

The United Synagogue Trustees' Report and Annual Accounts

For the year ended 31 December 2020



2020 Highlights

- **36** policy documents were issued to keep members safe during the pandemic.
- **423** support calls were taken on the US Coronavirus helpline
- **330** households across **36** US communities received ‘Shabbat in a box’ and **3,130** essentials food parcels distributed for families in need
- Some **60,000** unique devices accessed www.TheUS.tv
- **30,000** copies of *Shana Tova!* distributed to US member households
- Online Yizkor and Kol Nidre services attracted more than **10,000** people
- Covid-secure Chanukah ‘drive-in’ and Chanukah Van visit to schools reached around **4,000** people
- **230** children attended Tribe’s Summer Staycation camp
- **Southport Hebrew Congregation** became a member community of the US
- New visitor centre at Willesden Jewish Cemetery opened
- Completion of major refurbishment works to the basement of **Central Synagogue**.

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UNITED SYNAGOGUE TRUSTEES' REPORT AND ANNUAL ACCOUNTS
Year ended 31 December 2020

Charity registration number 242552

BOARD OF TRUSTEES

President	Michael Goldstein ¹
Vice-President	Fleurise Luder 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

Audit and Risk Review	Andrew Mainz
Burial	Jacqui Zinkin
Investment	Maxwell Nisner
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 Dovid Shlomo Englander
Dayan Ivan Binstock (part-time)

Key Executives

Chief Executive

Steven Wilson

Chief Operating Officer and Finance Director

Richard Taylor

Chief Programmes Officer
Kashrut Director
External & Legal Services Director
Communities and Strategy Director
Chief Executive, Office of the Chief Rabbi
Human Resources Director
Communications Director
Property Director

David Collins
Rabbi Jeremy Conway
David Frei
Jo Grose
Ari Jesner
Vickie Lampkin
Richard Verber
Lali Virdee

Executive Offices

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London N12 8GB
Tel: 020 8343 8989

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
60 Victoria Embankment
London EC4Y 0JP

Charity Solicitors

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

Statutory Auditor

Crowe U.K. LLP
55 Ludgate Hill,
London EC4M 7JW

Trustees' Annual Report For the Year Ended 31 December 2020

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 US 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 governance 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 the 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. 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 has continued to meet once a month, except in August, to take strategic and policy decisions. These meetings are attended by the Chief Executive, and, as appropriate, other members of the senior management team and the Chair of The Rabbinic Council of the United

Synagogue ('RCUS'). Since the Covid-19 pandemic, the Trustees introduced an additional regular informal update meeting, usually held every two weeks and attended by them and the Chief Executive.

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 London 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 Key Executives set out on page 3 above. The activities of the Charity are split into several divisions, each of which is headed by a Director who 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 they are supported by members of 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

In October 2020 and March 2021, Southport Hebrew Congregation and Hull Hebrew Congregation respectively were admitted into the US as full member synagogues. The US now has 57 Full Constituent Member Synagogues. Membership as at 31 December 2020 totalled 37,564 (2019: 38,219).

In addition, as at 31 December 2020, 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.

Vision, Aims and Objectives

The US' mission is to engage Jews with Orthodox living, learning and caring. The US' values are Authentic, Modern, 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
- to provide and deliver food packages on a weekly basis for older and vulnerable people who are housebound and unable to afford provisions through a volunteer programme
- 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
- To introduce and run TheUS.tv, an on-demand video platform providing religious, educational and cultural material for a wide audience

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.

In light of the Covid-19 pandemic, Trustees have implemented new procedures to

- maintain a reasonable and effective control environment
- amend and manage policies changes and processes to remain effective in a remote working environment

The US has continued to develop its risk management systems and procedures throughout the year. 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 meetings of the Directors and Trustees.

The Covid-19 pandemic and the move to remote working have led to changes in the risk environment. The risk register will continue to be reviewed and updated to take into account 'new normal'.

The Trustees have identified that the most significant long-term 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. Examples of such factors include:

- disengagement with mainstream orthodoxy
- political changes restricting the practising of Orthodox Judaism

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 previous Strategic Review, including making US communities more vibrant and engaging.

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 adequate systems or procedures have been established to manage them.

COVID-19

The global pandemic affected all the Charity's members as well as its day-to-day operations. The COVID-19 pandemic hit the British Jewish community hard. At the time of writing, some 1,000 members of the community have, unfortunately, passed away because of the virus including many US members.

The United Synagogue Burial Society ('USBC') worked round the clock 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 significant backlog which the Burial Society has been supporting families to rearrange as speedily as possible.

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 to protect life. This was an unprecedented decision but one which was respected and understood to be the correct course of action.

The Charity also cancelled or postponed several 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 many of its summer camps and programmes both in the UK and internationally.

Given the closure of the Charity's synagogues, and the cancellation or postponement of programmes and events, the Charity asked a significant number of staff to be furloughed under the Government's Coronavirus Job Retention Scheme ('CJRS') to help the Charity reduce financial losses. A recruitment freeze was enacted across the Charity.

The Charity experienced a fall in membership subscriptions income and donations as well as income from its Kashrut and Burial departments. The Charity took appropriate steps to reduce expenditure in the light of this reduction in overall income.

The US took urgent steps to support and protect the Charity, its members and employees during the Covid-19 pandemic including:

- Amending and upgrading the IT infrastructure to enable home working
- Instituting active and increased cashflow forecasting
- Establishing additional fortnightly trustee meetings
- Liaising with Public Health England, the Chief Medical Officer and his Deputies and other public health bodies to inform our policy
- Working in partnership with RCUS and OCR to establish guidance for all our synagogues and to liaise with the lay leaders and Rabbis to support them with implementation. This was an enormous task ensuring that key communications were issued in a timely manner following changing government guidance and legislation
- Developing an online facility in order to allow members to book places at services and for communities to manage capacities for Shabbat and festivals. This was a major undertaking and completed in time for reopening and is being used by the vast majority of US communities
- To be the first port of call for communities' Covid-related queries
- Participating in interfaith fora to learn from each other and share best-practice
- Clearly set out and encouraged synagogues and all the central teams to reduce costs and furlough staff who were unable to fully perform their roles
- Establish a ban on all non-essential recruitment and capital expenditure but allow refurbishment activities already started to be completed
- Reducing the Synagogue Communal Contribution for the year to help support each synagogue's local finances

Further details of the how the United Synagogue responded to the pandemic are set out below

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.

