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UNITED SYNAGOGUE ANNUAL ACCOUNTSYear ended 31st December 2013 Charity registration number 242552**BOARD OF TRUSTEES JULY 2011 – JULY 2014**

President	Stephen Pack
Vice-Presidents	Stephen Fenton Russell Kett Jonathan Miller
Treasurers	Stephen Lubinsky Brian Markeson Russell Tenzer
Women Representatives at the Trustee Board	Dalia Cramer Naomi Landy Leonie Lewis Doreen Samuels
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Chief Rabbi of the United Hebrew Congregations of the Commonwealth	Chief Rabbi Lord Jonathan Sacks (retired August 2013) Chief Rabbi Ephraim Mirvis (commenced in office September 2013)
Dayanim	Dayan Menachem Gelley Dayan Yonason Abraham Dayan Ivan Binstock Dayan Shmuel Simons
Key Executives	
Chief Executive	Jeremy Jacobs BSc (Econ), FCCA, CA (Resigned December 2013)
Operations & Finance Director	Richard Taylor ACA (from April 2013)
Director of External & Legal Services	David Frei LLB
Commercial Director (Kashrut)	Rabbi Jeremy Conway BA (Hons)
Community Services Director	David Kaplan MA, LLB
Consultant Marketing Director	Ian Myers LLB (Hons)
Director of Living and Learning	Rabbi Andrew Shaw MA
Chief Executive, Office of the Chief Rabbi	Ari Jesner (from September 2013)
Head of Burial	Melvyn Hartog
Consultant Director of Property	Stephen Rajbenbach FRICS, AciAeb
Consultant Director of IT	Andy Margolis
Consultant Director of Human Resources	Delia Goldring
Head of Finance	Joshua Levy

Committee Chairs

Audit Review
Burial
Investment
Property
Rabbinical Council
Remuneration
Risk
Visitation
United Synagogue Women

Alan Taylor
Brian Markeson
Russell Tenzer
Jonathan Miller
Rabbi B Davis
Stephen Fenton
Stephen Pack
Keith Simons
Dalia Cramer / Leonie Lewis

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Statutory Auditor

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Trustees' Annual Report For the Year Ended 31st December 2013

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

Legal Status

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

The Schedule to the Act was previously the major constitutional document of the Charity. This has subsequently been 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

Trustees

Overall responsibility for the activities of the US is held by the Board of Trustees which is elected by the Council of the US (see below) every three years. For the period under review, the Board of Trustees comprised a President, three Vice-Presidents and three Treasurers.

Under these rules, Trustees could serve for a three-year period and be re-elected for a further three-year period in the same position. They could then go on to serve for up to two additional three year periods in other trustee positions. The Trustees at the date of this report, and those who served during the prior period are shown on page 2.

In order to increase the involvement of women at the Trustee Board, during 2010 the Trustees invited representatives from the United Synagogue Women to serve as women representatives at Trustee meetings. They have played an active and valuable part in all discussions and this representation was institutionalised in 2011 by ensuring that two of these positions are now elected by the US Council, with a further two positions being filled by the Co-chairs of the United Synagogue Women.

Trustees must have prior experience of serving on the Board of Management of one of our local synagogue communities for a minimum of two years. Trustees who stand for election will therefore have had experience of lay leadership in the general Jewish community for which they are taking responsibility.

Induction of Trustees builds on the wide knowledge and familiarity with the Charity that Trustees have previously gained at a local and sub-committee level.

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

The Board of Trustees formally meets once a month to take strategic and policy decisions. These meetings are attended by the Chief Executive, and other members of the senior management team as appropriate. Each Trustee has been allocated a number of communities and departments for which he or she acts as a Champion.

The Board of Trustees appoints a number of sub-committees for the better working of the Charity. These sub-committees are given specific responsibilities and make relevant recommendations to the board.

Responsibility for the religious direction and guidance of the US is vested in the Chief Rabbi.

The rules governing the forthcoming Trustee elections in July 2014 were changed at a meeting of the Council of the United Synagogue in March 2014. Resolutions were passed to allow amendments to the governance structure.

The main change is that with effect from July 2014 there will be nine trustees (with an option to co-opt two more Trustees). The Trustee Board will comprise a male President and four male and four female Trustees.

