

UNITED SYNAGOGUE

England & Wales · Charity number 242552

Details

Status Registered

Legal form Other

Registered 1965-06-02

Register [View on the Charity Commission register](#)

Contact

Address 305 Ballards Lane
North Finchley
London
N12 8GB

Phone 02083438989

Email info@theus.org.uk

Website www.theus.org.uk

Activities

Objects: TO FOUND, BUILD, MAINTAIN, CONDUCT, PROMOTE AND DEVELOP WITHIN THE UK, 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, IN CONFORMITY WITH THE FORM OF WORSHIP, AND TO PROVIDE MEANS OF BURIAL FOR PERSONS OF THE JEWISH RELIGION; THE RELIEF OF POOR PERSONS OF THE JEWISH RELIGION; TO ADVANCE THE CHARITABLE PURPOSES OF OTHER JEWISH BODIES BY THE MAKING OF 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; AND ANY OTHER CHARITABLE PURPOSES IN CONNECTION WITH THE JEWISH RELIGION

Activities: There are five primary objects of the charity. 1 To create and maintain synagogues conforming to the orthodox form of Jewish worship. 2 To advance education in Jewish religion. 3 To provide burial for same. 4 Relief of the poor. 5 To advance charitable purposes of other Jewish bodies and in general any other charitable purpose in connection with the above.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Acts As An Umbrella Or Resource Body
- **What:** Religious Activities
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** NATIONAL
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£47,207,000	£49,946,000	£138,607,000	797
2023-12-31	£49,571,000	£45,939,000	£140,447,000	782
2022-12-31	£41,956,000	£43,141,000	£135,988,000	771
2021-12-31	£42,049,000	£37,412,000	£137,941,000	767
2020-12-31	£41,587,000	£37,662,000	£132,503,000	833

Trustees

Name	Role	Appointed
Saul David Taylor	Chair	2017-07-10
Amanda Corenne Lyons		2025-09-18
Cindy Goldstein		2025-07-14
Daniel Turner		2025-07-14
Daren Lewis		2025-07-14
Jacqueline Malca Zinkin		2019-07-22
Nicola Abigail Rosenfelder		2019-07-22
Rachel Irma Hartog		2021-07-19
Simon Anthony Mitchell		2023-07-17
Tristan Howard Nagler		2023-07-17

Linked charities

- BAYSWATER SYNAGOGUE HERMANN ADLER MEMORIAL FUND (242552-1)
- ALBERT REITLINGER FOR PRISONERS (242552-10)
- HANNAH BENJAMIN (242552-11)
- ISAAC FRANKS (242552-12)
- THE BETH HAMMIDRASH HOUSE OF LEARNING (FORMERLY KNOWN AS BETH HAMEDRESH) (242552-13)
- BRIXTON SYNAGOGUE BENEVOLENT FUND (242552-14)
- LEVY SALOMONS (242552-15)
- MEMBERS' BENEVOLENT FUND (242552-16)
- THE BENJAMIN LEVI TRUST (242552-17)
- ISAAC COHEN (1846) (242552-18)
- MRS SARAH COHEN (242552-19)
- NEW WEST END SYNAGOGUE HUMPHREY J PHILLIPS FUND (242552-2)
- MISS LUCY COHEN (242552-20)
- THE LOUIS COHEN FUND (242552-21)
- MATILDA COHEN (242552-22)
- BENJAMIN ELIAS (242552-23)
- SAMUEL DE FALK'S CHARITIES (242552-24)
- M GOLLANCZ (242552-25)
- ASHER GOLDSMID FOR CLOTHES (242552-26)
- ASHER GOLDSMID FOR COALS (242552-27)
- ASHER GOLDSMID FOR MONEY (242552-28)
- BENJAMIN ISACC FOR TEACHING POOR JEWS' CHILDREN AT THE WESTMINSTER JEWS' FREE SCHOOL, IN GREEK STREET, SOHO IN THE COUNTY OF MIDDLESEX (242552-29)
- NEW WEST END SYNAGOGUE ARNOLD LEVY BEQUEST (242552-3)
- MRS J GROSSMAN (242552-30)
- THE KATE GREEN FUND (242552-31)
- HENRY HART (242552-32)
- SAUL DAVID HARRISON MEMORIAL FUND (242552-33)
- MRS J GROSSMAN (242552-34)
- THE KATE GREEN FUND (242552-35)
- HENRY HART (242552-36)
- MRS SARAH ANNIE HARRISON (242552-38)
- MRS SARAH SOPHIE HENRY (242552-39)

- HACKNEY SYNAGOGUE ELLIS A FRANKLIN MEMORIAL FUND (242552-4)
- THE HAMPSTEAD SYNAGOGUE (242552-40)
- THE ALEXANDER JACOB MEMORIAL FUND (242552-41)
- JOHN JACOBS (242552-42)
- NAFTALI MAYER (242552-43)
- SIR MOSES MONTEFIORE (242552-44)
- ABRAHAM LYON MOSES FOR COALS AND BLANKETS (242552-45)
- BENJAMIN ISAAC FOR TEACHING POOR JEWS' CHILDREN AT THE JEWS FREE SCHOOL, IN BALL LANE, SPITAFIELDS, IN THE COUNTY OF MIDDLESEX (242552-46)
- BENJAMIN ISAAC FOR THE RELIEF OF POOR JEWS (242552-47)
- ESTHER ISRAEL (242552-48)
- ABRAHAM LEVY (242552-49)
- SOLOMON ARNOLD FOR WIDOWS (242552-5)
- JENNIE WALTERS FUND (242552-50)
- ISRAEL ELKIN (242552-51)
- THE HARRY AND MILLIE LOTTERY FUND (242552-52)
- HARVEY AND GARRY ZIMMERMAN (242552-53)
- EDWARD LOWE'S COAL FUND (242552-54)
- ABRAHAM MICHEL (242552-55)
- JACOB HENRY MOSES (242552-56)
- LAWRENCE MYER (242552-57)
- ABRAHAM LYON MOSES NO 1 (242552-58)
- ABRAHAM LYON MOSES NO 2 (242552-59)
- SOLOMON ARNOLD FOR MARRIAGE PORTION (242552-6)
- VIVIAN SYLVESTER MOSES MEMORIAL FUND (242552-60)
- MRS ROSETT OPPENHEIMER (242552-61)
- ABRAHAM SOLOMON'S COAL FUND (242552-62)
- HENDELAH SALOMONS (242552-63)
- LEVY SALOMONS (242552-64)
- CATHERINE SAMUEL (242552-65)
- CATHERINE JOSEPH FOR CLOTHING (242552-66)
- LEVY AND BILAH SAMUEL (242552-67)
- MOSES SAMUEL (242552-68)
- SARAH SOLOMONS (242552-69)
- MAURICE BEDDINGTON (242552-7)

- S S OPPENHEIM (242552-70)
- SIMEON OPPENHEIM (242552-71)
- THE PHILIP AND HANNAH PHILLIPS SILVER WEDDING FUND (242552-72)
- MOSES SCHIFF (242552-73)
- LAZARUS SIMON FOR CLOTHES (242552-74)
- LAZARUS SIMON FOR MONEY (242552-75)
- LAZARUS SIMON FOR CHARITABLE PURPOSES (242552-76)
- THE EMMA SYMONS BEQUEST (242552-77)
- SAMUEL SIMONS (242552-78)
- JACOB SOLOMON (242552-79)
- THE ESTHER AND ELIAS BENJAMIN BEQUEST (242552-8)
- SOLOMON ABRAHAMS (242552-80)
- CATHERINE JOSEPH (242552-81)
- RAENA E TANCHAN (242552-82)
- ELLIS WOLFE'S MITE TOWARDS THE RELIEF OF HIS JEWISH BRETHREN (242552-83)
- GABRIEL BENEDICT WORMS (242552-84)
- MAURICE BENEDICT WORMS (242552-85)
- ALBERT REITLINGER FOR COALS (242552-9)

Accounts

THE UNITED SYNAGOGUE TRUSTEES'

Report and Annual Accounts

FOR
THE YEAR
ENDED
31 DECEMBER
2024



The United Synagogue Registered Charity No. 242552

900 people attended the United Synagogue's
October 7 commemoration in Bushey


**The
United
Synagogue**

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UNITED SYNAGOGUE TRUSTEES' REPORT AND ANNUAL ACCOUNTS**Year ended 31 December 2024****Charity registration number 242552****BOARD OF TRUSTEES**

	Appointed	Retired
President	Michael Goldstein ¹	10 July 2017
Treasurer	Maxwell Nisner ¹	10 July 2017
Other Trustees	Rachel Hartog ²	19 July 2021
	Claire Lemer ⁵	14 July 2014
	Fleurise Luder ¹	10 July 2017
	Simon Mitchell ³	17 July 2023
	Tristan Nagler ³	17 July 2023
	Nicola Rosenfelder ⁴	22 July 2019
	Saul Taylor ¹	10 July 2017
	Jacqui Zinkin ⁴	22 July 2019

¹ serving second 4 year term from 19 July 2021² serving first 4 year term from 19 July 2021³ serving first 4 year term from 17 July 2023⁴ serving second 4 year term from 17 July 2023⁵ co-opted for further 2 years from 17 July 2023

Trustees' Sub-Committees and Chairs

Engagement	Simon Mitchell
Finance and Assets	Tristan Nagler and Maxwell Nisner
Governance	Rachel Hartog
People	Jacqui Zinkin
Religious Infrastructure	Nicola Rosenfelder

Other Committees and Chairs

Audit and Risk Review	Andrew Mainz
Rabbinical Council	Rabbi Pinchas Hackenbroch

**Chief Rabbi of the United Hebrew
Congregations of the Commonwealth**

Chief Rabbi Sir Ephraim Mirvis

Dayanim

Dayan Menachem Gelley (Rosh Beth Din)
 Dayan Shmuel Simons
 Dayan Dovid Shlomo Englander
 Dayan Ivan Binstock (part-time)
 Dayan Eliezer Zobin (part-time)

Key Executives

Chief Executive

Jo Grose

Chief Operating Officer

David Collins

Chief Financial Officer

Christopher Levine (from 1st December 2024)Richard Taylor (until 30th June 2024)

Chief Executive, Office of the Chief Rabbi

Ari Jesner

Director of Centre for Rabbinic Excellence

Rabbi Nicky Liss

Director of Communications

Richard Verber

Director of Community life

Barnaby Nemko

Director External & Legal Services

David Frei

Director of Fund Raising

David Goldberg

Director of Human Resources

Vickie Wiltshire

Director of Kashrut

Rabbi Eli Schoemann

Director of Property

Lali Virdee

Director of Schools Strategy

Tamar Berman

Executive Offices

305 Ballards Lane
 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

NatWest Group
 Corporate Banking London
 8th Floor
 280 Bishopsgate
 London EC2M 4RB

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 2024

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

Legal Status

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

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

Structure, Governance and Management

Charity Governance Code

The current 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 support 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.

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 ten Trustees (with an option to co-opt one more). Trustees are eligible to serve a maximum of two terms although the President can then serve up to two additional terms.

The Trustees who served during 2024 and at the date of this report are shown on page 2.

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

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

The Chief Executive and Directors meet new Trustees soon after their election and provide extensive 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 continued to meet in person at least once a quarter, 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.

In March 2024, The Board of Trustees reorganised their subcommittee structure for greater oversight and better working of the charity. The newly formed sub-committees are titled Engagement, Finance & Assets, Governance, People and Religious Infrastructure. These sub-committees are allocated specific areas of responsibility and invited to make relevant recommendations to the Board. The Board of

Trustees appointed Committee Chairs and advisors to these sub-committees for the better working of the Charity. Following the introduction of these new subcommittees, the Board will now formally meet at least once every quarter.

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 senior management team.

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

To achieve its objectives, the US needs to attract and retain high quality senior professional staff. Each Director's position is 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, who are elected, either annually or biennially, led by a Synagogue Chair. Synagogue Councils are elected by the members of the synagogues to support the local Honorary Officers. 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. Lay leaders are supported in carrying out their duties by United Synagogue staff.

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

Changes since the last report

As at 31 December 2024 and the date of this report, the US had 56 Full Constituent Member Synagogues (2023: 56) and membership totalled 36,700 (2023: 36,800).

During the year Childwall joined the United Synagogue while Ruislip and Northwood merged. As a result, the total number of Constituent Member Synagogues remained unchanged as at year-end.

In addition, as at 31 December 2024 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 30 of the Notes to the Financial Statements which details their activities, trading performance, assets, liabilities and reserves.

Risk Management, Compliance and Internal Control

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

The Covid-19 pandemic prompted Trustees to re-examine whether existing policies and procedures were sufficiently robust. This led to the implementation of:

- process changes and policy changes
- maintaining reasonable control environment
- amended policies and processes so that they are fit for purpose
- approval of invoices and payments through additional controls to enable remote working
- reduction of the risk of being affected by phishing attacks

The US has continued to appraise and 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 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. Some examples include a severe rise in antisemitism; it becoming more difficult to observe and practise Orthodox Judaism in the UK because of the banning of Brit Milah or Shechita or simply a rise in antisemitism. Many members may decide to emigrate and consequently discontinue their membership. Membership might also fall if mainstream orthodoxy is observed by fewer Jews in the UK. To the extent that this risk can be managed, it is felt by the Trustees that mitigation can be achieved by the implementation of recommendations contained in the 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 implemented to manage them.

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 and major donors. Funds are raised through the collection of membership contributions, appeals to fund central and local communal activities and appeals for specific central and local projects. Additional appeals are made periodically throughout the year for matters such as security, welfare and to support carefully selected third party charities. The Charity is registered with the Fundraising Regulator.

Voluntary Scheme for Regulating Fundraising

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

Complaints

The Charity's Trustees and Professional Staff received no complaints about its fundraising activities this year (2023: none).

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.

Vision, Aims and Objectives

The United Synagogue is a charity which serves the British Jewish community in the broadest possible way. The Charity powers Jewish life through its many communities and the critical infrastructure and programmes it provides for the whole British Jewish community including non-United Synagogue members

The Charity was founded in 1870 by an Act of Parliament – the only Jewish charity to be created this way. The United Synagogue has been serving the Jewish community for more than 150 years. With more than 100 Rabbis and Rebbetzins, hundreds of committed staff and thousands of dedicated volunteers, the United Synagogue powers Jewish life through its communities, its kashrut and eruv team, nurseries, marriages, Burial Society, educational materials, Tribe programmes and summer camps, Chesed team, the highly-respected London Beth Din and its support for the Office of the Chief Rabbi.

The United Synagogue's mission is to engage Jews with mainstream Orthodox Jewish living, learning and caring. The Charity wants to see Jewish growth through more Jews doing more Jewish things more of the time. Its vision is creating a community of inspired Jews, with enriched lives, passing its heritage on to future generations. The United Synagogue's spiritual head is Chief Rabbi Sir Ephraim Mirvis KBE, the Chief Rabbi of the United Hebrew Congregations of Great Britain and the Commonwealth.

Objectives 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, and running of services for, the local Jewish communities comprising the Member Synagogues of the US including the recruitment retention and development of Rabbinic leaders
- Community development and the establishment of new communities
- Provision and upkeep of synagogue buildings
- Provision of Kosher certification of food products and premises
- Provision of Cheder and Nursery education
- Provision and maintenance of Jewish cemeteries and related facilities
- Provision of educational and outreach programmes for children and young people
- Coordination of national prison chaplaincy and London and Hertfordshire hospital chaplaincy

- Coordination of volunteers who provide a range of social welfare services
- Assistance to the providers of University Jewish Chaplaincy
- Support for wider Jewish communal infrastructure including Jewish schools

2024: The year in review

Below are some highlights of our varied work last year.

January

Dozens of US communities took part in US Women's Shabbat with the theme of 'Bringing Light into the Darkness'.

Our new website went [live](#).

The United Synagogue is powered by volunteers so we were thrilled to see them recognised at the Jewish Volunteering Network's Awards. **Wembley's** Roy Emanuel was nominated for Volunteer of the Year and **Belmont** and **Pinner** were both nominated for Volunteer Team of the Year.

February

Crisp fans were delighted by KLBD's [announcement](#) that many supermarkets' own-brand Ready Salted crisps were now approved by KLBD.

March

Dozens of communities across the country ran events for our first 'Shabbat for Israel'. Guest speakers included relatives of the victims of October 7 and hostage families.

1,000 people came together in Borehamwood to call for the release of the hostages. **Borehamwood and Elstree** leaders have organised weekly vigils since October 2023.

Rabbi Ben Kurzer (then of **Pinner**, now **Golders Green**) [planted the first tree](#) in the new United Synagogue forest in Norfolk. Members have donated 1,500 trees. A grove is being dedicated in memory of the October 7 victims.

April

More than 2,900 generous people donated to our Chesed fundraising campaign raising more than [£570,000](#) to support families who are struggling, vulnerable or lonely.

Our Wardens and *Gabbaim* Forum brought together 22 wardens from 19 communities.

As Iran fired hundreds of rockets at Israel, we organised two online evenings of prayer attended by more than 3,000 people.

May

We launched the English-language *Matkon im Zikaron*, '[Recipes in memory](#)', a project in Israel dedicated to collecting and sharing recipes in memory of October 7 victims and fallen soldiers.

We worked with ITV on a Pesach documentary titled '[Passover UK: A Jewish Journey](#)', which interviewed **Golders Green**'s Rabbi Sam Fromson and Rebbetzen Dr Hadassah Fromson.

KLBD were delighted to [announce](#) Bendick's was retaining its kosher certification.

June

We were heartbroken at the passing of [Melvyn Hartog z'l](#), Head of the United Synagogue Burial Society, after a short illness. His funeral at Waltham Abbey Cemetery was conducted by the Chief Rabbi and attended by a huge number of people. Melvyn led the Burial Society with distinction for 23 years.

July

We launched our new [accessibility symbols guide](#), designed to break down barriers in shul for people with physical disabilities and neurodivergence. It's the first of its kind anywhere in the Jewish community and we believe it is a first for any religion in the UK.

[Tribe Israel Tour](#) again packed in a huge amount in just a few weeks, with exciting activities and inspirational education, together with sombre reflections on the devastating impact of October 7.

We wished Mazal tov to **Barnet** (Silver), **Belmont** (Bronze), **Golders Green** (Silver) and **Potters Bar** on winning EcoJudaism awards.

Our Centre for Rabbinic Excellence introduced an 'onboarding' programme for new rabbinic couples, with regular training days and professional development followed by an annual review and goal-setting.

August

Tribe's sell-out [summer camps](#) took place across the UK, with older groups enjoying memorable trips to Europe, New York and Uganda.

The first Israel Tour since October 7 was a huge success, described by one participant as "an empowering three weeks that has [altered my outlook on life](#)".

September

Together with Gesher School we piloted a scheme in several of our shuls over the High Holy Days to enable children and adults to participate in their communities regardless of any additional needs. We made a beautiful new [guide](#) for making prayer services inclusive.

We opened our new US Chesed Hub to enable us to better support hundreds of families in need.

October

We held the first Rosh Hashanah and Yom Kippur services since October 7 with many shuls reporting [significantly larger attendances](#) as members looked to connect with their communities.

Our President, Michael Goldstein, was interviewed on [BBC News](#) as the Foreign Secretary came to **South Tottenham** to meet community members and hear how Jews have been impacted by October 7.

900 people attended our October 7 commemoration, including the former Prime Minister, Rishi Sunak, with more than 5,000 watching [online](#).

Our annual [Kol Nidre appeal](#) raised more than £1m for our shuls and dozens of charities.

November

Changes in the Autumn Budget 2024 meant the United Synagogue faced [additional costs of £570,000](#) including national insurance contribution. Although we lobbied the government, our request to provide an exemption for charities was ignored and we may need to reduce the charitable services we offer.

Chocoholics were thrilled as [Chocolate M&M's Minis](#) became KLBD-certified and Marathon bars (now Snickers) returned for a limited time.

The Prime Minister came to **South Hampstead** for kiddush to celebrate the community's 100th anniversary and [40 years of dedicated service](#) by Rabbi Shlomo and Rebbetzen Dr Lynndy Levin who are stepping down.

The United Synagogue was shortlisted as a [finalist](#) for the 2024 Safeguarding and Child Protection Association Award, in the category of 'Outstanding Commitment to Safeguarding'.

Contributions to our '[Lack Friday](#)' campaign over the Black Friday shopping weekend totalled more than 1,300 toys for families in need and hundreds of essential household items.

December

Tribe's popular doughnuts accompanied dozens of young people's Chanukah activities.

800 people heard released Hamas hostage Amit Sousanna [share her story](#) at two events we organised with **Mill Hill** and **South Hampstead**.

Tribe held an uplifting Gap Year [Shabbaton](#) in Jerusalem Hills with the Chief Rabbi.

We continue to pray for the safe return of all the hostages and peace for all Israel's inhabitants.

The Office of the Chief Rabbi – 2024

Through personal visits to communities and campuses, and through the work of his Centre for Community Excellence, the Chief Rabbi provided significant support to communities and student groups across the UK.

The Chief Rabbi continued to prioritise and build relationships with the individuals in the Muslim world, leading to the signing of the Jewish-Muslim Drumlanrig Accords in January 2025.

The Chief Rabbi's Schools Review was launched, looking at the landscape of Jewish education in the UK, in order to raise the bar of Jewish Life in the Chief Rabbi's schools.

The Ben Azzai Programme took a cohort of university students to Rwanda, creating ambassadors for the value of social responsibility within Judaism.

The Chief Rabbi's Shalem Fellowship was launched, providing a framework for university students to learn Torah studies at a high level alongside their university studies.

The Office of the Chief Rabbi continues to engage with government and other organisations with a range of policy related issues which directly affect the Jewish community, as well as other policy issues of interest to the community which affect society more widely.

Safeguarding

Safeguarding remains a priority 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. As such, there is a comprehensive framework in place to ensure that any issues that arise can be dealt with swiftly, adequately and appropriately. Every Member Synagogue has a local Community Safeguarding Coordinator to report any concerns to the Centre's safeguarding team. Concerns that need to be escalated are referred to the Local Authorities.

The US facilitates accredited training when applicable, and, where necessary, a DBS check for volunteers and staff. US Chessed volunteers who come into contact with vulnerable adults are trained and obtain the necessary DBS checks.

All US staff receive a basic level of training by way of a video produced in-house. Staff working directly with children and/or vulnerable adults receive regular training from Education Child Protection Ltd, a safeguarding provider.

The US regularly reviews its suite of policies in this area to ensure they are clear and transparent.

Fundraising

In addition to our Kol Nidrei Appeal's success, our third online 'matched giving' fundraising campaign with Charity Extra for US Chessed appeal once again raised more than £500,000.

Property

These following major capital projects completed in 2024.

- Sales of Ruislip Synagogue and the house
- Purchase of South Hampstead house
- Purchase of Devonshire Road house and refurb
- Chigwell and Hainault Synagogue refurbishment

Financial Review

Financial Results and Reserves Policy

Total income for the year ended 31 December 2024 amounted to £47.4m (2023: £49.6m). The results for the year show a deficit of £1.8m (2023: £4.5m surplus), which includes donations for capital projects and gains on property disposals. This comprises a deficit on Restricted activities of £0.17m (2023: £4.7m surplus) and a deficit of £1.7m (2022: £0.3m deficit) on Unrestricted activities.

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 £138.6m (2023: £140.4m). This comprised £111.8m of Restricted Funds (2023: £111.9m) and £26.8m (2023: £28.5m) of Unrestricted Funds.

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. The

Charity had free reserves amounting to £0.04m (2023: £2.8m) and total reserves of £133.6m (2023: £135m) of which £22.9m (2023: £23.9m) was unrestricted.

At the year end, the Group had a total cash balance of £6.3m (2023: £9.7m) of which £2.8m (2023: £6m) was unrestricted.

The loss this year was a result of several factors, including:

- A continued desire by the Trustees to support synagogues in utilising prior year surpluses. This was reflected in the encouragement of outreach and community-building expenditure during 2023 and 2024. Communities were encouraged to deliver programmes aligned with our mission to engage Jews in shul activities.
- An increase in salaries over the last two years to help our employees weather inflation, with no offsetting savings.
- The Burial department income falling below previous years and below budget for the year.
- An increase in costs by Kashrut, adversely affecting the surplus they can generate, mostly due to an increase in visits.
- General increases in costs from inflation.

The Trustees, in the first half of 2024, took action and immediately adopted a structured and proactive strategy. The aim was to progressively reduce the Charity's deficit year on year. This strategy integrates targeted revenue-generation initiatives with disciplined cost management. The aim is to stabilise expenditure and achieve reductions where feasible.

Implementation is already underway, and these measures are expected to deliver a meaningful narrowing of the deficit, notwithstanding the headwind created by the substantial changes in employer's national insurance costs.

The Trustees remain confident that this approach should enable the Charity to return to overall surplus generation in due course, as well as across all its areas of activity. It will thereby strengthen its financial resilience and enhance its ability to serve our communities effectively.

Investment Policy

The Investment Committee meets quarterly to review the performance reported by the 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, alternative investments and cash.