Fundraising appeals in 2020

Collectively, US communities raised more than £930,000 from the virtual Kol Nidrei Appeal – run digitally for the first time. This figure was only slightly down on last year's 'in-person' appeal. Some £70,000 was raised through the annual 'regular' Pesach appeal and another £65,000 from an Emergency Pesach Appeal launched at the start of the first lockdown. The department also successfully raised more than £113,000 through applications to various Trusts and Foundations for Chesed work across our synagogues and beyond

Complaints

The Charity's Trustees and Professional Staff received no complaints about its fundraising activities this year (2019: one).

Protection of Vulnerable People

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 meet, 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 US, then they will receive one further communication from the professional team seeking to identify the reasons they have resigned their membership.

Significant Activities and Achievements including response to COVID-19

Office of the Chief Rabbi ('OCR')

OCR has spent considerable time and effort supporting communities across the UK including being part of the Government's Ministerial Taskforce, liaising with No.10, the Communities Department and the Cabinet Office, as well as with Public Health England and the Office of the Chief Medical Officer, ensuring that the community's concerns have been represented at the highest level.

The Chief Rabbi and OCR were particularly active in tailoring provisions in the organ donor register under the new Organ Donation Deemed Consent Act 2020; supporting at the public enquiry, the UK Holocaust Memorial Foundation for the new memorial next to the Houses of Parliament; being the first major faith leader in the UK to highlight the plight of the Uyghur people; and the Chief Rabbi addressed a number of significant international events, including the AIPAC Conference, and a webinar to discuss the Abraham Accords with HE Reem al Hashimy of the UAE, HE Secretary General Ban Ki Moon and Rt. Hon. Alistair Burt MP.

The Beth Din

The London Beth Din provides an ecclesiastical court of Jewish law (the Court of the Chief Rabbi) to perform Gittin (Jewish divorce), conversions, establish Jewish status and adjudicate disputes (Dinei Torah). The Dayanim (judges) 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. This year the US were delighted to appoint Dayan Dovid Shlomo Englander, to share the growing workload. The Beth Din has been working remotely during the pandemic other than when finalising divorces and conversions which require attendance in person in accordance with government guidelines.

Kashrut Division ('KLBD')

KLBD provides a world-class Jewish infrastructure of kosher supervision and certification 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.

Despite the pandemic, 18 new licensees and establishments came under the supervision of KLBD. Unfortunately, the pandemic has severely affected all kashrut catering, but the KLBD supported innovative mobile kitchens and online provision and delivery services including where our licensees generously provided meals and other food & drink to frontline NHS workers. The Factory Certification team has pivoted to doing virtual audits of factories and has seen a steadily increasing flow of new applications from around the world. The KLBD WhatsApp group launched and already has more than 2,000 subscribers and almost a third of the 8,300 products listed in the Really Jewish Food Guide are now KLBD-certified.

Community Division

The purpose of the Community Division is to advise and support communities at every stage of their community lifecycle as well as to drive key strategic initiatives. As outlined above, the division has played a key role to support communities through the Covid-19 crisis.

In October 2020, Southport Hebrew Congregation was welcomed as a new member community of the US. In 2020, Rabbinic recruitments were made in Borehamwood and Elstree, Watford, Hadley Wood and Hampstead.

Community administrators were provided with additional training as well as having additional support via phone, Zoom/Microsoft Teams or a new dedicated WhatsApp group. Our 'roving admin' team has ensured that no community was left without administrative support.

The key stakeholders for the Community Division are the community lay leaders who, in 2020, carried out their duties over and above expectations of a volunteer and were supported through new regular Zoom meetings with senior professionals and trustees, to provide extensive information and guidance keeping up with changes and adapting guidance to meet the issues affecting our synagogues.

The United Synagogue Burial Society ('USBS')

The USBS undertook close to 1,100 funerals in 2020. Despite the challenges posed by the pandemic, funerals took place promptly. The Trustees of the US place on record their thanks to the hard-working staff – and volunteers who stepped in to help – for their extraordinary efforts and dedication at this challenging time.

The US introduced new protocols to enable burials to take place safely including obtaining full PPE for workers and Chevra Kadisha (burial society) volunteers and extra coffins and advised all mourners on the latest government limits on attendance at burials and stone-settings.

USBS took on responsibility for another cemetery in 2020 – Southport – after the Southport Hebrew Congregation became a new constituent member of the US.

Willesden Cemetery Heritage Project ('House of Life')

Thanks to a grant from The National Lottery Heritage Fund, a new visitor centre, soundscape and information panels at Willesden Jewish Cemetery was completed this year as part of the House of Life project. In-person tours were severely restricted due to the pandemic which prompted the creation of an online series of programmes, engaging more than 500 people from around the world. The Trustees express their thanks to the 60 volunteers who are active in supporting the House of Life project.

Chesed

The Chesed ('loving-kindness') department distributed 3,130 essentials food parcels to families in need. The parcels comprise a box of non-perishable foodstuffs, some fresh food such as bread, milk, eggs, cheese and meat and some food cooked by US volunteers following US health and safety and kosher guidelines. 330 households across 36 US communities received 'Shabbat in a box' for families in need: a total of 1,194 individual meals. 'Seder in a box' was arranged for families at Pesach (Passover). 1,830 honey cakes were distributed for Rosh Hashanah, a higher figure than last year. The team also established a Coronavirus helpline to help signpost people in need and provide support. 423 calls were taken since it launched in March 2020. The annual Chesed Conference was successfully held online. There was increased interest in volunteering with sessions run on coping with bereavement and befriending, and training provided for new volunteers and care co-ordinators.