There will be one Treasurer elected by Council who can be male or female. If the Treasurer is male then there will be three other male Trustees, excluding the President. If the Treasurer is female, then there will be three other female Trustees. The Trustees from among themselves will appoint a Deputy Treasurer and a Vice President. Trustees will be able to serve a maximum of two terms in any role.

US Council

The Council represents the membership of the US, and has the following four powers:

- To elect and remove Trustees;
- To consent to proposed amendments to the constitution of the US;
- To admit/discontinue the membership of any synagogue to the US;
- To consider the budget and accounts of the US

The Council is elected triennially by members of the Boards of Management of local synagogues. 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. There are in addition a limited number of life members including all past Presidents. Council meets at least four times a year.

The Synagogues

The US has fifty Full Constituent Member Synagogues, eleven Affiliate Synagogues and one Associate Synagogue.

Since the beginning of 2013, Highams Park & Chingford and Wanstead & Woodford Synagogues, formerly Affiliates, have become Member Synagogues. In addition, Hadley Wood, a former satellite community of Cockfosters and N. Southgate Synagogue, became a Member Synagogue in its own right in January 2013.

Member Synagogues

The member synagogues are the branches of the US. The day to day responsibility for running the individual member synagogues is delegated by the Trustees to local Honorary Officers and to local Boards of Management 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. Chairs have been issued with a guidance document and Financial Representatives are bound by the Protocols Document which they are required to sign prior to taking on their role.

The religious affairs of the individual member synagogues are run by the local Rabbi and, where appropriate, a Rabbinical Team and/or Chazan, and the wardens (who are part of the team of Honorary Officers) under the overall guidance of the Chief Rabbi. Professional administrators are employed at most synagogues to provide the local lay leadership with administrative support in the effective management of their local communities.

Local synagogues collect annual membership contributions on behalf of the US from their members. A proportion of these – the communal contribution - is allocated to the Centre for the services provided generally and to support the further development of the Charity. The remaining contributions and other donations received are retained and administered locally according to US rules, to run the local communities which form the foundations of the Charities activities.

All of our synagogues are conscious of their part in the Charity and recognise the mutual responsibility they share for the wider Jewish community of which they are a part. Synagogue activities overall are characterised by the US's values of authentic, inclusive and modern Torah Judaism.

Affiliate Synagogues

These are synagogues which are constitutionally one step removed from the US, and whose relationship to the Charity is governed by the Affiliate Scheme. They are independent legal entities which do not form part of the Charity but through their affiliation benefit from certain services. The Affiliates govern their synagogues under the Byelaws, as varied by the Affiliate Scheme, and pay an annual affiliation fee to the Charity.

The Trustees continue to encourage the Affiliates to move towards full membership.

Foundation Schools

The Trustees of the United Synagogue have the responsibility of appointing the foundation governors to the Board of Governors at each of the schools. The United Synagogue has no involvement in either the day to day running of the schools or their upkeep, which is the responsibility of their respective Boards of Governors.

Professional Staff

The Board of Trustees delegates its powers for the day to day running of the Charity as a whole to the Chief Executive and, through him, to the senior management team.

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

1. The Operations and Finance Director has direct responsibility for the Central support services including Finance, Property, Information Technology and Human Resources.
2. The Community Services Director is responsible for the Community Division and, together with the Director of Living and Learning, is also responsible for the Tribe and the Living, Learning and Caring departments.
3. The Commercial Director is responsible for Kashrut and Eruvin.
4. The External and Legal Services Director is responsible for in house legal advice, the London Beth Din and the Burial Society.
5. The Consultant Marketing Director is responsible for the marketing, fundraising and communications strategy of the US and also reports directly to the Chief Executive.

Subsidiary Companies

A list of these is set out in Note 33 of the Notes to the Financial Statements.

The United Synagogue Kashrut Board, which was a separately registered company and charity, ceased trading during 2012 and was deregistered as a separate charity at the time, its business activities being subsumed into the parent charity. Having been deemed superfluous to requirements, the Directors/Trustees of the United Synagogue Kashrut Board instructed an application be made to have the company struck off the Register of Companies. It was struck off with effect from 14th May 2013.

The activities of the other trading subsidiaries account for a very small proportion of the Charity's overall activities. No significant assets or liabilities are held in the subsidiary companies.

Vision, Aims and Objectives

The US is engaged in a strategic review which is well advanced. The findings of the review are expected to be released later in 2014.

