

COMPANY NUMBER: 937882

REGISTERED CHARITY NUMBER: 257345

JEWISH JOINT BURIAL SOCIETY

(A Company Limited by Guarantee)

Report and Financial Statements
Year Ended 31 December 2000



JEWISH JOINT BURIAL SOCIETY

(A Company Limited by Guarantee)

Report and Financial Statements Year Ended 31 December 2000

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JEWISH JOINT BURIAL SOCIETY

(A Company Limited by Guarantee)

Legal and Administrative Information

Year Ended 31 December 2000

Constitution

The Jewish Joint Burial Society is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. Charity Number 257345. Company Number: 937882. It was incorporated on 27 August 1968.

Directors, Governors, Members, Council and Trustees

Each Synagogue has the power to nominate a maximum of two of its members to be members of the Society. Each Synagogue also has the power to nominate a Governor from one of its nominated members. The Council consists of nominated Governors and not more than seven elected Governors. The Governors are the Trustees for the purpose of charity law and throughout this report are referred to as the Trustees. They are also the directors of the Company for the purposes of company law.

The Trustees serving during the year and since the year end were as follows:-

Elected Trustees

Mr F. Godson	- Chairman
Mr S. Baginsky	- Hon. Treasurer
Mr M. Sefton-Green	
Mr V. Davies	
Mr M. Ziege	- President
Mr J. Karet	

Member Trustees

Mr M. Baum	
Mr M. Berkson	
Mr J. Burden	
Mr T. Edelestein	- resigned 25 July 2000
Dr K. Feldman	- Hon. Actuary
Mr D. Glaser	
Mr M. Gold	- appointed 8 November 2000
Mr W. Heymann	
Mr C. Jackson	- resigned 7 March 2000
Mr S. Jacobs	- Vice Chairman
Mr D. Lindsay	
Mr S. Mendes-da-Costa	
Mr P. S. Michaelis	- Hon. Secretary
Mrs J. Rose	
Mr S. Rose	
Mr B. Silverstone	

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Year Ended 31 December 2000

Member Trustees (Cont..)

Mr B. Springer

Mr H. Stern

Mr P. Turnhill

- appointed 8 November 2000

Registered Office and Principal Address

North Western Reform Synagogue

Alyth Gardens

Finchley Road

London

NW11 7EN

Bankers

National Westminster Bank Plc

104 Tottenham Court Road

London

W1A 3AQ

Abbey National Plc

29 Temple Fortune Parade

London

NW11 0QF

Auditors

Braham Noble Denholm & Co.

York House

Empire Way

Wembley

Middlesex

HA9 0PA

JEWISH JOINT BURIAL SOCIETY

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Report of the Trustees

Year Ended 31 December 2000

The Trustees are pleased to present their report together with the financial statements of the Charity for the year ended 31 December 2000.

Legal and administrative information set out on pages 1 and 2 form part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Objects of the Charity

The objects of the Charity are for the purposes of providing burial and cremation facilities and services for Synagogues in the United Kingdom of Great Britain and Northern Ireland and for the members of such Synagogues and their dependants and for such other charitable purposes which accord with the principles of Judaism as the Governors may from time to time determine. A funeral expenses scheme is operated for non Metropolitan Synagogue members.

Organisation

A Board of Trustees currently meet six times a year to administer the Charity. There are sub committees covering loans, grants and liaison with the Western Charitable Foundation who run the cemetery. The Chairman oversee the day to day operations which are run by the Sexton and his assistant.

Investment Powers

Under the Memorandum and Articles of Association, the Charity has the power to make any investments which the Trustees see fit subject to any conditions that may be imposed from time to time as required by Law. Investments as included in note 12 to the Accounts are managed on a discretionary basis by Carr Shepherds Crosthwaite Limited, a member of the London Stock Exchange and regulated by the Securities and Futures Authority. They are a member of the Investec Group.

Review of the Activities and Future Developments – Chairman's Report

I have now completed my 6th year as Chairman of the Society and we have had a reasonably satisfactory and successful year. In regard to the state of our finances, I will as always leave this to the Honorary Treasurer only to say that there were no further loan requests from member Synagogues during the year and those loans still outstanding continue to be paid on time. Also that the stock market has not been behaving to our liking and has clearly affected the growth of our funds.