Tribe

Tribe, the US' young people's department, produced educational resources for Pesach, Shavuot, Rosh Hashanah and Yom Kippur. The Pesach 'Exodus Files' was posted to households with children aged 8-18, and other resources (for both primary and secondary aged children) were emailed out to members and placed on the Tribe website to download. Online versions were also sent to communities, schools and Chedarim. The Rosh Hashana (Jewish New Year) and Yom Kippur (Day of Atonement) resources included guides for running home children's services.

A range of online programmes were run in response to Covid-19 including a Pesach (Passover) mock Seder, Tikkun Leil Shavuot (Pentecost evening learning programme), Sunday morning 'Tribe Time',

'Kahoot!' quiz, story time for young children and 'Escape Rooms' for teens. A 'Succot (Tabernacles) Van' visited Jewish schools and ran sessions for more than 2,000 pupils and a Covid-secure Chanukah 'drive-in' and Chanukah Van visit to schools reached around 4,000 people. Tribe Summer Staycation camp ran for school years 4, 5 and 6 for three weeks in July and August with 230 children attending. Before the pandemic, a number of primary school Shabbatonim took place and a Tu B'shevat educational programme was run in schools for 600 pupils. In light of the new changes to the Certificate of Religious Practice for entry to Jewish state schools, an online course was run with 450 families attending. Training seminars for Cheder (Sunday school) heads helped support them with the lessons moving online.

Young US

Before the Covid pandemic hit, Friday night dinners were an established element of the programming and events were held in North East London, Golders Green and Hendon with more than 200 young professionals attending. A Covid-secure Chanukah 'drive-in' cinema event attracted 45 people.

Living & Learning

A new look Daf Hashavua was launched early in 2020 including a variety of contemporary and parashah-related content (weekly Torah portion) as well as the popular Tribe Scribe. A new Burial Book became available in March including clear text rubric and explanatory articles about the burial process. The text of the service is also available online to download as sadly has been necessary over the last year. Nearly 30,000 copies of *Shana Tova!*, a companion guide for Rosh Hashanah and Yom Kippur were distributed to all US member households, 16 UHC communities, 5 secondary Schools, Prison Chaplains and University Chaplaincy.

In response to the pandemic, the team ran a wide range of online programmes working in partnership with the Communications team. Highlights included a programme for Rosh Hashanah and Yom Kippur, including a national Yizkor online service with OCR and Kol Nidre service which attracted more than 10,000 people; full day programming for Tisha B'Av attracting more than 2,200 people; 'Eight nights of light': a series of broadcasts each night of Chanukah; an international programme in the run up to the US election and weekly Kabbalat Shabbat services hosted by a different community.

Schools

The US schools team and the OCR prepared the roll out of the Certificate of Religious Practice (CRP) IT system for communities and associated communications about the new process and form in light of Covid. It also refreshed the recruitment process for new Foundation Governors for schools and developed a training programme for all governors of US and OCR schools and supported nurseries functioning both online and in person.

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. Last year we reported on the comprehensive framework put in place to ensure that safeguarding issues are dealt with swiftly, adequately and appropriately. The US ran Child Protection Awareness training for all professional and rabbinic staff with child-facing roles.

In 2019, the US applied to be and was designated a core participant in the Child Protection in Religious Organisations and Settings investigation alongside other Jewish communal organisations. The investigation is part of the Independent Inquiry into Child Sexual Abuse which is an independent statutory inquiry and covers England and Wales. In late 2019, the US' Chief Executive submitted a detailed Witness Statement and extensive evidence to the Inquiry at its hearing. With more than 38,000

adult members and some 16,000 children, safeguarding of children is of the utmost importance to the US and the organisation will continue to assist the Inquiry in any way it can.

Administrative and Support Services

Property

The material capital expenditure during the year comprised:

- Purchase of a property to enable the future relocation of Wembley Synagogue
- Continuation of the Brondesbury Park Synagogue redevelopment
- Completion of major refurbishment works to the basement of Central Synagogue

During the year, the US disposed of the freehold interest at Kingsbury Synagogue.

Communications, Marketing and PR

Responding swiftly to the challenges of the pandemic, the team developed TheUS.tv - an online on-demand video platform. This allows the broadcasting of digital programming both live and recorded from Head Office, member communities and beyond. Some 60,000 unique devices accessed the site since its launch in the summer. The team overhauled the design and layout of the Charity's weekly You&US taking weekly readership up to an average of some 10,000 people.

After the tragic passing of former Chief Rabbi, Rabbi Lord Jonathan Sacks, the US produced a one-hour memorial to help the community mourn. It was watched by tens of thousands of people around the world.

Human Resources ('HR')

Following a year of development, a new HR system, CoreHR, went live. The US launched a number of staff benefit schemes including the Employee Assistance Programme and cycle to work scheme. In response to the pandemic, the team implemented and managed the CJRS and provided support and guidance to managers and staff during the crisis.

During the year, it became clear that some roles within the US were no longer required and, as a result a number of employees regrettably were made redundant, and we wish them all well for their future.

Information Technology ('IT')

2020 was a significantly challenging year for the IT department. The COVID-19 pandemic required the organisation to speedily transition from an office-based workforce to one that could quickly and effectively support flexible remote working. Following immense amount of work, this was completed in March and has been improved since then. In addition, Microsoft 365 for all US-based infrastructure speedily rolled out. Currently, all staff at US head office and the Burial Society as well as some synagogues, can securely access their emails, files, telephone calls and applications from home and on the move. The organisation now supports flexible remote working while continuing to protect the organisation from cyber-crime and external threats. In 2020 the IT team supported 10,862 helpdesk tickets and prevented 4,568 inbound malware attacks.