Stock markets remained resilient in 2024, continuing the positive momentum from the previous year and providing a much-needed contrast to the turbulence of 2022. The United Synagogue's portfolio experienced an unrealised gain on investments of £844k (5.8%) over the year (2023: 11.1% growth). The targeted annual return for the investments managed by J.P. Morgan remains at RPI + 4% per annum over the long term (10 years or more).

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

Auditors

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

Volunteers

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

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

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

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

- Property
- Remuneration
- IT
- Rabbinic Council
- Audit and Risk Review
- Investment
- Schools
- Equalities

It has been a challenging year for the Charity, with the aftermath of October 7 and, at the time of writing, Israel being at war with Iran. We have faced financial challenges posed by funding being prioritised for Israel and the significant additional tax burden from the rise in National Insurance Contributions (NICs) and the lowering of the threshold from which employers start paying NICs. This has required us to focus both on ways to raise additional income and to lower our expenditure.

After eight wonderful but challenging years – taking in COVID, the death of Her Majesty the Queen, and the horrors of October 7 – this is my final report as President of the United Synagogue. My time as President has been the most rewarding of my life outside my home. I want to thank my fellow Trustees for their dedication, and the hundreds of Chairs and Honorary Officers, Rabbinic couples, professional staff, and volunteers I have worked with over my time.

On behalf of the Trustees, I once again want to place on record our thanks to the Chief Rabbi, our Dayanim, Rabbis and Rebbetzins, Chief Executive and Directors, Chairs and Synagogue Councils, together with all our staff and volunteers who support our members with care and dedication.



Michael Goldstein – President

on behalf of the Board of Trustees

23 June 2025

Statement of Trustees' Responsibilities

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

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

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

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

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

The Trustees confirm that the financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2019), as issued by the Charity Commission and the Office of the Scottish Charity Regulator.

Independent Auditor's Report to the Trustees of United Synagogue

Opinion

We have audited the financial statements of The United Synagogue for the year ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, the Charity and Group Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 December 2024 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the 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 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 require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement on page 15, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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 were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. 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 for the UK operations were Charity Commission regulations, General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation and Employment legislation.

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.

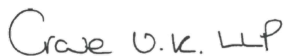
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates 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 noncompliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

**Crowe U.K. LLP**

Statutory Auditor

London

24 June 2025

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.

UNITED SYNAGOGUE

SUMMARY OF INCOME AND EXPENDITURE for the year ended 31 December 2024

	2024	2023
	Total funds	Total funds
	£'000	£'000
Operating Income:		
Donations and legacies	24,163	22,225
Charitable activities	11,415	11,013
Grants received	1,032	565
Net gains on investments	904	827
Other income	9,823	9,810
Total Operating Income	47,337	44,440
Expenditure	(49,946)	(45,939)
Net operating deficit	(2,609)	(1,499)
Non-Operating Income:		
Donations towards capital projects	329	1,331
Net gain on disposal of tangible fixed assets	445	4,627
Net (deficit) / surplus for the year	(1,835)	4,459

This summary is provided to allow readers of the Financial Statements to differentiate between recurring operating activities and non-operating income

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 December 2024

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Income:							
Donations and legacies	2	5,502	18,661	24,163	5,009	17,216	22,225
Donations towards capital projects	2	-	329	329	-	1,331	1,331
Grants Received	3	49	983	1,032	14	551	565
Charitable activities	4	4,399	7,016	11,415	4,672	6,341	11,013
Other trading activities	5	6,813	1,696	8,509	6,724	1,551	8,275
Investments	6	130	1,043	1,173	175	1,092	1,267
Net gain on disposal of tangible fixed assets		-	445	445	1	4,626	4,627
Other	7	141	-	141	268	-	268
Total Income		17,034	30,173	47,207	16,863	32,708	49,571
Expenditure:							
Raising funds	8	(375)	-	(375)	(356)	-	(356)
Charitable activities	9	(15,704)	(25,489)	(41,193)	(14,412)	(23,199)	(37,611)
Trading activities	11	(5,393)	(1,991)	(7,384)	(5,132)	(1,910)	(7,042)
Other	12	(825)	(169)	(994)	(757)	(173)	(930)
Total Expenditure		(22,297)	(27,649)	(49,946)	(20,657)	(25,282)	(45,939)
Net (expenditure) / income before (losses) / gains on investments		(5,263)	2,524	(2,739)	(3,794)	7,426	3,632
Net (losses) / gains on investments	13	(17)	921	904	(21)	848	827
Net (expenditure) / income for the year		(5,280)	3,445	(1,835)	(3,815)	8,274	4,459
Transfers between funds	14	3,613	(3,613)	-	3,552	(3,552)	-
Net movement in funds		(1,667)	(168)	(1,835)	(263)	4,722	4,459
Reconciliation of funds							
Total funds brought forward		28,491	111,956	140,447	28,754	107,234	135,988
Total funds carried forward		26,824	111,788	138,612	28,491	111,956	140,447

Restricted funds carried forward include £68,000 of endowment funds (2023: £68,000) (see Note 26). All endowment fund movement during the year is included in the restricted funds column.

All amounts relate to continuing activities.

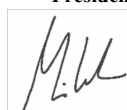
The notes on pages 24 to 40 form part of these financial statements.

BALANCE SHEETS as at 31 December 2024

	Note	Charity		Group	
		2024 £'000	2023 £'000	2024 £'000	2023 £'000
Fixed Assets:					
Tangible assets	19	125,217	121,452	129,276	125,705
Investments	20	7,191	8,727	7,191	8,727
Total Fixed Assets		<u>132,408</u>	<u>130,179</u>	<u>136,467</u>	<u>134,432</u>
Current Assets:					
Inventories	21	221	240	221	240
Debtors	22	3,559	3,141	3,000	2,766
Cash at Bank and in Hand	23	4,843	8,464	6,274	9,675
Total Current Assets		<u>8,623</u>	<u>11,845</u>	<u>9,495</u>	<u>12,681</u>
Liabilities:					
Creditors: Amounts falling due within one year	24	(7,443)	(7,028)	(7,355)	(6,666)
Net Current Assets		<u>1,180</u>	<u>4,817</u>	<u>2,140</u>	<u>6,015</u>
Total Net Assets		<u>133,588</u>	<u>134,996</u>	<u>138,607</u>	<u>140,447</u>
The Funds of the Charity					
Endowment funds	26	-	-	68	68
Restricted income funds	27	110,672	110,919	111,715	111,888
Unrestricted funds	28	22,916	24,077	26,824	28,491
Total Charity Funds		<u>133,588</u>	<u>134,996</u>	<u>138,607</u>	<u>140,447</u>

These Financial Statements were approved and authorised for issue by the Trustees of United Synagogue on 23 June 2025

Michael Goldstein
President



Maxwell Nisner
Treasurer



The notes on pages 24 to 40 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2024

	Note	2024 £'000	2023 £'000
Cash flows from operating activities			
Net cash (used) by operating activities	A	(2,043)	(477)
Cash flows from investing activities			
Dividends and interest received		189	207
Realised (losses) / gains on investments		(1)	(1)
Proceeds from sale of tangible fixed assets		1,485	5,777
Payments to acquire tangible fixed assets		(5,483)	(3,707)
Purchase of investments		(124)	(104)
Proceeds from sale of investments		2,581	93
Net cash (used) / provided in investing activities		(1,353)	2,265
Change in cash and cash equivalents in the year		(3,396)	1,788
Cash and cash equivalents at the beginning of the year		9,675	7,887
Cash and cash equivalents at the end of the year	B	6,279	9,675

NOTES TO CASH FLOW STATEMENT

A. Reconciliation of cash flows from operating activities

	2024 £'000	2023 £'000
Net (expenditure) / income for the reporting period	(2,739)	3,632
Dividends and net interest received	(231)	(244)
Interest paid	42	37
Depreciation expense	861	810
Loss on non-cash disposal of fixed assets	11	11
(Profit) on disposal of tangible fixed assets	(445)	(4,627)
Unrealised (gains) on foreign exchange	(16)	(20)
Decrease in inventories	19	36
(Increase) in debtors	(234)	(247)
Increase in creditors and accruals	689	135
Net cash outflow on operational activities	(2,043)	(477)

B. Analysis of cash and cash equivalents

	Balance at 01 January 2024 £'000	Cash flow £'000	Balance at 31 December 2024 £'000
Cash at bank and in hand	5,522	(238)	5,289
Bank deposits	4,153	(3,163)	990
Total cash and cash equivalents	9,675	(3,401)	6,279

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.

The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), The Charities SORP (FRS 102), effective for accounting periods beginning on or after 1 January 2019, as issued by the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator, The Charities Act 2011. The financial statements have been prepared to give a true and fair view and comply with the Charities SORP (FRS 102). In accordance with FRS 102 and the SORP, the Charity has departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent necessary to present a true and fair view.

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.

The Trustees have produced cash flow forecasts for the remainder of 2025 and 2026 and are satisfied that the Charity has sufficient cash, investments and property assets. Accordingly, the Trustees have formed the 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 as defined by FRS 102.

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 involved with the exception of the Funeral Expenses Scheme (FES) which is not charged any central administration costs.

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 Ballard's 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 when 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 the Charity's overall policy cover.

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.

Inventories

Inventories are valued at the lower of cost and net realisable value. Items donated for resale are not recorded as inventory 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

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 for services rendered during the current period, where such leave can be carried forward and used within the next six months. This provision is measured based on the salary cost payable for the period of absence, including the associated employer's National Insurance contributions.

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 following key judgements have been made:

- an assessment of indicators of impairment of property included in tangible fixed assets.
- the recoverability of intercompany debtors from a parent balance sheet perspective.

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 at 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

The Charity operates an auto-enrolment defined contribution pension scheme which is open 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 this 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 recognized in the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS (continued)

2. DONATIONS & LEGACIES	Unrestricted	Restricted	2024	Unrestricted	Restricted	2023
Including gift aid reclaimed	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Synagogue communal contributions	2,694	-	2,694	2,640	-	2,640
Synagogue membership income	-	10,248	10,248	-	9,547	9,547
Other donations to synagogues (see below)	(1)	7,460	7,459	-	6,897	6,897
Other donations	2,809	943	3,752	2,369	762	3,131
Youth Charity	-	10	10	-	10	10
	5,502	18,661	24,163	5,009	17,216	22,225
Donations towards capital projects	-	329	329	-	1,331	1,331
	5,502	18,990	24,492	5,009	18,547	23,556

Other donations to synagogues include £344,000 (2023: £341,000) of donations which were subsequently granted to the Board of Deputies of British Jews (see note 10 below).

3. GRANTS RECEIVED	Unrestricted	Restricted	2024	Unrestricted	Restricted	2023
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Government prison visitation grant	16	-	16	14	-	14
Community Security Trust ("CST")	-	977	977	-	551	551
National Lottery Heritage Fund	33	-	33	-	-	-
Other grants	-	6	6	-	-	-
	49	983	1,032	14	551	565

The grant from the CST includes funds it had received from the Government to support community security.

4. CHARITABLE ACTIVITIES	Unrestricted	Restricted	2024	Unrestricted	Restricted	2023
Including gift aid reclaimed	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Funeral Expenses Scheme	-	3,296	3,296	-	3,201	3,201
Burial operations	3,540	-	3,540	4,046	-	4,046
Temporary seats	-	72	72	-	72	72
Educational Activities	210	3,132	3,342	36	2,750	2,786
Jewish Living	490	-	490	433	-	433
Marriages	-	38	38	-	43	43
Office of the Chief Rabbi	96	-	96	80	-	80
Beth Din	63	-	63	77	-	77
Advertising income	-	154	154	-	120	120
Other	-	324	324	-	155	155
	4,399	7,016	11,415	4,672	6,341	11,013

5. OTHER TRADING ACTIVITIES	Unrestricted	Restricted	2024	Unrestricted	Restricted	2023
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Advertising	243	-	243	174	-	174
Kashrut	6,512	-	6,512	6,474	-	6,474
Hall hire and catering	58	1,696	1,754	76	1,551	1,627
	6,813	1,696	8,509	6,724	1,551	8,275

NOTES TO THE FINANCIAL STATEMENTS (continued)

6. INVESTMENT INCOME

	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000
Rents received	82	902	984	75	985	1,060
Funeral Expenses Scheme investment income	-	136	136	-	107	107
Deposits and bank interest	48	5	53	100	-	100
	130	1,043	1,173	175	1,092	1,267

7. OTHER INCOME

	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000
Affiliation fees	40	-	40	40	-	40
Other	101	-	101	228	-	228
	141	-	141	268	-	268

8. COST OF RAISING FUNDS

	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000
Fund Raising	375	-	375	356	-	356

9. COST OF CHARITABLE ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000
Member synagogues	-	24,884	24,884	-	22,718	22,718
Community Services Division	705	-	705	474	-	474
Jewish Education	454	-	454	282	-	282
Welfare, Young People and Young Families	2,325	-	2,325	2,449	-	2,449
Burial	3,622	-	3,622	3,560	-	3,560
Beth Din	1,012	-	1,012	953	-	953
Office of the Chief Rabbi	1,381	-	1,381	1,430	-	1,430
Rabbinic Development	150	-	150	120	-	120
Grants paid (see Note 10 below)	821	394	1,215	757	396	1,153
Central support costs and services	5,039	211	5,250	4,240	85	4,325
Communities of Potential	28	-	28	17	-	17
Willesden House of Life	167	-	167	130	-	130
	15,704	25,489	41,193	14,412	23,199	37,611

2024
£'000

2023
£'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

75 73

Fees for other services: Tax advice

- 4

75 77

10. GRANTS PAID

The grants made during the year were:

2024
£'000

2023
£'000

UJIA (Kol Nidre Appeal)

216 39

University Jewish Chaplaincy

167 150

Jewish Community Academy Trust (see note 18 below)

1 150

Community Security Trust

58 4

Grant to Rabbinical Council of the United Synagogue

- 47

Grants to individuals and other charities (including distribution of Kol Nidre appeal funds)

429 422

Board of Deputies of British Jews

344 341

1,215 1,153

NOTES TO THE FINANCIAL STATEMENTS (continued)

11. COST OF TRADING ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000
Advertising	(2)	-	(2)	(1)	-	(1)
Kashrut	5,048	-	5,048	4,753	-	4,753
Hall hire and catering	-	1,991	1,991	-	1,910	1,910
Other	347	-	347	380	-	380
	5,393	1,991	7,384	5,132	1,910	7,042

12. OTHER COSTS

	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000
Interest and bank charges	41	1	42	37	-	37
Depreciation	784	87	871	720	90	810
Fund management fees	-	81	81	-	83	83
	825	169	994	757	173	930

13. NET (LOSSES) /GAINS ON INVESTMENTS

	Unrestricted Funds £'000	Restricted Funds £'000	2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000
Realised (losses) /gains on investments	(1)	663	662	(1)	274	273
Unrealised (losses) / gains on investments	(16)	258	242	(20)	574	554
	(17)	921	904	(21)	848	827

14. TRANSFERS BETWEEN FUNDS

	2024 Unrestricted funds £'000	2024 Restricted funds £'000	2023 Unrestricted funds £'000	2023 Restricted funds £'000
Transfers from restricted funds to unrestricted funds				
Burial charge to FES for funerals and entrance fees (a)	3,717	(3,717)	3,415	(3,415)
Rents charged on properties let to communities	50	(50)	48	(48)
Profit of trading subsidiary gift-aided to Parent Charity	1	(1)	1	(1)
Reversal of prior year US Advertising profits not eligible for gift aid	163	(163)	163	(163)
Other transfers from Restricted to Unrestricted funds	680	(680)	726	(726)
	4,611	(4,611)	4,353	(4,353)
Transfers from unrestricted funds to restricted funds				
Losses incurred by chronic deficit Synagogues without property	(181)	181	(190)	190
Kol Nidre Appeal allocation to Communities	(500)	500	(503)	503
Advertising income for the benefit of Synagogues	(317)	317	(108)	108
	(998)	998	(801)	801
Total transfers between funds	3,613	(3,613)	3,552	(3,552)

(a) A charge is levied on the FES for every member funeral conducted which gives rise to a transfer from Restricted to Unrestricted funds

(b) The transfers between funds show the net position as there can be transfers between specific funds within both restricted and unrestricted funds.

NOTES TO THE FINANCIAL STATEMENTS (continued)

15. STAFF NUMBERS AND EMOLUMENTS

	2024 Number	2023 Number
The average number of full and part-time persons employed during the year was as follows:		
Synagogues	523	520
Kashrut	78	73
Burial	65	61
Other charitable activities and central support	131	128
	<u>797</u>	<u>782</u>

	2024 £'000	2023 £'000
The aggregate emoluments of these persons were as follows:		
Salaries	21,225	19,712
Social security costs	2,095	1,922
Pension scheme contributions	754	664
	<u>24,074</u>	<u>22,298</u>

	2024 Number	2023 Number
The numbers of employees in United Synagogue communities, support departments and central offices whose emoluments for the year (excluding pension contributions and the provision of accommodation) fell within the following bands were:		
£60,001 to £70,000	14	19
£70,001 to £80,000	24	18
£80,001 to £90,000	8	5
£90,001 to £100,000	6	4
£100,001 to £110,000	6	7
£110,001 to £120,000	7	4
£120,001 to £130,000	2	4
£130,001 to £140,000	1	2
£140,001 to £150,000	-	1
£150,001 to £160,000	1	1
£160,001 to £170,000	1	-
£190,001 to £200,000	1	-
£220,001 to £230,000	-	1
£230,001 to £240,000	-	1
£240,001 to £250,000	1	-

The number of these employees to whom retirement benefits are accruing under defined contribution schemes	72	67
	2024	2023
	£'000	£'000

Contributions in the year for these 72 (2023: 67) employees to defined contribution schemes	<u>323</u>	<u>318</u>
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The defined pension contributions are allocated between restricted and unrestricted activities based upon where the individual concerned devotes the majority of their time.

	2024	2023
	£'000	£'000

The total emoluments (including pension and Employer's National Insurance contributions) paid to the Chief Rabbi, Dayanim and key executives (2024: 18 employees, 2023: 18 employees) listed on page 3 of these Financial Statements	<u>2,493</u>	<u>2,560</u>
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During the year, redundancy payments arising from restructures totalled £155,000 (2023: £109,000), in line with FRS 102.

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 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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

18. RELATED PARTY TRANSACTIONS

Transactions with Subsidiaries and related Charities:**US Advertising Limited**

This subsidiary sells advertising space within Synagogue publications and donates all profits to the Parent Charity. The total receivable by the Parent Charity for 2024 amounted to £147,963 (2023: £105,487). At the year end, the amount owed to the subsidiary from the Parent Charity was £60,612 (2023: owed to Parent Charity £149,354).

United Synagogue Design & Build Limited

This subsidiary designs and builds new buildings for the Parent Charity. During the year, the amount charged by the subsidiary to the Charity was £36,570 (2023: £59,145). The amount owed by the subsidiary to the Charity at the year end amounted to £210 (2023: £1,117).

United Central Limited

This subsidiary is engaged in the business of hiring out the basement of Central Synagogue, a building in which the Parent Charity holds the freehold title, for conferences and functions. The Parent Charity lent the subsidiary the funds in order to undertake a major refurbishment of the basement and to cover pre-trading and start up costs. During the year, the Charity lent the subsidiary £163,746 (2023: £103,099). The amount owed by the subsidiary to the Charity at the year end amounted to £4,288,383 (2023: £4,021,538). This loan is unsecured. A provision of £4,000,000 has been made in the Parent Charity's Balance Sheet against the possibility of non-recovery of this debt.

The United Synagogue Youth Charity

During the year the Parent Charity received grants of £nil (2023: £13,728) from this related charity. At the year end, the amount owed to this Charity from the Parent Charity was £10,000 (2023: £nil).

Chief Rabbinate Trust

This charity raises funds to support the running costs of his office (which are paid for by the Parent Charity) and to support a number of his programmes, which includes making grants to US Synagogues. During the year, grants totalling £129,517 (2023: £84,271) were made to the Parent Charity to support activities of Synagogues and £553,600 (2023: £698,500) to support the running costs of his office. At the year end, the amount owed by this Charity to the Parent Charity was £115,410 (2023: £79,088).

Jewish Community Academy Trust ('JCAT')

Trustees Michael Goldstein and Claire Lemer, along with the Chief Rabbi and key Executive David Frei, are all members of JCAT. The two Trustees are also Trustees of JCAT. JCAT is a multi academy trust for 4 Jewish primary schools. During the year, the Charity made £nil grant in 2024 (2023: £150,000) providing financial support for JCAT.

Transactions with Trustees and Key Executives:

Michael Goldstein and Claire Lemer serve as Trustees of JCAT. During the year, the Charity received £89,250 in rental income for school premises in Golders Green from JCAT. Additionally, the Charity received £28,450 in income from JCAT for kashrut supervision services. The Charity also made a donation of £1,312 and purchases totalling £1,066 from JCAT during the same period. Additionally, Claire Lemer is a Trustee of Share Tzedek (UK), to which the Charity donated £547 during the year. She is also a Trustee of Kishron, from which the Charity received £895 in kashrut supervision income over the year.

The Charity's President- Michael Goldstein has an immediate family member who serves as a trustee of the London School of Jewish Studies. During the year, the Charity paid £36,113 for services provided by this organisation, with all services being entirely unrelated to the Trustee's role. Michael Goldstein is also a Director of the Chief Rabbinate Trust (Company No. 04614285), to which the Charity paid £720 during the year in connection with a conference. In addition, he is a Trustee of The Rabbi Lord Sacks Legacy Trust (Charity No. 1152781), to which the Charity made a £100 donation during the year.

Trustee Simon Mitchell is employed by Amazon Web Services. During the year, the Charity paid £33,057 for services provided by the company, with all services being entirely unrelated to Simon Mitchell's employment position.

Trustee Jacqui Zinkin has an immediate family member who serves as a councillor at Barnet Council. During the year, the Charity paid £33,976 for services and £44,399 for rental expenses to Barnet Council, with all services being entirely unrelated to Jacqui Zinkin. She, along with Michael Goldstein, is a Trustee of the King Solomon High School Charitable Trust, to which the Charity paid £1,800 during the year for services provided.

Trustee Maxwell Nisner is a Trustee of the Western Charitable Foundation ("Western"). During the year, the Charity paid £37,436 (2023: £41,390) to Western in respect of member funerals held in cemeteries operated by Western, with all services being entirely unrelated to the trustee.

Key Executive Jo Grose is a Member and Trustee of Yavneh College Academy Trust ("Yavneh"). During the year, the Charity paid £60,000 (2023: £60,000) to Yavneh as rental payments for the use of premises on Shabbat and Festival days, as well as £1,750 in donations, with all services being entirely unrelated to the executive.

Key Executive David Collins serves as a Governor of JFS School. During the year, the Charity made a purchase of goods totalling £600 from the school, with all transactions being entirely unrelated to David Collins's role, with all services being entirely unrelated to the executive.

Key Executive Tamar Berman has an immediate family member who is a trustee of Lubavitch MAT. During the year, the Charity donated £1,800 to this entity, with all services being entirely unrelated to the executive.

All Trustees and the majority of Key Executives listed on page 2 are members of the United Synagogue. As part of their membership, the Charity has received annual subscriptions and donations from these individuals, their spouses, and other immediate family members. The total amount donated by them during the year is estimated to be below £30,000.

NOTES TO THE FINANCIAL STATEMENTS (continued)

19. ASSETS

19.1 : TANGIBLE FIXED ASSETS

Charity	Freehold and Long Leasehold £'000	Motor Vehicles £'000	Fixtures, Fittings & Equipment £'000	I.T. Equipment £'000	Total £'000
Cost / valuation					
At 1 January 2024	125,414	1,100	2,901	1,668	131,083
Additions during the year	5,578	15	89	-	5,682
	130,992	1,115	2,990	1,668	136,765
Less: Disposals during the year	(1,261)	(61)	(20)	-	(1,342)
At 31 December 2024	129,731	1,054	2,970	1,668	135,423
Depreciation					
At 1 January 2024	4,584	942	2,437	1,668	9,631
Charge for the year	441	55	160	-	656
	5,025	997	2,597	1,668	10,287
Less: Disposals during the year	-	(61)	(20)	-	(81)
At 31 December 2024	5,025	936	2,577	1,668	10,206
Net Book Value 31 December 2024	124,706	118	393	-	125,217
Net Book Value 31 December 2023	120,830	158	464	-	121,452
Group					
Cost / valuation					
At 1 January 2024	129,804	1,104	3,199	1,668	135,775
Additions during the year	5,368	19	96	-	5,483
	135,172	1,123	3,295	1,668	141,258
Less: Disposals during the year	(1,051)	(61)	(20)	-	(1,132)
At 31 December 2024	134,121	1,062	3,275	1,668	140,126
Depreciation					
At 1 January 2024	4,863	941	2,598	1,668	10,070
Charge for the year	567	55	239	-	861
	5,430	996	2,837	1,668	10,931
Less: Disposals during the year	-	(61)	(20)	-	(81)
At 31 December 2024	5,430	935	2,817	1,668	10,850
Net Book Value 31 December 2024	128,691	127	458	-	129,276
Net Book Value 31 December 2023	124,941	163	601	-	125,705

As described in the accounting policies, no amount is included in the accounts for religious appurtenances or for synagogue and residential properties held in trust for affiliated communities.