JEWISH JOINT BURIAL SOCIETY

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Report of the Trustees

Year Ended 31 December 2000

Review of the Activities and Future Developments – Chairman's Report (Cont...)

I will repeat my statement of last year and make specific request that all communities pay their fees on time and provide all of the data regarding their membership that is required of them by the Sexton, as quickly as possible. The Society is taking steps next year to introduce a database of our membership over the next year and this will help us to resolve problems more easily. The process of assessing the software is well underway and when the time comes for us to start loading the data I would ask all of the administrators at all of the Synagogues to help us as much as possible in making the task as easy as possible.

During the year, the Society has been able to make charitable grants (the funds of which are derived exclusively from the revenue generated by non member business) through our Grants Committee and a range of deserving causes detailed in the Accounts have benefited this year. In this regard, my thanks as always go to Joyce Rose for her continuing efforts in chairing this Committee. Once again, may I point out that the level of this type of income fluctuates from year to year. As such it means that we may not always have the same level of monies to disperse each year. I will remind recipients again this year that the level of grant may not be able to be maintained from year to year. Also that there may come a time when there is nothing to distribute so receipt of these monies is not guaranteed. I should also like to point out that we have introduced a new policy in regard to this account this year, which takes into account the true cost of a non member funeral. This true cost is now applied to this account before any monies are disbursed.

Both Geoffrey Conway, our Sexton and Colin Joseph, his assistant, continue to serve the best interests of the Society and always try to reflect an excellent image towards those whose personal circumstances unfortunately make it necessary for them to use our services. They are therefore entitled to some credit for the maintenance of our reputation and for this we are always grateful. We do from time to time get the odd complaint and I always look into these. The Sexton's office has a difficult job dealing with bereaved families and sometimes things get a little fraught. I would ask all of our communities and their members to help us in this regard and to be patient on occasions when arrangements are proving difficult to organise for all parties concerned. In most cases, we have a good relationship with the Rabbis and the Western Foundation who own the cemetery.

In order that the Governors have more time to discuss matters at our meetings, I undertook a review of the format of our meetings last year. I concluded that we should move from four meetings per year to six per year and this new format started in January 2000. I also altered the content of the meetings. As such we now have three general meetings interspersed with three meetings mainly set aside for specific topics. This has proved very successful and I intend to carry on in this manner. In July we discussed fees and benefits and took on board the many suggestions that we had received from our member Synagogues. The Governors decided that in general our current policy was the best for the Society at this time and we did not wish to change the structure or introduce variable rates for different communities. We also discussed the possibility of amalgamating the two Schemes into one.

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Year Ended 31 December 2000

Review of the Activities and Future Developments – Chairman's Report (Cont...)

Again it was decided that this was not a possible move at this time. In January we invited a delegation from RSCB to our meeting in order to discuss a number of issues of some concern to them. These included difficulties whilst using the overage scale, tax in regard to covenants or gift aid on fees and the extending of transferability between the JJBS and other reform Synagogues not within our Scheme. All of these discussions are on going and I would like to say that should any of our Synagogues wish to raise an issue with the Governors, please feel free to contact me directly or deal with it through your own Governor.

My thanks as always go to Sidney Baginsky, our Honorary Treasurer who continues to look after the interests of the Society with much enthusiasm. Our Honorary Actuary and our Honorary Solicitor Keith Feldman and Marcus Sefton-Green are always able and willing to give us the benefit of their expertise at our Governors meetings and I thank them both as well. I would also thank Philip Michaelis, my Hon. Secretary for this continued support throughout the year. Philip will be stepping down as Hon. Secretary soon and I shall be asking Michael Berkson to start to take over this role on a gradual basis.

In regard to the positions of Chairman and Treasurer both Sidney Baginsky and I would once again state we do not wish to carry on indefinitely. I shall therefore be continuing to take steps to try and encourage Synagogues to offer up new Governors who might in time have a willingness to take over these positions. This will mean some of the existing Governors having to stand down. Whilst on this topic, I would urge all Synagogues to send a Governor to our meetings and if they cannot attend then they should ensure that the alternate attends instead.

