

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 Rebbetzens 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		135,811	130,181	137,941	132,538
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	<u>5,546</u>	<u>2,455</u>
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		<u>(4,482)</u>	<u>(1,432)</u>
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	<u>12,096</u>	<u>11,060</u>

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	<u>5,546</u>	<u>2,427</u>

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	<u>11,032</u>	<u>1,064</u>	<u>12,096</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 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	2020
	£'000	£'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	2020
	£'000	£'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					
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 2021 £'000	Land and Buildings 2020 £'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 2021 £'000	Land and Buildings 2020 £'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 £'000	2020 £'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 £'000	2020 £'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