19.2 : HERITAGE ASSETS

The United Synagogue holds silverware and Sifrei Torah, comprising Torah scrolls and ornamental gold and silver adornments. These items are held primarily for their religious and cultural significance and are treated as heritage assets in accordance with FRS 102 Section 34. As reliable cost or valuation information is not available, they are not recognised on the balance sheet. The majority are securely stored at synagogues and are infrequently used. Given the nature of these items and their limited use, the cost of obtaining a formal valuation is considered to outweigh the benefit for financial reporting purposes.

NOTES TO THE FINANCIAL STATEMENTS (continued)

20. INVESTMENTS

	Charity and Group	
	2024	2023
	£'000	£'000
Market value at 1 January	8,727	7,868
Net monies invested (less withdrawals)	124	104
Cash withdrawn	(2,500)	(10)
Management fees charged to capital	(81)	(83)
Realised gains on investments	663	274
Unrealised gains on investments	258	574
Total market value at 31 December	7,191	8,727
Historical cost as at 31 December	5,597	7,453

	Cost		Market Value	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
JP Morgan Cash	56	54	120	54
JP Morgan Equities	2,872	4,000	4,318	5,214
JP Morgan Fixed Income	2,036	2,520	2,033	2,467
JP Morgan Miscellaneous	-	69	-	74
JP Morgan Alternative Assets	566	744	693	811
JP Morgan Foreign Exchanges	-	-	(37)	38
UBS AG Alternative Investments	11	10	11	11
LSE Quoted investments	56	56	53	58
	5,597	7,453	7,191	8,727

21. INVENTORIES

	Charity		Group	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Publications	189	206	189	206
Funeral requisites	32	34	32	34
	221	240	221	240

22. DEBTORS

	Charity		Group	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Trade debtors	1,546	1,221	1,589	1,233
VAT	-	-	(4)	-
Accrued income	577	664	662	668
Prepayments	481	626	487	636
VAT	-	-	-	1
Other debtors	262	207	262	207
Loans to employees	4	21	4	21
Amounts due from subsidiary undertakings	689	402	-	-
	3,559	3,141	3,000	2,766

23. CASH AT BANK AND IN HAND

	Charity		Group	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Bank deposits maturing in less than one year	318	3,783	990	4,153
Cash at bank	4,525	4,681	5,284	5,522
	4,843	8,464	6,274	9,675

NOTES TO THE FINANCIAL STATEMENTS (continued)

24. CREDITORS FALLING DUE WITHIN ONE YEAR

	Charity		Group	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Trade creditors	152	1,149	236	1,213
Taxation and Social Security	596	565	596	565
VAT	192	125	192	127
Other creditors	620	389	629	391
Accruals	2,070	968	2,097	985
Deferred income (see note 25)	3,459	3,385	3,605	3,385
Amounts due to subsidiary undertakings	354	447	-	-
	7,443	7,028	7,355	6,666

25. DEFERRED INCOME

	Balance at 01 January 2024	Prior year releases	Current year deferrals	Balance at 31 December 2024
	£'000	£'000	£'000	£'000
Charity and Group:				
Kashrut (a)	335	(335)	506	506
Burial (b)	2,721	(216)	369	2,874
Synagogues (c)	223	(223)	-	-
Community Support (d)	7	-	-	7
Young People and Young Families (e)	67	(204)	183	46
House of Life (f)	16	(15)	25	26
Schools (g)	16	(32)	16	
	3,385	(1,025)	1,099	3,459

(a) This comprises certification income invoiced in advance of the issue of annual certificates and advertising sold for the 2024 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) Amounts received in advance for rental income and school fees

(d) 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 2024.

(e) Amounts paid in advance for programmes scheduled to take place in 2024.

(f) Amounts paid in advance for a publication

(g) Grant income for Gesher inclusion programme to take place in 2024

26. ENDOWMENT FUNDS

	Balance at 01 January 2024	Transfers to Other Funds	Balance at 31 December 2024
	£'000	£'000	£'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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

27. RESTRICTED FUNDS

	Balance at 1-Jan-24 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-24 £'000
Member Synagogue funds (a)	97,032	25,780	(27,307)	733	96,238
Funeral Expenses Scheme (b)	13,639	4,345	(81)	(3,717)	14,186
Miscellaneous funds (c)	248	-	-	-	248
Charity	110,919	30,125	(27,388)	(2,984)	110,672
United Synagogue Bequests and Trusts Fund (d)	33	-	-	-	33
The United Synagogue Youth Charity (e)	277	22	(3)	(1)	295
The Chief Rabbinate Trust (f)	659	943	(259)	(628)	715
	969	965	(262)	(629)	1,043
Group - Income funds	111,888	31,090	(27,650)	(3,613)	111,715
Group - Endowment Funds (see note 26 above)	68	-	-	-	68
Group - total	111,956	31,090	(27,650)	(3,613)	111,783

(a) Member Synagogue funds comprise those monies received by each individual Synagogue, 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 enables members to contribute a small annual amount, in addition to their Synagogue membership subscription, to ensure their funeral costs are covered in due course. Upon a member's passing, a designated sum is transferred from restricted to unrestricted funds to reflect the fulfilment of this commitment.

(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.

28. UNRESTRICTED FUNDS

	Balance at 01 January 2024 £'000 (see below)	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Provision against Inter- company Loan (g) £'000	Balance at 31 December 2024 £'000
Other Charitable Funds:						
Unrestricted Funds - Non designated (a)	24,037	16,736	(21,509)	3,612	-	22,876
Unrestricted Funds - Designated for other purposes (b)	40	-	-	-	-	40
Charity	24,077	16,736	(21,509)	3,612		22,916
US Advertising Limited (c)	160	243	(249)	-	-	154
Scopus Jewish Educational Trust (d)	1,237	-	-	-	-	1,237
United Central Limited (e)	3,012	58	(558)	-	-	2,512
United Synagogue Design & Build Limited (f)	5	37	(37)	-	-	5
Group	28,491	17,074	(22,353)	3,612	-	26,824

(a) Non-designated unrestricted funds 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, to aid various communities, for educational purposes, for tagging Sifrei Torah and other valuables.

(c) The resources expended by US Advertising Limited include £147,963 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 in 2017

(e) The accumulated deficit includes pre- trading expenditure

(f) The resources expended by United Synagogue Design & Build Limited include £210 gift aided to the charity under a deed of covenant

(g) Included in the above is a provision for intercompany loans that the Parent does not consider to be recoverable

NOTES TO THE FINANCIAL STATEMENTS (continued)

29. ANALYSIS OF ASSETS AND LIABILITIES BY FUND

Group	2024	2024	2023	2023
	Unrestricted	Restricted	Unrestricted	Restricted
	funds	funds	funds	funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	26,945	102,331	25,271	100,434
Investments	-	7,191	-	8,727
Cash at bank	2,776	3,498	6,003	3,672
Other current assets	2,717	504	2,560	446
Current liabilities	(2,155)	(1,596)	(1,958)	(1,323)
Deferred income	(3,459)	(146)	(3,385)	-
Total net assets	26,824	111,782	28,491	111,956
Charity	2024	2024	2023	2023
	Unrestricted	Restricted	Unrestricted	Restricted
	funds	funds	funds	funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	22,912	102,305	21,032	100,420
Investments	-	7,191	-	8,727
Cash at bank	2,540	2,303	5,729	2,735
Other current assets	3,361	419	2,946	435
Current liabilities	(2,438)	(1,549)	(2,468)	(1,175)
Deferred income	(3,459)	-	(3,385)	-
Total net assets	22,916	110,669	23,854	111,142

Endowment fund net current assets of £68,000 (2023: £68,000) are included in restricted funds in the Group of which £nil (2023: £nil) are within the Charity.

30. SUBSIDIARY COMPANIES

The Charity has six wholly owned subsidiary undertakings (three of which are trading companies, two are charities and the sixth is dormant) which are incorporated in the UK. The Registered Office of each subsidiary is 305 Ballard's 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 Financial Statements.

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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

30. SUBSIDIARY COMPANIES (continued)

Company number	United Central 11279144 £'000	US Youth Charity 02033941 £'000	CRT 04614285 £'000	US Advertising 02146769 £'000	US Design & Build 06797965 £'000	Total 2024 £'000	Total 2023 £'000
Total income	57	22	943	243	37	1,302	1,408
Total costs	(556)	(4)	(885)	(95)	(37)	(1,577)	(1,484)
Gross (deficit) / surplus	(499)	18	58	148	(0)	(275)	(76)
Gift aid payment to Parent charity	-	-	-	(148)	(0)	(148)	(197)
(Deficit) / surplus for the year	(499)	18	58	-	(0)	(423)	(273)
Retained (deficit) / surplus b/f	(989)	279	655	132	-	77	794
Retained surplus/ (deficit) c/f	(1,488)	297	713	132	(0)	(346)	521
Gross assets at 31 December	2,803	300	987	216	5	4,311	5,043
Gross liabilities at 31 December	(4,291)	(3)	(274)	(84)	(5)	(4,657)	(4,522)
Reserves at 31 December	(1,488)	297	713	132	(0)	(346)	521

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

31. OPERATING LEASE INCOME AND COMMITMENTS

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

	Land and Buildings 2024 £'000	Land and Buildings 2023 £'000
Due in less than one year	896	828
Between one and five years	971	1,359
More than five years	307	462
	2,174	2,649

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

	Land and Buildings 2024 £'000	Land and Buildings 2023 £'000
Due in less than one year	648	422
Between one and five years	520	566
More than five years	523	148
	1,691	1,136
	2024 £'000	2023 £'000
Lease payments recognised as an expense	934	934

NOTES TO THE FINANCIAL STATEMENTS (continued)

32. CAPITAL COMMITMENTS

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

	2024	2023
	£'000	£'000
Contracts placed:		
Chigwell Synagogue: redevelopment	-	180
	-	180

33. 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 charge arises during the year 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.

34. 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.

35. CHARITABLE STATUS

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

MEMBER SYNAGOGUES

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

AFFILIATED SYNAGOGUES AND ASSOCIATE SYNAGOGUE

Catford & Bromley	Chelsea	Hemel Hempstead
Peterborough	Romford & District	Staines & District
Western Marble Arch		

UNITED SYNAGOGUE schools for which the US is the Foundation Body

JFS

King Solomon High School

Sinai Jewish Primary School

Wohl Ilford Jewish Primary School

SCOPUS EDUCATIONAL TRUST schools which are administered by the US and for which the US is the Foundation Body

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

Rimon Jewish Primary School

Sacks Morasha Jewish Primary School

Wolfson Hillel Primary School

Accounts

THE UNITED SYNAGOGUE TRUSTEES'

Report and Annual Accounts

FOR
THE YEAR
ENDED
31 DECEMBER
2023



The United Synagogue Registered Charity No. 242552

Chief Rabbi Sir Ephraim Mirvis KBE alongside Prime Minister Rishi Sunak at the United Synagogue-run prayer service held at Finchley United Synagogue following the events of October 7, 2023


**The
United
Synagogue**

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UNITED SYNAGOGUE TRUSTEES' REPORT AND ANNUAL ACCOUNTS**Year ended 31 December 2023****Charity registration number 242552****BOARD OF TRUSTEES**

		Appointed	Retired
President	Michael Goldstein ¹	10 July 2017	
Treasurer	Maxwell Nisner ¹	10 July 2017	
Other Trustees	Andrew Eder	10 July 2017	17 July 2023
	Rachel Hartog ²	19 July 2021	
	Claire Lemer ⁵	14 July 2014	
	Fleurise Luder ¹	10 July 2017	
	Simon Mitchell ³	17 July 2023	
	Tristan Nagler ³	17 July 2023	
	Nicola Rosenfelder ⁴	22 July 2019	
	Barry Shaw	10 July 2017	17 July 2023
	Saul Taylor ¹	10 July 2017	
	Jacqui Zinkin ⁴	22 July 2019	

¹ serving second 4 year term from 19 July 2021² serving first 4 year term from 19 July 2021³ serving first 4 year term from 17 July 2023⁴ serving second 4 year term from 17 July 2023⁵ co-opted for further 2 years from 17 July 2023

Trustees' Sub-Committees and Chairs

Engagement	Simon Mitchell
Finance and Assets	Tristan Nagler and Maxwell Nisner
Governance	Rachel Hartog
People	Jacqui Zinkin
Religious Infrastructure	Nicola Rosenfelder

Other Committees and Chairs

Audit and Risk Review	Andrew Mainz
Rabbinical Council	Rabbi Pinchas Hackenbroch

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

Dayanim

Dayan Menachem Gelley (Rosh Beth Din)
Dayan Shmuel Simons
Dayan Dovid Shlomo Englander
Dayan Ivan Binstock (part-time)
Dayan Eliezer Zobin (part-time) – appointed 2 May 2023)

Key Executives

Chief Executive

Jo Grose (from 1st February 2023)
Steven Wilson (until 31st January 2023)

Chief Operating Officer
Chief Financial Officer
Chief Executive, Office of the Chief Rabbi

David Collins (from 1st February 2023)
Richard Taylor
Ari Jesner

Director of Centre for Rabbinic Excellence
Director of Communications
Director of Community life
Director External & Legal Services
Director of Fund Raising
Director of Human Resources
Interim Director of Kashrut
Director of Kashrut
Director of Property
Director of Schools Strategy

Rabbi Nicky Liss
Richard Verber
Barnaby Nemko (from 4th September 2023)
David Frei
David Goldberg
Vickie Lampkin
Rabbi Eli Schoemann (from 1st January 2024)
Rabbi Jeremy Conway (until 31st December 2023)
Lali Virdee
Tamar Berman

Executive Offices

305 Ballards Lane
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

NatWest Group
Corporate Banking London
8th Floor
280 Bishopsgate
London EC2M 4RB

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 2023

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

Legal Status

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

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

Structure, Governance and Management

Charity Governance Code

The current 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 support 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.

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 ten Trustees (with an option to co-opt one more). Trustees are eligible to serve a maximum of two terms although the President can then serve up to two additional terms.

The Trustees who served during 2023 and at the date of this report are shown on page 2.

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

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

The Chief Executive and Directors meet new Trustees soon after their election and provide extensive 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 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.

In March 2024, The Board of Trustees reorganised their subcommittee structure for greater oversight and better working of the charity. The newly formed sub-committees are titled Engagement, Finance & Assets, Governance, People and Religious Infrastructure. These sub-committees are allocated specific

areas of responsibility and invited to make relevant recommendations to the Board. The Board of Trustees appointed Committee Chairs and advisors to these sub-committees for the better working of the Charity. Following the introduction of these new subcommittees, the Board will now formally meet at least once every quarter.

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 senior management team.

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

To achieve its objectives, the US needs to attract and retain high quality senior professional staff. Each Director's position is 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, who are elected, either annually or biennially, led by a Synagogue Chair. Synagogue Councils are elected by the members of the synagogues to support the local Honorary Officers. 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. Lay leaders are supported in carrying out their duties by United Synagogue staff.

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

Changes since the last report

As at 31 December 2023 and the date of this report, the US had 56 Full Constituent Member Synagogues (2022: 56) and membership totalled 36,800 (2022: 37,200).

In addition, as at 31 December 2023 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 30 of the Notes to the Financial Statements which details their activities, trading performance, assets, liabilities and reserves.

Risk Management, Compliance and Internal Control

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

The Covid-19 pandemic prompted Trustees to re-examine whether existing policies and procedures were sufficiently robust. This led to the implementation of:

- process changes and policy changes
- maintaining reasonable control environment
- amended policies and processes so that they are fit for purpose
- approval of invoices and payments through additional controls to enable remote working
- reduction of the risk of being affected by phishing

The US has continued to appraise and 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 regularly at meetings of the Directors and half yearly at Trustee meetings.

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. Some examples include a severe rise in antisemitism; it becoming more difficult to observe and practise Orthodox Judaism in the UK because of the banning of Brit Milah or Shechita or simply a rise in antisemitism. Many members may decide to emigrate and consequently discontinue their membership. Membership might also fall if mainstream orthodoxy is observed by fewer Jews in the UK. To the extent that this risk can be managed, it is felt by the Trustees that mitigation can be achieved by the implementation of recommendations contained in the 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 implemented to manage them.

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 and major donors. Funds are raised through the collection of membership contributions, appeals to fund central and local communal activities and appeals for specific central and local projects. Additional appeals are made periodically throughout the year for matters such as security, welfare and to support carefully selected third party charities. The Charity is registered with the Fundraising Regulator.

Voluntary Scheme for Regulating Fundraising

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

Complaints

The Charity's Trustees and Professional Staff received no complaints about its fundraising activities this year (2022: none).

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.

Vision, Aims and Objectives

The United Synagogue is a charity which serves the British Jewish community in the broadest possible way. The Charity powers Jewish life through its many communities and the critical infrastructure and programmes it provides for the whole British Jewish community including non-United Synagogue members

The Charity was founded in 1870 by an Act of Parliament – the only Jewish charity to be created this way. The United Synagogue has been serving the Jewish community for more than 150 years. With more than 100 Rabbis and Rebbetzins, hundreds of committed staff and thousands of dedicated volunteers, the United Synagogue powers Jewish life through its communities, its kashrut and eruv team, nurseries, marriages, Burial Society, educational materials, Tribe programmes and summer camps, Chesed team, the highly-respected London Beth Din and its support for the Office of the Chief Rabbi.

The United Synagogue's mission is to engage Jews with mainstream Orthodox Jewish living, learning and caring. The Charity wants to see Jewish growth through more Jews doing more Jewish things more of the time. Its vision is creating a community of inspired Jews, with enriched lives, passing its heritage on to future generations. The United Synagogue's spiritual head is Chief Rabbi Sir Ephraim Mirvis KBE, the Chief Rabbi of the United Hebrew Congregations of Great Britain and the Commonwealth.

Objectives 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, and running of services for, the local Jewish communities comprising the Member Synagogues of the US including the recruitment retention and development of Rabbinic leaders
- Community development and the establishment of new communities
- Provision and upkeep of synagogue buildings
- Provision of Kosher certification of food products and premises
- Provision of Cheder and Nursery education
- Provision and maintenance of Jewish cemeteries and related facilities
- Provision of educational and outreach programmes for children and young people
- Coordination of national prison chaplaincy and London and Hertfordshire hospital chaplaincy
- Coordination of volunteers who provide a range of social welfare services

- Assistance to the providers of University Jewish Chaplaincy
- Support for wider Jewish communal infrastructure including Jewish schools

The year in review

2023 will be remembered for some remarkable highs but one of the worst lows our people have faced following the brutal Hamas massacre. Much of our programming, and that of our communities, changed dramatically after October 7. Here we look at some highlights from the past 12 months of activity from across the charity.

January

2023 began with the news that the Chief Rabbi would receive a Knighthood for services to the Jewish community, to interfaith relations and to education.

Barnet, Bushey, Finsbury Park and Northwood United Synagogue all won awards at the Jewish Volunteering Network's annual ceremony, as did our US-wide Food Parcels Volunteers.

February

Wembley United Synagogue moved in to their purpose-built new shul.

We welcomed our new Chief Executive, Jo Grose, and bid farewell to our outgoing CEO, Dr Steven Wilson.

The Rabbinical Council of the United Synagogue held its first residential conference since before Covid.

The US was represented at Yeshiva University's prestigious Rabbinic Conference demonstrating the growing relationship.

Our yearly Women's Shabbat engaged hundreds of women and girls across our community.

We opened a new Holocaust memorial at Bushey New Cemetery with the grave of six victims from Auschwitz-Birkenau at its centre.

The London Beth Din welcomed Dayan Eliezer Zobin as a new Dayan.

March

US Chesed raised more than £500,000 to support our work providing members in need with weekly food parcels and additional packages over Pesach.

The Chief Rabbi authorised an enlarged version of the Authorised Daily Prayer Book (green siddur). Thousands of copies of the new blue siddur have been purchased.

April

We were devastated by the murders in Israel of Lucy, Maya and Rina Dee, the wife and daughters of Rabbi Leo Dee, formally of Hendon and Radlett United Synagogues.

May

To celebrate the Coronation of His Majesty King Charles III, the United Synagogue Schools Coronation Choir recorded a new adaptation of Adon Olam.

The King invited the Chief Rabbi and Lady Mirvis to spend Shabbat at St James's Palace to allow him to attend the Coronation where the Chief Rabbi took part in the ceremony. The Office of the Chief Rabbi produced an Order of Service including a new prayer for the Monarch.

June

Some 100 Cheder children attended our first Jewish learning competition with Etgar.

We held a Memorial Lecture in memory of Leonie Lewis MBE z"l, Former Trustee and Director of the United Synagogue who died last year.

We launched *10 Chief Rabbis*, a new book exploring the personalities of our Chief Rabbis.

KLBD announced that Rowntree's Vegan Friendly Fruit Gums, Fruit Pastilles and Jelly Tots were now kosher.

We launched Ma'aleh, our advanced Torah programme for women designed by the Chief Rabbi along with our partners LSJS, Matan and Mizrachi.

July

Our Kashrut team, KLBD, won Employer of the Year at Work Avenue's Business Awards.

EcoJudaism's Environmental Audits awarded Magen Avot and Northwood United Synagogues Silver awards and Hampstead Garden Suburb United Synagogue a Bronze.

August

Tribe Israel Tour ran successfully once more. Hundreds of young people also enjoyed Tribe summer camps.

Our Dorot sustainability team have helped more than 60% of our communities go plastic-free. 5 US shuls have planted new gardens to absorb carbon dioxide and 15 acres of future burial land has been rewilded.

We launched 'Chevra', a new initiative to bring together older non-married Jewish individuals.

September

Finchley United Synagogue launched 'Shul for the mind', a meaningful prayer service for people with dementia.

South Hampstead United Synagogue worked with London Zoo to have a kosher succah available for the Jewish community to picnic and pray in over Succot.

October

We marked 150 years since the first funeral took place at Willesden Jewish Cemetery.

Following the barbaric Hamas attacks we organised an evening of prayer with addresses by the Chief Rabbi and the Prime Minister.

We opened our website to more than 40 Israel charity emergency appeals with thousands of people logging on to donate. We put together 12 ways to help Israel in an email read by more than 19,500 people. Our partnership with UJIA and Leket Israel provided thousands of meals to people in need.

November

700 people came to Edgware and Stanmore & Canons Park United Synagogues' 'Solidarity through Song' concert, as did Sky News. Hundreds more came to a *chazanut* concert at St John's Wood United Synagogue to raise funds to support devastated families in the south of Israel.

We sent a small solidarity mission to Israel, led by executive members of our Rabbi and Rebbetzen representative groups. They visited displaced families, those who had been bereaved and family of hostages. We broadcast to hundreds of people live from Jerusalem.

The Chief Rabbi addressed the March Against Antisemitism which was attended by dozens of our rabbinic and lay leaders alongside thousands of community members.

Luton United Synagogue celebrated its 100th anniversary.

December

Tribe's popular doughnuts accompanied dozens of Chanukah activities for our young people.

We launched a campaign to raise awareness about the more than 130 hostages still being held captive in Gaza.

Following a rebrand earlier in the year, the new US website launched.

Rabbis, Rebbetzens and professional staff delivered more than 30 lectures at Limmud Festival.

Rabbi Jeremy Conway stepped down as Director of KLBD after more than 30 years of service.

The Office of the Chief Rabbi – 2023 review

In 2023, the Chief Rabbi was awarded a knighthood by H.M. King Charles III in the King's New Year's Honours List to become Sir Ephraim Mirvis KBE. The Chief Rabbi also played a role at the Coronation of the King and Queen.

The Chief Rabbi and his office focussed on the priority areas of community engagement, social responsibility and interfaith.

Through personal visits to communities and campuses, and through the work of his Centre for Community Excellence, the Chief Rabbi provided significant support to communities and student groups across the UK.

The Chief Rabbi continued to prioritise relationships with the Muslim world, opening the Abrahamic Family House in Abu Dhabi, and addressing the Muslim World League forum at the United Nations in

New York. In the area of Jewish-Christian engagement, as a catalyst for greater understanding and deeper relations, 'A Jewish-Christian Glossary' was published, exploring theological terms relating to land and covenant, alongside the Church of Scotland.

The Ben Azzai Programme took a cohort of university students to Rwanda, creating ambassadors for the value of social responsibility within Judaism.

The Office of the Chief Rabbi was a partner in the creation of the Ma'aleh Programme, an advanced learning programme for women of all ages.

The Office of the Chief Rabbi continues to engage with government and other organisations with a range of policy related issues which directly affect the Jewish community, as well as other policy issues of interest to the community which affect society more widely.

Safeguarding

Safeguarding remains a priority 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. As such, there is a comprehensive framework in place to ensure that any issues that arise can be dealt with swiftly, adequately and appropriately. Every Member Synagogue has a local Community Safeguarding Coordinator to report any concerns to the Centre's safeguarding team. Concerns that need to be escalated are referred to the Local Authorities.

The US facilitates accredited training when applicable, and, where necessary, a DBS check for volunteers and staff. US Chesed volunteers who come into contact with vulnerable adults are trained and obtain the necessary DBS checks.

