 24 to 42 form part of these financial statements.

BALANCE SHEETS as at 31 December 2019

	Note	Charity		Group	
		2019 £'000	2018 £'000	2019 £'000	2018 £'000
Fixed Assets:					
Tangible assets	19	113,392	109,342	116,773	110,574
Investments	20	5,670	4,981	5,670	4,981
Total fixed Assets		<u>119,062</u>	<u>114,323</u>	<u>122,443</u>	<u>115,555</u>
Current Assets:					
Stocks	21	80	60	80	60
Debtors	22	5,274	3,182	2,718	2,891
Cash at Bank and in Hand	23	8,263	10,118	10,037	11,698
Total Current Assets		<u>13,617</u>	<u>13,360</u>	<u>12,835</u>	<u>14,649</u>
Liabilities:					
Creditors: Amounts falling due within one year	24	(6,578)	(6,286)	(6,953)	(6,429)
Net Current Assets		<u>7,039</u>	<u>7,074</u>	<u>5,882</u>	<u>8,220</u>
Total assets less current liabilities		126,101	121,397	128,325	123,775
Provision for liabilities and charges	26	(35)	(35)	(35)	(35)
Total Net Assets		<u>126,066</u>	<u>121,362</u>	<u>128,290</u>	<u>123,740</u>
The Funds of the Charity					
Endowment funds	27	-	-	68	68
Restricted income funds	28	99,466	94,914	100,467	96,061
Unrestricted funds	29	26,600	26,448	27,755	27,611
Total Charity Funds		<u>126,066</u>	<u>121,362</u>	<u>128,290</u>	<u>123,740</u>

These Financial Statements were approved and authorised for issue by the Trustees of United Synagogue on 27 July 2020



Michael Goldstein
President



Maxwell Nisner
Treasurer

The notes on pages 24 to 42 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2019

	Note	2019 £'000	2018 £'000
Cash flows from operating activities			
Net cash provided by operating activities	A	<u>4,135</u>	<u>9,398</u>
Cash flows from investing activities			
Dividends and interest received		87	61
Interest paid		(39)	(40)
Profit on foreign exchange		-	6
Proceeds from sale of tangible fixed assets		1,407	6
Payments to acquire tangible fixed assets		(7,282)	(10,898)
Purchase of investments		(67)	(47)
Withdrawals from investments and management charges		98	60
Net cash used in investing activities		<u>(5,796)</u>	<u>(10,852)</u>
Change in cash and cash equivalents in the year		(1,661)	(1,454)
Cash and cash equivalents at the beginning of the year		11,698	13,152
Cash and cash equivalents at the end of the year	B	<u>10,037</u>	<u>11,698</u>

NOTES TO CASH FLOW STATEMENT

A. Reconciliation of cash flows from operating activities		2019 £'000	2018 £'000
Net incoming resources for year		3,829	7,751
Dividends and net interest received		(48)	(21)
Depreciation charge		363	758
Loss on non-cash disposal of fixed assets		11	11
Profit on disposal of tangible fixed assets		(697)	-
Increase in stock		(20)	(21)
Decrease in debtors		173	47
Increase in creditors and accruals		524	873
Net cash inflow on operational activities		<u>4,135</u>	<u>9,398</u>
B. Analysis of cash and cash equivalents			
	Balance at 1-Jan-19 £'000	Cash flow £'000	Balance at 31-Dec-19 £'000
Cash at bank and in hand	5,001	805	5,806
Bank deposits	6,697	(2,466)	4,231
Total cash and cash equivalents	<u>11,698</u>	<u>(1,661)</u>	<u>10,037</u>

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared under the historical cost convention as modified by the revaluation of investments measured at fair value in accordance with the accounting policies set out below. These financial statements have been prepared in compliance with FRS 102 – The Financial Reporting Standard applicable in the UK and Republic of Ireland to give a ‘true and fair’ view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a ‘true and fair view’. This departure has involved following the 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) issued on 16 July 2014.

The Statement of Financial Activities (SOFA) and Balance Sheets consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

In the light of the current covid-19 pandemic the Trustees have produced cash flow forecasts using a number of scenarios, including a second peak and renewed lock down. Although uncertainty remains on the outlook for the remainder of 2020 and 2021, the Trustees are satisfied that the Charity has sufficient cash, investments and property assets to be able to withstand the financial impact of this pandemic for the foreseeable future. Accordingly, the Trustees have reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future and despite these uncertainties, are confident about the Charity’s ability to continue. Accordingly, they continue to adopt the Going Concern Basis in preparing the Financial Statements as outlined in the Statement of Trustees’ Responsibilities.

No separate SOFA has been presented for the Charity alone. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity’s financial instruments.

Post Balance Sheet event

As the covid-19 pandemic arose after the Balance Sheet date and is anticipated to have a significant impact on the Charity’s income and costs, it is nevertheless a non-adjusting post balance sheet event and has not had any material impact on the year-end Balance Sheet reserves. There remain too many uncertainties to accurately estimate the financial effect on the charity, However, based upon a review of income and expenditure in the current financial year to date, it is possible that the Charity will report a deficit in 2020 in the range £3m to £4m before profits on asset disposals.