Currently, the published US Vision is of inspired Jews, with enriched lives, passing our heritage on to future generations.

Its Mission is to engage members with mainstream orthodox Jewish living, learning and caring.

Its Values are: authentic, inclusive and modern Torah Judaism

The Objectives 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 the making of grants or loans to them including contributing with other Jewish bodies to the maintenance of a Chief Rabbi and of other ecclesiastical persons, and to other communal duties devolving on metropolitan congregations.
- Any other charitable purposes in connection with the Jewish religion.

The US's objectives are set to reflect our faith and communal aims. Each year the trustees review our objectives and activities to ensure they continue to reflect our aims. In carrying out this review the trustees have considered the Charity Commission's general guidance on public benefit and in particular its supplementary guidance on the advancement of religion for public benefit.

Significant Activities and Achievements

Landmark US Strategic Review

The US is currently carrying out a far-reaching strategic review. The aim of the review is to get a clear vision for the US and a coherent set of objectives to help the US family of communities grow and ensure the very best of service for its members. The core team has been coordinating and collating the findings of four working groups each addressing a strategic issue identified by senior lay leaders and Rabbonim. These issues are: the role of The US in the wider Jewish community; the challenges of retaining and growing US membership; priorities for the services and programmes that US members need; and the governance structures that enable the US leadership locally as well as centrally to work together to deliver the organisation's vision.

As a part of the review the whole membership of the United Synagogue have been asked to take part in a comprehensive survey considering some very important questions. The survey addresses many serious issues such as how satisfied people are with their membership and what priorities they feel need to be addressed by the organisation. The US has sent out over 22,000 emails inviting participation in the survey.

Young US

Young US has continued to develop over the last year, most significantly increasing Young US membership, known as Tribe Community Membership (TCM) by 250 people in the past year. Key events have included: a United Friday Night Dinner, Wine and Truffle Tasting, Open Air Theatre visit and a Purim Party. Over the coming year, Young US plans to grow TCM membership further and increase the number of events offered for members.

P'eir

P'eir continues to do everything it can to fulfil its core mission of **P**romoting **E**xcellence **I**n **R**abbis through providing high quality in-service training programmes for Rabbis and Rebbetzins; facilitating the sharing of best practice and expertise through its various affinity groups and enhancing best possible interaction at local Community level between Rabbis and HOs through its 'Review and Goal-setting programme'. It is P'eir's hope and intention that, as a direct result of its activities, local communities will be further strengthened, improved and energised for the benefit - and to the credit - of all involved.

During the past year P'eir has run a number of in-service training programmes for Rabbis and Rebbetzins on various topics ranging from cosmology to IT skills enhancement, Yom Tov materials and programming sessions and a day 'out' in Canary Wharf on 'Money, Morals and Markets'.

P'eir is proud to have 'partnered' with US Living and Learning and the Kinloss Kollel in establishing monthly high-level Rabbinic Chavurot (learning partnerships) at which Rabbis present 'chiddushim' (original Torah thoughts) to their colleagues. It is a particular source of pleasure to note that more recently we have been joined by Rabbis from a number of Kiruv groups (groups who work to bring Jews back to Judaism) and how harmoniously that relationship is developing in a mutually complementary and stimulating way.

P'eir's on-line 'electronic' Rabbinic reference library, a joint project of P'eir, US Living and Learning and the US IT department continues to be well-used. Interaction with the US Human Resources department continues to be mutually beneficial and we are currently working with them on developing a template to strengthen the review and goal-setting process referred to earlier.

P'eir could not function nearly as well as it does without the support of the US Community Division and the successful interaction culminated in a successful jointly promoted best practice symposium 'The dynamics of dual-leadership' for Rabbis, Rebbetzins and lay-leaders held at the Mill Hill Synagogue in October 2013.

Burial

Planning permission has now been obtained for an extension of the cemetery at Bushey and works are likely to commence within the next year. A new replacement mini bus was purchased for Waltham Abbey which has been well utilised by visitors.

The US grave maintenance programme continues to prove popular, and members continue purchasing plots at our cemeteries to guarantee where they will be buried. The demand for burials in Israel has also continued and we have managed to acquire an additional 34 plots in 2013 and 64 plots in 2014 at the Eretz Hachaim cemetery making 148 in total.

During the year, several tours of Willesden and Brady Street cemeteries were arranged and were well received by all who attended.