The Trustees would like to place on record their thanks to the IT team for rapidly and successfully allowing office-based staff to work remotely during the pandemic.

Finance Department

Despite the pandemic, the Finance Department continued to maintain the financial records and reporting for all of the US. The finance team worked closely with local Financial Representatives and Administrators to ensure effective financial management at the community level. The department maintained its responsibility for debtor and creditor management and cash control as well as tax and financial compliance throughout the organisation and 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. In 2020, they also took on the role of increased cashflow projections as well as preparing and submitting monthly claims under the CJRS.

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, each community is expected to manage its finances to 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 to support this objective 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. These monies, together with the Synagogue Communal Contribution ('SCC') received from local communities 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 Directors and the Trustees. 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 2020, the US recorded a surplus of £4.2m (2019: £4.5m) including donations for capital projects and sales of properties in 2020. This comprises a surplus on both Restricted and Unrestricted activities of £3.0m and £1.2m respectively.

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 reserves 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.

Total reserves at the year-end amounted to £132.5m (2019 - £128.3m). This comprised £103.5m of Restricted Funds (2019: £100.5m) and £29.0m (2019: £27.8m) of Unrestricted Funds. The increase in Restricted funds arose predominately from donations received to help fund capital projects.

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.

At the year end, the Charity had £8.5m (2019: £6.8m) of unrestricted cash balances, of which free reserves amounted to £5.7m (2019: £3.8m). The Charity had total reserves of £130.2m (2019: £126.1m) of which £27.8m (2019: £26.6m) was unrestricted.

Investment Policy

The Investment Committee meets quarterly to review the performance reported by US' independent principal fund manager, J. P. Morgan. A number of non-Trustees serve as members of this committee bringing their knowledge and experience to provide advice and guidance on investment matters. 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 bonds, equities, hedge funds, alternative investments and cash. Additionally, a small investment remains with UBS. The Investments managed by J. P. Morgan grew in value by 5.0% in 2020 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 my fellow 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 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 several areas.

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

It is quite possible that 2020 has been the most challenging twelve months the US has ever faced in its 150-year-history, and certainly since the Second World War. On behalf of the Trustees of the organisation, I would like to thank publicly Chief Executive, Steven Wilson, for leading the organisation through the pandemic. Together with his dedicated team, the US has been able to support our members through the most trying of times in the most remarkable way and we thank all staff for their efforts.

The Trustees would also like to express their sincere appreciation to the Chief Rabbi for his continued leadership both within the US and across the British Jewish community. Wider society has benefited this year from his values-led interventions on Coronavirus, the Uyghurs and bereavement.

We also thank the US's Dayanim along with all our Rabbis and Rebbetzins for their dedication to their communities and for going 'above and beyond' over the past 12 months.

Finally, the Trustees would like to place on record their enormous appreciation for the extraordinary dedication of each community's lay leaders who have steered their members through an unprecedented global pandemic. In any 'normal' year, the US would have great difficulty achieving its objectives without their selfless exertions on behalf of the Charity. During a year responding to a global pandemic, this is even more the case. We thank them all again.



Michael Goldstein – President

on behalf of the Board of Trustees

21 June 2021

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 for at least 12 months from the date of this report

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 United Synagogue ('the Charity') and its subsidiaries ('the Group') for the year ended 31 December 2020 which comprise the Summary of Income and Expenditure, the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the Financial Statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the Financial Statements:

- give a true and fair view of the state of the Group's and the parent Charity's affairs as at 31 December 2020 and of the Group's 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

In auditing the Financial Statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the Financial Statements is appropriate.

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

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

Other information

The Trustees are responsible for the other information contained within the annual report. 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the Financial Statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires 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 and proper accounting records have not been kept by the parent Charity or returns adequate for our audit have not been received from branches not visited by us; or
- the Financial Statements are not in agreement with the accounting records and returns; or
- 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 18, 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 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 Acts 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the Financial Statements from irregularities, whether due to fraud or error, and discussed these between our audit team members.

We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Charity and Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the Financial Statements.

The laws and regulations we considered in this context was the Charities Act 2011 and taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the Financial Statements but compliance with which might be fundamental to the Charity's and the Group's ability to operate or to avoid a material penalty.

We also considered the opportunities and incentives that may exist within the Charity and the Group for fraud. The laws and regulations we considered in this context were employment legislation, health & safety legislation and General Data Protection Regulation (GDPR).

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the Financial Statements from irregularities, including fraud, to be within the recognition of Kashrut income, the assessment of capital vs revenue expenditure, and the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Review Committee about their own identification and assessment of the risks of irregularities, analytical procedures and sample testing of income, sample testing on the posting of journals, reviewing accounting estimates and judgements for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the Financial Statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the Financial Statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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, UK

22 June 2021

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.

SUMMARY OF INCOME AND EXPENDITURE for the year ended 31 December 2020

	2020	2019
	Total funds	Total funds
	£'000	£'000
Operating Income:		
Donations and legacies	21,103	21,714
Charitable activities	8,125	9,612
Other income	6,236	8,320
Net gains on investments	<u>288</u>	<u>721</u>
Total Operating Income	35,752	40,367
Expenditure	<u>(37,662)</u>	<u>(42,893)</u>
Net operating deficit	(1,910)	(2,526)
Non-Operating Income:		
Donations towards capital projects	2,334	5,005
Grants received	2,690	1,374
Net gain on disposal of tangible fixed assets	1,099	697
Net surplus for the year	<u>4,213</u>	<u>4,550</u>