Public Benefit

The Charity is a Public Benefit Entity.

Associate and Affiliated Synagogues and Day Schools

Although the Charity has legal title to the Affiliated Synagogues' properties held by United Synagogue Trusts Limited, for practical reasons these properties have not been consolidated into the balance sheets in the fixed assets schedule as the Charity does not exercise either day to day control over these assets or in fact over the operations of these communities, which are therefore not consolidated within the SOFA. In addition, the Charity does not exert day to day control over the Associate Synagogue or affiliated Day Schools and, as a consequence, the results of these entities together with their assets and liabilities have not been consolidated.

Fund accounting

Unrestricted funds are those which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity. Designated funds comprise unrestricted funds that have been designated by the Trustees for particular purposes.

Restricted funds are to be used in accordance with restrictions imposed by donors or which have been determined to have been raised by the Charity for particular purposes. The costs of raising and administering restricted funds are charged against the specific fund with the exception of the central administration costs of the Funeral Expenses Scheme (FES).

Investment income and gains are allocated to the appropriate fund. Tax reclaims arising on Gift Aid donations are allocated as per the original donation.

Incoming resources

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. The following specific policies apply to categories of income:

- Membership income is treated as a donation and is accounted for when received.
- The entitlement to Legacies is recognised at either the earlier of the Charity being notified of an impending distribution or the legacy being received. No value is included where the legacy is subject to a life interest held by another party.
- Donated services and facilities are included at the value to the Charity where this can be quantified. No amounts are included in the financial statements for services donated by volunteers.
- Gifts in kind are included at the value to the Charity and recognised as income when they are received. Gifts donated for resale are recognised as income, when they are sold, at the amount realised.
- Grants received, where related to performance and specific deliverables, are accounted for as the Charity earns the right to consideration by its performance. Where income is received in advance of its recognition, it is deferred and included in creditors; where entitlement occurs before income being received the income is accrued. Capital grants are accounted for as income as soon as they are received.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. The following specific policies apply to categories of expenditure.

- Grants payable are charged to the SOFA when a constructive obligation exists notwithstanding that they may be paid in future accounting periods.
- Fundraising costs are those incurred in seeking voluntary contributions. Costs incurred in producing the Charity's newsletters and website are allocated between fundraising and other cost centres on the basis of the content that relates to each of these areas.
- Support costs, which include the central office functions such as general management, payroll administration, budgeting and accounting, information technology, property portfolio management, human resources, and financing are allocated in direct proportion to the total expenditure (staff costs, depreciation and other) on each charitable activity.
- Governance costs are the costs associated with the constitutional and statutory requirements of the Charity.
- Other resources expended are those costs necessarily incurred by the Charity but which do not fall within the categorisation of its other activities.

Tangible fixed assets and depreciation

Property

Additions to the portfolio prior to 1 January 1996 have been included at the Trustees' best estimate of reinstatement cost or open market value at that date. Additions to the portfolio since 1 January 1996 have been included at cost. Properties, in which the equity is shared between the Charity and an employee, or former employee, have been valued at the net amount paid by the Charity towards the cost of the property at the date of acquisition.

The infrastructure, including buildings, at the burial grounds at Bushey and at Waltham Abbey have been included at a value which reflects the unamortized cost of the infrastructure works. Land purchased for future burial use has been included at cost.

No provision for depreciation is made on other freehold properties, other than the central offices at 305 Ballards Lane, London N12 8GB, as there is a policy and practice of regular maintenance and repair (which is charged in the profit and loss account) such that the previously assessed standard of performance is maintained, and the assets are unlikely to suffer from economic or technological obsolescence. There is also a policy of disposing of such assets before the end of their useful economic lives where surplus to ongoing requirements, the proceeds of which have not been materially less than their carrying value. Any potential depreciation charge is therefore considered to be immaterial.

A house owned by the Charity, in which options to acquire the remaining equity have been contractually granted to the occupying employee, is being amortised over the remaining term of the arrangement. This has been agreed by the Charity Commission and reported to HMRC for tax purposes.

The Trustees have carried out an impairment review of the properties of the Charity and are confident that there has been no reduction in the service potential of these properties and that the potential market value is greater than the book values. Accordingly, they feel that no impairment provision is necessary.

Other tangible fixed assets

All other tangible fixed assets costing more than £5,000 are capitalised.

Depreciation is provided to write off the cost of these assets over their expected useful life. This is calculated on a straight line basis using the following rates.

Plant and Machinery	20% per annum
Specialised Cemetery Vehicles	20% per annum
Other Motor Vehicles	33% per annum
Office and Computer Equipment	33% per annum
Central Office Premises	2% per annum

Land is not depreciated.

No amount is included in the accounts for religious appurtenances. These assets are excluded from the accounts because of their singular nature. Given their unique value, their true worth would only be realised on sale. There is however an aggregate figure included for insurance purposes to ensure that any losses, however incurred, are within our whole policy cover.