Our relationship with the Western Foundation, as provides of our cemetery, has continued to be satisfactory. We visit the cemetery regularly and are reasonably happy this year that it is being run and maintained satisfactorily. We have had a number of complaints this year particularly in regard to the drainage and surface water. I can assure you that steps are being taken to deal with this considerable problem and we are currently consulting with drainage experts. It is worth pointing out again that we do not own the cemetery, it is owned by the Western Foundation and we are dependent on them in regard to maintenance. In the main, they do listen to us when we make requests and to this end we have encouraged them to purchase a mechanical sweeper and a new dumper truck, to consider installing new drainage channels in our section and to increase the car park by 80 cars. We are aware that there is always more to be done and I urge you to be patient and to be aware of the ever increasing cost to the Society as a result of these improvements. The JJBS is by far the biggest user and the cemetery and we bear approximately 50% of the annual costs. In order to lighten my load as chairman, I will during the coming year be attempting to organise a new sub committee which will assist the Sexton in running the cemetery. The cemetery has come under a considerable amount of criticism this year and has involved me in numerous visits and meetings in order to deal with the problems. I cannot continue to offer this level of commitment.

JEWISH JOINT BURIAL SOCIETY

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Report of the Trustees

Year Ended 31 December 2000

Review of the Activities and Future Developments – Chairman’s Report (Cont...)

Our relationship with the Rabbis is via the assembly and I think that this is helpful as it means that I only have to contact one person. I would like to thank Rabbi Maurice Michaels for this assistance in this regard. I would like you to please ensure that your members receive a copy of the Guidelines Booklet in order that they are full conversant with our rules. For administrators, please ensure that you have a copy of your agreement with the Society, a copy of the Funeral Expenses Scheme (FES) document and a copy of the Guidelines document all in one place and that your successors are handed these documents. Our biggest problem in regard to our Synagogues is lack of knowledge of how the JJBS works. We are instigating a series of meetings with the larger Synagogues in order to iron out some of these problems and we would be only pleased to set up a meeting for any community that thinks this might be worthwhile.

Finally, I would be obliged if Governors would relay this report to their communities in order that they are kept aware of our continuing efforts extended on this behalf. Also that you try to get this report circulated with your newsletters. To conclude, I look forward to working with the Governors for at least one more year and thank them all for their continued support.

Reserves Policy and Risk Management

The Trustees have established a risk management strategy which comprises the establishment of systems and procedures to mitigate risks identified and the implementation of procedures to minimise any potential impact on the Charity should any of those risks materialise.

In particular, the Honorary Actuary monitors the reserves of the Charity on a regular basis to ensure that the long term liabilities of the Charity are covered by the funds of the Charity. Charitable grants are only made out of non member funeral surpluses and the Trustees consider and review the reports of the actuary on a regular basis at least once each year.

Trustees’ Responsibilities in relation to the Financial Statements

Company law requires the Trustees to prepare financial statements that give a true and fair view of the state of affairs of the Charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so, the Trustees are required to:-

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

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**Report of the Trustees
Year Ended 31 December 2000**

Trustees' Responsibilities in relation to the Financial Statements (Cont..)

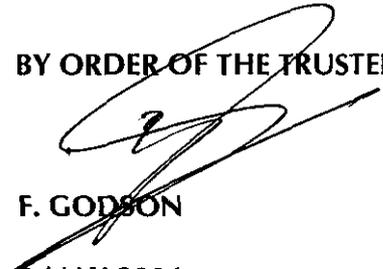
The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enables them to ensure that the financial statements comply with the Companies Act 1985. The Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

A resolution will be proposed at the Annual General Meeting that Braham Noble Denholm & Co. be re-appointed as auditors to the Charity for the ensuing year.

This report was approved by the Board on 9 May 2001

BY ORDER OF THE TRUSTEES



F. GODSON

9 MAY 2001

JEWISH JOINT BURIAL SOCIETY

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Auditors' Report

Year Ended 31 December 2000

We have audited the financial statements on pages 9 to 17 which have been prepared in accordance with the accounting policies set out on page 11.