All US staff receive a basic level of training by way of a video produced in-house. Staff working directly with children and/or vulnerable adults receive regular training from Education Child Protection Ltd, a safeguarding provider.

The US regularly reviews its suite of policies in this area to ensure they are clear and transparent.

Fundraising

Collectively, US communities raised more than £1,000,000 from the 2023 Kol Nidrei Appeal – run both digitally as last year and via a postal appeal. Our third online 'matched giving' fundraising campaign with Charity Extra for US Chesed appeal once again raised more than £500,000.

Property

These following major capital projects completed early in 2024.

- The development of a new Synagogue in Wembley
- Chigwell and Hainault Synagogue refurbishment

After the beginning of the year, and coinciding with completion of a new Synagogue in Wembley, the site of the old Synagogue in Forty Avenue was sold for £5m, the proceeds of which have, or are expected to, be reinvested in other capital projects over the coming few years.

Financial Review

Financial Results and Reserves Policy

Total income for the year ended 31 December 2023 amounted to £49.6m (2022: £42.0m). The results for the year show a surplus of £4.5m (2022: £2.0m deficit), which includes donations for capital projects and gains on property disposals. This comprises a surplus on Restricted activities of £4.7m (2022: £1.0m deficit) and a deficit of £0.3m (2022: £0.9m deficit) on Unrestricted activities.

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 £140.4m (2022: £136.0m). This comprised £111.9m of Restricted Funds (2022: £107.2m) and £28.5m (2022: £28.8m) of Unrestricted Funds.

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. The Charity had free reserves amounting to £2.8m (2022: £6.8m) and total reserves of £135.0m (2022: £134.1m) of which £24.1m (2022: £28.0m) was unrestricted.

At the year end, the Group had a total cash balance of £9.7m (2022: £7.9m) of which £6.0m (2022: £5.2m) was unrestricted.

Investment Policy

The Investment Committee meets quarterly to review the performance reported by the 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, alternative investments and cash.

Stock markets were positive in 2023, a stark contrast to 2022 which was a very challenging year for global investments. This resulted in an unrealised gain on investments of £848k (11.1%) in the year (2022: 9.8% fall). The targeted annual return for the investments managed by J. P. Morgan remains at RPI + 4% pa over the long term (10 years +).

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

Auditors

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

Volunteers

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

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

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

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

- Property
- Remuneration
- IT
- Rabbinic Council
- Audit and Risk Review
- Investment
- Schools
- Equalities

Chief Executive

Jo Grose became Chief Executive in February 2023 and we were delighted to be able to appoint someone of Jo's calibre. Significant achievements in her first year include guiding the charity through its response to the tragedy of October 7, including an event with the Chief Rabbi and the Prime Minister two days later, and a solidarity mission to Israel with Rabbinic and lay leaders from the Charity. Jo has also overseen the launch of Ma'aleh, the United Synagogue's ambitious high-level learning programming for women. She has also overseen a strengthening of the pipeline for Rabbinic recruitments to expand the United Synagogue's connections with institutions around the world and develop a cadre of young rabbis interested in working in our communities across the UK.

Chief Financial Officer

Our longstanding Chief Financial Officer, Richard Taylor, steps down this month after 11 years in post. Richard is retiring following a successful career in the commercial world and, since 2013, the United Synagogue. He is held in high regard by both current and previous Treasurers and Chief Executives and has brought his extensive professional experience to bear on the Charity. We have benefited from his advice and willingness to challenge Trustees and management.

Although we are sorry he is leaving, Trustees and staff at the Charity wish Richard a happy and healthy retirement and thank him for his significant efforts.

On behalf of the Trustees, I once again want to place on record our thanks to the Chief Rabbi, our Dayanim, Rabbis and Rebbetzins, Chief Executive and Directors, Chairs and Synagogue Councils, together with all our staff and volunteers who support our members with care and dedication.



Michael Goldstein – President

on behalf of the Board of Trustees

25 June 2024

Statement of Trustees' Responsibilities

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

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

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

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

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the Financial Statements comply with the Charities Act 2011.

They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Trustees of 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 2023 which comprise the Consolidated Statement of Financial Activities, the Charity and Group Balance Sheets, the Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the Financial Statements:

- give a true and fair view of the state of the Group's and the parent Charity's affairs as at 31 December 2023 and of the Group's income and receipt of endowments 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 Trustees' use of the going concern basis of accounting in the preparation of the Financial Statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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
- 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 on page 15, 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 were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. 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 for the UK operations were Charity Commission regulations, General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation and Employment legislation.

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 timing of recognition of income, recording the impact of the CQC regulatory review, 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 Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

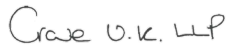
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance 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

Statutory Auditor

London**26 June 2024**

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 2023

	2023	2022
	Total funds	Total funds
	£'000	£'000
Operating Income:		
Donations and legacies	22,225	21,529
Inventories		
Charitable activities	11,013	9,949
Grants received	565	459
Net gains / (losses) on investments	827	(768)
Other income	<u>9,810</u>	<u>8,627</u>
Total Operating Income	44,440	39,796
Expenditure	<u>(45,939)</u>	<u>(43,141)</u>
Net operating deficit	(1,499)	(3,345)
Non-Operating Income:		
Donations towards capital projects	1,331	1,101
Net gain on disposal of tangible fixed assets	4,627	291
Net (deficit) / surplus for the year	<u>4,459</u>	<u>(1,953)</u>

This summary is provided to allow readers of the Financial Statements to differentiate between recurring operating activities and non-operating income

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 December 2023

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000
Income:							
Donations and legacies	2	5,009	17,216	22,225	4,914	16,615	21,529
Donations towards capital projects	Inventories	-	1,331	1,331	-	1,101	1,101
Grants Received	3	14	551	565	14	445	459
Charitable activities	4	4,672	6,341	11,013	4,120	5,829	9,949
Other trading activities	5	6,724	1,551	8,275	6,229	1,320	7,549
Investments	6	175	1,092	1,267	88	852	940
Net gain on disposal of tangible fixed assets		1	4,626	4,627	24	267	291
Other	7	268	-	268	138	-	138
Total Income		16,863	32,708	49,571	15,527	26,429	41,956
Expenditure:							
Raising funds	8	(356)	-	(356)	(359)	-	(359)
Charitable activities	9	(14,412)	(23,199)	(37,611)	(14,082)	(21,960)	(36,042)
Trading activities	11	(5,132)	(1,910)	(7,042)	(4,280)	(1,512)	(5,792)
Other	12	(757)	(173)	(930)	(782)	(166)	(948)
Total Expenditure		(20,657)	(25,282)	(45,939)	(19,503)	(23,638)	(43,141)
Net (expenditure) / income before (losses) / gains on investments		(3,794)	7,426	3,632	(3,976)	2,791	(1,185)
Net (losses) / gains on investments	13	(21)	848	827	43	(811)	(768)
Net (expenditure) / income for the year		(3,815)	8,274	4,459	(3,933)	1,980	(1,953)
Transfers between funds	14	3,552	(3,552)	-	3,059	(3,059)	-
Net movement in funds		(263)	4,722	4,459	(874)	(1,079)	(1,953)
Reconciliation of funds							
Total funds brought forward		28,754	107,234	135,988	29,628	108,313	137,941
Total funds carried forward		28,491	111,956	140,447	28,754	107,234	135,988

Restricted funds carried forward include £68,000 of endowment funds (2022: £68,000) (see Note 26). All endowment fund movement during the year is included in the restricted funds column.

All amounts relate to continuing activities.

The notes on pages 24 to 40 form part of these financial statements.

BALANCE SHEETS as at 31 December 2023

		Charity		Group	
	Note	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Fixed Assets:					
Tangible assets	19	121,452	119,324	125,705	123,969
Investments	20	8,727	7,868	8,727	7,868
Total Fixed Assets		<u>130,179</u>	<u>127,192</u>	<u>134,432</u>	<u>131,837</u>
Current Assets:					
Inventories	21	240	276	240	276
Debtors	22	3,141	6,883	2,766	2,519
Cash at Bank and in Hand	23	8,464	6,205	9,675	7,887
Total Current Assets		<u>11,845</u>	<u>13,364</u>	<u>12,681</u>	<u>10,682</u>
Liabilities:					
Creditors: Amounts falling due within one year	24	(7,028)	(6,473)	(6,666)	(6,531)
Net Current Assets		<u>4,817</u>	<u>6,891</u>	<u>6,015</u>	<u>4,151</u>
Total Net Assets		<u>134,996</u>	<u>134,083</u>	<u>140,447</u>	<u>135,988</u>
The Funds of the Charity					
Endowment funds	26	-	-	68	68
Restricted income funds	27	110,919	106,091	111,888	107,166
Unrestricted funds	28	24,077	27,992	28,491	28,754
Total Charity Funds		<u>134,996</u>	<u>134,083</u>	<u>140,447</u>	<u>135,988</u>

These Financial Statements were approved and authorised for issue by the Trustees of United Synagogue on 24 June 2024



Michael Goldstein
President



Maxwell Nisner
Treasurer

The notes on pages 24 to 40 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2023

	Note	2023 £'000	2022 £'000
Cash flows from operating activities			
Net cash (used) by operating activities	A	(477)	(960)
Cash flows from investing activities			
Dividends and interest received		207	99
(Loss) on foreign exchange		(1)	(1)
Proceeds from sale of tangible fixed assets		5,777	391
Payments to acquire tangible fixed assets		(3,707)	(3,230)
Purchase of investments		(104)	(590)
Inventories		93	82
Net cash provided / (used) in investing activities		2,265	(3,249)
Change in cash and cash equivalents in the year		1,788	(4,209)
Cash and cash equivalents at the beginning of the year		7,887	12,096
Cash and cash equivalents at the end of the year	B	9,675	7,887

NOTES TO CASH FLOW STATEMENT

A. Reconciliation of cash flows from operating activities		2023 £'000	2022 £'000
Net income / (expenditure) for the reporting period		3,632	(1,185)
Dividends and net interest received		(244)	(142)
Interest paid		37	43
Depreciation charge		810	823
Loss on non-cash disposal of fixed assets		11	11
(Profit) on disposal of tangible fixed assets		(4,627)	(291)
Unrealised (gains) / losses on foreign exchange		(20)	44
Decrease / (increase) in inventories		36	(205)
(Increase) in debtors		(247)	(603)
Increase in creditors and accruals		135	545
Net cash outflow on operational activities		(477)	(960)
B. Analysis of cash and cash equivalents			
	Balance at 1-Jan-23 £'000	Cash flow £'000	Balance at 31-Dec-23 £'000
Cash at bank and in hand	5,831	(309)	5,522
Bank deposits	2,056	2,097	4,153
Total cash and cash equivalents	7,887	1,788	9,675

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.

The Trustees have produced cash flow forecasts for the remainder of 2024 and 2025 and are satisfied that the Charity has sufficient cash, investments and property assets. Accordingly, the Trustees have formed the 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 involved with the exception of the Funeral Expenses Scheme (FES) which is not charged any central administration costs.

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 when 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 the Charity's overall 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

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 6 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 following key judgements have been made:

- an assessment of indicators of impairment of property included in tangible fixed assets.
- the recoverability of intercompany debtors from a parent balance sheet perspective.

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 at 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

The Charity operates an auto-enrolment defined contribution pension scheme which is open 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 this 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		Unrestricted	Restricted	2023	Unrestricted	Restricted	2022
Including gift aid reclaimed		Funds	Funds		Funds	Funds	
		£'000	£'000	£'000	£'000	£'000	£'000
Synagogue communal contributions		2,640	-	2,640	2,586	-	2,586
Synagogue membership income		-	9,547	9,547	-	9,134	9,134
Other donations to synagogues (see below)		-	6,897	6,897	-	6,611	6,611
Other donations		2,369	762	3,131	2,328	870	3,198
Youth Charity		-	10	10	-	-	-
		5,009	17,216	22,225	4,914	16,615	21,529
Donations towards capital projects	Inventories	-	1,331	1,331	-	1,101	1,101
		5,009	18,547	23,556	4,914	17,716	22,630

Other donations to synagogues include £341,000 (2022: £381,000) of donations which were subsequently granted to the Board of Deputies of British Jews (see note 10 below).

3. GRANTS RECEIVED		Unrestricted	Restricted	2023	Unrestricted	Restricted	2022
		Funds	Funds		Funds	Funds	
		£'000	£'000	£'000	£'000	£'000	£'000
Government prison visitation grant		14	-	14	14	-	14
Community Security Trust ("CST")		-	551	551	-	437	437
Other grants		-	-	-	-	8	8
		14	551	565	14	445	459

The grant from the CST includes funds it had received from the Government to support community security.

4. CHARITABLE ACTIVITIES		Unrestricted	Restricted	2023	Unrestricted	Restricted	2022
Including gift aid reclaimed		Funds	Funds		Funds	Funds	
		£'000	£'000	£'000	£'000	£'000	£'000
Funeral Expenses Scheme		-	3,201	3,201	-	2,975	2,975
Burial operations		4,046	-	4,046	3,499	-	3,499
Temporary seats		-	72	72	-	61	61
Educational Activities		36	2,750	2,786	52	2,153	2,205
Jewish Living		433	-	433	402	-	402
Marriages		-	43	43	-	44	44
Office of the Chief Rabbi		80	-	80	86	-	86
Beth Din		77	-	77	81	-	81
Advertising income		-	120	120	-	218	218
Other		-	155	155	-	378	378
		4,672	6,341	11,013	4,120	5,829	9,949

5. OTHER TRADING ACTIVITIES		Unrestricted	Restricted	2023	Unrestricted	Restricted	2022
		Funds	Funds		Funds	Funds	
		£'000	£'000	£'000	£'000	£'000	£'000
Advertising		174	-	174	185	-	185
Kashrut		6,474	-	6,474	6,044	-	6,044
Hall hire and catering		76	1,551	1,627	-	1,320	1,320
		6,724	1,551	8,275	6,229	1,320	7,549

NOTES TO THE FINANCIAL STATEMENTS (continued)

6. INVESTMENT INCOME

	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000
Rents received	75	985	1,060	79	762	841
Funeral Expenses Scheme investment income	-	107	107	-	90	90
Deposits and bank interest	100	-	100	9	-	9
	175	1,092	1,267	88	852	940

7. OTHER INCOME

	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000
Affiliation fees	40	-	40	40	-	40
Other	228	-	228	98	-	98
	268	-	268	138	-	138

8. COST OF RAISING FUNDS

	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000
Fund Raising	356	-	356	359	-	359

9. COST OF CHARITABLE ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000
Member synagogues	-	22,718	22,718	-	21,374	21,374
Community Services Division	474	-	474	541	-	541
Jewish Education	282	-	282	147	-	147
Welfare, Young People and Young Families	2,449	-	2,449	2,436	-	2,436
Burial	3,560	-	3,560	3,423	-	3,423
Beth Din	953	-	953	856	-	856
Office of the Chief Rabbi	1,430	-	1,430	1,243	-	1,243
Rabbinic Development	120	-	120	143	-	143
Grants paid (see Note 10 below)	757	396	1,153	895	431	1,326
Central support costs and services	4,240	85	4,325	4,099	155	4,254
Communities of Potential	17	-	17	106	-	106
Willesden House of Life	130	-	130	193	-	193
	14,412	23,199	37,611	14,082	21,960	36,042

	2023 £'000	2022 £'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	73	67
Fees for other services: Tax advice	4	17
	77	84

10. GRANTS PAID

	2023 £'000	2022 £'000
The grants made during the year were:		
UJIA (Kol Nidre Appeal)	39	72
University Jewish Chaplaincy	150	220
Jewish Community Academy Trust (see note 18 below)	150	175
Community Security Trust	4	37
Grant to Rabbinical Council of the United Synagogue	47	-
Grants to individuals and other charities (including distribution of Kol Nidre appeal funds)	422	441
Board of Deputies of British Jews	341	381
	1,153	1,326

NOTES TO THE FINANCIAL STATEMENTS (continued)

11. COST OF TRADING ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000
Advertising	(1)	-	(1)	3	-	3
Kashrut	4,753	-	4,753	4,120	-	4,120
Hall hire and catering	-	1,910	1,910	-	1,512	1,512
Other	380	-	380	157	-	157
	5,132	1,910	7,042	4,280	1,512	5,792

12. OTHER COSTS

	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000
Interest and bank charges	37	-	37	41	2	43
Depreciation	720	90	810	741	82	823
Fund management fees	-	83	83	-	82	82
	757	173	930	782	166	948

13. NET (LOSSES) /GAINS ON INVESTMENTS

	Unrestricted Funds £'000	Restricted Funds £'000	2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000
Realised gains / (losses) on investments	(1)	274	273	(1)	(121)	(122)
Unrealised gains / (losses) on investments	(20)	574	554	44	(690)	(646)
	(21)	848	827	43	(811)	(768)

14. TRANSFERS BETWEEN FUNDS

	2023 Unrestricted funds £'000	2023 Restricted funds £'000	2022 Unrestricted funds £'000	2022 Restricted funds £'000
Transfers from restricted funds to unrestricted funds				
Burial charge to FES for funerals and entrance fees (a)	3,415	(3,415)	3,199	(3,199)
Interest charged on loans to communities	-	-	245	(245)
Rents charged on properties let to communities	48	(48)	45	(45)
Profit of trading subsidiary gift-aided to Parent Charity	1	(1)	8	(8)
Reversal of prior year US Advertising profits not eligible for gift aid	163	(163)	-	-
Other transfers from Restricted to Unrestricted funds	726	(726)	462	(462)
	4,353	(4,353)	3,959	(3,959)
Transfers from unrestricted funds to restricted funds				
Losses incurred by chronic deficit Synagogues without property	(190)	190	(101)	101
Interest credited on communities and FES funds	-	-	(140)	140
Kol Nidre Appeal allocation to Communities	(503)	503	(508)	508
Advertising income for the benefit of Synagogues	(108)	108	(151)	151
	(801)	801	(900)	900
Total transfers between funds	3,552	(3,552)	3,059	(3,059)

(a) A charge is levied on the FES for every member funeral conducted which gives rise to a transfer from Restricted to Unrestricted funds

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

15. STAFF NUMBERS AND EMOLUMENTS

	2023 Number	2022 Number
The average number of full and part-time persons employed during the year was as follows:		
Synagogues	520	518
Kashrut	73	66
Burial	61	64
Other charitable activities and central support	128	123
	782	771

	2023 £'000	2022 £'000
The aggregate emoluments of these persons were as follows:		
Salaries	19,712	18,825
Social security costs	1,922	1,889
Pension scheme contributions	664	657
	22,298	21,371

	2023 Number	2022 Number
The numbers of employees in United Synagogue communities, support departments and central offices whose emoluments for the year (excluding pension contributions and the provision of accommodation) fell within the following bands were:		
£60,001 to £70,000	19	16
£70,001 to £80,000	18	14
£80,001 to £90,000	5	5
£90,001 to £100,000	4	6
£100,001 to £110,000	7	5
£110,001 to £120,000	4	4
£120,001 to £130,000	4	3
£130,001 to £140,000	2	1
£140,001 to £150,000	1	1
£150,001 to £160,000	1	-
£170,001 to £180,000	-	1
£180,001 to £190,000	-	1
£220,001 to £230,000	1	-
£230,001 to £240,000	1	-
£240,001 to £250,000	-	1

The number of these employees to whom retirement benefits are accruing under defined contribution schemes	67	58
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	2023 £'000	2022 £'000
Contributions in the year for these 67 (2023: 58) employees to defined contribution schemes	318	275

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

	2023 £'000	2022 £'000
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The total emoluments (including pension and Employer's National Insurance contributions) paid to the Chief Rabbi, Dayanim and key executives (2023: 18 employees, 2022: 16 employees) listed on page 3 of these Financial Statements	2,560	2,414
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During the year, redundancy payments arising from restructures totalled £9,000 (2022: £59,000).

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 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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

18. RELATED PARTY TRANSACTIONS

Transactions with Subsidiaries and related Charities:

• US Advertising Limited

This subsidiary sells advertising space within Synagogue publications and donates all profits to the Parent Charity. The total receivable by the Parent Charity for 2023 amounted to £105,487 (2022: £151,257). At the year end, the amount owed to the subsidiary from the Parent Charity was £149,354 (2022: owed to Parent Charity £187,177).

• United Synagogue Design & Build Limited

This subsidiary designs and builds new buildings for the Parent Charity. During the year, the amount charged by the subsidiary to the Charity was £59,145 (2022: £325,866). The amount owed by the subsidiary to the Charity at the year end amounted to £1,117 (2022: £10,307).

• United Central Limited

This subsidiary is engaged in the business of hiring out the basement of Central Synagogue, a building in which the Parent Charity holds the freehold title, for conferences and functions. The Parent Charity lent the subsidiary the funds in order to undertake a major refurbishment of the basement and to cover pre-trading and start up costs. During the year, the Charity lent the subsidiary £103,099 (2022: £238,538). The amount owed by the subsidiary to the Charity at the year end amounted to £4,021,538 (2022: £3,918,439). This loan is unsecured. A provision of £4,000,000 has been made in the Parent Charity's Balance Sheet against the possibility of non-recovery of this debt.

• The United Synagogue Youth Charity

During the year the Parent Charity received grants of £13,728 (2022: £nil) from this related charity. At the year end, the amount owed to this Charity from the Parent Charity was £nil (2022: £4,504).

• Chief Rabbinate Trust

This charity raises funds to support the running costs of his office (which are paid for by the Parent Charity) and to support a number of his programmes, which includes making grants to US Synagogues. During the year, grants totalling £84,271 (2022: £20,223) were made to the Parent Charity to support activities of Synagogues and £698,500 (2022: £558,597) to support the running costs of his office. At the year end, the amount owed by this Charity to the Parent Charity was £79,088 (2022: £107,126).

• Jewish Community Academy Trust (JCAT)

Trustees Michael Goldstein and Claire Lemer, along with the Chief Rabbi and key Executive David Frei, are all members of JCAT. The two Trustees are also Trustees of JCAT. JCAT is a multi academy trust for 4 Jewish primary schools. During the year, the Charity made a grant of £150,000 (2022: £175,000) providing financial support for JCAT. The charity provides Kashrut supervision for JCAT schools and received income of £36,443 (2022: £16,189) for Kashrut supervision during the year.

Transactions with Trustees and Key Executives:

• Claire Lemer is a Trustee of Kisharon. During the year, the charity donated £7,121 (2022: £3,252) to Kisharon and received £1,022 (2022: £774) for Kashrut supervision. She is also a Trustee of Share Tzedek (UK) to which donations of £1,180 were made in the year.

• Trustee Nicola Rosenfelder is employed by Royal Marsden NHS Foundation Trust. During the year, the charity donated £343 (2022: £1,812) to The Royal Marsden Cancer Charity.

• Key Executive Jo Grose is a Member and Trustee of Yavneh College Academy Trust ('Yavneh'). During the year, the Charity paid £60,000 (2022 £45,748) to Yavneh as a rental payment to occupy the premises on Shabbat and Festival days.

• Key Executive David Collins is a Governor of JFS school. During the year, the Charity received £40,541 (2022 £37,642) for Kashrut supervision.

• Trustee Simon Mitchell is an employee of Amazon Web Services. During the year, the Charity paid £43,257 for services provided by this company, such services being totally unrelated to Simon Mitchell's employed position.

• Trustee Maxwell Nisner is a Trustee of the Western Charitable Foundation ('Western'). During the year, the Charity paid the Western £41,394 (2022 £30,829) in respect of member funerals in cemeteries operated by Western.

• All of the Trustees and the majority of Key Executives listed on page 2 are members of the United Synagogue. In conjunction with that membership, annual subscriptions and donations will have been received by the Charity from these individuals, spouses and other members of their immediate families. The total amount donated to the Charity during the year is thought to be below £30,000.