The trustees have determined that the Charity holds no heritage assets as defined by FRS 102 clause 10.40.

Investments

Listed investments are stated at market value at the closest available date to the year end. Movements in the value of investments are charged or credited to the funds to which they relate.

Stocks

Stocks are valued at the lower of cost and net realisable value. Items donated for resale are not recorded as stock and are accounted for in the financial statements as income when they are sold.

Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

Provisions for Liabilities and Charges

Provisions are recognised when the Charity has a present obligation (legal or constructive) as a result of a past event, it is probable that the Charity will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

The Charity recognises a provision for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the salary cost payable for the period of absence.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily accessible from other sources. The estimates and underlying 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 on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

The Trustees have not made any significant estimations in these financial statements .

Financial instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash and bank and in hand, together with trade and other debtors, accrued income and employee loans. Financial liabilities held at amortised cost comprise trade and other creditors and accruals.

Investments, including bonds held as part of an investment portfolio are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure.

Investments in subsidiary undertakings are held at cost less impairment.

Pension costs

With the advent of auto-enrolment, the group defined contribution scheme has been moved to a different provider and has been opened to all employees who are eligible under current pensions legislation. Accordingly, the accounting charge for the year represents the Charity's employers' contributions payable to the group defined contribution pension scheme.

Operating leases

Rentals payable on operating leases are charged to the SOFA over the period to which the cost relates.

Foreign Currencies

Foreign currency transactions are recorded at the exchange rate ruling on the date of transaction. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the retranslation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies, are recognised in the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2. DONATIONS AND LEGACIES	Unrestricted	Restricted	2019	Unrestricted	Restricted	2018
Including income tax reclaimed	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Synagogue communal contribution	2,551	-	2,551	2,533	-	2,533
Synagogue membership income	-	8,965	8,965	-	8,641	8,641
Other donations to synagogues (see below)	-	7,551	7,551	-	8,844	8,844
Other donations	1,880	766	2,646	2,888	808	3,696
Grants receivable (see note 3)	900	474	1,374	152	464	616
Youth Charity	-	1	1	-	3	3
	5,331	17,757	23,088	5,573	18,760	24,333
Donations towards capital projects	-	5,005	5,005	-	6,978	6,978
	5,331	22,762	28,093	5,573	25,738	31,311

Other Donations to synagogues include £424,000 (2018: £399,000) of donations which were subsequently granted to the Board of Deputies of British Jews (see note 10 below).

3. GRANTS RECEIVABLE	Unrestricted	Restricted	2019	Unrestricted	Restricted	2018
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Government hospital visitation grant	4	-	4	7	-	7
Government prison visitation grant	15	-	15	13	-	13
Community Security Trust ("CST")	-	450	450	-	435	435
National Lottery Heritage Fund	881	-	881	132	-	132
Other grants	-	24	24	-	29	29
	900	474	1,374	152	464	616

4. CHARITABLE ACTIVITIES	Unrestricted	Restricted	2019	Unrestricted	Restricted	2018
Including income tax reclaimed	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Funeral Expenses Scheme	-	2,776	2,776	-	2,738	2,738
Burial operations	3,445	-	3,445	3,401	-	3,401
Temporary seats	-	71	71	-	94	94
Educational Activities	157	1,921	2,078	143	1,847	1,990
Jewish Living	511	-	511	595	-	595
Marriages	-	42	42	-	47	47
Office of the Chief Rabbi	84	-	84	89	-	89
Beth Din	81	-	81	98	-	98
Other	-	524	524	-	331	331
	4,278	5,334	9,612	4,326	5,057	9,383

NOTES TO THE FINANCIAL STATEMENTS (continued)

5. OTHER TRADING ACTIVITIES	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2018 £'000
Advertising	150	-	150	127	-	127
Kashrut	5,765	-	5,765	5,325	-	5,325
Hall hire and catering	-	1,339	1,339	-	1,295	1,295
	5,915	1,339	7,254	5,452	1,295	6,747

6. INVESTMENT INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2018 £'000
Rents received	39	773	812	21	776	797
Funeral Expenses Scheme investment income	-	67	67	-	47	47
Deposits and bank interest	20	-	20	14	-	14
Other interest	-	1	1	-	1	1
	59	841	900	35	824	859

7. OTHER INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2018 £'000
Affiliation fees	41	-	41	46	-	46
Other	125	-	125	224	-	224
	166	-	166	270	-	270

8. COST OF RAISING FUNDS	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2018 £'000
Fund Raising	467	-	467	569	-	569

NOTES TO THE FINANCIAL STATEMENTS (continued)