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 December 2020

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
Income:							
Donations and legacies	2	3,816	17,287	21,103	4,431	17,283	21,714
Donations towards capital projects	2	-	2,334	2,334	-	5,005	5,005
Grants Received	3	1,188	1,502	2,690	900	474	1,374
Charitable activities	4	3,651	4,474	8,125	4,278	5,334	9,612
Other trading activities	5	4,896	344	5,240	5,915	1,339	7,254
Investments	6	67	767	834	59	841	900
Net gain on disposal of tangible fixed assets		1,097	2	1,099	542	155	697
Other	7	162	-	162	166	-	166
Total Income		14,877	26,710	41,587	16,291	30,431	46,722
Expenditure:							
Raising funds	8	(347)	-	(347)	(467)	-	(467)
Charitable activities	9	(12,994)	(19,894)	(32,888)	(13,531)	(22,939)	(36,470)
Trading activities	11	(3,499)	(521)	(4,020)	(3,970)	(1,528)	(5,498)
Other	12	(288)	(119)	(407)	(321)	(137)	(458)
Total Expenditure		(17,128)	(20,534)	(37,662)	(18,289)	(24,604)	(42,893)
Net (expenditure) / income before gains / (losses) on investments		(2,251)	6,176	3,925	(1,998)	5,827	3,829
Net gains/ (losses) on investments	13	(4)	292	288	-	721	721
Net (expenditure) / income for the year		(2,255)	6,468	4,213	(1,998)	6,548	4,550
Transfers between funds	14	3,465	(3,465)	-	2,142	(2,142)	-
Net movement in funds		1,210	3,003	4,213	144	4,406	4,550
Reconciliation of funds							
Total funds brought forward		27,755	100,535	128,290	27,611	96,129	123,740
Total funds carried forward		28,965	103,538	132,503	27,755	100,535	128,290

Restricted funds carried forward include £68,000 of endowment funds (2019: £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 26 to 42 form part of these financial statements.

BALANCE SHEETS as at 31 December 2020

	Note	Charity		Group	
		2020 £'000	2019 £'000	2020 £'000	2019 £'000
Fixed Assets:					
Tangible assets	19	114,667	113,392	119,050	116,773
Investments	20	5,957	5,670	5,957	5,670
Total fixed Assets		<u>120,624</u>	<u>119,062</u>	<u>125,007</u>	<u>122,443</u>
Current Assets:					
Stocks	21	83	80	83	80
Debtors	22	6,352	5,274	2,833	2,718
Cash at Bank and in Hand	23	9,696	8,263	11,032	10,037
Total Current Assets		<u>16,131</u>	<u>13,617</u>	<u>13,948</u>	<u>12,835</u>
Liabilities:					
Creditors: Amounts falling due within one year	24	(6,574)	(6,578)	(6,417)	(6,953)
Net Current Assets		<u>9,557</u>	<u>7,039</u>	<u>7,531</u>	<u>5,882</u>
Total assets less current liabilities		130,181	126,101	132,538	128,325
Provision for liabilities	26	(35)	(35)	(35)	(35)
Total Net Assets		<u>130,146</u>	<u>126,066</u>	<u>132,503</u>	<u>128,290</u>
The Funds of the Charity					
Endowment funds	27	-	-	68	68
Restricted income funds	28	102,313	99,466	103,470	100,467
Unrestricted funds	29	27,833	26,600	28,965	27,755
Total Charity Funds		<u>130,146</u>	<u>126,066</u>	<u>132,503</u>	<u>128,290</u>

These Financial Statements were approved and authorised for issue by the Trustees of United Synagogue on 21 June 2021



Michael Goldstein
President



Maxwell Nisner
Treasurer

The notes on pages 26 to 42 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2020

	Note	2020 £'000	2019 £'000
Cash flows from operating activities			
Net cash provided by operating activities	A	<u>2,455</u>	<u>4,135</u>
Cash flows from investing activities			
Dividends and interest received		78	87
Interest paid		(28)	(39)
Profit on foreign exchange		(4)	0
Proceeds from sale of tangible fixed assets		2,548	1,407
Payments to acquire tangible fixed assets		(4,059)	(7,282)
Purchase of investments		(72)	(67)
Withdrawals from investments and management charges		77	98
Net cash used in investing activities		<u>(1,460)</u>	<u>(5,796)</u>
Change in cash and cash equivalents in the year		995	(1,661)
Cash and cash equivalents at the beginning of the year		10,037	11,698
Cash and cash equivalents at the end of the year	B	<u>11,032</u>	<u>10,037</u>

NOTES TO CASH FLOW STATEMENT

A. Reconciliation of cash flows from operating activities		2020 £'000	2019 £'000
Net incoming resources for year		3,925	3,829
Dividends and net interest received		(50)	(48)
Depreciation charge		322	363
Loss on non-cash disposal of fixed assets		11	11
Profit on disposal of tangible fixed assets		(1,099)	(697)
Increase in stock		(3)	(20)
Decrease in debtors		(115)	173
Increase in creditors and accruals		(536)	524
Net cash inflow on operational activities		<u>2,455</u>	<u>4,135</u>
B. Analysis of cash and cash equivalents			
	Balance at 1-Jan-20 £'000	Cash flow £'000	Balance at 31-Dec-20 £'000
Cash at bank and in hand	5,806	207	6,013
Bank deposits	4,231	788	5,019
Total cash and cash equivalents	<u>10,037</u>	<u>995</u>	<u>11,032</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 for the remainder of 2021 and 2022 and 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 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.

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, 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 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 activities.
- 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 comprises 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 all such asset disposals have not been materially less than their carrying value. Any potential depreciation charge is therefore considered to be immaterial.

The cost of 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.

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 & LEGACIES Including income tax reclaimed	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Synagogue communal contribution	2,196	-	2,196	2,551	-	2,551
Synagogue membership income	-	9,213	9,213	-	8,965	8,965
Other donations to synagogues (see below)	-	7,443	7,443	-	7,551	7,551
Other donations	1,620	619	2,239	1,880	766	2,646
Youth Charity	-	12	12	-	1	1
	3,816	17,287	21,103	4,431	17,283	21,714
Donations towards capital projects	-	2,334	2,334	-	5,005	5,005
	3,816	19,621	23,437	4,431	22,288	26,719

Other Donations to synagogues include £396,000 (2019: £424,000) of donations which were subsequently granted to the Board of Deputies of British Jews (see note 10 below).