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 2023	122,935	1,036	2,730	1,668	128,369
Additions during the year	3,640	92	171	-	3,903
	126,575	1,128	2,901	1,668	132,272
Less: Disposals during the year	(1,161)	(28)	-	-	(1,189)
At 31 December 2023	125,414	1,100	2,901	1,668	131,083
Depreciation					
At 1 January 2023	4,143	914	2,320	1,668	9,045
Charge for the year	441	56	117	-	614
	4,584	970	2,437	1,668	9,659
Less: Disposals during the year	-	(28)	-	-	(28)
At 31 December 2023	4,584	942	2,437	1,668	9,631
Net Book Value 31 December 2023	120,830	158	464	-	121,452
Net Book Value 31 December 2022	118,792	122	410	-	119,324
Group					
Cost / valuation					
At 1 January 2023	127,532	1,036	3,021	1,668	133,257
Additions during the year	3,433	96	178	-	3,707
	130,965	1,132	3,199	1,668	136,964
Less: Disposals during the year	(1,161)	(28)	-	-	(1,189)
At 31 December 2023	129,804	1,104	3,199	1,668	135,775
Depreciation					
At 1 January 2023	4,305	913	2,402	1,668	9,288
Charge for the year	558	56	196	-	810
	4,863	969	2,598	1,668	10,098
Less: Disposals during the year	-	(28)	-	-	(28)
At 31 December 2023	4,863	941	2,598	1,668	10,070
Net Book Value 31 December 2023	124,941	163	601	-	125,705
Net Book Value 31 December 2022	123,227	123	619	-	123,969

As described in the 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	
	2023	2022
	£'000	£'000
Market value at 1 January	7,868	8,171
Net monies invested	104	590
Cash withdrawn	(10)	-
Management fees charged to capital	(83)	(82)
Realised gains / (losses) on investments	274	(121)
Unrealised gains / (losses) on investments	574	(690)
Total market value at 31 December	8,727	7,868
Historical cost as at 31 December	7,453	7,158

	Cost		Market Value	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
JP Morgan Cash	54	38	54	38
JP Morgan Equities	4,000	3,854	5,214	4,615
JP Morgan Fixed Income	2,520	2,456	2,467	2,250
JP Morgan Miscellaneous	69	-	74	-
JP Morgan Alternative Assets	744	744	811	812
JP Morgan Foreign Exchanges	-	-	38	75
UBS AG Alternative Investments	10	10	11	11
UBS AG Cash	-	-	-	10
LSE Quoted investments	56	56	58	57
	7,453	7,158	8,727	7,868

21. INVENTORIES

	Charity		Group	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Publications	206	250	206	250
Funeral requisites	34	26	34	26
	240	276	240	276

22. DEBTORS

	Charity		Group	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade debtors	1,221	1,215	1,233	1,136
Accrued income	664	622	668	652
Prepayments	626	413	636	418
VAT	-	-	1	3
Other debtors	207	206	207	288
Loans to employees	21	22	21	22
Amounts due from subsidiary undertakings	402	4,405	-	-
	3,141	6,883	2,766	2,519

23. CASH AT BANK AND IN HAND

	Charity		Group	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Bank deposits maturing in less than one year	3,783	2,056	4,153	2,056
Cash at bank	4,681	4,149	5,522	5,831
	8,464	6,205	9,675	7,887

NOTES TO THE FINANCIAL STATEMENTS (continued)

24. CREDITORS FALLING DUE WITHIN ONE YEAR

	Charity		Group	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade creditors	1,149	1,163	1,213	1,229
Taxation and Social Security	565	503	565	503
VAT	125	125	127	127
Other creditors	389	471	391	471
Accruals	968	1,107	985	1,123
Deferred income (see note 25)	3,385	3,078	3,385	3,078
Amounts due to subsidiary undertakings	447	26	-	-
	7,028	6,473	6,666	6,531

25. DEFERRED INCOME

	Balance at 1-Jan-23 £'000	Prior year releases £'000	Current year deferrals £'000	Balance at 31-Dec-23 £'000
Charity and Group:				
Kashrut (a)	388	(388)	335	335
Burial (b)	2,602	(268)	387	2,721
Synagogues (c)	-	-	223	223
Community Support (d)	7	-	-	7
Young People and Young Families (e)	81	(81)	67	67
House of Life (f)	-	-	16	16
Schools (g)	-	-	16	16
	3,078	(737)	1,044	3,385

(a) This comprises certification income invoiced in advance of the issue of annual certificates and advertising sold for the 2024 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) Amounts received in advance for rental income and school fees

(d) 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 2024.

(e) Amounts paid in advance for programmes scheduled to take place in 2024.

(f) Amounts paid in advance for a publication

(g) Grant income for Gesher inclusion programme to take place in 2024

26. ENDOWMENT FUNDS

	Balance at 1-Jan-23 £'000	Transfers to Other Funds £'000	Balance at 31-Dec-23 £'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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

27. RESTRICTED FUNDS

	Balance at 1-Jan-23 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-23 £'000
Member Synagogue funds (a)	92,857	28,630	(25,066)	611	97,032
Funeral Expenses Scheme (b)	12,986	4,151	(83)	(3,415)	13,639
Miscellaneous funds (c)	248	-	-	-	248
Charity	106,091	32,781	(25,149)	(2,804)	110,919
United Synagogue Bequests and Trusts Fund (d)	33	-	-	-	33
The United Synagogue Youth Charity (e)	279	14	(2)	(14)	277
The Chief Rabbinate Trust (f)	763	762	(132)	(734)	659
	1,075	776	(134)	(748)	969
Group - Income funds	107,166	33,557	(25,283)	(3,552)	111,888
Group - Endowment Funds (see note 26 above)	68	-	-	-	68
Group - total	107,234	33,557	(25,283)	(3,552)	111,956

(a) Member Synagogue funds comprise those monies received by each individual Synagogue, 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 subscription, 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 funds 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.

	Balance at 1-Jan-23 £'000 (see below)	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Provision against Inter- company Loan (g) £'000	Balance at 31-Dec-23 £'000
Other Charitable Funds:						
Unrestricted Funds - Non designated (a)	27,952	16,589	(20,056)	3,552	(4,000)	24,037
Unrestricted Funds - Designated for other purposes (b)	40	-	-	-	-	40
Charity	27,992	16,589	(20,056)	3,552	(4,000)	24,077
US Advertising Limited (c)	-	173	(13)	-	-	160
Scopus Jewish Educational Trust (d)	1,237	-	-	-	-	1,237
United Central Limited (e)	(479)	76	(585)	-	4,000	3,012
United Synagogue Design & Build Limited (f)	4	59	(58)	-	-	5
Group	28,754	16,897	(20,712)	3,552	-	28,491

(a) Non-designated unrestricted funds 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 £105,487 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 includes pre- trading expenditure

(f) The resources expended by United Synagogue Design & Build Limited include £1,117 gift aided to the charity under a deed of covenant

(g) Included in the above is a provision for intercompany loans that the Parent does not consider to be recoverable

NOTES TO THE FINANCIAL STATEMENTS (continued)

29. ANALYSIS OF ASSETS AND LIABILITIES BY FUND

Group	2023	2023	2022	2022
	Unrestricted	Restricted	Unrestricted	Restricted
	funds	funds	funds	funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	25,271	100,434	25,865	98,104
Investments	-	8,727	-	7,868
Cash at bank	6,003	3,672	5,785	2,102
Other current assets	2,560	446	2,305	490
Current liabilities	(1,958)	(1,323)	(2,123)	(1,330)
Deferred income	(3,385)	-	(3,078)	-
Total net assets	28,491	111,956	28,754	107,234
Charity	2023	2023	2022	2022
	Unrestricted	Restricted	Unrestricted	Restricted
	funds	funds	funds	funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	21,032	100,420	21,219	98,104
Investments	-	8,727	-	7,868
Cash at bank	5,729	2,735	5,230	975
Other current assets	2,946	435	6,699	460
Current liabilities	(2,468)	(1,175)	(2,078)	(1,316)
Deferred income	(3,385)	-	(3,078)	-
Total net assets	23,854	111,142	27,992	106,091

Endowment fund net current assets of £68,000 (2022: £68,000) are included in restricted funds in the Group of which £nil (2022: £nil) are within the Charity.

30. SUBSIDIARY COMPANIES

The Charity has six wholly owned subsidiary undertakings (three of which are trading companies, 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 Financial Statements.

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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

30. SUBSIDIARY COMPANIES (continued)

Company number	United Central 11279144 £'000	US Youth Charity 02033941 £'000	CRT 04614285 £'000	US Advertising 02146769 £'000	US Design & Build 06797965 £'000	Total 2023 £'000	Total 2022 £'000
Total income	76	14	761	174	59	1,084	1,408
Total costs	(586)	(16)	(866)	(69)	(58)	(1,595)	(1,484)
Gross (deficit) / surplus	(510)	(2)	(105)	105	1	(511)	(76)
Gift aid payment to Parent charity	-	-	-	(105)	(1)	(106)	(197)
(Deficit) / surplus for the year	(510)	(2)	(105)	-	-	(617)	(273)
Retained (deficit) / surplus b/f	(479)	281	760	132	-	694	794
Retained surplus/ (deficit) c/f	(989)	279	655	132	-	77	521
Gross assets at 31 December	3,038	282	742	222	2	4,286	5,083
Gross liabilities at 31 December	(4,027)	(3)	(87)	(90)	(2)	(4,209)	(4,522)
Reserves at 31 December	(989)	279	655	132	-	77	561

Total income includes charges from the subsidiaries to the Charity amounting to £313,000 (2022: £326,000)

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

31. OPERATING LEASE INCOME AND COMMITMENTS

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

	Land and Buildings 2023 £'000	Land and Buildings 2022 £'000
Due in less than one year	828	681
Between one and five years	1,359	1,581
More than five years	462	352
	2,649	2,614

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

	Land and Buildings 2023 £'000	Land and Buildings 2022 £'000
Due in less than one year	422	409
Between one and five years	566	366
More than five years	148	231
	1,136	1,006
	2023	2022
	£'000	£'000
Lease payments recognised as an expense	934	913

NOTES TO THE FINANCIAL STATEMENTS (continued)

32. CAPITAL COMMITMENTS

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

	2023 £'000	2022 £'000
Contracts placed:		
Chigwell Synagogue: redevelopment	180	-
Muswell Hill Synagogue: redevelopment	-	64
Wembley: new Synagogue development	-	137
	180	201

33. 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 charge arises during the year 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.

34. 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.

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

AFFILIATED SYNAGOGUES AND ASSOCIATE SYNAGOGUE ¹

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

¹ Western Marble Arch

UNITED SYNAGOGUE schools for which the US is the Foundation Body

JFS

King Solomon High School

Sinai Jewish Primary School

Wohl Ilford Jewish Primary School

SCOPUS EDUCATIONAL TRUST schools which are administered by the US and for which the US is the Foundation Body

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

Rimon Jewish Primary School

Sacks Morasha Jewish Primary School

Wolfson Hillel Primary School

Accounts

The United Synagogue Trustees' Report and Annual Accounts

For the year ended 31 December 2022



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UNITED SYNAGOGUE TRUSTEES' REPORT AND ANNUAL ACCOUNTS**Year ended 31 December 2022****Charity registration number 242552****BOARD OF TRUSTEES**

President	Michael Goldstein ¹
Treasurer	Maxwell Nisner ¹
Other Trustees	Andrew Eder ² Rachel Hartog ¹ Claire Lemer ³ Fleurise Luder ¹ Nicola Rosenfelder ² Barry Shaw ² Saul Taylor ¹ Jacqui Zinkin ²

¹ serving 4 year term from 19 July 2021² serving 4 year term from 22 July 2019³ co-opted for 2 years from 19 July 2021

Committee Chairs

Audit and Risk Review	Andrew Mainz
Burial	Jacqui Zinkin
Equalities	Claire Lemer and Jacqui Zinkin
Investment	Maxwell Nisner
IT	Rachel Hartog
Rabbinical Council	Rabbi Pinchas Hackenbroch
Remuneration	Maxwell Nisner
Schools	Claire Lemer

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

Dayanim

Dayan Menachem Gelley (Rosh Beth Din)
Dayan Shmuel Simons
Dayan Dovid Shlomo Englander
Dayan Ivan Binstock (part-time)
Dayan Eliezer Zobin (part-time) – appointed 2 May 2023)

Key Executives

Chief Executive

Jo Grose (from 1st February 2023)
Steven Wilson (until 31st January 2023)

Chief Operating Officer

David Collins (from 1st February 2023)
Richard Taylor (until 31st January 2023)

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

Richard Taylor
David Collins (until 31st January 2023)
Rabbi Jeremy Conway
David Frei
Jo Grose (until 31st January 2023)
Ari Jesner
Vickie Lampkin
Richard Verber
Lali Virdee
David Goldberg

Executive Offices

305 Ballards Lane
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

NatWest Group
Corporate Banking London
8th Floor
280 Bishopsgate
London EC2M 4RB

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 2022

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

Legal Status

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

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

Structure, Governance and Management

Charity Governance Code

The current 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 support 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.

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 ten Trustees (with an option to co-opt one more). 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 for which they are taking responsibility. The requirement to have previously served on a Synagogue Council does not apply to co-opted Trustees.

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

The Chief Executive and Directors meet new Trustees soon after their election and provide extensive 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 continues 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

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 senior management team.

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

To achieve its objectives, the US needs to attract and retain high quality senior professional staff. Each Director's position is 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, who are elected, either annually or biennially, led by a Synagogue Chair. Synagogue Councils are elected by the members of the synagogues to support the local Honorary Officers. The US Byelaws regulate the powers of the local Honorary Officers and the conduct of local synagogue activities. Synagogue Chairs are issued with a guidance document on how to discharge their duties. Financial Representatives are bound by a Protocols Document, which they are required to sign prior to taking up their roles.

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

Changes since the last report

As at 31 December 2022 and the date of this report, the US had 56 Full Constituent Member Synagogues (2021: 56) and membership totalled 37,200 (2021: 37,530).

In addition, as at 31 December 2022 there were six Affiliate Synagogues and one Associate Synagogue. They are independent legal entities governed by the Affiliate and Associate Schemes.

Subsidiary Companies

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

Risk Management, Compliance and Internal Control

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

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

- process changes and policy changes
- maintain reasonable control environment
- amend our policies and processes so that they are fit for purpose
- approve invoices and improve controls to enable remote working
- reduce the risk of being affected by phishing in light of increase in spam during Covid

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 monthly meetings of the Directors and half yearly at Trustee meetings.

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. Some examples include a new variant striking the UK and our members; it becoming more difficult to observe and practise Orthodox Judaism in the UK because of the banning of Brit Milah or Shechita. Many members may decide to emigrate and consequently discontinue their membership. Membership might also fall if mainstream orthodoxy is observed by fewer Jews in the UK. To the extent that this risk can be managed, it is felt by the Trustees that mitigation can be achieved by the implementation of recommendations contained in the 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.

Fundraising

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

Approach

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

Voluntary Scheme for Regulating Fundraising

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

Complaints

The Charity's Trustees and Professional Staff received no complaints about its fundraising activities this year (2021: none).

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.

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 in order 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, and running of services for, the local Jewish communities comprising the Member Synagogues of the US
- 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 as well as 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
- Introduction and ongoing running of TheUS.tv, an on-demand video platform providing religious, educational and cultural material for a wide audience

The year in review

Following two extremely difficult Covid years, 2022 will be remembered for community life kick-starting once again thanks to the efforts of our extraordinary Rabbinic and local leaders. The US launched 'Project Welcome' with the Chief Rabbi to provide funding and support to welcome members back to their Synagogue. A portion of membership donations supports programmes for people of all ages across the US and here we look at some highlights from the past 12 months from across the charity.

January 2022

Women's Shabbat took place to amplify women's voices in our communities. We broadcast our first online Women's Kabbalat Shabbat.

Ahead of Tu B'Shevat, we launched 'Dorot', our ambitious new programme with the Office of the Chief Rabbi to reduce our environmental impact.

Lord Sugar set Chigwell and Hainault Synagogue an Apprentice-style challenge: to match the £600,000 donation he and his family made as part of a major refurbishment of the Synagogue complex. The community reached their target and the Sugars have generously continued to support the project.

February

Russia invaded Ukraine sparking fundraising drives and food collections from many of our communities. The Chief Rabbi composed a special prayer for the people of Ukraine.

March

The US held a Ukraine briefing event online watched by hundreds of people. The Tribe team visited Poland with University Jewish Chaplaincy to support Ukrainian refugees.

We asked women from across the US to share their favourite verse from *Megillat Esther* for a Purim video on TheUS.tv.

We raised more than £500,000 for US Chesed (welfare support) through an online matched giving campaign. US Chesed has seen a rise in the number of Jewish families asking for support to make ends meet. We provided food for Pesach in addition to our weekly food parcels.

After 11 people were murdered in a series of terror attacks in Israel, we held an evening of prayer and reflection online watched by hundreds of people.

April

To mark Yom Hashoah we held an event with Hampstead Synagogue to remember the Holocaust and discuss the changing experience of refugees then and now.

May

We collaborated with the Woodland Trust as part of The Queen's Green Canopy project. We aim to plant some 37,000 trees over three years – one for every adult member of the US.

ShabbatUK returned. Synagogues and schools across the country got involved as tens of thousands of people took part. Then-Prime Minister Boris Johnson and Labour leader Sir Keir Starmer sent ShabbatUK greetings.

Finchley Synagogue hosted the annual Bnei Akiva Yom Hazikaron and Ha'atzmaut service, held in person for the first time since 2019.

June

The Chief Rabbi composed a new prayer to mark the Jubilee and the US made a short video tribute to the Queen.

The US launched *Siddur Lakol*, an Accessible Siddur designed specifically for people with disabilities, both physical and learning, as the journey on the road to embracing inclusion in our community continues.

July

Tribe's important and popular Israel Tour returned after the pandemic.

August

The Rebbetzens' Representatives of the United Synagogue launched, with Bushey's Rebbetzen Jacqueline Feldman elected the group's first Chair.

Tribe's summer camps took place as hundreds of our young people enjoyed activities in a warm and welcoming Jewish atmosphere.

September

We had the honour and sad privilege to hold a memorial service for Her Late Majesty Queen Elizabeth II at St John's Wood Synagogue with addresses by the Chief Rabbi and former Prime Minister Theresa May.

We welcomed thousands of people to our Synagogues over Rosh Hashanah, with many communities reporting numbers had exceeded their pre-Covid levels.

October

The Kol Nidre Appeal once again raised £1m for dozens of charities at home and in Israel.

We convened 40 governors from Jewish schools with the Chief Rabbi for a reception and discussion forum to thank them for their efforts to ensure our children have the best Jewish education possible.

Tribe took 51 students from Years 12 and 13 on a five-day trip to Poland to learn about the atrocities of the Holocaust.

November

The US raised £25,000 from members who chose to donate their £400 energy grant from the Government in order for the US to support members struggling with the cost-of-living crisis.

History was made as the Chief Rabbi became the first UK Chief Rabbi to go on an official visit to an Arab state since the role of Chief Rabbi was created more than three centuries ago.

We were deeply saddened by the death of Dayan Ehrentreu zt'l, the former Rosh Beth Din of the London Beth Din, who combined the highest standards of halacha with the deepest commitment to *chesed* and community.

We announced that Jo Grose, our Communities Director, was to be appointed as the US's next Chief Executive.

December

With temperatures falling and energy prices rising, US Synagogues created 'Warm Spaces', running programmes in their buildings to welcome people looking for a warm place over winter.

Our weekly online Kabbalat Shabbat services still provide a meaningful engagement point for more than 100 people each week. Our weekly email, You&US, now has more than 14,000 people reading it and our popular Daf Hashavua, which continued to appear online through the pandemic, is happily now back in Synagogues in print form. We look forward to another exciting year ahead, engaging and inspiring our members of all ages.

The Office of the Chief Rabbi – 2022 review

In 2022, the Chief Rabbi and his office continued to devote focus to interfaith work. The 'In Good Faith' programme, initiated with the Archbishop of Canterbury, which focussed on developing dialogue between local Jewish and Christian clergy, concluded in November and the participants are continuing their work together.

The next iteration of the Chief Rabbi's Ben Azzai Programme, which creates ambassadors for the value of social responsibility within Judaism, began in 2022.

The second cohort of Ma'ayanot, female leaders and educators, graduated from the Chief Rabbi's Ma'ayan Programme and are now serving our communities.

The office continued to support community development through the Centre for Community Excellence, an ongoing initiative which aims to assist communities in innovative programming through the provision of practical assistance and advice, as well as grant funding. In 2022, this support was focussed on enabling communities to rebuild as they emerged from the pandemic.

The Office of the Chief Rabbi engages with government and other organisations with a range of policy related issues which directly affect the Jewish community, as well as other policy issues of interest to the Jewish community which affect our society more widely.

Safeguarding

Safeguarding remains 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. Safeguarding practice matters raised in recent Ofsted Nursery reports have been addressed rapidly.

Fundraising

Collectively, US communities raised more than £1,000,000 from the 2022 Kol Nidrei Appeal – run both digitally as last year and via a postal appeal. Our second online ‘matched giving’ fundraising campaign with Charity Extra for US Chesed appeal raised more than £500,000. The department also raised more than £60,000 through applications to various Trusts and Foundations for Chesed work across our synagogues and in the wider community.

Property

These following major capital projects continued during 2022. Both completed early in 2023.

- i. The development of a new Synagogue in Wembley
- ii. Muswell Hill Synagogue refurbishment

After the year end, and coinciding with completion of a new Synagogue in Wembley, the site of the old Synagogue in Forty Avenue was sold for £5m, the proceeds of which are expected to be reinvested in other capital projects over the coming few years. Additionally, in early 2023 a major refurbishment project commenced at Chigwell and Hainault Synagogue.

Financial Review

Financial Results and Reserves Policy

Total income for the year ended 31 December 2022 amounted to £42.0m (2021: £42.0m). The results for year show a deficit of £1.9m (2021: Surplus £5.4m), which includes donations for capital projects and gains on property disposals. This comprises a deficit on both Restricted and Unrestricted activities of £1.0m (2022: £4.8m surplus) and £0.9m (2022: £0.7m surplus) respectively.

In view of the quantum of the surpluses achieved in 2021 and 2020, the Trustees were comfortable in reinvesting prior year surpluses to enhance engagement with our members.

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 £136.0m (2021: £137.9m). This comprised £107.2m of Restricted Funds (2021: £108.3m) and £28.8m (2021: £29.6m) of Unrestricted Funds.

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 a total cash balance of £7.9m (2021: £12.1m) of which £5.2m (2021: £6.1m) was unrestricted and free reserves amounted to £6.8m (2021: £6.8m). The Charity had total reserves of £134.1m (2021: £135.8m) of which £28.0m (2021: £28.6m) 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, alternative investments and cash.

In January 2022 we invested a further £500k into the funds managed by J.P. Morgan. Unfortunately, 2022 turned out to be very challenging and an exceptional year for global investments, seeing substantial falls in the values of both equities and bonds. This resulted in an unrealized loss on those investments of £800k (9.8%) in the year (2021: 14% growth). The targeted annual return for the investments managed by J. P. Morgan remains at 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.

On behalf of the Trustees, I once again want to place on record our thanks to the Chief Rabbi, our Dayanim, Rabbis and Rebbetzins, Chief Executive and Directors, Chairs and Synagogue Councils, together with all our staff and volunteers who support our members with care and dedication.

Volunteers

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

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

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

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

- Property
- Remuneration
- IT
- Rabbinic Council
- Audit and Risk Review
- Investment
- Schools
- Equalities

Chief Executive

We would like to end this year's report by paying tribute to our former Chief Executive, Dr Steven Wilson, who stepped down in January 2023 after over eight years of dedicated service to the US. Steven led our organisation with integrity and distinction, particularly during the Covid-19 pandemic which was one of the most challenging periods in our organisation's history. He has also driven significant positive change for the charity. He will be sorely missed and I wish him well with the next stage of his career.

In his place we welcome our new Chief Executive, Jo Grose. We were delighted to be able to appoint someone of Jo's calibre. Jo impressed the recruitment panel with her clear vision for the US and management experience, combined with her passion for our work and desire to take the charity forward to engage even more of our members. Jo has developed a close working relationship with many of our communities that will enable her to build on the great work she has achieved to date.



Michael Goldstein – President

on behalf of the Board of Trustees

12 June 2023

Statement of Trustees' Responsibilities

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

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

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

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

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the Financial Statements comply with the Charities Act 2011.

They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Trustees of 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 2022 which comprise the Consolidated Statement of Financial Activities, the Charity and Group Balance Sheets, the Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the Financial Statements:

- give a true and fair view of the state of the Group's and the parent Charity's affairs as at 31 December 2022 and of the Group's income and receipt of endowments 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 Trustees' use of the going concern basis of accounting in the preparation of the Financial Statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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
- 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 on page 15, 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 were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. 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 for the UK operations were Charity Commission regulations, General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation and Employment legislation.

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 timing of recognition of income, recording the impact of the CQC regulatory review, 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 Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates 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

11 July 2023

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 2022

	2022	2021
	Total funds	Total funds
	£'000	£'000
Operating Income:		
Donations and legacies	21,529	21,066
Charitable activities	9,949	9,811
Other income	8,627	7,028
Net (losses) / gains on investments	<u>(768)</u>	<u>801</u>
Total Operating Income	39,337	38,706
Expenditure	<u>(43,141)</u>	<u>(37,412)</u>
Net operating (deficit) / surplus	(3,804)	1,294
Non-Operating Income:		
Donations towards capital projects	1,101	2,078
Donations of property assets	-	700
Grants received	459	1,276
Net gain on disposal of tangible fixed assets	291	90
Net (deficit) / surplus for the year	<u>(1,953)</u>	<u>5,438</u>

This summary is provided to allow readers of the Financial Statements to differentiate between recurring operating activities and non-operating income

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 December 2022

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Income:							
Donations and legacies	2	4,914	16,615	21,529	4,059	17,007	21,066
Donations towards capital projects	2	-	1,101	1,101	-	2,078	2,078
Donations of property assets	2	-	-	-	-	700	700
Grants Received	3	14	445	459	411	865	1,276
Charitable activities	4	4,120	5,829	9,949	4,561	5,250	9,811
Other trading activities	5	6,229	1,320	7,549	5,432	600	6,032
Investments	6	88	852	940	89	781	870
Net gain on disposal of tangible fixed assets		24	267	291	-	90	90
Other	7	138	-	138	126	-	126
Total Income		15,527	26,429	41,956	14,678	27,371	42,049
Expenditure:							
Raising funds	8	(359)	-	(359)	(295)	-	(295)
Charitable activities	9	(14,082)	(21,960)	(36,042)	(12,515)	(19,448)	(31,963)
Trading activities	11	(4,280)	(1,512)	(5,792)	(3,755)	(686)	(4,441)
Other	12	(782)	(166)	(948)	(592)	(121)	(713)
Total Expenditure		(19,503)	(23,638)	(43,141)	(17,157)	(20,255)	(37,412)
Net (expenditure) / income before (losses) / gains on investments		(3,976)	2,791	(1,185)	(2,479)	7,116	4,637
Net (losses) / gains on investments	13	43	(811)	(768)	(19)	820	801
Net (expenditure) / income for the year		(3,933)	1,980	(1,953)	(2,498)	7,936	5,438
Transfers between funds	14	3,059	(3,059)	-	3,161	(3,161)	-
Net movement in funds		(874)	(1,079)	(1,953)	663	4,775	5,438
Reconciliation of funds							
Total funds brought forward		29,628	108,313	137,941	28,965	103,538	132,503
Total funds carried forward		28,754	107,234	135,988	29,628	108,313	137,941

Restricted funds carried forward include £68,000 of endowment funds (2021: £68,000) (see Note 27). All endowment fund movement during the year is included in the restricted funds column.