US Chesed

48 United Synagogue communities now have local community care groups, offering a range of support services to members, supported by the US Chesed department. A new handbook was produced outlining the roles and responsibilities of a community volunteer.

An extensive training programme was provided again in 2013 with courses for community care volunteers, hospital visitors, chaplains and prison chaplains using both our own trainers and outside organisations such as JAMI. The programme included several induction courses for new volunteers, workshops on subjects such as dementia, depression, end of life issues, Jewish Hospital Chaplaincy in the USA and resettlement and supporting vulnerable prisoners. At a services awareness evening volunteers were addressed by three specialist organisations that provide support to the Jewish community.

At Pesach time, using funds raised through the US Chesed Appeal, the US was able to assist over 600 families with the costs of keeping a kosher Pesach. We provided a combination of vouchers and food parcels. Families were also supported with the costs of attending a communal Seder if they could not afford this.

At Rosh Hashanah, volunteers from 45 communities visited to deliver honey cakes and Rosh Hashanah cards to members who are unwell, isolated, recently bereaved or very elderly.

Once again, the United Synagogue's Chesed Bursary Fund was used to fund young people whose parents could not afford to send them to Tribe Israel Tour or summer camps. Just over £14,000 was spent helping over 30 young people with bursaries.

Project Chesed sponsored a number of initiatives including a book collection for people in the Philippines, emergency life support training courses, a Jewish Social Action Forum conference on assisting the homeless, refugees and asylum-seekers, a joint shopping day with Gift to provide food for needy families and other campaigns.

The US continues to co-ordinate Jewish Visiting, which is a cross-communal organisation covering both hospitals and prisons on behalf of the Jewish Community. We have an ongoing programme of recruitment, training, development and authorisation to ensure that Jewish patients and prisoners have somebody of their own faith who can give them support.

There are 95 Chaplains and Jewish Hospital Visitors who provide the hospital service which currently covers London and the Home Counties and we are being strongly encouraged by NHS England to make it a national service. In 2012-13 the grant paid to the US for providing this service was significantly reduced due to the small size of the Jewish population relative to the size of the other faith communities.

There are currently 42 Chaplains authorised by Jewish Visiting, who cover an estimated 120 prisons.

Tribe

Over the past year, Tribe has been working on two key areas: central provision of programmes and events and support to communities.

Central provision of programmes and events:

- Tribe has worked hard to provide a whole range of Tribe summer programmes for schools year 5 – 12
- After School Clubs at five Jewish primary schools. These clubs give children the opportunity to take part in a number of exciting extra-curricular activities over the school term. These include karate, cookery, musical theatre and circus skills.
- Outings for school years 3- 6
- Central events such as the 'Chanukah on Ice' event at the Tower of London
- Work in Jewish primary schools including holding shabbatonim (weekends away) and various programmes such as 'The Kosher Apprentice' programme, where pupils work together to create and pitch an innovative food product, the Tishrei Quiz led by Rabbi Andrew Shaw and Discover Your Voice, where students learn the art of debating.
- Work in Jewish secondary schools including Lunch and Learn programmes to help pupils enhance their Jewish knowledge.
- Once out of school Tribe has continued its engagement with its members through the TILT programme for those on their Gap Year in Israel. This aims to further hone skills that will be necessary to be a future leader.
- Work on university campuses across the country has also been an important part of Tribe's work. With eight Campus Ambassadors, Tribe actively helps those who need it whilst at university. There is also a wide-range of events for students to help keep their connection to Tribe, the United Synagogue and their local community.

Support to communities:

The second area that Tribe has been active in is support to communities. We have supported Tribe Chedarim (Sunday Schools) in our communities with specifically created curriculum and resources to teach and inspire about Jewish life.

Tribe has provided access to a whole range of programmes for communities including the Challenge programme for pupils in Years 7 and 8. This programme helps to prepare boys for their Bar Mitzvah and girls for their Bat Mitzvah. Each community can choose which

programmes they implement, with the most successful ones being Club 56 for pupils in Year 5 and 6 and iClub for those in Years 7 and upwards, where Tribe members can go after school to relax and socialise with their peers.

Tribe has been instrumental in arranging the Learn 2 Lead trips to Jerusalem, Prague and Poland in school Years 10-12 respectively. Here students have learnt about their heritage as well as key skills that will prepare them to become future leaders for UK-Jewry.