3. GRANTS RECEIVED	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Government hospital visitation grant	1	-	1	4	-	4
Government prison visitation grant	14	-	14	15	-	15
Community Security Trust ("CST")	-	399	399	-	450	450
National Lottery Heritage Fund	432	-	432	881	-	881
HMRC Job Retention Scheme	741	1,081	1,822	-	-	-
Other grants	-	22	22	-	24	24
	1,188	1,502	2,690	900	474	1,374

An element of the grant from the CST was from funding that it had received from the Government to support community security.

4. CHARITABLE ACTIVITIES Including income tax reclaimed	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Funeral Expenses Scheme	-	2,849	2,849	-	2,776	2,776
Burial operations	3,335	-	3,335	3,445	-	3,445
Temporary seats	-	27	27	-	71	71
Educational Activities	52	1,279	1,331	157	1,921	2,078
Jewish Living	150	-	150	511	-	511
Marriages	-	25	25	-	42	42
Office of the Chief Rabbi	50	-	50	84	-	84
Beth Din	64	-	64	81	-	81
Other	-	294	294	-	524	524
	3,651	4,474	8,125	4,278	5,334	9,612

NOTES TO THE FINANCIAL STATEMENTS (continued)

5. OTHER TRADING ACTIVITIES	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
	Funds	Funds		Funds	Funds	
	£'000	£'000		£'000	£'000	
Advertising	84	-	84	150	-	150
Kashrut	4,812	-	4,812	5,765	-	5,765
Hall hire and catering	-	344	344	-	1,339	1,339
	4,896	344	5,240	5,915	1,339	7,254

6. INVESTMENT INCOME	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
	Funds	Funds		Funds	Funds	
	£'000	£'000		£'000	£'000	
Rents received	61	695	756	39	773	812
Funeral Expenses Scheme investment income	-	72	72	-	67	67
Deposits and bank interest	6	-	6	20	-	20
Other interest	-	-	-	-	1	1
	67	767	834	59	841	900

7. OTHER INCOME	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
	Funds	Funds		Funds	Funds	
	£'000	£'000		£'000	£'000	
Affiliation fees	40	-	40	41	-	41
Other	122	-	122	125	-	125
	162	-	162	166	-	166

8. COST OF RAISING FUNDS	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
	Funds	Funds		Funds	Funds	
	£'000	£'000		£'000	£'000	
Fund Raising	347	-	347	467	-	467

NOTES TO THE FINANCIAL STATEMENTS (continued)

9. COST OF CHARITABLE ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000
Member synagogues	-	19,390	19,390	-	22,175	22,175
Community Services Division	422	-	422	367	-	367
Jewish Education	170	-	170	178	-	178
Young People and Young Families	2,013	-	2,013	2,795	-	2,795
Burial	3,177	-	3,177	3,311	-	3,311
Beth Din	683	-	683	710	-	710
Office of the Chief Rabbi	1,126	-	1,126	1,204	-	1,204
Rabbinic Development	150	-	150	137	-	137
Grants payable (see Note 10 below)	666	425	1,091	537	517	1,054
Support costs	4,058	12	4,070	3,929	4	3,933
Chief Rabbi Programmes	-	-	-	-	243	243
Communities of Potential	78	-	78	97	-	97
Willesden House of Life	451	-	451	266	-	266
Other	-	67	67	-	-	-
	12,994	19,894	32,888	13,531	22,939	36,470

	2020 £'000	2019 £'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	50	47
Fees for other services: Tax advice	-	4
	50	51

10. GRANTS PAYABLE

	2020 £'000	2019 £'000
The major grants made during the year were:		
UJIA (Kol Nidre Appeal)	52	106
University Jewish Chaplaincy	370	153
Jewish Community Academy Trust	181	167
Community Security Trust	5	46
Grants to individuals and other charities	87	158
Board of Deputies of British Jews	396	424
	1,091	1,054

11. COST OF TRADING ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000
Advertising	-	-	-	4	-	4
Kashrut	3,477	-	3,477	3,965	-	3,965
Hall hire and catering	-	521	521	-	1,528	1,528
Other	22	-	22	1	-	1
	3,499	521	4,020	3,970	1,528	5,498

12. OTHER COSTS

	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000
Interest and bank charges	25	3	28	35	4	39
Depreciation	263	60	323	286	77	363
Fund management fees	-	56	56	-	56	56
	288	119	407	321	137	458

NOTES TO THE FINANCIAL STATEMENTS (continued)

13. NET GAINS / (LOSSES) ON INVESTMENTS	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Realised gains / (losses) on investments	(4)	89	85	-	112	112
Unrealised gains on investments	-	203	203	-	609	609
	(4)	292	288	-	721	721

14. TRANSFERS BETWEEN FUNDS	2020	2020	2019	2019
	Unrestricted	Restricted	Unrestricted	Restricted
	funds	funds	funds	funds
	£'000	£'000	£'000	£'000
Burial charge to FES for funerals and entrance fees	3,535	(3,535)	2,590	(2,590)
Losses incurred by chronic deficit Synagogues without property	(48)	48	(67)	67
Interest charged on loans to communities	187	(187)	105	(105)
Interest credited on communities and FES funds	(35)	35	(135)	135
Rents charged on properties let to communities	45	(45)	45	(45)
Kol Nidre Appeal allocation to Communities	(481)	481	(411)	411
Profit of trading subsidiary gift-aided to Parent Charity	34	(34)	61	(61)
Advertising income for the benefit of Synagogues	(84)	84	(144)	144
Grants towards Synagogue capital projects	-	-	(60)	60
Miscellaneous transfers from Restricted to Unrestricted reserves	312	(312)	158	(158)
	3,465	(3,465)	2,142	(2,142)