9. COST OF CHARITABLE ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2018 £'000
Member synagogues	-	22,175	22,175	-	21,067	21,067
Community Services Division	367	-	367	534	-	534
Jewish Education	178	-	178	117	-	117
Young People and Young Families	2,795	-	2,795	2,461	-	2,461
Burial	3,311	-	3,311	3,016	-	3,016
Beth Din	710	-	710	809	-	809
Office of the Chief Rabbi	1,204	-	1,204	1,049	-	1,049
Rabbinic Development	137	-	137	139	-	139
Shabbat UK	-	-	-	-	30	30
Grants payable (see Note 10 below)	537	517	1,054	616	429	1,045
Support costs	3,929	4	3,933	3,601	127	3,728
Chief Rabbi Programmes	-	243	243	-	-	-
Communities of Potential	97	-	97	67	-	67
Willesden House of Life	266	-	266	174	-	174
	13,531	22,939	36,470	12,583	21,653	34,236

	2019 £'000	2018 £'000
Auditors' remuneration (excluding VAT) included within support costs above:		
Fees payable to the Charity's auditors for the audit of the Charity's annual accounts	47	46
Fees for other services: Tax advice	4	6
	51	52

10. GRANTS PAYABLE

	2019 £'000	2018 £'000
The major grants made during the year were:		
UJIA (Kol Nidre Appeal)	106	104
University Jewish Chaplaincy (including Kol Nidre Appeal)	153	164
Community Security Trust (Purim Appeal)	46	47
Grants to individuals and other charities	325	331
Board of Deputies of British Jews	424	399
	1,054	1,045

11. COST OF TRADING ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2018 £'000
Advertising	4	-	4	19	-	19
Kashrut	3,965	-	3,965	3,671	-	3,671
Hall hire and catering	-	1,528	1,528	-	1,393	1,393
Other	1	-	1	73	-	73
	3,970	1,528	5,498	3,763	1,393	5,156

12. OTHER COSTS

	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2018 £'000
Interest and bank charges	35	4	39	37	3	40
Depreciation	286	77	363	320	438	758
Fund management fees	-	56	56	-	60	60
	321	137	458	357	501	858

NOTES TO THE FINANCIAL STATEMENTS (continued)

13. NET GAINS / (LOSSES) ON INVESTMENTS	Unrestricted	Restricted	2019	Unrestricted	Restricted	2018
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Realised gains on investments	-	112	112	6	662	668
Unrealised gains / (losses) on investments	-	609	609	-	(792)	(792)
	-	721	721	6	(130)	(124)

14. TRANSFERS BETWEEN FUNDS	2019	2019	2018	2018
	Unrestricted	Restricted	Unrestricted	Restricted
	funds	funds	funds	funds
	£'000	£'000	£'000	£'000
Burial charge to FES for funerals and entrance fees	2,590	(2,590)	2,619	(2,619)
Losses incurred by chronic deficit Synagogues without property	(67)	67	(102)	102
Interest charged on loans to communities	105	(105)	118	(118)
Interest credited on communities and FES funds	(135)	135	(167)	167
Rents charged on properties let to communities	45	(45)	76	(76)
Kol Nidre Appeal allocation to Communities	(411)	411	(390)	390
Profit of trading subsidiary gift-aided to Parent Charity	61	(61)	188	(188)
Advertising income for the benefit of Synagogues	(144)	144	(103)	103
Grants towards Synagogue capital projects	(60)	60	(80)	80
Miscellaneous transfers from Restricted to Unrestricted reserves	158	(158)	25	(25)
	2,142	(2,142)	2,184	(2,184)

The transfers between funds show the net position in this regard as there can be transfers between funds within both restricted and unrestricted funds.

15. STAFF NUMBERS AND EMOLUMENTS

Average number of full and part-time persons employed during the year was as follows:	2019	2018
	Number	Number
Synagogues	586	583
Kashrut	78	77
Burial	71	71
Other charitable activities and central support	121	115
	856	846

The aggregate emoluments of these persons were as follows:	2019	2018
	£'000	£'000
Salaries	17,416	16,532
Social security costs	1,601	1,574
Pension scheme contributions	574	648
	19,591	18,754

NOTES TO THE FINANCIAL STATEMENTS (continued)

15. STAFF NUMBERS AND EMOLUMENTS (continued)

	2019	2018
	Number	Number
The numbers of employees whose emoluments for the year (excluding pension contributions and the provision of accommodation) fell within the following bands were:		
£60,001 to £70,000	21	15
£70,001 to £80,000	4	4
£80,001 to £90,000	7	4
£90,001 to £100,000	2	5
£100,001 to £110,000	6	5
£110,001 to £120,000	1	2
£120,001 to £130,000	-	1
£130,001 to £140,000	1	1
£140,001 to £150,000	1	-
£150,001 to £160,000	-	2
£200,001 to £210,000	1	1
£210,001 to £220,000	1	-
The numbers of these employees to whom retirement benefits are accruing under defined contribution schemes	44	40
	2019	2018
	£'000	£'000
Contributions in the year for these 44 (2018: 40) employees to defined contribution schemes	209	175

The defined pension contributions are allocated between restricted and unrestricted activities based upon where the individual concerned devotes the majority of their time.

2019	2018
£'000	£'000

The total emoluments (including pension and Employer's National Insurance contributions) paid to the Chief Rabbi, Dayanim and key executives (2019: 13 employees, 2018: 16 employees) listed on page 2 of these Financial Statements

1,867	1,994
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During the year, redundancy payments arising from administrative and Rabbinic restructures totalled £57,000 (2018: £163,000).