Respective Responsibilities of Directors and Auditors

As described on page 6, the Trustees are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

Basis of Opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in preparation of the financial statements and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion, the financial statements give a true and fair view of the state of the charitable company's affairs as at 31 December 2000 and of its surplus from incoming resources and application of resources, including the income and expenditure in the year then ended and have been properly prepared in accordance with the Companies Act 1985.

YORK HOUSE
EMPIRE WAY
WEMBLEY
MIDDLESEX
HA9 0PA



BRAHAM NOBLE DENHOLM & CO.

CHARTERED CERTIFIED ACCOUNTANTS
REGISTERED AUDITORS

9 MAY 2001

JEWISH JOINT BURIAL SOCIETY

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Statement of Financial Activities including Income and Expenditure Account and Statement of Total Recognised Gains and Losses Year Ended 31 December 2000

	Notes	Total Unrestricted Funds 2000 £	Total Unrestricted Funds 1999 £
INCOMING RESOURCES			
Operating activities of Society	3 & 4	693,354	624,138
Dividends receivable	7	128,588	210,478
Interest receivable	7 & 8	<u>36,670</u>	<u>31,115</u>
TOTAL INCOMING RESOURCES		<u>858,612</u>	<u>865,731</u>
RESOURCES EXPENDED			
Activities in furtherance of Society's objects	5 & 5a	439,855	386,900
Managing and administering the Society	5 & 5b	4,508	3,749
Grants payable	9	<u>17,000</u>	<u>15,500</u>
TOTAL RESOURCES EXPENDED		<u>461,363</u>	<u>406,149</u>
NET INCOMING RESOURCES		397,249	459,582
OTHER RECOGNISED GAINS AND LOSSES:			
Net gain on investment assets	12	<u>51,553</u>	<u>509,110</u>
NET MOVEMENT IN FUNDS		448,802	968,692
BALANCE AT 1 JANUARY 2000		<u>4,453,369</u>	<u>3,484,677</u>
BALANCE AT 31 DECEMBER 2000	10	<u>4,902,171</u>	<u>4,453,369</u>

The Statement of Financial Activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

JEWISH JOINT BURIAL SOCIETY

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Balance Sheet as at 31 December 2000

		2000		1999	
	Notes	£	£	£	£
FIXED ASSETS	11		283,460		285,126
INVESTMENTS	12		4,020,595		3,576,114
LOANS	13		<u>26,250</u>		<u>31,250</u>
			4,330,305		3,892,490
CURRENT ASSETS					
Investments	14	593,398		571,617	
Debtors	15	41,176		35,587	
Cash at bank		<u>1,537</u>		<u>2,868</u>	
		636,111		610,072	
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	16	<u>(64,245)</u>		<u>(49,193)</u>	
NET CURRENT ASSETS			<u>571,866</u>		<u>560,879</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>4,902,171</u>		<u>4,453,369</u>
 UNRESTRICTED FUNDS			<u>4,902,171</u>		<u>4,453,369</u>

Approved on 9 May 2001

F. GODSON

S. BAGINSKY



)
) DIRECTORS/GOVERNORS
)

The notes on pages 11 to 17 form part of these accounts.

JEWISH JOINT BURIAL SOCIETY

(A Company Limited by Guarantee)

Notes to the Financial Statements Year Ended 31 December 2000

1. Legal Status of the Charity

The Company is Limited by Guarantee and has no share capital. The liability of each member in the event of winding – up is limited to £1.