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:	2020	2019
	Number	Number
Synagogues	566	586
Kashrut	78	78
Burial	67	71
Other charitable activities and central support	122	121
	833	856

The aggregate emoluments of these persons were as follows:	2020	2019
	£'000	£'000
Salaries	17,753	17,416
Social security costs	1,637	1,601
Pension scheme contributions	622	574
	20,012	19,591

NOTES TO THE FINANCIAL STATEMENTS (continued)

15. STAFF NUMBERS AND EMOLUMENTS (continued)

	2020	2019
	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	17	21
£70,001 to £80,000	8	4
£80,001 to £90,000	7	7
£90,001 to £100,000	3	2
£100,001 to £110,000	3	6
£110,001 to £120,000	4	1
£120,001 to £130,000	-	-
£130,001 to £140,000	1	1
£140,001 to £150,000	-	1
£170,001 to £180,000	1	-
£190,001 to £200,000	1	-
£200,001 to £210,000	-	1
£210,001 to £220,000	1	1

The numbers of these employees to whom retirement benefits are accruing under defined contribution schemes 44 44

2020	2019
£'000	£'000

Contributions in the year for these 44 (2019: 44) employees to defined contribution schemes 230 209

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

2020	2019
£'000	£'000

The total emoluments (including pension and Employer's National Insurance contributions) paid to the Chief Rabbi, Dayanim and key executives (2020 15 employees, 2019: 13 employees) listed on page 2 of these Financial Statements 2,112 1,867

During the year, redundancy payments arising from administrative and Rabbinic restructures totalled £92,000 (2019: £57,000).

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	Fixtures, Fittings & Equipment £'000	I.T. Project £'000	Total £'000
Cost / valuation					
At 1 January 2020	116,044	1,031	2,384	1,668	121,127
Additions during the year	2,815	65	178	-	3,058
	118,859	1,096	2,562	1,668	124,185
Less: Disposals during the year	(1,460)	-	-	-	(1,460)
At 31 December 2020	117,399	1,096	2,562	1,668	122,725
Depreciation					
At 1 January 2020	3,141	924	2,002	1,668	7,735
Charge for the year	120	49	154	-	323
	3,261	973	2,156	1,668	8,058
Less: Disposals	-	-	-	-	-
At 31 December 2020	3,261	973	2,156	1,668	8,058
Net Book Value 31 December 2020	114,138	123	406	-	114,667
Net Book Value 31 December 2019	112,903	107	382	-	113,392
Group					
Cost / valuation					
At 1 January 2020	119,453	1,031	2,387	1,668	124,539
Additions during the year	3,551	65	443	-	4,059
	123,004	1,096	2,830	1,668	128,598
Less: Disposals during the year	(1,460)	-	-	-	(1,460)
At 31 December 2020	121,544	1,096	2,830	1,668	127,138
Depreciation					
At 1 January 2020	3,169	924	2,005	1,668	7,766
Charge for the year	120	48	154	-	322
	3,289	972	2,159	1,668	8,088
Less: Disposals	-	-	-	-	-
At 31 December 2020	3,289	972	2,159	1,668	8,088
Net Book Value 31 December 2020	118,255	124	671	-	119,050
Net Book Value 31 December 2019	116,284	107	382	-	116,773

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	
	2020	2019
	£'000	£'000
Market value at 1 January	5,670	4,981
Net monies invested	72	67
Cash withdrawn	(22)	(43)
Management fees charged to capital	(55)	(55)
Realised gains on investments	89	112
Unrealised gains / (losses) investments	203	608
Total market value at 31 December	5,957	5,670
Historical cost as at 31 December	5,152	5,069

	Cost		Market Value	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
UBS AG Alternative Investments	179	180	120	139
UBS Cash	13	4	13	4
JP Morgan Cash	28	37	28	37
JP Morgan Equities	2,762	2,905	3,514	3,360
JP Morgan Fixed Income	1,574	955	1,662	992
JP Morgan Miscellaneous	-	33	-	33
JP Morgan Alternative Assets	539	899	541	1,007
JP Morgan Foreign Exchanges	-	-	24	27
LSE Quoted investments	57	56	55	71
	5,152	5,069	5,957	5,670

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 2020, 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		Group	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Publications	55	60	55	60
Funeral requisites	28	20	28	20
	83	80	83	80

22. DEBTORS

	Charity		Group	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Trade debtors	254	757	280	757
Accrued income	996	626	1,003	626
Prepayments	951	935	957	941
VAT	-	-	82	145
Other debtors	497	218	497	218
Loans to employees	14	31	14	31
Amounts due from subsidiary undertakings	3,640	2,707	-	-
	6,352	5,274	2,833	2,718

NOTES TO THE FINANCIAL STATEMENTS (continued)

23. CASH AT BANK AND IN HAND

	Charity		Group	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Bank deposits maturing in less than one year	5,019	4,231	5,019	4,231
Cash at bank	4,677	4,032	6,013	5,806
	9,696	8,263	11,032	10,037

24. CREDITORS FALLING DUE WITHIN ONE YEAR

	Charity		Group	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Creditors and accruals				
Trade creditors	1,175	1,553	1,202	1,771
Taxation and Social Security	436	466	436	466
VAT	83	130	84	133
Other creditors	433	417	431	430
Accruals	1,677	1,331	1,688	1,474
Deferred income (see note 25)	2,576	2,679	2,576	2,679
Amounts due to subsidiary undertakings	194	2	-	-
	6,574	6,578	6,417	6,953

25. DEFERRED INCOME

	Balance at 1-Jan-20 £'000	Prior year released £'000	Current year deferrals £'000	Balance at 31-Dec-20 £'000
Charity and Group:				
Kashrut (a)	330	(330)	295	295
Burial (b)	2,209	(202)	244	2,251
Community Support (c)	9	-	-	9
Young People and Young Families (d)	131	(117)	7	21
	2,679	(649)	546	2,576

(a) This comprises certification income invoiced in advance of the issue of annual certificates and advertising sold for the 2021 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 2021.