16. TRUSTEE REMUNERATION

None of the Trustees have been paid any remuneration, received any benefits or been paid any expenses by the charity or any of its subsidiaries.

17. VOLUNTEERS

The Charity benefits from the contribution of thousands of volunteers across its portfolio of Synagogues. Each Synagogue has an elected set of Honorary Officers and a Synagogue Council who are responsible for the day-to-day management and operation of the Synagogue. In addition, religious services are supported by volunteers. Synagogues will undertake multiple other activities throughout the year including fundraising, welfare and educational, all of which will involve many further volunteers.

18. RELATED PARTY TRANSACTIONS

There were no related party transactions between the Charity and its Trustees other than donations that they have made to the Charity. The total amount donated to the Charity during the year by the Trustees listed on page 2 of these financial statements, together with their spouses, is immaterial.

NOTES TO THE FINANCIAL STATEMENTS (continued)

19. TANGIBLE FIXED ASSETS

Charity	Freehold and Long Leasehold £'000	Motor Vehicles £'000	Office Equipment £'000	I.T. Project £'000	Total £'000
Cost / valuation					
At 1 January 2019	111,874	1,046	2,188	1,668	116,776
Additions during the year	4,891	47	196	-	5,134
	116,765	1,093	2,384	1,668	121,910
Less: Disposals during the year	(721)	(62)	-	-	(783)
At 31 December 2019	116,044	1,031	2,384	1,668	121,127
Depreciation					
At 1 January 2019	3,020	922	1,824	1,668	7,434
Charge for the year	121	64	178	-	363
	3,141	986	2,002	1,668	7,797
Less: Disposals	-	(62)	-	-	(62)
At 31 December 2019	3,141	924	2,002	1,668	7,735
Net Book Value 31 December 2019	112,903	107	382	-	113,392
Net Book Value 31 December 2018	108,854	124	364	-	109,342
Group					
Cost / valuation					
At 1 January 2019	113,134	1,046	2,191	1,668	118,039
Additions during the year	7,040	47	196	-	7,283
	120,174	1,093	2,387	1,668	125,322
Less: Disposals during the year	(721)	(62)	-	-	(783)
At 31 December 2019	119,453	1,031	2,387	1,668	124,539
Depreciation					
At 1 January 2019	3,048	922	1,827	1,668	7,465
Charge for the year	121	64	178	-	363
	3,169	986	2,005	1,668	7,828
Less: Disposals	-	(62)	-	-	(62)
At 31 December 2019	3,169	924	2,005	1,668	7,766
Net Book Value 31 December 2019	116,284	107	382	-	116,773
Net Book Value 31 December 2018	110,086	124	364	-	110,574

As described in the organisation's accounting policies, no amount is included in the accounts for religious appurtenances or for synagogue and residential properties held in trust for affiliated communities. The Charity does not hold any heritage assets as defined in FRS 102.

NOTES TO THE FINANCIAL STATEMENTS (continued)

20. INVESTMENTS

	Charity and Group	
	2019 £'000	2018 £'000
Market value at 1 January	4,981	5,123
Net monies invested	67	47
Cash withdrawn	(43)	-
Management fees charged to capital	(55)	(60)
Realised gains on investments	112	662
Unrealised gains / (losses) investments	608	(791)
Total market value at 31 December	5,670	4,981
Historical cost as at 31 December	5,069	4,993

	Cost		Market Value	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
UBS AG Alternative Investments	180	188	139	158
UBS Cash	4	20	4	20
JP Morgan Cash	37	13	37	13
JP Morgan Equities	2,905	2,983	3,360	2,919
JP Morgan Fixed Income	955	831	992	822
JP Morgan Miscellaneous	33	-	33	-
JP Morgan Alternative Assets	899	902	1,007	1,017
JP Morgan Foreign Exchanges	-	-	27	(27)
LSE Quoted investments	56	56	71	59
	5,069	4,993	5,670	4,981

The UBS alternative investments include a Private Equity investment with a total commitment payable by the United Synagogue of USD 350,000. As of 31 December 2019, calls on this commitment had been made for USD 238,875. The market values are the latest available as at the year end.

21. STOCKS

	Charity and Group	
	2019 £'000	2018 £'000
Publications	60	43
Funeral requisites	20	17
	80	60

22. DEBTORS

	Charity		Group	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade debtors	757	938	757	938
Accrued income	626	638	626	638
Prepayments	935	738	941	738
VAT	-	-	145	-
Other debtors (see below)	218	553	218	553
Loans to employees	31	24	31	24
Amounts due from subsidiary undertakings	2,707	291	-	-
	5,274	3,182	2,718	2,891

Other debtors includes £nil (2018: £100,000) held in escrow in respect of the development project at South Hampstead Synagogue.