In addition to these activities supporting communities, Tribe Rabbis meet on a regular basis to share ideas and encourage and support each other to ensure that they continue to run fantastic events for their communities. Over the coming year Tribe plans to focus on enhancing the support on offer to communities.

Living & Learning

During 2013, the Living & Learning team published 'Sefer HaShiva', an updated book of prayers and readings for a house of mourning; a children's siddur, 'Siddur Yonah'; as well as a booklet commemorating the 40th anniversary of the Yom Kippur War which was distributed to US communities for Yom Kippur.

Living and Learning has continued to expand the Rabbinic Intern programme, facilitated a national Cheder Teachers' Conference and is currently revamping the materials for children's services in local communities. Living and Learning has also continued to run heritage tours, visit and provide educational resources and materials to communities and has started running programmes held in Central London.

In 2014 the team are working on projects previously mentioned which are ongoing as well as on a commemorative project for the 100th anniversary of the outbreak of World War One, activities for Yom Yerushalyim and an updated version of the siddur (prayer book) for burial grounds.

Community Services Division

In addition to providing a constant service to members and synagogues, the Community Services Division (CSD) has appointed a new membership liaison executive who will provide assistance to communities where and when required, as well as following up on newly married members within their first few years of marriage to assist membership retention.

The CSD team worked on the Rabbinic Intern programme which this year brought six young Rabbinic couples from Israel to enhance our Synagogues High Holy Days services and programmes. The CSD financial and strategic support for the Young Professionals project at Hampstead Synagogue continues to flourish under the professional leadership of Rabbi Josh Zaitschek.

The CSD continued to discuss with a few UK regional communities under the auspices of the Chief Rabbi the potential of them joining the United Synagogue. As a result of such discussions, the Sheffield Jewish Community voted in early 2014 to join the United Synagogue. The CSD is also planning in 2014 to assist in the commemoration of the Centenary of the First World War and of the United Synagogue's role at that time.

Member Synagogues

Our member synagogues are constantly striving to provide a healthy mixture of educational, social and cultural programming for their members, as well as the huge efforts required to run the Saturday morning services, ensuring that there is always something for everyone. Some highlights of these initiatives have included Bat Mitzvah courses, baby blessings, Friday night dinners, community Shabbatons, and much more.

As communities grow in numbers they look to recruit new Rabbinical and other inspirational leaders that can provide engaging activities to a targeted age group.

Kashrut

The licensing by the KLBD (Kashrut division of the London Beth Din) has seen growth in all areas, with increases particularly in catering (47) and restaurants (24). We have also seen an increase in food manufacturing.

There has been a large increase in the number of factories around the world now licensed by KLBD, which at the end of 2013 stood at 1,084. This is a significant achievement as we have now exceeded the 1,000 level.

The number of people interacting with KLBD using our social media platforms has also seen notable growth, including hundreds of enquires a week from Facebook, Twitter and email. We currently have 3,775 Facebook members, 1,957 Twitter followers, and 1,868 email recipients.

The new cross platform KLBD app has also been well received.

We have also seen well in excess of half a million hits from people searching the kosher product search page. This figure is almost 40% of the US website traffic.

2014 will see further developments in KLBD's online social media presence and the creation of a new community KLBD website.

Eruvim

Many of our communities are calling for the provision of an Eruv in their area, and we have provided a resource to help each community prepare for the complex process of permission and construction. We have been working this year on approximately 10 new Eruv projects. In addition we continue to provide the ongoing support once the Eruv has "gone live". This includes managing the Shomrim who regularly check the integrity of the boundary; ensuring repairs are completed quickly and in accordance with Jewish Law; and assisting in sending text messages to those who have subscribed to their local Eruv committee to tell them the status of their Eruv just before Shabbat.

In the course of 2013 the Belmont eruv went live which means there are now five active eruvim in London, North West London, Edgware, Borehamwood, Stanmore and Belmont. Several other eruvim stand close to completion and may go live later this year.

Office of the Chief Rabbi

2013 was an historic year for the OCR with the departure of Chief Rabbi Lord Sacks after 22 years of service to Anglo Jewry and the appointment of his successor, Chief Rabbi Ephraim Mirvis in September 2013. Chief Rabbi Mirvis launched his series of 'Pre-Chag Shiurim' (lectures) starting with his Chanukah shiur at Hendon Synagogue which drew a crowd of over 400 people. In December 2013 the Chief Rabbi made the historic decision to attend Limmud. He gave 2 lectures at the conference entitled 'Parshat Shemot - A Lesson for our Times' and 'The Torah Guide to Conflict Resolution'.