(d) Amounts paid in advance for programmes scheduled to take place in 2021.

26. PROVISION FOR LIABILITIES

	Balance at 1-Jan-20 £'000	Current year additional £'000	Current year released £'000	Balance at 31-Dec-20 £'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-20 £'000	Transfers to Other Funds £'000	Balance at 31-Dec-20 £'000
United Synagogue Bequests and Trusts Fund	68	-	68
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-20 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-20 £'000
Member Synagogue funds (a)	85,781	23,074	(20,380)	497	88,972
Funeral Expenses Scheme (b)	13,437	3,230	(55)	(3,519)	13,093
Miscellaneous funds (c)	248	-	-	-	248
Charity	99,466	26,304	(20,435)	(3,022)	102,313
United Synagogue Bequests and Trusts Fund (d)	33	-	-	-	33
The United Synagogue Youth Charity (e)	267	12	(5)	-	274
The Chief Rabbinate Trust (f)	701	619	(27)	(443)	850
	1,001	631	(32)	(443)	1,157
Group - Income funds	100,467	26,935	(20,467)	(3,465)	103,470
Group - Endowment Funds (see note 27 above)	68	-	-	-	68
Group - total	100,535	26,935	(20,467)	(3,465)	103,538

(a) Member Synagogue funds comprise those monies received, less those spent in connection with the activities 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-20 £'000 (see below)	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-20 £'000
Other Charitable Funds:					
Unrestricted Reserves - Non designated (a)	26,560	13,137	(15,369)	3,465	27,793
Unrestricted Reserves -Designated for other purposes (b)	40	-	-	-	40
Charity	26,600	13,137	(15,369)	3,465	27,833
US Advertising Limited (c)	-	117	(119)	-	(2)
Scopus Jewish Educational Trust (d)	1,237	-	-	-	1,237
United Central Limited (e)	(82)	-	(21)	-	(103)
United Synagogue Design & Build Limited (f)	-	1,707	(1,707)	-	-
Gift aid eliminated on consolidation	-	(33)	33	-	-
Group	27,755	14,928	(17,183)	3,465	28,965

(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	2020		2019	
	Unrestricted funds £'000	Restricted funds £'000	Unrestricted funds £'000	Restricted funds £'000
Tangible fixed assets	23,409	95,641	24,165	92,608
Investments	-	5,957	-	5,670
Cash at bank	8,478	2,554	6,815	3,222
Other current assets	1,882	1,034	2,356	442
Current liabilities	(2,193)	(1,648)	(2,867)	(1,407)
Deferred income	(2,576)	-	(2,679)	-
Provisions for liabilities	(35)	-	(35)	-
Total net assets	28,965	103,538	27,755	100,535
Charity	2020	2020	2019	2019
	Unrestricted funds £'000	Restricted funds £'000	Unrestricted funds £'000	Restricted funds £'000
Tangible fixed assets	22,179	92,488	22,933	90,459
Investments	-	5,957	-	5,670
Cash at bank	5,226	4,470	3,971	4,292
Other current assets	5,471	964	4,869	485
Current liabilities	(2,432)	(1,566)	(2,459)	(1,440)
Deferred income	(2,576)	-	(2,679)	-
Provisions for liabilities	(35)	-	(35)	-
Total net assets	27,833	102,313	26,600	99,466

Endowment fund net current assets of £68,000 (2019: £68,000) are included in restricted funds in the Group and of £nil (2019: £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 Central Limited - this company was incorporated on 27 March 2018 to be engaged in the business of providing conference and banqueting facilities. The name was changed on 11 December 2020 from United Synagogue (Central Catering) Limited.

- 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	United Central	US Youth		US	US Design	Total	Total
	11279144	Charity	CRT	Advertising	& Build	2020	2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total income	-	12	595	84	1,707	2,398	4,037
Total costs	(21)	(4)	(447)	(3)	(1,674)	(2,149)	(3,987)
Gross surplus / (deficit)	(21)	8	148	81	33	249	50
Gift aid payment to parent charity	-	-	-	(81)	(33)	(114)	(209)
Surplus / (deficit) for the year	(21)	8	148	-	-	135	(159)
Retained surplus brought forward	(81)	267	700	-	-	886	860
Retained surplus carried forward	(102)	275	848	-	-	1,021	701
Gross assets at 31 December	3,229	282	907	77	39	4,534	4,044
Gross liabilities at 31 December	(3,331)	(7)	(59)	(77)	(39)	(3,513)	(3,159)
Reserves at 31 December	(102)	275	848	-	-	1,021	885

Total income includes charges from the subsidiaries to the charity amounting to £1,707,000 (2019: £3,120,000)

Total costs includes charges from the charity to subsidiaries amounting to £nil (2019: £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 2020 £'000	Land and Buildings 2019 £'000
In less than one year	714	740
Between one and five years	2,011	2,012
More than five years	772	1,236
	3,497	3,988

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

	Land and Buildings 2020 £'000	Land and Buildings 2019 £'000
In less than one year	515	567
Between one and five years	519	464
More than five years	446	624
	1,480	1,655
	2020 £'000	2019 £'000
Lease payments recognised as an expense	964	1,023

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.

	2020 £'000	2019 £'000
Contracts placed:		
Brondesbury Park Synagogue redevelopment	407	3,246
	407	3,246

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.

MEMBER SYNAGOGUES

Ahavat 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	Hull	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	Richmond	Ruislip & District
St. Johns Wood	St. Albans	Sheffield
Shenley	South Hampstead	South London
South Tottenham	Southport	Stanmore & Canons Park
Sutton & District	Watford	Welwyn Garden City
Wembley	Woodford Forest	Woodside Park

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