NOTES TO THE FINANCIAL STATEMENTS (continued)

23. CASH AT BANK AND IN HAND

	Charity		Group	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Bank deposits maturing in less than one year	4,231	6,697	4,231	6,697
Cash at bank	4,032	3,421	5,806	5,001
	8,263	10,118	10,037	11,698

24. CREDITORS FALLING DUE WITHIN ONE YEAR

	Charity		Group	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Creditors and accruals				
Trade creditors	1,553	1,371	1,771	1,914
Taxation and Social Security	466	452	466	452
VAT	130	133	133	22
Other creditors	417	189	430	194
Accruals	1,331	1,297	1,474	1,339
Deferred income (see note 25)	2,679	2,508	2,679	2,508
Amounts due to subsidiary undertakings	2	336	-	-
	6,578	6,286	6,953	6,429

25. DEFERRED INCOME

	Balance at 1-Jan-19 £'000	Prior year released £'000	Current year deferrals £'000	Balance at 31-Dec-19 £'000
Charity and Group:				
Kashrut (a)	334	(334)	330	330
Burial (b)	2,005	(106)	310	2,209
Community Support (c)	16	(7)	-	9
Young People and Young Families (d)	153	(151)	129	131
	2,508	(598)	769	2,679

(a) This comprises certification income invoiced in advance of the issue of annual certificates and advertising sold for the 2020 edition of the Really Jewish Food Guide.

(b) Amounts paid in advance for funerals, tombstone maintenance and rent are all deferred. Funds for prepaid funerals or maintenance are released when carried out. Rental income received in advance is released when due.

(c) Funding deferred for various programmes and for the provision of community support as well as funding received for hospital and prison visitation carried forward to 2020.

(d) Amounts paid in advance for programmes scheduled to take place in 2020.

26. PROVISION FOR LIABILITIES AND CHARGES

	Balance at 1-Jan-19 £'000	Current year additional £'000	Current year released £'000	Balance at 31-Dec-19 £'000
Charity and Group:				
Commutation of pensions to former employees of a department now closed	35	-	-	35
	35	-	-	35

The commitment is for the lifetime of the employees concerned. The provision is the amount estimated to be required for a further seven years.

NOTES TO THE FINANCIAL STATEMENTS (continued)

27. ENDOWMENT FUNDS

	Balance at 1-Jan-19 £'000	Transfers to Other Funds £'000	Balance at 31-Dec-19 £'000
United Synagogue Bequests and Trusts Fund	68	-	68
Charity and Group	68	-	68

The United Synagogue Bequests and Trusts Fund was established through the consolidation of many smaller charities. The objects of the charity are to further the religious, educational or other charitable work of the United Synagogue.

28. RESTRICTED FUNDS

	Balance at 1-Jan-19 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-19 £'000
Member Synagogue funds (a)	82,282	26,834	(24,230)	895	85,781
Funeral Expenses Scheme (b)	12,384	3,552	(55)	(2,444)	13,437
Miscellaneous funds (c)	248	-	-	-	248
Charity	94,914	30,386	(24,285)	(1,549)	99,466
United Synagogue Bequests and Trusts Fund (d)	32	1	-	-	33
The United Synagogue Youth Charity (e)	270	1	(4)	-	267
The Chief Rabbinate Trust (f)	845	766	(317)	(593)	701
	1,147	768	(321)	(593)	1,001
Group - Income funds	96,061	31,154	(24,606)	(2,142)	100,467
Group - Endowment Funds (see note 27 above)	68	-	-	-	68
Group - total	96,129	31,154	(24,606)	(2,142)	100,535

(a) Member Synagogue funds comprise those monies received, less those spent in connection with the management of each individual Synagogue. When a Member Synagogue closes, the funds are transferred to general unrestricted funds.

(b) The Funeral Expenses Scheme allows members to subscribe a small annual sum, in addition to their Synagogue membership payment, to ensure that in due course their funeral costs will be covered. On the occasion of a funeral there is a transfer from restricted to unrestricted reserves of a specified sum to reflect this.

(c) Miscellaneous funds consist of several small funds, the principal fund being a building fund legacy.

(d) United Synagogue Bequests & Trusts Fund has as its objects the furtherance of the charitable work of the United Synagogue.

(e) The United Synagogue Youth Charity is utilised to further the aims of Tribe.

(f) The Chief Rabbinate Trust supports the work of the Chief Rabbi and his office.

NOTES TO THE FINANCIAL STATEMENTS (continued)

29. UNRESTRICTED RESERVES

	Balance at 1-Jan-19 £'000 (see below)	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-19 £'000
Other Charitable Funds:					
Unrestricted Reserves - Non designated (a)	26,341	13,076	(15,066)	2,209	26,560
Unrestricted Reserves -Designated for other purposes (b)	107	-	-	(67)	40
Charity	26,448	13,076	(15,066)	2,142	26,600
US Advertising Limited (c)	(1)	150	(149)	-	-
Scopus Jewish Educational Trust (d)	1,237	-	-	-	1,237
United Synagogue (Central Catering) Limited (e)	(73)	-	(9)	-	(82)
United Synagogue Design & Build Limited (f)	-	3,120	(3,120)	-	-
Gift aid eliminated on consolidation	-	(292)	292	-	-
Group	27,611	16,054	(18,052)	2,142	27,755

(a) Non-designated unrestricted reserves include Burial, whose main function is to arrange for funerals and maintain cemeteries, and the Kashrut Division of the London Beth Din (KLBD).