In 2014 the Chief Rabbi has continued with his series of pre-chag Shiurim with his Purim Shiur at Edgware Synagogue, his Pesach Shiur at King David High School, Manchester and his Shavuot Shiur at Clayhall Synagogue. Shiurim are also planned for the rest of the Jewish year. It is the Chief Rabbi's intention to visit as many Jewish primary and secondary schools under his aegis as possible, before his first year in office comes to an end. The Chief Rabbi is continuing with a wide range of communal visits up and down the country including scheduling in Sunday breakfasts with many of his communities.

A very exciting initiative the Chief Rabbi recently embarked upon was to take a group of his Rabbonim from across the country on a Rabbinic mission to Israel.

Administrative Services to Communities:

Property

The Property Department has enjoyed a successful year.

The community centre at Mill Hill has been completed. Extensive works of refurbishment have been completed at Golders Green Synagogue. Works have started on site to extend, remodel and refurbish Radlett and Stanmore Synagogues.

During the year we also acquired a new residence for the Chief Rabbi in Hendon which is currently being extended and adapted. The works are expected to finish very shortly.

We have secured planning consent for prayer halls and ancillary buildings at the new Bushey cemetery.

The next year looks as busy. A planning application has been submitted for the redevelopment of the former Chief Rabbi's house in Hamilton Terrace. We are hoping for a successful outcome towards the middle of this year. We are working with three communities at varying stages for substantial redevelopment schemes at their buildings. In addition to this, we continue to ensure high standards of health and safety in our buildings. We continue to actively pursue asset management of our properties and rent numerous residential properties on behalf of Synagogues to meet their housing needs.

Marketing & Fundraising

In excess of £1 million was raised from the annual Kol Nidrei appeal alongside other successful mass appeals for security and welfare work. Publicity and marketing materials were produced for the outgoing and incoming Chief Rabbi events at The Barbican and St John's Wood synagogue respectively, as well as for the Israel 65 event and a host of activities run by Tribe, US Living & Learning and US Chesed. The US website, events system and member portal have undergone a complete re-design and were relaunched in early 2014. This work paves the way for an enhanced channel for communication with membership and delivery of bespoke member benefits.

HR

The past year has focused on streamlining procedures and systems. The next 12 months will continue this work by looking at how to integrate payroll and HR databases. In addition, the appraisal and development review throughout the organisation will be updated.

IT

The US IT Department has been deeply involved in approximately 40 projects in 2013. The following are some of the projects that have made the most impact:

The MyUS online US Membership Portal which allows US members to login and update their own secure US membership information as well as pay for their membership subscriptions by credit/debit card and online direct debit whilst also offering these members the opportunity to sign up for online gift aid. From current figures we have had over 10% of members activating their accounts and this figure is growing substantially week on week due to the new marketing strategies.

Another project which has also been completed this year is the upgrade of the US Burial Tombstone system.

The US IT Department has also been involved in the project to upgrade the internal US Infrastructure. This project involves moving our in-house IT Infrastructure from the confines of the US Centre to a completely virtualised platform in 'the cloud', reducing the risk of single point of failures and ageing hardware.

Other US IT driven projects dealt with in 2013 include:

- US Membership System Audit Logging
- Leeds UHC Membership System Integration
- Small Gift Aid Integration
- Building Fund Gift Aid Integration
- US Burial Hespel Integration
- US Membership Online Direct Debit
- Cemeteries Maintenance System Refinements

Projects in progress for 2014 include:

- US Membership Online Direct Debit Receipting
- US Membership Online Voting
- US VOIP Platform for US Communities
- Additional Jewish Community Integration to the US Membership System
- US Membership System Emailing
- Petty Cash and Payment System Upgrades
- Cheder Integration to the US Membership System
- US Online Membership Form
- US KLBD System Upgrades

Finance

The finance team has continued to work closely with local Financial Representatives and Administrators to ensure effective financial management at the community level. We have provided numerous services outside our usual work, for example negotiating with our insurers and bankers in support of community Eruvim and negotiating with the HMRC to provide dispensations for staff accommodation benefits. The operational management of the Charity as a whole was strengthened by the appointment of an Operations and Finance Director in April 2013.