All amounts relate to continuing activities.

The notes on pages 23 to 39 form part of these financial statements.

BALANCE SHEETS as at 31 December 2022

	Note	Charity		Group	
		2022 £'000	2021 £'000	2022 £'000	2021 £'000
Fixed Assets:					
Tangible assets	19	119,324	117,055	123,969	121,673
Investments	20	7,868	8,171	7,868	8,171
Total Fixed Assets		<u>127,192</u>	<u>125,226</u>	<u>131,837</u>	<u>129,844</u>
Current Assets:					
Stocks	21	276	71	276	71
Debtors	22	6,883	5,983	2,519	1,916
Cash at Bank and in Hand	23	6,205	10,661	7,887	12,096
Total Current Assets		<u>13,364</u>	<u>16,715</u>	<u>10,682</u>	<u>14,083</u>
Liabilities:					
Creditors: Amounts falling due within one year	24	(6,473)	(6,130)	(6,531)	(5,986)
Net Current Assets		<u>6,891</u>	<u>10,585</u>	<u>4,151</u>	<u>8,097</u>
Total Net Assets		<u>134,083</u>	<u>135,811</u>	<u>135,988</u>	<u>137,941</u>
The Funds of the Charity					
Endowment funds	26	-	-	68	68
Restricted income funds	27	106,091	107,262	107,166	108,245
Unrestricted funds	28	27,992	28,549	28,754	29,628
Total Charity Funds		<u>134,083</u>	<u>135,811</u>	<u>135,988</u>	<u>137,941</u>

These Financial Statements were approved and authorised for issue by the Trustees of United Synagogue on 12 June 2023


Michael Goldstein
 President


Maxwell Nisner
 Treasurer

The notes on pages 23 to 39 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2022

	Note	2022 £'000	2021 £'000
Cash flows from operating activities			
Net cash (used) / provided by operating activities	A	(960)	5,546
Cash flows from investing activities			
Dividends and interest received		99	68
(Loss) on foreign exchange		(1)	-
Proceeds from sale of tangible fixed assets		391	120
Payments to acquire tangible fixed assets		(3,230)	(3,276)
Purchase of investments		(590)	(1,564)
Withdrawals from investments and management charges		82	170
Net cash (used) in investing activities		(3,249)	(4,482)
Change in cash and cash equivalents in the year		(4,209)	1,064
Cash and cash equivalents at the beginning of the year		12,096	11,032
Cash and cash equivalents at the end of the year	B	7,887	12,096

NOTES TO CASH FLOW STATEMENT

A. Reconciliation of cash flows from operating activities	2022 £'000	2021 £'000
Net (expenditure) / income for the reporting period	(1,185)	4,637
Dividends and net interest received	(142)	(107)
Interest paid	43	39
Depreciation charge	823	612
Loss on non-cash disposal of fixed assets	11	11
(Profit) on disposal of tangible fixed assets	(291)	(90)
Unrealised losses / (gains) on foreign exchange	44	(19)
(Increase) / decrease in stock	(205)	12
(Increase) / decrease in debtors	(603)	917
Increase / (decrease) in creditors and accruals	545	(431)
Decrease in gross provisions	-	(35)
Net cash (outflow) / inflow on operational activities	(960)	5,546

B. Analysis of cash and cash equivalents	Balance at 1-Jan-22 £'000	Cash flow £'000	Balance at 31-Dec-22 £'000
Cash at bank and in hand	5,759	72	5,831
Bank deposits	6,337	(4,281)	2,056
Total cash and cash equivalents	12,096	(4,209)	7,887

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.

The Trustees have produced cash flow forecasts for the remainder of 2023 and 2024 and are satisfied that the Charity has sufficient cash, investments and property assets. Accordingly, the Trustees have formed the 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 involved with the exception of the Funeral Expenses Scheme (FES) which is not charged any central administration costs.

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 when 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 the Charity's overall 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 6 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 following key judgements have been made:

- an assessment of indicators of impairment of property included in tangible fixed assets.
- the recoverability of Intercompany debtors from a parent balance sheet perspective.

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 at 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

The Charity operates an auto-enrolment defined contribution pension scheme which is open 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 this 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	Unrestricted	Restricted	2022	Unrestricted	Restricted	2021
Including gift aid reclaimed	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Synagogue communal contributions	2,586	-	2,586	2,074	-	2,074
Synagogue membership income	-	9,134	9,134	-	9,717	9,717
Other donations to synagogues (see below)	-	6,611	6,611	-	6,845	6,845
Other donations	2,328	870	3,198	1,985	436	2,421
Youth Charity	-	-	-	-	9	9
	4,914	16,615	21,529	4,059	17,007	21,066
Donations towards capital projects	-	1,101	1,101	-	2,078	2,078
Property assets gifted	-	-	-	-	700	700
	4,914	17,716	22,630	4,059	19,785	23,844

Other donations to synagogues include £381,000 (2021: £419,000) of donations which were subsequently granted to the Board of Deputies of British Jews (see note 10 below).

3. GRANTS RECEIVED	Unrestricted	Restricted	2022	Unrestricted	Restricted	2021
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Government prison visitation grant	14	-	14	13	-	13
Community Security Trust ("CST")	-	437	437	-	419	419
National Lottery Heritage Fund	-	-	-	222	-	222
HMRC Job Retention Scheme	-	-	-	176	427	603
Other grants	-	8	8	-	19	19
	14	445	459	411	865	1,276

The grant from the CST includes funds it had received from the Government to support community security.

4. CHARITABLE ACTIVITIES	Unrestricted	Restricted	2022	Unrestricted	Restricted	2021
Including gift aid reclaimed	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Funeral Expenses Scheme	-	2,975	2,975	-	3,142	3,142
Burial operations	3,499	-	3,499	4,065	-	4,065
Temporary seats	-	61	61	-	36	36
Educational Activities	52	2,153	2,205	6	1,686	1,692
Jewish Living	402	-	402	344	-	344
Marriages	-	44	44	-	70	70
Office of the Chief Rabbi	86	-	86	68	-	68
Beth Din	81	-	81	78	-	78
Advertising income	-	218	218	-	160	160
Other	-	378	378	-	156	156
	4,120	5,829	9,949	4,561	5,250	9,811

5. OTHER TRADING ACTIVITIES	Unrestricted	Restricted	2022	Unrestricted	Restricted	2021
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Advertising	185	-	185	166	-	166
Kashrut	6,044	-	6,044	5,266	-	5,266
Hall hire and catering	-	1,320	1,320	-	600	600
	6,229	1,320	7,549	5,432	600	6,032

NOTES TO THE FINANCIAL STATEMENTS (continued)

6. INVESTMENT INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000
Rents received	79	762	841	88	714	802
Funeral Expenses Scheme investment income	-	90	90	-	67	67
Deposits and bank interest	9	-	9	1	-	1
	88	852	940	89	781	870

7. OTHER INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000
Affiliation fees	40	-	40	40	-	40
Other	98	-	98	86	-	86
	138	-	138	126	-	126

8. COST OF RAISING FUNDS	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000
Fund Raising	359	-	359	295	-	295

9. COST OF CHARITABLE ACTIVITIES	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000
Member synagogues	-	21,374	21,374	-	18,985	18,985
Community Services Division	541	-	541	387	-	387
Jewish Education	147	-	147	196	-	196
Welfare, Young People and Young Families	2,436	-	2,436	2,078	-	2,078
Burial	3,423	-	3,423	3,228	-	3,228
Beth Din	856	-	856	841	-	841
Office of the Chief Rabbi	1,243	-	1,243	1,103	-	1,103
Rabbinic Development	143	-	143	123	-	123
Grants payable (see Note 10 below)	895	431	1,326	662	439	1,101
Central support costs and services	4,099	155	4,254	3,471	24	3,495
Communities of Potential	106	-	106	124	-	124
Willesden House of Life	193	-	193	302	-	302
	14,082	21,960	36,042	12,515	19,448	31,963

	2022 £'000	2021 £'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	67	53
Fees for other services: Tax advice	17	2
	84	55

10. GRANTS PAYABLE

	2022 £'000	2021 £'000
The grants made during the year were:		
UJIA (Kol Nidre Appeal)	72	77
University Jewish Chaplaincy	220	276
Jewish Community Academy Trust (see note below)	175	-
Community Security Trust	37	-
Grants to individuals and other charities (including distribution of Kol Nidre appeal funds)	441	326
Board of Deputies of British Jews	381	419
	1,326	1,098

The Jewish Community Academy Trust is a related party

NOTES TO THE FINANCIAL STATEMENTS (continued)

11. COST OF TRADING ACTIVITIES	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000
Advertising	3	-	3	2	-	2
Kashrut	4,120	-	4,120	3,704	-	3,704
Hall hire and catering	-	1,512	1,512	-	686	686
Other	157	-	157	49	-	49
	4,280	1,512	5,792	3,755	686	4,441

12. OTHER COSTS	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000
Interest and bank charges	41	2	43	36	3	39
Depreciation	741	82	823	556	55	611
Fund management fees	-	82	82	-	63	63
	782	166	948	592	121	713

13. NET (LOSSES) /GAINS ON INVESTMENTS	Unrestricted Funds £'000	Restricted Funds £'000	2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000
Realised (losses) / gains on investments	(1)	(121)	(122)	-	403	403
Unrealised (losses) / gains on investments	44	(690)	(646)	(19)	417	398
	43	(811)	(768)	(19)	820	801

14. TRANSFERS BETWEEN FUNDS	2022 Unrestricted funds £'000	2022 Restricted funds £'000	2021 Unrestricted funds £'000	2021 Restricted funds £'000
Transfers from restricted funds to unrestricted funds				
Burial charge to FES for funerals and entrance fees	3,199	(3,199)	3,065	(3,065)
Interest charged on loans to communities	245	(245)	156	(156)
Rents charged on properties let to communities	45	(45)	45	(45)
Profit of trading subsidiary gift-aided to Parent Charity	8	(8)	47	(47)
Other transfers from Restricted to Unrestricted funds	462	(462)	499	(499)
	3,959	(3,959)	3,812	(3,812)
Transfers from unrestricted funds to restricted funds				
Losses incurred by chronic deficit Synagogues without property	(101)	101	(68)	68
Interest credited on communities and FES funds	(140)	140	(25)	25
Kol Nidre Appeal allocation to Communities	(508)	508	(395)	395
Advertising income for the benefit of Synagogues	(151)	151	(163)	163
	(900)	900	(651)	651
Total transfers between funds	3,059	(3,059)	3,161	(3,161)

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

15. STAFF NUMBERS AND EMOLUMENTS

	2022 Number	2021 Number
The average number of full and part-time persons employed during the year was as follows:		
Synagogues	518	513
Kashrut	66	78
Burial	64	63
Other charitable activities and central support	123	113
	771	767

	2022 £'000	2021 £'000
The aggregate emoluments of these persons were as follows:		
Salaries	18,825	18,032
Social security costs	1,889	1,700
Pension scheme contributions	657	663
	21,371	20,395

	2022 Number	2021 Number
The numbers of employees in United Synagogue communities, support departments and central offices whose emoluments for the year (excluding pension contributions and the provision of accommodation) fell within the following bands were:		
£60,001 to £70,000	16	16
£70,001 to £80,000	14	12
£80,001 to £90,000	5	3
£90,001 to £100,000	6	6
£100,001 to £110,000	5	4
£110,001 to £120,000	4	6
£120,001 to £130,000	3	1
£130,001 to £140,000	1	-
£140,001 to £150,000	1	1
£160,001 to £170,000	-	1
£170,001 to £180,000	1	-
£180,001 to £190,000	1	1
£200,001 to £210,000	-	1
£220,001 to £230,000	-	1
£240,001 to £250,000	1	-

The number of these employees to whom retirement benefits are accruing under defined contribution schemes	57	50
	2022 £'000	2021 £'000
Contributions in the year for these 57 (2021: 50) employees to defined contribution schemes	275	284

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

	2022 £'000	2021 £'000
The total emoluments (including pension and Employer's National Insurance contributions) paid to the Chief Rabbi, Dayanim and key executives (2022 17 employees, 2021: 15 employees) listed on page 3 of these Financial Statements	2,554	2,252

During the year, redundancy payments arising from restructures totalled £59,000 (2021: £203,000).

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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

17. VOLUNTEERS

The Charity benefits from the contribution of thousands of volunteers across its 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

Transactions with Subsidiaries and related Charities:

• US Advertising Limited

This subsidiary sells advertising space within Synagogue publications and donates all profits to the Charity. The total receivable by the Charity for 2022 amounted to £151,257 (2021: £125,201). At the year end, the amount owed by the subsidiary to the Charity was £350,497 (2021: £139,358).

• United Synagogue Design & Build Limited

This subsidiary designs and builds new buildings for the parent Charity. During the year, the amount charged by the subsidiary to the Charity was £325,886 (2021: £1,829,861). The amount owed by the subsidiary to the Charity at the year end amounted to £10,307 (2021: amount owed by the Charity to the subsidiary £74,491).

• United Central Limited

This subsidiary is engaged in the business of hiring out the basement of Central Synagogue, a building in which the parent Charity holds the freehold title, for conferences and functions. The parent Charity lent the subsidiary the funds in order to undertake a major refurbishment of the basement and to cover pre-trading and start up costs. During the year, the Charity lent the subsidiary £238,538 (2021: £355,577). The amount owed by the subsidiary to the Charity at the year end amounted to £3,918,439 (2021: £3,679,901). This loan is unsecured.

• The United Synagogue Youth Charity

During the year the Parent Charity received donations of £394 (2021: £9,202) on behalf of this related charity. At the year end, the amount owed to this Charity from the Parent Charity was £4,504 (2021: £4,110).

• Chief Rabbinate Trust

This charity raises funds to support the running costs of his office (which are paid for by the Parent Charity) and to support a number of his programmes, which includes making grants to US Synagogues. During the year, grants totalling £20,223 (2021: £62,126) were made to the Parent Charity to support activities of Synagogues and £558,597 (2021: £533,000) to support the running costs of his office. At the year end, the amount owed to by this Charity to the Parent Charity was £107,126 (2021: £131,622).

Transactions with Trustees and Key Executives:

• Trustees Michael Goldstein and Claire Lemer, along with the Chief Rabbi and key Executive David Frei, are all members of the Jewish Community Academy Trusts ('JCAT'). These two Trustees are also Trustees of JCAT. JCAT is a multi academy trust for 4 Jewish primary schools. During the year, the Charity made a grant of £175,000 (2021: £nil) providing financial support for JCAT. The charity provides Kashrut supervision for JCAT schools and received income of £16,189 (2021: £12,994) for Kashrut supervision during the year.

• Trustee Andrew Eder is a member of the advisory board for Chai Cancer Care ('Chai'). During the year, the charity donated £1,000 (2021: £nil) to Chai and received £5,430 (2021: £4,930) for advertising in US publications.

• Claire Lemer is a Trustee of Kisharon. During the year, the charity donated £3,252 (2021: £774) to Kisharon and received £983 (2021: £774) for Kashrut supervision.

• Trustee Nicola Rosenfelder is employed by Royal Marsden NHS Foundation Trust. During the year, the charity donated £1,812 (2021: £nil) to The Royal Marsden Cancer Charity.

• Key Executive Jo Grose is a Member and Trustee of Yavneh College Academy Trust ('Yavneh'). During the year, the Charity paid £45,748 (2021: £34,375) to Yavneh as a rental payment to occupy the premises on Shabbat and Festival days.

• Trustee Maxwell Nisner is a Trustee of the Western Charitable Foundation ('Western'). During the year, the Charity paid the Western £30,829 (2021: £18,428) in respect of member funerals in cemeteries operated by Western.

• All of the Trustees and the majority of Key Executives listed on page 2 are members of the United Synagogue. In conjunction with that membership, annual subscriptions and donations will have been received by the Charity from these individuals, spouses and other members of their immediate families. The total amount donated to the Charity during the year is thought to be below £30,000.

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 2022	120,182	1,132	2,617	1,668	125,599
Additions during the year	2,864	13	113	-	2,990
	123,046	1,145	2,730	1,668	128,589
Less: Disposals during the year	(111)	(109)	-	-	(220)
At 31 December 2022	122,935	1,036	2,730	1,668	128,369
Depreciation					
At 1 January 2022	3,703	967	2,206	1,668	8,544
Charge for the year	440	56	114	-	610
	4,143	1,023	2,320	1,668	9,154
Less: Disposals during the year	-	(109)	-	-	(109)
At 31 December 2022	4,143	914	2,320	1,668	9,045
Net Book Value 31 December 2022	118,792	122	410	-	119,324
Net Book Value 31 December 2021	116,479	165	411	-	117,055
Group					
	Freehold and Long Leasehold £'000	Motor Vehicles £'000	Fixtures, Fittings & Equipment £'000	I.T. Project £'000	Total £'000
Cost / valuation					
At 1 January 2022	124,543	1,132	2,904	1,668	130,247
Additions during the year	3,100	13	117	-	3,230
	127,643	1,145	3,021	1,668	133,477
Less: Disposals during the year	(111)	(109)	-	-	(220)
At 31 December 2022	127,532	1,036	3,021	1,668	133,257
Depreciation					
At 1 January 2022	3,731	966	2,209	1,668	8,574
Charge for the year	574	56	193	-	823
	4,305	1,022	2,402	1,668	9,397
Less: Disposals during the year	-	(109)	-	-	(109)
At 31 December 2022	4,305	913	2,402	1,668	9,288
Net Book Value 31 December 2022	123,227	123	619	-	123,969
Net Book Value 31 December 2021	120,812	166	695	-	121,673

As described in the 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	
	2022	2021
	£'000	£'000
Market value at 1 January	8,171	5,957
Net monies invested	590	1,564
Cash withdrawn	-	(107)
Management fees charged to capital	(82)	(63)
Realised (losses) / gains on investments	(121)	406
Unrealised (losses) / gains on investments	(690)	414
Total market value at 31 December	7,868	8,171
Historical cost as at 31 December	7,158	6,773

	Cost		Market Value	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
JP Morgan Cash	38	46	38	46
JP Morgan Equities	3,854	3,942	4,615	5,277
JP Morgan Fixed Income	2,456	1,982	2,250	2,003
JP Morgan Alternative Assets	744	747	812	787
JP Morgan Foreign Exchanges	-	-	75	(6)
UBS AG Alternative Investments	-	-	11	-
UBS AG Cash	10	-	10	-
LSE Quoted investments	56	56	57	64
	7,158	6,773	7,868	8,171

21. STOCKS

	Charity		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Publications	250	47	250	47
Funeral requisites	26	24	26	24
	276	71	276	71

22. DEBTORS

	Charity		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade debtors	1,215	969	1,136	955
Accrued income	622	271	652	284
Prepayments	413	419	418	419
VAT	-	-	3	36
Other debtors	206	187	288	209
Loans to employees	22	13	22	13
Amounts due from subsidiary undertakings	4,405	4,124	-	-
	6,883	5,983	2,519	1,916

23. CASH AT BANK AND IN HAND

	Charity		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Bank deposits maturing in less than one year	2,056	6,337	2,056	6,337
Cash at bank	4,149	4,324	5,831	5,759
	6,205	10,661	7,887	12,096

NOTES TO THE FINANCIAL STATEMENTS (continued)

24. CREDITORS FALLING DUE WITHIN ONE YEAR

	Charity		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Creditors and accruals				
Trade creditors	1,163	819	1,229	912
Taxation and Social Security	503	475	503	475
VAT	125	140	127	143
Other creditors	471	472	471	472
Accruals	1,107	1,168	1,123	1,180
Deferred income (see note 25)	3,078	2,804	3,078	2,804
Amounts due to subsidiary undertakings	26	252	-	-
	6,473	6,130	6,531	5,986

25. DEFERRED INCOME

	Balance at 1-Jan-22	Prior year releases	Current year deferrals	Balance at 31-Dec-22
	£'000	£'000	£'000	£'000
Charity and Group:				
Kashrut (a)	403	(403)	388	388
Burial (b)	2,359	(184)	427	2,602
Community Support (c)	7	-	-	7
Young People and Young Families (d)	35	(20)	66	81
	2,804	(607)	881	3,078

(a) This comprises certification income invoiced in advance of the issue of annual certificates and advertising sold for the 2023 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 2023.

(d) Amounts paid in advance for programmes scheduled to take place in 2023.

26. ENDOWMENT FUNDS

	Balance at 1-Jan-22	Transfers to Other Funds	Balance at 31-Dec-22
	£'000	£'000	£'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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

27. RESTRICTED FUNDS

	Balance at 1-Jan-22 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-22 £'000
Member Synagogue funds (a)	93,017	22,487	(23,356)	709	92,857
Funeral Expenses Scheme (b)	13,997	2,261	(81)	(3,191)	12,986
Miscellaneous funds (c)	248	-	-	-	248
Charity	107,262	24,748	(23,437)	(2,482)	106,091
United Synagogue Bequests and Trusts Fund (d)	33	-	-	-	33
The United Synagogue Youth Charity (e)	281	-	(2)	-	279
The Chief Rabbinate Trust (f)	669	870	(199)	(577)	763
	983	870	(201)	(577)	1,075
Group - Income funds	108,245	25,618	(23,638)	(3,059)	107,166
Group - Endowment Funds (see note 25 above)	68	-	-	-	68
Group - total	108,313	25,618	(23,638)	(3,059)	107,234

(a) Member Synagogue funds comprise those monies received by each individual Synagogue, 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 subscription, 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 funds 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.

28. UNRESTRICTED FUNDS

	Balance at 1-Jan-22 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-22 £'000
(see below)					
Other Charitable Funds:					
Unrestricted Funds - Non designated (a)	28,509	15,088	(18,704)	3,059	27,952
Unrestricted Funds -Designated for other purposes (b)	40	-	-	-	40
Charity	28,549	15,088	(18,704)	3,059	27,992
US Advertising Limited (c)	(1)	240	(239)	-	-
Scopus Jewish Educational Trust (d)	1,237	-	-	-	1,237
United Central Limited (e)	(155)	27	(351)	-	(479)
United Synagogue Design & Build Limited (f)	(2)	326	(320)	-	4
Group	29,628	15,681	(19,614)	3,059	28,754

(a) Non-designated unrestricted funds 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 £191,000 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 includes pre- trading expenditure

(f) The resources expended by United Synagogue Design & Build Limited include £6,000 gift aided to the charity under a deed of covenant

NOTES TO THE FINANCIAL STATEMENTS (continued)

29. ANALYSIS OF ASSETS AND LIABILITIES BY FUND

Group	2022	2022	2021	2021
	Unrestricted	Restricted	Unrestricted	Restricted
	funds	funds	funds	funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	25,865	98,104	26,389	95,284
Investments	-	7,868	-	8,171
Cash at bank	5,745	2,142	6,412	5,684
Other current assets	2,305	490	1,636	351
Current liabilities	(2,123)	(1,330)	(2,005)	(1,177)
Deferred income	(3,078)	-	(2,804)	-
Total net assets	28,714	107,274	29,628	108,313
Charity	2022	2022	2021	2021
	Unrestricted	Restricted	Unrestricted	Restricted
	funds	funds	funds	funds
	£'000	£'000	£'000	£'000
Tangible fixed assets	21,219	98,104	21,725	95,331
Investments	-	7,868	-	8,171
Cash at bank	5,190	1,015	6,144	4,592
Other current assets	6,699	460	5,689	341
Current liabilities	(2,078)	(1,316)	(2,205)	(1,173)
Deferred income	(3,078)	-	(2,804)	-
Total net assets	27,952	106,131	28,549	107,262

Endowment fund net current assets of £68,000 (2021: £68,000) are included in restricted funds in the Group of which £nil (2021: £nil) are within the Charity.

30. 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 Financial Statements.