2. Accounting Policies

The financial statements have been prepared under the historical cost convention, with the exception of Investments which are shown at valuation, and in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP2000) issued in October 2000, applicable accounting standards and the Companies Act 1985. The principal accounting policies adopted in the preparation of the financial statements are as follows:-

- a) Amortisation is calculated to write off the cost of the burial grounds in proportion to the number of graves used in the year.
- b) Depreciation is provided on fixed assets in order to write off such costs over their expected useful lives at the following rates:-

Office furniture	20% reducing balance
Computer and office equipment	33 1/3% straight line
- c) Turnover represents all income receivable by the Society as shown in note 3.
- d) The Company has taken advantage of the exemption in FRS1 from the requirement to prepare a cash flow statement on the grounds that it is a small company.
- e) Unrestricted general funds are funds which can be used in accordance with the Charitable objects at the discretion of the Trustees.
- f) Grants are paid out of the surplus arising from non member funerals.
- g) Investments held as fixed assets are revalued at mid-market value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

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Notes to the Financial Statements Year Ended 31 December 2000

3. TURNOVER AND GROSS PROFIT

Turnover and gross profits can be analysed between types of activities carried out by the Society as follows:-

	Turnover 2000	Gross Profit	Turnover 1999	Gross Profit
	£	£	£	£
Income received in respect of Burials, Cremations and Over Age payments	183,513	42,958	178,846	50,887
Maintenance charges received in respect of Burial Ground	108,745	795	82,470	6,409
Funeral Expenses Scheme	<u>356,469</u>	<u>241,968</u>	<u>321,723</u>	<u>200,975</u>
	<u>648,727</u>	<u>285,721</u>	<u>583,039</u>	<u>258,271</u>

4. OTHER OPERATING INCOME

Other operating income is made up as follows:-

	2000	1999
	£	£
Reservation fees	6,375	5,975
Tombstone fees	<u>38,252</u>	<u>35,124</u>
	<u>44,627</u>	<u>41,099</u>

5. OPERATING PROFIT

Operating profit is stated after charging:-

	£	£
Staff costs (note 6)	49,819	48,026
Auditors' remuneration	1,880	1,645
Amortisation	928	904
Depreciation	<u>1,605</u>	<u>1,316</u>

JEWISH JOINT BURIAL SOCIETY

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Notes to the Financial Statements

Year Ended 31 December 2000

5a. RESOURCES EXPENDED

	2000	1999
	£	£
Activities in furtherance of Society's objects:		
Amortisation	928	904
Burials	140,555	127,959
Bad debts – non members	4,144	-
Computer costs	1,179	1,579
Depreciation	1,605	1,316
Funeral expenses scheme	126,574	125,794
Insurance	262	260
Printing, postage and stationery	1,593	1,461
Promotional costs	1,955	-
Rent	1,700	1,700
Salaries	47,336	46,131
Sundry expenses	369	408
Telephone	1,205	827
Western charges – cemetery	<u>110,450</u>	<u>78,561</u>
	<u>439,855</u>	<u>386,900</u>

5b. Managing and administering the society:

	£	£
Audit fee	1,880	1,645
Bank charges	145	154
Salaries	<u>2,483</u>	<u>1,950</u>
	<u>4,508</u>	<u>3,749</u>

6. STAFF COSTS

	£	£
Staff costs include the following:-		
Salaries	44,157	41,400
Social security costs	3,997	3,808
Pension costs	<u>1,665</u>	<u>2,818</u>
	<u>49,819</u>	<u>48,026</u>

The average number of staff employed was two.

JEWISH JOINT BURIAL SOCIETY

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Notes to the Financial Statements

Year Ended 31 December 2000

	2000	1999
7. INCOME FROM FIXED ASSET INVESTMENTS	£	£
Dividends received	128,588	210,478
Interest received	<u>5,212</u>	<u>6,079</u>
	<u>133,800</u>	<u>216,557</u>
8. OTHER INTEREST RECEIVABLE	£	£
Bank and building society interest	29,452	20,441
Interest receivable on loans granted	<u>2,006</u>	<u>4,595</u>
	<u>31,458</u>	<u>25,036</u>
9. GRANTS PAYABLE	£	£
Abbeyfield Project	1,000	-
Ahada Bereavement Support (formerly ECAPS)	1,500	1,500
Centre for Jewish Education	2,000	2,000
Leo Baeck College	7,000	7,000
Leo Baeck College – Rabbinic In-Service Training	2,000	2,000
Manor House Centre for Psychotherapy and Counselling	1,000	-
North Kensington Reform Synagogue - Community Bereavement Project	-	500
RSGB Chief Executive's Project Fund	<u>2,500</u>	<u>2,500</u>
	<u>17,000</u>	<u>15,500</u>

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Notes to the Financial Statements Year Ended 31 December 2000

10.	MOVEMENT IN RESERVES	£
	Balance at 1 January 2000	4,453,369
	Surplus for the year	397,249
	Revaluation fund	<u>51,553</u>
	Balance at 31 December 2000	<u>4,902,171</u>

Revaluation fund:

The revaluation fund is required by the Companies Act 1985 and represents the amount by which investments exceed their historic cost.