Financial Review

Communities and the Centre

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

- a. Monies which are raised and spent at local level and which are under the control of the local community Boards of Management. Member synagogue communities are subject to the annual budget guidelines established by the US's Treasurers. In broad terms it is hoped that each community will produce a positive result for the year, although this is not always so given the changing nature of both the community and its membership. A protocol document, last revised in April 2012, clearly identifies the responsibilities of the position of local lay financial representative and this must be signed before the financial representative takes office. It is therefore a realistic expectation that should a community be in financial difficulty, measures will be taken by the financial representative, in co-operation with other local honorary officers, to remedy the situation. This can be accomplished with or without the help of the Centre. The reporting of all related income and expenditure associated with communities is aggregated for Statement of Recommended Practice (SORP) reporting purposes and is shown under restricted funds.
- b. Monies which are raised from other sources, including Burial, Kashrut and Central Fundraising activities together with the communal contribution received from local communities are expended by the centre to effectively manage the Charity, fulfil its

strategic imperatives and provide a range of services for member communities and the wider Jewish population. These income and expenditure streams are budgeted for and monitored by the Executive Board and in particular the Honorary Treasurers. The reporting of all related income and expenditure associated with the above is shown under unrestricted funds.

The “contribution model” currently in place in respect of the communal contribution from local member communities to the Centre has, in total, risen broadly in line with inflation over the last number of years. The method of calculating each member community’s contribution is based on a banding system, which frees communities to raise additional funds free from surcharge. The model was reviewed in detail in the financial year just ended and appropriate adjustments were made to address areas of obvious disparity. It was felt that there would be no major advantage to changing the current method of calculating the contribution. The Treasurers continue to address concerns raised by communities as and when the occasion arises, and the method of calculating contributions will next be reviewed in time for the 2015 budgets. The member synagogues’ contribution to the Centre is shown as unrestricted income within the Statement of Financial Activities (SOFA). The contribution of affiliated communities is also subject to annual review and it is the continuing aim of the Treasurers to ensure that their contribution is a fair proportion of the total communal contribution payable.

Financial Results

Total reserves at the year-end amounted to £80.1m (2012 - £75.2m). The year to 31st December 2013 showed a minimal increase in unrestricted reserves in the year taking the total to £12.8m. Restricted funds increased by £4.9m taking the 2013 position to £67.3m.

Unrestricted Funds

Apart from the contribution from member synagogues of £2.3m (£2.3m in 2012), the largest contribution to the Charity’s unrestricted funds is derived from the activities of the Burial Society.

These monies together with some external government funding, KLBD income and fundraising activities provide the income platform from which the US drives its central departments to deliver against the strategic aims of the organisation.

As can be seen in note 8 to the annual accounts, the range of services provided for the US member communities encompasses support of the Office of the Chief Rabbi and the London Beth Din, community development and educational programmes, other religious and communal infrastructure, training for our rabbinate and lay leaders, engagement with our young people, assisting our students on campus including substantial support for Jewish Chaplaincy, burial services and provision for Jewish dietary laws through both food certification and the supervision of restaurants and caterers, operating under a license granted by the London Beth Din

There is in addition the cost of the support activities that must be funded from these income streams namely, the range of executive office costs including governance of the Charity; human resources, property and financial management; central accommodation costs and provision of organisation-wide information technology support.

The Kashrut operation after absorbing the costs of the Beth Din showed an increase in funds, before support costs, of £0.5m in 2013 (£0.6m in 2012).

Restricted Funds

These funds increased in the year from £62.4m by £4.9m to £67.3m. This is broadly split into two major areas of activity namely member synagogue funds and the Funeral Expenses Scheme (FES). In respect of member synagogues, the majority of the reserves are vested in property assets. However, in aggregate, communities have combined liquid funds of £6.3m, (£5.4m in 2012) of which £1.6m (£1.8m in 2012) are held in locally administered bank accounts, but are reported on and consolidated within the main charity under the local funds initiative.

In 2013, the net increase of £4.9m in the restricted reserves position can be attributed largely to the acquisition of buildings when the communities at Highams Park & Chingford, Wanstead & Woodford and Hadley Wood became members as well as the remaining capitalisation of the new building at Mill Hill Synagogue.