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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

30. SUBSIDIARY COMPANIES (continued)

Company number	United Central 11279144 £'000	US Youth Charity 02033941 £'000	CRT 04614285 £'000	US Advertising 02146769 £'000	US Design & Build 06797965 £'000	Total 2022 £'000	Total 2021 £'000
Total income	27	-	870	185	326	1,408	2,447
Total costs	(352)	(2)	(776)	(34)	(320)	(1,484)	(2,464)
Gross (deficit) / surplus	(325)	(2)	94	151	6	(76)	(17)
Gift aid payment to parent charity	-	-	-	(191)	(6)	(197)	(209)
(Deficit) / surplus for the year	(325)	(2)	94	(40)	-	(273)	(226)
Retained (deficit) / surplus b/f	(154)	282	666	-	-	794	1,020
Retained surplus/ (deficit) c/f	(479)	280	760	(40)	-	521	794
Gross assets at 31 December	3,448	283	876	447	29	5,083	4,947
Gross liabilities at 31 December	(3,927)	(3)	(116)	(447)	(29)	(4,522)	(4,153)
Reserves at 31 December	(479)	280	760	-	-	561	794

Total income includes charges from the subsidiaries to the Charity amounting to £326,000 (2021: £1,830,000)

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

31. OPERATING LEASE INCOME AND COMMITMENTS

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

	Land and Buildings 2022 £'000	Land and Buildings 2021 £'000
Due in less than one year	681	641
Between one and five years	1,581	1,699
More than five years	352	421
	2,614	2,761

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

	Land and Buildings 2022 £'000	Land and Buildings 2021 £'000
Due in less than one year	409	588
Between one and five years	366	594
More than five years	231	356
	1,006	1,538
	2022	2021
	£'000	£'000
Lease payments recognised as an expense	913	913

NOTES TO THE FINANCIAL STATEMENTS (continued)

32. CAPITAL COMMITMENTS

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

	2022 £'000	2021 £'000
Contracts placed:		
Muswell Hill Synagogue: redevelopment	64	991
Wembley: new Synagogue development	137	656
Golders Green Synagogue: refurbishment	-	83
Finchley Synagogue: refurbishment	-	33
	201	1,763

33. 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 charge arises during the year 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.

34. 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.

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

AFFILIATED SYNAGOGUES AND ASSOCIATE SYNAGOGUE ¹

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

¹ Western Marble Arch

UNITED SYNAGOGUE schools for which the US is the Foundation Body

JFS

King Solomon High School

Sinai Jewish Primary School

Wohl Ilford Jewish Primary School

SCOPUS EDUCATIONAL TRUST schools which are administered by the US and for which the US is the Foundation Body

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

Rimon Jewish Primary School

Sacks Morasha Jewish Primary School

Wolfson Hillel Primary School

Accounts

The United Synagogue Trustees' Report and Annual Accounts

For the year ended 31 December 2021



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UNITED SYNAGOGUE TRUSTEES' REPORT AND ANNUAL ACCOUNTS**Year ended 31 December 2021****Charity registration number 242552****BOARD OF TRUSTEES**

President Michael Goldstein ¹**Treasurer** Maxwell Nisner ¹

Other Trustees

Andrew Eder ²
 Rachel Hartog ¹
 Claire Lemer ³
 Fleurise Luder ¹
 Nicola Rosenfelder ²
 Barry Shaw ²
 Saul Taylor ¹
 Jacqui Zinkin ²

¹ serving 4 year term from 19 July 2021² serving 4 year term from 22 July 2019³ co-opted for 2 years from 19 July 2021

Committee Chairs

Audit and Risk Review Andrew Mainz

Burial Jacqui Zinkin

Equalities Claire Lemer and Jacqui Zinkin

Investment Maxwell Nisner

IT Rachel Hartog

Rabbinical Council Rabbi Pinchas Hackenbroch

Remuneration Maxwell Nisner

Schools Claire Lemer

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

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

Executive Offices

305 Ballards Lane
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

NatWest Group
Corporate Banking London
8th Floor
280 Bishopsgate
London EC2M 4RB

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

The year in review

January 2021

We entered 2021 in another national lockdown. However, unlike the first lockdown, places of worship were permitted to remain open and many of our communities chose to do so. The United Synagogue allowed local synagogue leadership to decide whether remaining open or closing temporarily was best for their members. This pragmatic and empowering approach was welcomed by lay leaders.

Whilst we recognised 'staying at home' was the best way to reduce infections while we waited for the vaccine roll out, we also knew the negative effects of lockdown too. Many of our older members were isolating again - some have been shielding for the best part of two years. Our young people were worried about the future with schools closed and exams cancelled. Families were having to adjust again to home schooling, juggling work and family commitments. Others worried about job security or finding work. Those living alone were cut off from family and friends. To support our members - and the wider community - the United Synagogue ran a dedicated Coronavirus helpline to offer practical advice like picking up prescriptions or shopping or a friendly ear for those simply struggling to cope.

With many of our shuls closed during lockdown, we ran weekday services three times a day on our Facebook page, and our Kaddish Pairing Project ensured *kaddish* was said for a loved one. TheUS.tv provided a great range of entertaining and educational programmes to watch. We still run a Kabbalat Shabbat service on Friday afternoons before Shabbat begins.

Rabbi Nicky Liss, the then-Chair of RCUS wrote a thoughtful piece on the situation for the Jewish News, and Steven Wilson, our Chief Executive, penned a column for the Jewish Chronicle.

In January we joined forces with our friends at JVN (the Jewish Volunteering Networking) to promote volunteering opportunities for our members and beyond to support the national vaccination effort. Our call was taken up across the country.

The second round of the Chief Rabbi's Ma'ayan Programme, which trains women as high-level educators and experts in the area of *hilchot niddah* (laws of family purity), started in January 2021 and will finish in July 2022.

Tu B'Shevat and Holocaust Memorial Day were observed digitally through a range of community programmes and TheUS.tv.

February

The Chief Rabbi has continued to play a key role in spearheading the UK Holocaust Memorial Foundation, and has inputted into the content of the learning centre that will be built alongside the memorial.

Our innovative Purim in a Box initiative delivered a festive *seuda* breakfast box direct to our members' doors and we arranged for *Mishloach Manot* (giving edible gifts) to be sent to our Chesed recipients and *Matanot Laevyonim* (charity to help people in need) to be distributed on our members' behalf. In consultation with the London Beth Din and Chief Rabbi, megillah readings were held in-person and online with a range of options provided by the United Synagogue centrally. TheUS.tv provided a fabulous feast of online Purim events.

March

We were delighted to welcome Hull Hebrew Congregation to the United Synagogue family following a unanimous vote in favour by US Council.

To enhance our seder nights we again ran Seder in a Box, providing members with wonderful educational materials and delicious food. Let my people Le-go! Kept our younger people busy building Pesach-themed models as part of a Tribe-*Jewish News* competition. KLBD again compiled a list of Covid-19 in extremis emergency guidelines allowing the use of some regular products at Pesach. Rabbi Jeremy Conway, Director of KLBD, explained why in an article for the Jewish Chronicle. Our Pesach box-set provided educational and entertaining programmes on-demand. For the first time, we ran an online 'matched giving' fundraising campaign for our Pesach Chesed appeal and raised just over £450,000 with Charity Extra. Some £60,000 was also raised through the annual 'regular' Pesach postal appeal.

April

As we couldn't be together in person last year, we produced the Bnei Akiva Yom Hazikaron & Yom Ha'atzmaut ceremony online.

For the first time in nearly 70 years, the Prayer for the Royal Family was said in our shuls without Prince Philip's name following his sad passing. Prince Philip attended the centenary celebrations of the United Synagogue in 1970 together with the Queen. The Chief Rabbi issued a moving statement on his passing and appeared on Radio 4.

Ahead of Shavuot we launched Choose your own Cheesecake, a competition with KLBD-supervised COCO Bakery to come up with a brand new flavour of cheesecake. S'mores cheesecake was crowned the winner.

As part of our 150th anniversary celebrations we launched at Willesden cemetery our self-guided walking tour: The Jews of London, taking in nearly 1,000 years of Jewish history.

Our review into how the United Synagogue could be more welcoming to people of colour – Jewish or not – showed that both people of colour and white people felt that the United Synagogue is welcoming overall. We committed to speak with CST about training for security volunteers and guards employed by synagogues and to run diversity training for religious and lay leaders.

Following the tragic deaths in Meron, Israel we held an evening of reflection, mourning and prayer together with the Rabbinical Council of the United Synagogue. Hundreds attended on Zoom.

May

As rockets rained down on innocent Israelis again we held a programme of *Tehillim* (Psalms) and *Tefillah* (prayers) for peace and broadcast daily *Tehillim* on our Facebook page during the crisis.

Closer to home, we were appalled that Chigwell & Hainault United Synagogue's Rabbi Rafi Goodwin was the victim of a vicious attack by two men that left him hospitalised. Thankfully, he has made a good recovery.

We marked the 80th anniversary of the *Farhud*, a Nazi-inspired pogrom in Baghdad when at least 170 Jews were murdered. Our special online programme shed light on a less well-known tragedy in Jewish history.

Woodford Forest United Synagogue's Rabbi and Rebbetzen Wollenberg hosted an unusual Shabbat guest: TV's Stacey Dooley who stayed for a long weekend to make an episode of *Stacey Dooley Sleeps Over*. It provided an insight for non-Jewish people of the reality of being orthodox Jews in 2021 and of leading a United Synagogue community.

June

In the area of interfaith, the third round of the Chief Rabbi's 'In Good Faith' programme, which focusses on developing dialogue between local Jewish and Christian clergy has started. In addition, a private theological dialogue between Rabbis and senior clergy from the Church of Scotland to construct a dictionary of theological terms relating to land and covenant has continued.

Tens of thousands of families were hit by the pandemic, both within and outside the Jewish community, with children at risk of going hungry over the summer once school broke up. Through US Chesed, we again ran a food collection campaign to support those in need.

July

Magen Avot ran a high-level conference online asking what we can actually do about the plight of the Uyghur community.

As Euro 2020 fever gripped the country, we committed to renaming Cockfosters and N Southgate Synagogue "Cockfosters and Gareth Southgate Synagogue" were England to win the tournament. Sadly – though possibly not for members there – the synagogue name remains unchanged.

After Covid forced the postponement again of Tribe Israel Tour, the team quickly built 'The Great British Tribe Tour' a jam-packed two weeks enjoyed by 35 of our Year 11s. Tribe's popular summer camps also made a welcome return with hundreds of young people having the summer of a lifetime. I was tremendously impressed by the number of Covid-secure in-person events our team and our shuls managed to put on, despite the pandemic.

We undertook our biggest listening exercise ever and asked our members how we and their community had done during the pandemic. Well over 5,000 people responded with 86% saying they were satisfied or very satisfied with their community. Other findings showed that 92% of members were satisfied with online services, 85% with welfare provision and 92% with online programming. Only 60% were satisfied with programmes and activities for under 18s and this is an area we earmarked for attention.

The refurbishment of Muswell Hill Synagogue began.

August

The scenes from Afghanistan were heart-breaking. Families trying everything to secure their release. Hours – days – spent queueing in the baking sun. Desperate parents handing their babies to soldiers in the hope they'll be taken to safety. Bushey United Synagogue's extraordinary collection of goods for Afghan refugees made national and international headlines. The community's Senior Rabbi, Rabbi Elchonon Feldman was awarded a Points of Light award by the Prime Minister.

We were proud to write a new book to honour the memory and teachings of the much missed Emeritus Chief Rabbi Lord Jonathan Sacks zt"l, *Rabbi Sacks And The Community We Built Together*, which contains over 250 pages of Torah, recollections, photographs and stories from Rabbi Sacks' colleagues

during his Chief Rabbinate as well as some of Rabbi Sacks' own writings from that period. We sent free copies to United Synagogue member households. We thank our contributors and sponsors and all those who brought this book to fruition.

The Stonesetting (*Matzeiva*) of Rabbi Lord Jonathan Sacks zt"l, took place at Bushey New Cemetery and we marked his *yahrzeit* in October.

September

For many of our members, Rosh Hashanah marked the start of their return to shul and we were delighted to welcome them back. We provided a number of resources for members over the High Holydays including content on our website, our Yom Kippur *Daf Hashavua*, our beautiful book, *Shana Tova!* and Tribe's Yom Kippur Newsletter. On TheUS.tv, we had 44 short Jewish ideas for Rosh Hashanah and Yom Kippur, musical highlights from the Yom Kippur prayers with Belmont United's Rabbi Marc Levene, Hampstead Garden Suburb's Chazan Avromi and Rochelle Freilich's brilliant show *Around the Year in 80 Minutes*, and, in preparation for Yom Kippur, our inspiring and evocative *Kol Nidre* service originally broadcast in 2020, in partnership with Pinner United Synagogue.

The first services were held at Brondesbury Park's beautiful new synagogue. Final works to the building were completed in December.

The Wohl Suite – the Chief Rabbi's offices at Central Synagogue – was completed and the Chief Rabbi has hosted a number of receptions and events there.

We were very proud that the United Synagogue's Willesden Jewish Cemetery was shortlisted for a prestigious museum award up against the British Museum and the Museum of London. Whilst, unfortunately, we did not win, being nominated was testament to the hard work of the *House of Life* team who are conserving and developing our beautiful and historic cemetery.

October

We announced the creation of a Head of Environmental Policy and have since launched, in conjunction with the Office of the Chief Rabbi, Dorot, our ambitious new environmental initiative to reduce our environmental impact. The Chief Rabbi spoke at the COP26 UN Climate Change Conference in Glasgow, addressing the role of faith in the climate challenge.

November

We were heartbroken to hear about the murder in Jerusalem of 26-year-old Eliyahu Kay ע"ה in a terrorist attack and sent our deepest condolences to his parents, Avi and Devorah. The tragedy was particularly poignant for the United Synagogue family as Eli's grandparents are South Hampstead's Rabbi Shlomo and Rebbetzen Lynndy Levin and his uncles and aunts include Rabbi Baruch and Rebbetzen Kezi Levin of Brondesbury Park and Rabbi Eli and Rebbetzen Lauren Levin, also of South Hampstead. Rabbi Eli Levin wrote a beautiful tribute.

We announced the creation of the new 'Centre for Rabbinic Excellence' which will provide our Rabbis and Rebbetzins with ongoing professional development opportunities. The vision of the Centre is to raise the profile of the United Synagogue and its Rabbinate by creating outstanding leaders who motivate people to engage in their Judaism. It aims to do this by providing the development opportunities facilitated by the right environment for the Rabbinate to succeed.

We held a Covid-secure Musical Chanukah Drive-in with live music, candle lighting and fresh doughnuts.

We ran our popular Design a Delicious Doughnut competition again in partnership with the Jewish Chronicle. Hundreds of ideas were submitted with 'Caffe Mocha' crowned the winner. We also set our young people the challenge of creating a showstopping model Chanukiah that was not only kosher, but also kind to the Earth by using re-purposed or recyclable materials.

December

The Office of the Chief Rabbi has continued to support communities as they emerge out of the pandemic. The Chief Rabbi's Centre for Community Excellence has worked closely with the United Synagogue to launch Project Welcome, which will provide funding and support to assist communities. The Chief Rabbi met with the Rabbi and Rebbetzen of every community under his auspices in the UK to understand their community's challenges.

It's not every day you get a phone call offering to throw you a 150th birthday party but we were honoured that the City of London hosted a reception for the United Synagogue at the stunning Guildhall to mark our 150th anniversary. Over 300 guests attended including our Rabbis, Rebbetzens and Chairs of our communities. This gave us the opportunity to thank them – together with our Honorary Officers, countless volunteers, staff and fellow Trustees – for giving so much to support their communities during the pandemic. It is no exaggeration to say many worked around the clock at times to support their members and keep them connected, throughout both 2020 and 2021.

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
- Provision of food parcels and a range of Chesed activities
- Coordination of volunteers who provide a range of social welfare services
- Assistance to the providers of University Jewish Chaplaincy
- Introduction and ongoing running of TheUS.tv, an on-demand video platform providing religious, educational and cultural material for a wide audience

Legal Status

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

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

Structure, Governance and Management

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

Charity Governance Code

The current 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 support 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 currently comprises ten Trustees (with an option to co-opt one more). Trustees are eligible to serve a maximum of two terms although the President can then serve up to two additional terms if he or she was previously a Trustee. 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 known as the Board of Management) of one of the US' local synagogue communities for a minimum of two years. Trustees who stand for election will therefore have had experience of lay leadership in the Jewish community for which they are taking responsibility. The requirement to have previously served on a Synagogue Council does not apply to co-opted Trustees.

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

The Chief Executive and Directors meet new Trustees soon after their election and provide extensive 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 continues 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 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).

Trustees' Committees

There are a number of Committees, normally chaired by a Trustee (see page 2) and comprising a number of external specialists in order to provide advice and oversight. The Chair of each committee reports back to the Trustee Board on a regular basis.

Audit and Risk Review – Oversight of financial performance, financial reporting and risk management

Burial – Oversight of burial operations and the Funeral Expenses Scheme

Equalities – Advancement of inclusion and equality of access and opportunity across the US

Investment – Oversight of investment and treasury decisions and performance

IT – Oversight of material IT projects, IT security and infrastructure

RCUS – Provide support and guidance for US Rabbis and Rebbetzins

Remuneration – Approval of material pay awards and bonuses

Schools – Oversight of ethos, governance and strategic planning of US schools

US Council

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

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

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

Professional Staff

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

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

To achieve its objectives, the US needs to attract and retain high quality senior professional staff. Each Director's position is individually benchmarked and is remunerated in line with roles with similar responsibilities in the charity sector.

Member Synagogues

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

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

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.

Changes since the last report

As at 31 December 2021 and the date of this report, the US had 56 Full Constituent Member Synagogues (2020: 56) and membership totalled 37,530 (2020: 37,564). The South London Synagogue was closed on 31 December 2021 following a request from the community due to dwindling membership.

In addition, as at 31 December 2021 there were six Affiliate Synagogues (2020: 6) and one Associate Synagogue (2020: 1). They are independent legal entities governed by the Affiliate and Associate Schemes.

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

- process changes and policy changes
- maintain reasonable control environment
- amend our policies and processes so that they are fit for purpose
- approve invoices and improve controls to enable remote working
- reduce the risk of being affected by phishing in light of increase in spam during Covid

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 monthly meetings of the Directors and half yearly at Trustee meetings.

The Covid-19 pandemic has given rise to a number of changes to the risk register, including the risks associated with remote working and the risk register is being reviewed and updated to take into account the 'new normal'.

The Trustees continue to believe 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. Some examples include a new variant striking the UK and our members; it becoming more difficult to observe and practise Orthodox Judaism in the UK because of the banning of Brit Milah or Shechita. Increasing numbers of members may decide to emigrate and consequently discontinue their membership. Membership might also fall if mainstream orthodoxy is observed by fewer Jews in the UK. To the extent that this risk can be managed, it is felt by the Trustees that mitigation can be achieved by the implementation of recommendations contained in the 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.

Fundraising - Policy

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

Approach

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

Voluntary Scheme for Regulating Fundraising

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

Complaints

The Charity's Trustees and Professional Staff received no complaints about its fundraising activities this year (2020: none).

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

COVID-19

As in 2020, 2021 was again dominated by the COVID-19 pandemic. We issued more than 20 guidance documents to keep our members safe.

Thankfully, the pressures on the United Synagogue Burial Society were not as acute in 2020 but still required new protocols and ways of working, to ensure funerals took place promptly and safely. Stone setting ceremonies – the erection of a headstone that is traditionally done some time after the funeral itself – were permitted again by the government.

The recruitment freeze implemented across the Charity in 2020 was lifted in 2021.

After the significant fall in income during 2020, the Charity has seen an increase in income from membership subscriptions and its Kashrut (KLBD) and Burial departments. This is a result of the easing of Covid restrictions during the year and the benefit of steps taken to protect itself from future losses as recorded in last year's report.

Safeguarding

Safeguarding remains 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. Safeguarding practice matters raised in recent Ofsted Nursery reports have been addressed rapidly.

In 2019, the United Synagogue 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 (IICSA) which is an independent statutory inquiry and covers England and Wales. In September 2021, IICSA produced its report which the United Synagogue welcomed. Some 16,000 children are part of United Synagogue member households and so the safeguarding of young people is of the utmost importance to our organisation. There is an ethos within the Charity that all forms of child abuse must be prevented, and, when suspected, must be reported. Despite our approach, we know that more can always be done to ensure our young people are safe from harm and so we are constantly reviewing our processes and procedures to proactively protect children from abuse. We were glad to have assisted the Inquiry in any way we could during the investigation.

Fundraising

Collectively, United Synagogue communities raised more than £970,000 from the 2021 Kol Nidrei Appeal – run both digitally as last year and via a postal appeal. For the first time, we ran an online 'matched giving' fundraising campaign for our Pesach Chesed appeal and raised just over £450,000 with Charity Extra. Some £60,000 was also raised through the annual 'regular' Pesach postal appeal. We also helped raise £130,000 for Cockfosters and N Southgate Synagogue with their capital appeal for a Shabbat Lift and renovation work. The department also successfully raised more than £60,000 through applications to various Trusts and Foundations for Chesed work across our synagogues and beyond.

Financial Review

Financial Results and Reserves Policy

In the year ended 31 December 2021, the US recorded a surplus of £5.4m (2020: £4.2m) including donations for capital projects and sales of properties in 2021. This comprises a surplus on both Restricted and Unrestricted activities of £4.8m and £0.6m 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 £137.9m (2020 - £132.5m). This comprised £108.3m of Restricted Funds (2020: £103.5m) and £29.6m (2020: £29.0m) 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 £6.1m (2020: £5.2m) of unrestricted cash balances and free reserves amounted to £6.8m (2020: £5.7m). The Charity had total reserves of £135.8m (2020: £130.2m) of which £28.5m (2020: £27.8m) 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. The value of investments managed by J. P. Morgan increased by £2.3m, of which £1.5m represented new monies invested. The growth attributable to the investment management was approximately 14.0% in 2021 against a target annual return of RPI + 4% pa over the long term (10 years +). Whilst the US does not have its own specific ethical investment policy in place, J.P. Morgan incorporates environmental, social and governance issues into investment practices across asset classes and has been a signatory to U.N. supported Principles for Responsible Investment (PRI) initiative since 2007.

Auditors

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

Volunteers

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

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

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

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

Following one of the most challenging years in our history, 2021 saw us able to re-open our synagogues again for communal prayer and other activities. The pandemic still loomed large over everything we did taking a significant toll on our rabbinic and lay leaders, and our professional team. On behalf of myself and all of the Trustees, I once again want to place on record our thanks to the Chief Rabbi, our Dayanim, Rabbis and Rebbetzins, Chief Executive and Directors, Chairs and Synagogue Councils, together with all our staff and volunteers. Thanks to their efforts, the United Synagogue has continued to support our members during the most difficult of times.



Michael Goldstein – President

on behalf of the Board of Trustees

20 June 2022

Statement of Trustees' Responsibilities

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

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

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

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

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the Financial Statements comply with the Charities Act 2011.

They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Opinion

We have audited the Financial Statements of the United Synagogue ('the Charity') and its subsidiaries ('the Group') for the year ended 31 December 2021 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 2021 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 17, the Trustees are responsible for the preparation of the Financial Statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, the Trustees are responsible for assessing the Group 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

22 June 2022

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 2021

	2021	2020
	Total funds	Total funds
	£'000	£'000
Operating Income:		
Donations and legacies	21,066	21,103
Charitable activities	9,811	8,125
Other income	7,028	6,236
Net gains on investments	801	288
Total Operating Income	38,706	35,752
Expenditure	(37,412)	(37,662)
Net operating surplus / (deficit)	1,294	(1,910)
Non-Operating Income:		
Donations towards capital projects	2,078	2,334
Donations of property assets	700	-
Grants received	1,276	2,690
Net gain on disposal of tangible fixed assets	90	1,099
Net surplus for the year	5,438	4,213

This summary is provided to allow readers of the Financial Statements to differentiate between recurring operating activities and non-operating income

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 December 2021

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Income:							
Donations and legacies	2	4,059	17,007	21,066	3,816	17,287	21,103
Donations towards capital projects	2	-	2,078	2,078	-	2,334	2,334
Donations of property assets	2	-	700	700	-	-	-
Grants Received	3	411	865	1,276	1,188	1,502	2,690
Charitable activities	4	4,561	5,250	9,811	3,651	4,474	8,125
Other trading activities	5	5,432	600	6,032	4,896	344	5,240
Investments	6	89	781	870	67	767	834
Net gain on disposal of tangible fixed assets		-	90	90	1,097	2	1,099
Other	7	126	-	126	162	-	162
Total Income		14,678	27,371	42,049	14,877	26,710	41,587
Expenditure:							
Raising funds	8	(295)	-	(295)	(347)	-	(347)
Charitable activities	9	(12,515)	(19,448)	(31,963)	(12,994)	(19,894)	(32,888)
Trading activities	11	(3,755)	(686)	(4,441)	(3,499)	(521)	(4,020)
Other	12	(592)	(121)	(713)	(288)	(119)	(407)
Total Expenditure		(17,157)	(20,255)	(37,412)	(17,128)	(20,534)	(37,662)
Net (expenditure) / income before gains / (losses) on investments		(2,479)	7,116	4,637	(2,251)	6,176	3,925
Net gains/ (losses) on investments	13	(19)	820	801	(4)	292	288
Net (expenditure) / income for the year		(2,498)	7,936	5,438	(2,255)	6,468	4,213
Transfers between funds	14	3,161	(3,161)	-	3,465	(3,465)	-
Net movement in funds		663	4,775	5,438	1,210	3,003	4,213
Reconciliation of funds							
Total funds brought forward		28,965	103,538	132,503	27,755	100,535	128,290
Total funds carried forward		29,628	108,313	137,941	28,965	103,538	132,503

Restricted funds carried forward include £68,000 of endowment funds (2020: £68,000) (see Note 27). All endowment fund movement during the year is included in the restricted funds column.
All amounts relate to continuing activities.