(b) Funds have been set aside, among other purposes: to aid various communities, for educational purposes, for tagging Sifrei Torah and other valuables.

(c) The resources expended by US Advertising Limited include £145,000 gift aided to the charity under a deed of covenant

(d) These are the assets relating to the Scopus Jewish Educational Trust which came under the control of the United Synagogue at the beginning of 2017

(e) The accumulated deficit results from pre- trading expenditure

(f) The resources expended by United Synagogue Design & Build Limited include £60,000 gift aided to the charity under a deed of covenant

30. ANALYSIS OF ASSETS AND LIABILITIES BY FUND

Group	2019	2019	2018	2018
	Unrestricted funds £'000	Restricted funds £'000	Unrestricted funds £'000	Restricted funds £'000
Tangible fixed assets	24,165	92,608	23,564	87,010
Investments	-	5,670	-	4,981
Cash at bank	6,815	3,222	7,102	4,596
Other current assets	2,356	442	2,423	528
Current liabilities	(2,867)	(1,407)	(2,935)	(986)
Deferred income	(2,679)	-	(2,508)	-
Provisions for liabilities & charges	(35)	-	(35)	-
Total net assets	27,755	100,535	27,611	96,129
Charity	2019	2019	2018	2018
	Unrestricted funds £'000	Restricted funds £'000	Unrestricted funds £'000	Restricted funds £'000
Tangible fixed assets	22,933	90,459	22,334	87,008
Investments	-	5,670	-	4,981
Cash at bank	3,971	4,292	6,741	3,377
Other current assets	4,869	485	2,690	552
Current liabilities	(2,459)	(1,440)	(2,774)	(1,004)
Deferred income	(2,679)	-	(2,508)	-
Provisions for liabilities & charges	(35)	-	(35)	-
Total net assets	26,600	99,466	26,448	94,914

Endowment fund net current assets of £68,000 (2018: £68,000) are included in restricted funds in the Group and of £nil (2018: £nil) in the Charity.

NOTES TO THE FINANCIAL STATEMENTS (continued)

31. SUBSIDIARY COMPANIES

The Charity has six wholly owned subsidiary undertakings (three of which are trading, two are charities and the sixth is dormant) which are incorporated in the UK. The Registered Office of each subsidiary is 305 Ballards Lane, London N12 8GB. Summary Income and expenditure accounts are shown below.

- US Advertising Limited (limited by guarantee) - engaged in selling advertising space in community publications.
- United Synagogue Design & Build Limited (limited by guarantee) - provides design and build services to communities.
- United Synagogue (Central Catering) Limited - this company was incorporated on 27 March 2018 to be engaged in the business of providing conference and banqueting facilities.
- The United Synagogue Youth Charity (limited by guarantee) (registered charity no. 294847) - supports the activities of Tribe, the United Synagogue youth division.
- United Synagogue Trusts Limited (limited by guarantee) - dormant
- The Chief Rabbinate Trust (registered charity number 1095878) - to support the work of the Chief Rabbi of the United Hebrew Congregations of the United Kingdom and the Commonwealth

United Synagogue Trusts Limited did not trade during the year. United Synagogue Trusts Limited holds properties in trust on behalf of the Charity. The results of the other subsidiaries are incorporated in the accounts.

The United Synagogue Group figures include all the above together with the United Synagogue Bequests and Trusts Fund (registered charity number 1051619). All these entities are under the control of the United Synagogue's Trustees.

Company number	US Central Catering 11279144 £'000	US Youth Charity 02033941 £'000	CRT 04614285 £'000	US Advertising 02146769 £'000	US Design & Build 06797965 £'000	Total 2019 £'000	Total 2018 £'000
Total income	-	1	766	150	3,120	4,037	10,541
Total costs	(9)	(5)	(912)	(1)	(3,060)	(3,987)	(10,065)
Gross surplus / (deficit)	(9)	(4)	(146)	149	60	50	476
Gift aid payment to parent charity	-	-	-	(149)	(60)	(209)	(292)
Surplus / (deficit) for the year	(9)	(4)	(146)	-	-	(159)	184
Retained surplus brought forward	-	309	551	-	-	860	860
Retained surplus carried forward	(9)	305	405	-	-	701	1,044
Gross assets at 31 December	2,498	277	718	410	141	4,044	2,253
Gross liabilities at 31 December	(2,580)	(10)	(18)	(410)	(141)	(3,159)	(1,209)
Reserves at 31 December	(82)	267	700	-	-	885	1,044

Total income includes charges from the subsidiaries to the charity amounting to £3,120,000 (2018: £9,625,000)

Total costs includes charges from the charity to subsidiaries amounting to £nil (2018: £nil)

The amounts gift aided to the Charity were all under deeds of covenant

NOTES TO THE FINANCIAL STATEMENTS (continued)