11.	FIXED ASSETS	Office Furniture	Burial Grounds	Prayer Books	Computer & Office Equipment	TOTAL
	Cost	£	£	£	£	£
	At 1 January 2000	3,596	298,215	1,887	5,732	309,430
	Additions during the year	<u>-</u>	<u>-</u>	<u>-</u>	<u>867</u>	<u>867</u>
	At 31 December 2000	<u>3,596</u>	<u>298,215</u>	<u>1,887</u>	<u>6,599</u>	<u>310,297</u>
	Amortisation/Depreciation					
	At 1 January 2000	719	17,093	1,886	4,606	24,304
	Provided during the year	<u>719</u>	<u>928</u>	<u>-</u>	<u>886</u>	<u>2,533</u>
	At 31 December 2000	<u>1,438</u>	<u>18,021</u>	<u>1,886</u>	<u>5,492</u>	<u>26,837</u>
	Net Book Amounts					
	At 31 December 2000	<u>2,158</u>	<u>280,194</u>	<u>1</u>	<u>1,107</u>	<u>283,460</u>
	At 31 December 1999	<u>2,877</u>	<u>281,122</u>	<u>1</u>	<u>1,126</u>	<u>285,126</u>

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Notes to the Financial Statements Year Ended 31 December 2000

12.	INVESTMENTS	Surplus		
		Cash	Investments	TOTAL
	Fund Manager	£	£	£
	Market value at 1 January 2000	132,773	3,443,341	3,576,114
	Purchase of investments	(1,709,882)	1,709,882	-
	Disposal proceeds	1,254,266	(1,254,266)	-
	Investment income reinvested	142,928	-	142,928
	Capital introduced	250,000	-	250,000
	Net investment gains	<u>-</u>	<u>51,553</u>	<u>51,553</u>
	Market value at 31 December 2000	<u>70,085</u>	<u>3,950,510</u>	<u>4,020,595</u>
	Historic cost as at 31 December 2000		<u>3,756,398</u>	
			2000	1999
	Investments at market value comprised:		£	£
	UK equities and unit trusts		3,138,980	2,894,599
	UK fixed interest securities		164,414	137,598
	Foreign stocks		<u>647,116</u>	<u>411,144</u>
			<u>3,950,510</u>	<u>3,443,341</u>
		At	Repaid	At
		31.12.00	in period	31.12.99
		£	£	£
13.	LOANS (Not repayable on demand)			
	South West Essex Reform Synagogue	<u>26,250</u>	<u>5,000</u>	<u>31,250</u>
14.	CURRENT ASSET INVESTMENTS		£	£
	Abbey National Plc time deposit		459,906	494,267
	Abbey National Plc charity investment account		84,827	26,686
	Bank Capital Reserve		<u>48,665</u>	<u>50,664</u>
			<u>593,398</u>	<u>571,617</u>

JEWISH JOINT BURIAL SOCIETY

(A Company Limited by Guarantee)

Notes to the Financial Statements Year Ended 31 December 2000

	2000	1999
	£	£
15. DEBTORS		
Funeral and other accounts due	34,864	22,483
Prepayments	2,739	217
Other debtors	<u>3,573</u>	<u>12,887</u>
	<u>41,176</u>	<u>35,587</u>
16. CREDITORS		
Payments on account, reserved funerals	2,458	2,417
Taxes and social security costs	1,201	1,163
Other creditors	42,447	30,160
Provision for remedial work	16,177	13,677
Accruals	<u>1,962</u>	<u>1,776</u>
	<u>64,245</u>	<u>49,193</u>