The notes on pages 25 to 41 form part of these financial statements.

BALANCE SHEETS as at 31 December 2021

	Note	Charity		Group	
		2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fixed Assets:					
Tangible assets	19	117,055	114,667	121,673	119,050
Investments	20	8,171	5,957	8,171	5,957
Total fixed Assets		<u>125,226</u>	<u>120,624</u>	<u>129,844</u>	<u>125,007</u>
Current Assets:					
Stocks	21	71	83	71	83
Debtors	22	5,983	6,352	1,916	2,833
Cash at Bank and in Hand	23	10,661	9,696	12,096	11,032
Total Current Assets		<u>16,715</u>	<u>16,131</u>	<u>14,083</u>	<u>13,948</u>
Liabilities:					
Creditors: Amounts falling due within one year	24	(6,130)	(6,574)	(5,986)	(6,417)
Net Current Assets		<u>10,585</u>	<u>9,557</u>	<u>8,097</u>	<u>7,531</u>
Total assets less current liabilities		<u>135,811</u>	<u>130,181</u>	<u>137,941</u>	<u>132,538</u>
Provision for liabilities	26	-	(35)	-	(35)
Total Net Assets		<u>135,811</u>	<u>130,146</u>	<u>137,941</u>	<u>132,503</u>
The Funds of the Charity					
Endowment funds	27	-	-	68	68
Restricted income funds	28	107,262	102,313	108,245	103,470
Unrestricted funds	29	28,549	27,833	29,628	28,965
Total Charity Funds		<u>135,811</u>	<u>130,146</u>	<u>137,941</u>	<u>132,503</u>

These Financial Statements were approved and authorised for issue by the Trustees of United Synagogue on 20 June 2022



Michael Goldstein
President



Maxwell Nisner
Treasurer

The notes on pages 25 to 41 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2021

	Note	2021 £'000	2020 £'000
Cash flows from operating activities			
Net cash provided by operating activities	A	5,546	2,455
Cash flows from investing activities			
Dividends and interest received		68	78
Profit on foreign exchange		-	(4)
Proceeds from sale of tangible fixed assets		120	2,548
Payments to acquire tangible fixed assets		(3,276)	(4,059)
Purchase of investments		(1,564)	(72)
Withdrawals from investments and management charges		170	77
Net cash used in investing activities		(4,482)	(1,432)
Change in cash and cash equivalents in the year		1,064	1,023
Cash and cash equivalents at the beginning of the year		11,032	10,037
Cash and cash equivalents at the end of the year	B	12,096	11,060

NOTES TO CASH FLOW STATEMENT

A. Reconciliation of cash flows from operating activities	2021 £'000	2020 £'000
Net incoming resources for year	4,637	3,925
Dividends and net interest received	(29)	(50)
Interest paid	(39)	(28)
Depreciation charge	612	322
Loss on non-cash disposal of fixed assets	11	11
Profit on disposal of tangible fixed assets	(90)	(1,099)
Unrealised loss on foreign exchange	(19)	-
Decrease / (increase) in stock	12	(3)
Decrease in debtors	917	(115)
Increase in creditors and accruals	(431)	(536)
Decrease in gross provisions	(35)	-
Net cash inflow on operational activities	5,546	2,427

B. Analysis of cash and cash equivalents	Balance at 1-Jan-21 £'000	Cash flow £'000	Balance at 31-Dec-21 £'000
Cash at bank and in hand	6,013	(254)	5,759
Bank deposits	5,019	1,318	6,337
Total cash and cash equivalents	11,032	1,064	12,096

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 2022 and 2023 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 Funeral Expenses Scheme (FES), which is not charged any central administration costs.

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 when 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 6 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 moved to a different provider and is open 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	Unrestricted	Restricted	2021	Unrestricted	Restricted	2020
Including gift aid reclaimed	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Synagogue communal contribution	2,074	-	2,074	2,196	-	2,196
Synagogue membership income	-	9,717	9,717	-	9,213	9,213
Other donations to synagogues (see below)	-	6,845	6,845	-	7,443	7,443
Other donations	1,985	436	2,421	1,620	619	2,239
Youth Charity	-	9	9	-	12	12
	4,059	17,007	21,066	3,816	17,287	21,103
Donations towards capital projects	-	2,078	2,078	-	2,334	2,334
Property assets gifted	-	700	700	-	-	-
	4,059	19,785	23,844	3,816	19,621	23,437

Other donations to synagogues include £419,000 (2020: £396,000) of donations which were subsequently granted to the Board of Deputies of British Jews (see note 10 below).

3. GRANTS RECEIVED	Unrestricted	Restricted	2021	Unrestricted	Restricted	2020
	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Government hospital visitation grant	-	-	-	1	-	1
Government prison visitation grant	13	-	13	14	-	14
Community Security Trust ("CST")	-	419	419	-	399	399
National Lottery Heritage Fund	222	-	222	432	-	432
HMRC Job Retention Scheme	176	427	603	741	1,081	1,822
Other grants	-	19	19	-	22	22
	411	865	1,276	1,188	1,502	2,690

The grant from the CST includes funds it had received from the Government to support community security.

4. CHARITABLE ACTIVITIES	Unrestricted	Restricted	2021	Unrestricted	Restricted	2020
Including income tax reclaimed	Funds	Funds		Funds	Funds	
	£'000	£'000	£'000	£'000	£'000	£'000
Funeral Expenses Scheme	-	3,142	3,142	-	2,849	2,849
Burial operations	4,065	-	4,065	3,335	-	3,335
Temporary seats	-	36	36	-	27	27
Educational Activities	6	1,686	1,692	52	1,279	1,331
Jewish Living	344	-	344	150	-	150
Marriages	-	70	70	-	25	25
Office of the Chief Rabbi	68	-	68	50	-	50
Beth Din	78	-	78	64	-	64
Other	-	316	316	-	294	294
	4,561	5,250	9,811	3,651	4,474	8,125

NOTES TO THE FINANCIAL STATEMENTS (continued)

5. OTHER TRADING ACTIVITIES	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000
Advertising	166	-	166	84	-	84
Kashrut	5,266	-	5,266	4,812	-	4,812
Hall hire and catering	-	600	600	-	344	344
	5,432	600	6,032	4,896	344	5,240
6. INVESTMENT INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000
Rents received	88	714	802	61	695	756
Funeral Expenses Scheme investment income	-	67	67	-	72	72
Deposits and bank interest	1	-	1	6	-	6
	89	781	870	67	767	834
7. OTHER INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000
Affiliation fees	40	-	40	40	-	40
Other	86	-	86	122	-	122
	126	-	126	162	-	162
8. COST OF RAISING FUNDS	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000
Fund Raising	295	-	295	347	-	347

NOTES TO THE FINANCIAL STATEMENTS (continued)

9. COST OF CHARITABLE ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000
Member synagogues	-	18,985	18,985	-	19,390	19,390
Community Services Division	387	-	387	422	-	422
Jewish Education	196	-	196	170	-	170
Welfare, Young People and Young Families	2,078	-	2,078	2,013	-	2,013
Burial	3,228	-	3,228	3,177	-	3,177
Beth Din	841	-	841	683	-	683
Office of the Chief Rabbi	1,103	-	1,103	1,126	-	1,126
Rabbinic Development	123	-	123	150	-	150
Grants payable (see Note 10 below)	662	439	1,101	666	425	1,091
Central support costs and services	3,471	24	3,495	4,058	12	4,070
Communities of Potential	124	-	124	78	-	78
Willesden House of Life	302	-	302	451	-	451
Other	-	-	-	-	67	67
	12,515	19,448	31,963	12,994	19,894	32,888

	2021 £'000	2020 £'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	53	50
Fees for other services: Tax advice	2	-
	55	50

10. GRANTS PAYABLE

	2021 £'000	2020 £'000
The grants made during the year were:		
UJIA (Kol Nidre Appeal)	77	52
University Jewish Chaplaincy	276	370
Jewish Community Academy Trust	-	181
Community Security Trust	-	5
Grants to individuals and other charities (including distribution of Kol Nidre appeal funds)	326	87
Board of Deputies of British Jews	419	396
	1,098	1,091

11. COST OF TRADING ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000
Advertising	2	-	2	-	-	-
Kashrut	3,704	-	3,704	3,477	-	3,477
Hall hire and catering	-	686	686	-	521	521
Other	49	-	49	22	-	22
	3,755	686	4,441	3,499	521	4,020

12. OTHER COSTS

	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000
Interest and bank charges	36	3	39	25	3	28
Depreciation	556	55	611	263	60	323
Fund management fees	-	63	63	-	56	56
	592	121	713	288	119	407

NOTES TO THE FINANCIAL STATEMENTS (continued)

13. NET GAINS / (LOSSES) ON INVESTMENTS	Unrestricted Funds £'000	Restricted Funds £'000	2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000
Realised gains / (losses) on investments	-	403	403	(4)	89	85
Unrealised gains / (losses) on investments	(19)	417	398	-	203	203
	(19)	820	801	(4)	292	288

14. TRANSFERS BETWEEN FUNDS	2021 Unrestricted funds £'000	2021 Restricted funds £'000	2020 Unrestricted funds £'000	2020 Restricted funds £'000
Burial charge to FES for funerals and entrance fees	3,065	(3,065)	3,535	(3,535)
Losses incurred by chronic deficit Synagogues without property	(68)	68	(48)	48
Interest charged on loans to communities	156	(156)	187	(187)
Interest credited on communities and FES funds	(25)	25	(35)	35
Rents charged on properties let to communities	45	(45)	45	(45)
Kol Nidre Appeal allocation to Communities	(395)	395	(481)	481
Profit of trading subsidiary gift-aided to Parent Charity	47	(47)	34	(34)
Advertising income for the benefit of Synagogues	(163)	163	(84)	84
Miscellaneous transfers from Restricted to Unrestricted reserves	499	(499)	312	(312)
	3,161	(3,161)	3,465	(3,465)

The transfers between funds show the net position in this regard as there can be transfers between specific 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:	2021 Number	2020 Number
Synagogues	513	566
Kashrut	78	78
Burial	63	67
Other charitable activities and central support	113	122
	767	833

The aggregate emoluments of these persons were as follows:	2021 £'000	2020 £'000
Salaries	18,032	17,753
Social security costs	1,700	1,637
Pension scheme contributions	663	622
	20,395	20,012

NOTES TO THE FINANCIAL STATEMENTS (continued)

15. STAFF NUMBERS AND EMOLUMENTS (continued)

	2021 Number	2020 Number
The numbers of employees in United Synagogue communities, support departments and head office whose emoluments for the year (excluding pension contributions and the provision of accommodation) fell within the following bands were:		
£60,001 to £70,000	16	17
£70,001 to £80,000	12	8
£80,001 to £90,000	3	7
£90,001 to £100,000	6	3
£100,001 to £110,000	4	3
£110,001 to £120,000	6	4
£120,001 to £130,000	1	-
£130,001 to £140,000	-	1
£140,001 to £150,000	1	-
£160,001 to £170,000	1	-
£170,001 to £180,000	-	1
£180,001 to £190,000	1	-
£190,001 to £200,000	-	1
£200,001 to £210,000	1	-
£210,001 to £220,000	-	1
£220,001 to £230,000	1	-
The numbers of these employees to whom retirement benefits are accruing under defined contribution schemes	50	44
	2021 £'000	2020 £'000
Contributions in the year for these 50 (2020: 44) employees to defined contribution schemes	284	230

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

	2021 £'000	2020 £'000
The total emoluments (including pension and Employer's National Insurance contributions) paid to the Chief Rabbi, Dayanim and key executives (2021 15 employees, 2020: 15 employees) listed on page 3 of these Financial Statements	2,252	2,112

During the year, redundancy payments arising from restructures totalled £203,000 (2020: £92,000).

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 2021	117,399	1,096	2,562	1,668	122,725
Additions during the year	2,824	88	129	-	3,041
	120,223	1,184	2,691	1,668	125,766
Less: Disposals during the year	(41)	(52)	(74)	-	(167)
At 31 December 2021	120,182	1,132	2,617	1,668	125,599
Depreciation					
At 1 January 2021	3,261	973	2,156	1,668	8,058
Charge for the year	442	46	124	-	612
	3,703	1,019	2,280	1,668	8,670
Less: Disposals	-	(52)	(74)	-	(126)
At 31 December 2021	3,703	967	2,206	1,668	8,544
Net Book Value 31 December 2021	116,479	165	411	-	117,055
Net Book Value 31 December 2020	114,138	123	406	-	114,667

Group	Freehold and Long Leasehold £'000	Motor Vehicles £'000	Fixtures, Fittings & Equipment £'000	I.T. Project £'000	Total £'000
Cost / valuation					
At 1 January 2021	121,544	1,096	2,830	1,668	127,138
Additions during the year	3,040	88	148	-	3,276
	124,584	1,184	2,978	1,668	130,414
Less: Disposals during the year	(41)	(52)	(74)	-	(167)
At 31 December 2021	124,543	1,132	2,904	1,668	130,247
Depreciation					
At 1 January 2021	3,289	972	2,159	1,668	8,088
Charge for the year	442	46	124	-	612
	3,731	1,018	2,283	1,668	8,700
Less: Disposals	-	(52)	(74)	-	(126)
At 31 December 2021	3,731	966	2,209	1,668	8,574
Net Book Value 31 December 2021	120,812	166	695	-	121,673
Net Book Value 31 December 2020	118,255	124	671	-	119,050

As described in the 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	
	2021	2020
	£'000	£'000
Market value at 1 January	5,957	5,670
Net monies invested	1,564	72
Cash withdrawn	(107)	(22)
Management fees charged to capital	(63)	(55)
Realised gains on investments	406	89
Unrealised gains / (losses) investments	414	203
Total market value at 31 December	8,171	5,957
Historical cost as at 31 December	6,773	5,152

	Cost		Market Value	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
UBS AG Alternative Investments	-	179	-	120
UBS Cash	-	13	-	13
JP Morgan Cash	46	28	46	28
JP Morgan Equities	3,942	2,762	5,277	3,514
JP Morgan Fixed Income	1,982	1,574	2,003	1,662
JP Morgan Alternative Assets	747	539	787	541
JP Morgan Foreign Exchanges	-	-	(6)	24
LSE Quoted investments	56	57	64	55
	6,773	5,152	8,171	5,957

21. STOCKS

	Charity		Group	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Publications	47	55	47	55
Funeral requisites	24	28	24	28
	71	83	71	83

22. DEBTORS

	Charity		Group	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade debtors	969	603	955	629
Accrued income	271	996	284	1,003
Prepayments	419	951	419	957
VAT	-	-	36	82
Other debtors	187	148	209	148
Loans to employees	13	14	13	14
Amounts due from subsidiary undertakings	4,124	3,640	-	-
	5,983	6,352	1,916	2,833

NOTES TO THE FINANCIAL STATEMENTS (continued)

23. CASH AT BANK AND IN HAND

	Charity		Group	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Bank deposits maturing in less than one year	6,337	5,019	6,337	5,019
Cash at bank	4,324	4,677	5,759	6,013
	10,661	9,696	12,096	11,032

24. CREDITORS FALLING DUE WITHIN ONE YEAR

	Charity		Group	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Creditors and accruals				
Trade creditors	819	1,175	912	1,202
Taxation and Social Security	475	436	475	436
VAT	140	83	143	84
Other creditors	472	433	472	431
Accruals	1,168	1,677	1,180	1,688
Deferred income (see note 25)	2,804	2,576	2,804	2,576
Amounts due to subsidiary undertakings	252	194	-	-
	6,130	6,574	5,986	6,417

25. DEFERRED INCOME

	Balance at 1-Jan-21	Prior year released	Current year deferrals	Balance at 31-Dec-21
	£'000	£'000	£'000	£'000
Charity and Group:				
Kashrut (a)	295	(295)	403	403
Burial (b)	2,251	(199)	307	2,359
Community Support (c)	9	(2)	-	7
Young People and Young Families (d)	21	(6)	20	35
	2,576	(502)	730	2,804

(a) This comprises certification income invoiced in advance of the issue of annual certificates and advertising sold for the 2022 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 2022.

(d) Amounts paid in advance for programmes scheduled to take place in 2022.

26. PROVISION FOR LIABILITIES

	Balance at 1-Jan-21	Current year additional	Current year released	Balance at 31-Dec-21
	£'000	£'000	£'000	£'000
Charity and Group:				
Commutation of pensions to former employees of a department now closed	35	-	(35)	-
	35	-	(35)	-

The commitment was for the lifetime of the employees concerned. At the year end, no further pension liability exists.

NOTES TO THE FINANCIAL STATEMENTS (continued)

27. ENDOWMENT FUNDS

	Balance at 1-Jan-21 £'000	Transfers to Other Funds £'000	Balance at 31-Dec-21 £'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-21 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-21 £'000
Member Synagogue funds (a)	88,972	23,728	(20,154)	471	93,017
Funeral Expenses Scheme (b)	13,093	4,018	(62)	(3,052)	13,997
Miscellaneous funds (c)	248	-	-	-	248
Charity	102,313	27,746	(20,216)	(2,581)	107,262
United Synagogue Bequests and Trusts Fund (d)	33	-	-	-	33
The United Synagogue Youth Charity (e)	274	9	(2)	-	281
The Chief Rabbinate Trust (f)	850	436	(37)	(580)	669
	1,157	445	(39)	(580)	983
Group - Income funds	103,470	28,191	(20,255)	(3,161)	108,245
Group - Endowment Funds (see note 27 above)	68	-	-	-	68
Group - total	103,538	28,191	(20,255)	(3,161)	108,313

(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-21 £'000 (see below)	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 14) £'000	Balance at 31-Dec-21 £'000
Other Charitable Funds:					
Unrestricted Reserves - Non designated (a)	27,793	12,635	(15,080)	3,161	28,509
Unrestricted Reserves -Designated for other purposes (b)	40	-	-	-	40
Charity	27,833	12,635	(15,080)	3,161	28,549
US Advertising Limited (c)	(2)	188	(187)	-	(1)
Scopus Jewish Educational Trust (d)	1,237	-	-	-	1,237
United Central Limited (e)	(103)	6	(58)	-	(155)
United Synagogue Design & Build Limited (f)	-	1,830	(1,832)	-	(2)
Group	28,965	14,659	(17,157)	3,161	29,628

(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	2021 Unrestricted funds £'000	2021 Restricted funds £'000	2020 Unrestricted funds £'000	2020 Restricted funds £'000
Tangible fixed assets	26,389	95,284	23,409	95,641
Investments	-	8,171	-	5,957
Cash at bank	6,412	5,684	8,478	2,554
Other current assets	1,636	351	1,882	1,034
Current liabilities	(2,004)	(1,178)	(2,193)	(1,648)
Deferred income	(2,804)	-	(2,576)	-
Provisions for liabilities	-	-	(35)	-
Total net assets	29,629	108,312	28,965	103,538
Charity	2021 Unrestricted funds £'000	2021 Restricted funds £'000	2020 Unrestricted funds £'000	2020 Restricted funds £'000
Tangible fixed assets	21,725	95,331	22,179	92,488
Investments	-	8,171	-	5,957
Cash at bank	6,144	4,592	5,226	4,470
Other current assets	5,689	341	5,471	964
Current liabilities	(2,205)	(1,172)	(2,432)	(1,566)
Deferred income	(2,804)	-	(2,576)	-
Provisions for liabilities	-	-	(35)	-
Total net assets	28,549	107,263	27,833	102,313

Endowment fund net current assets of £68,000 (2020: £68,000) are included in restricted funds in the Group and of £nil (2020: £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 Financial Statements.

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 11279144 £'000	US Youth Charity 02033941 £'000	CRT 04614285 £'000	US Advertising 02146769 £'000	US Design & Build 06797965 £'000	Total 2021 £'000	Total 2020 £'000
Total income	6	9	436	166	1,830	2,447	2,398
Total costs	(58)	(2)	(617)	(2)	(1,785)	(2,464)	(2,149)
Gross surplus / (deficit)	(52)	7	(181)	164	45	(17)	249
Gift aid payment to parent charity	-	-	-	(164)	(45)	(209)	(114)
Surplus / (deficit) for the year	(52)	7	(181)	-	-	(226)	135
Retained surplus brought forward	(102)	275	847	-	-	1,020	886
Retained surplus carried forward	(154)	282	666	-	-	794	1,021
Gross assets at 31 December	3,532	284	804	223	104	4,947	4,534
Gross liabilities at 31 December	(3,686)	(2)	(138)	(223)	(104)	(4,153)	(3,513)
Reserves at 31 December	(154)	282	666	-	-	794	1,021

Total income includes charges from the subsidiaries to the charity amounting to £1,830,000 (2020: £1,707,000)

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	Land and Buildings
	2021	2020
	£'000	£'000
In less than one year	641	714
Between one and five years	1,699	2,011
More than five years	421	772
	2,761	3,497

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

	Land and Buildings	Land and Buildings
	2021	2020
	£'000	£'000
In less than one year	588	515
Between one and five years	594	519
More than five years	356	446
	1,538	1,480
	2021	2020
	£'000	£'000
Lease payments recognised as an expense	913	964

33. CAPITAL COMMITMENTS

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

	2021	2020
	£'000	£'000
Contracts placed:		
Muswell Hill Synagogue redevelopment	991	-
Wembley new Synagogue redevelopment	656	-
Brondesbury Park Synagogue redevelopment	-	407
Golders Green Synagogue refurbishment	83	-
Finchley Synagogue refurbishment	33	-
	1,763	407

34. TAXATION

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

35. CONTINGENT LIABILITIES

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

36. CHARITABLE STATUS

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

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 (joined Mar 2021)	Kenton
Kingsbury	Kingston, Surbiton & District	Luton
Magen Avot	Mill Hill	Mill Hill East
Muswell Hill	New West End	Northwood
Palmers Green & Southgate	Pinner	Potters Bar
Radlett	Ruislip & District	Richmond
St. Johns Wood	St. Albans	Shenley
Sheffield	Southport	South London (closed Dec 2021)
South Hampstead	South Tottenham	Stanmore & Canons Park
Sutton & District	Watford	Wembley
Welwyn Garden City	Woodside Park	Woodford Forest

AFFILIATED SYNAGOGUES AND ASSOCIATE SYNAGOGUE ¹

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

¹ Western Marble Arch

UNITED SYNAGOGUE schools for which the US is the Foundation Body

JFS

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

Rimon Jewish Primary School

Sacks Morasha Jewish Primary School

Wolfson Hillel Primary School

Accounts

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

305 Ballards Lane
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	288	721
Total Operating Income	35,752	40,367
Expenditure	(37,662)	(42,893)
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	4,213	4,550

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		<u>130,181</u>	<u>126,101</u>	<u>132,538</u>	<u>128,325</u>
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	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
Including income tax reclaimed	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	Unrestricted	Restricted	2020	Unrestricted	Restricted	2019
Including income tax reclaimed	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 Funds £'000	Restricted Funds £'000	2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'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 Funds £'000	Restricted Funds £'000	2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'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 Funds £'000	Restricted Funds £'000	2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'000
Affiliation fees	40	-	40	41	-	41
Other	122	-	122	125	-	125
	162	-	162	166	-	166
8. COST OF RAISING FUNDS	Unrestricted Funds £'000	Restricted Funds £'000	2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'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 Funds £'000	Restricted Funds £'000	2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019 £'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 Unrestricted funds £'000	2020 Restricted funds £'000	2019 Unrestricted funds £'000	2019 Restricted funds £'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 Number	2019 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 £'000	2019 £'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 Number	2019 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

2020
£'000

2019
£'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
£'000

2019
£'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	2019	2020	2019
	£'000	£'000	£'000	£'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	2019	2020	2019
	£'000	£'000	£'000	£'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	Prior year released	Current year deferrals	Balance at 31-Dec-20
	£'000	£'000	£'000	£'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	Current year additional	Current year released	Balance at 31-Dec-20
	£'000	£'000	£'000	£'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 Unrestricted funds £'000	2020 Restricted funds £'000	2019 Unrestricted funds £'000	2019 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 Unrestricted funds £'000	2020 Restricted funds £'000	2019 Unrestricted funds £'000	2019 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 11279144 £'000	US Youth Charity 02033941 £'000	CRT 04614285 £'000	US Advertising 02146769 £'000	US Design & Build 06797965 £'000	Total 2020 £'000	Total 2019 £'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