32. OPERATING LEASE INCOME AND COMMITMENTS

At 31 December the total of future minimum operating lease income receivable under non-cancellable operating leases amounted to:

	Land and Buildings 2019 £'000	Land and Buildings 2018 £'000
In less than one year	740	788
Between one and five years	2,012	2,218
More than five years	1,236	1,700
	3,988	4,706

At 31 December the total of future minimum lease commitments payable under non-cancellable operating leases amounted to:

	Land and Buildings 2019 £'000	Land and Buildings 2018 £'000
In less than one year	567	597
Between one and five years	464	186
More than five years	624	123
	1,655	906
	2019 £'000	2018 £'000
Lease payments recognised as an expense	1,023	913

33. CAPITAL COMMITMENTS

The following capital expenditure has been approved by the Trustees for projects currently being undertaken but has not provided for in these financial statements.

	2019 £'000	2018 £'000
Contracts placed:		
South Hampstead Synagogue redevelopment	-	1,033
Brondebury Park Synagogue redevelopment	3,246	4,880
	3,246	5,913

34. TAXATION

The United Synagogue is able to take advantage of the exemptions from taxation on income and gains available to charities and accordingly no taxation is payable on the net incoming resources. The charitable subsidiary undertakings are also able to take advantage of the exemptions from taxation on income and gains available to charities. No taxation charges on the results for the year arise in the non-charitable trading companies because they have a policy of paying amounts equal to any taxable profits to the parent charity under a gift aid deed of covenant.

35. CONTINGENT LIABILITIES

The Charity is ultimately responsible for the financial obligations of all Member Synagogue communities, should they default on any future liability. There is no current contingent liability.

36. CHARITABLE STATUS

The United Synagogue is a charity registered in England and Wales, charity number 242552. Its principal place of business is 305 Ballards Lane, London N12 8GB.

NOTES TO THE FINANCIAL STATEMENTS (continued)

37. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 December 2018

	Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000
Income:			
Donations and legacies	5,573	18,760	24,333
Donations towards capital projects	-	6,978	6,978
Charitable activities	4,326	5,057	9,383
Other trading activities	5,452	1,295	6,747
Investments	35	824	859
Other	270	-	270
Total Income	<u>15,656</u>	<u>32,914</u>	<u>48,570</u>
Expenditure:			
Raising funds	(569)	-	(569)
Charitable activities	(12,583)	(21,653)	(34,236)
Trading activities	(3,763)	(1,393)	(5,156)
Other	(357)	(501)	(858)
Total Expenditure	<u>(17,272)</u>	<u>(23,547)</u>	<u>(40,819)</u>
Net income before gains / (losses) on investments	(1,616)	9,367	7,751
Net gains/ (losses) on investments	6	(130)	(124)
Net income for the year	(1,610)	9,237	7,627
Transfers between funds	2,184	(2,184)	-
Net movement in funds	<u>574</u>	<u>7,053</u>	<u>7,627</u>
Reconciliation of funds			
Total funds brought forward	27,037	89,076	116,113
Total funds carried forward	<u>27,611</u>	<u>96,129</u>	<u>123,740</u>

MEMBER SYNAGOGUES

Ahavas Yisrael	Alei Tzion	Barnet & District
Belmont	Birmingham Central	Borehamwood & Elstree
Brondesbury Park	Bushey & District	Central
Chigwell & Hainault	Cockfosters & N. Southgate	Cranbrook
Ealing	Edgware	Enfield & Winchmore Hill
Finchley	Finsbury Park	Golders Green
Hackney & East London	Hadley Wood	Hampstead
Hampstead Garden Suburb	Hendon	Highams Park & Chingford
Highgate	Kenton	Kingsbury
Kingston, Surbiton & District	Luton	Magen Avot
Mill Hill	Mill Hill East	Muswell Hill
New West End	Northwood	Palmers Green & Southgate
Pinner	Potters Bar	Radlett
Ruislip & District	Richmond	St. Johns Wood
St. Albans	Shenley	Sheffield
South London	South Hampstead	Stanmore & Canons Park
South Tottenham	Sutton & District	Watford
Wembley	Welwyn Garden City	Woodside Park
Woodford Forest		

AFFILIATED SYNAGOGUES AND ASSOCIATE SYNAGOGUE ¹

Catford & Bromley	Chelsea	Hemel Hempstead
Peterborough	Romford & District	Staines & District

¹ Western Marble Arch

UNITED SYNAGOGUE schools for which the US is the Foundation Body

JFS

Kantor King Solomon High School

Sinai Jewish Primary School

Wohl Ilford Jewish Primary School

SCOPUS EDUCATIONAL TRUST schools which are administered by the US

Mathilda Marks-Kennedy Jewish Primary
School

Rosh Pinah Primary School

Simon Marks Jewish Primary School

JEWISH COMMUNITY ACADEMY TRUST schools which are supported by the US

Hertsmere Jewish Primary School

Moriah Jewish Day School

Rimon Jewish Primary School

Sacks Morasha Jewish Primary School

Wolfson Hillel Primary School