In respect of the FES scheme performance in 2013, this restricted fund increased in the year by £0.9m, resulting in a closing fund position of £10.2m.

Risk Management, Compliance and Internal Control

We have continued to develop our risk management systems and procedures throughout the year. The Compliance Officer has completed a number of audits and other management assignments covering risk and control issues highlighted within the organisation's risk register, and has regularly reported progress to the Trustees, in accordance with the organisation's Internal Audit Charter. In addition, a regular programme of site audits at Synagogues has been in place since 2010.

A major redrafting of the Charity's Risk Register was completed during 2012 with the aim of producing a more focused and streamlined document to be actively used by the Executive in managing and mitigating risks faced by the Charity.

The role of Community Finance Liaison, combining assistance to local honorary officers and administrators with an element of internal control, has been enhanced by the appointment of additional staff. This is in response to the continuing enthusiasm at the community level for the support offered by the Community Finance Team.

As a result of these ongoing efforts, the Trustees are satisfied that the major risks to which the charity is exposed have been identified and that adequate systems or procedures have been established to manage them

Reserves

For consecutive Boards of Trustees, achieving a positive unrestricted reserves position and improving on that year on year has been a priority. The Trustees believe that the Charity should hold sufficient financial reserves in order to ensure that it can continue to operate and meet the needs of members in the event of unforeseen and potentially damaging financial circumstances.

The Trustees' aim is to set aside not less than an amount equivalent to three months operating expenditure. At 31 December 2013 the charity had free reserves (unrestricted undesignated) available of £2.3m.

Pensions

At the 2009 year end the Jewish Memorial Council Pension Fund, a multi-employer fund used by a number of our staff, was closed to future accrual and affected staff were offered alternative options along the lines taken up by other staff members.

The Trustees of the JMC Pension Fund commissioned its latest triennial actuarial valuation as at 31 December 2012 to determine the Fund's ability to meet its obligations. The results show that the JMCPF was well funded at that date with a substantial surplus relative to its Technical Provisions. The JMCPF Trustees have notified the participating employers that no additional employers' contributions are currently required. The Trustees are continuing to investigate future options for the Fund.

Investment Policy

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

Investment performance was very good in 2013 with much better than expected growth.

Auditors

Crowe Clark Whitehill have expressed their willingness to continue as auditors for the next financial year.

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 and the Women Representatives to the Trustee Board. The US would have great difficulty achieving its objectives without their selfless exertions on behalf of the Charity.

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

- Property
- United Synagogue Women
- Remuneration Committee
- Burial Committee
- Audit Review
- Investment Committee
- Visitation
- Rabbinical Council

The Trustees would also like to express their appreciation to the Chief Rabbi for his unstinting energy and commitment and to the Dayanim, Rabbonim and all of the US staff for their tireless efforts on behalf of the US under the expert leadership of Jeremy Jacobs. In particular, we wish to thank Jeremy for serving as the Chief Executive for 5 years and wish him every success in the future.



Stephen Pack – President

On behalf of the Board of Trustees
16th June 2014

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements 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

We have audited the financial statements of the United Synagogue for the year ended 31st December 2013 which comprise the Consolidated Statement of Financial Activities, the Charity and Group Balance Sheets, the Consolidated Cash Flow Statement and the related notes numbered 1 to 37.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees as a body, in accordance with Section 154 of the Charities Act 2011. 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.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report and any other surround information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charity's affairs as at 31 December 2013 and of the group's incoming resources and application of resources 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- returns adequate for our audit have not been received from branches not visited by us; or
- sufficient accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.



Crowe Clark Whitehill LLP
Statutory Auditor
London

26th June 2014

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 December 2013

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2013 £'000	Total 2012 £'000
Incoming resources					
Incoming resources from generated funds					
Voluntary income:					
Membership income	2	2,292	7,475	9,767	9,417
Donations & gifts (including tax reclaimed)	3	1,325	10,332	11,657	10,792
Grants receivable	4	-	71	71	87
Activities for generating funds:					
Affiliation fees		86	-	86	118
Other Synagogue income		-	2,844	2,844	2,456
Income from trading of subsidiary undertakings		92	-	92	84
Investment income:					
Investment income	5	148	621	769	749
Incoming resources from charitable activities					
Burial Society		2,803	-	2,803	2,789
Funeral Expenses Scheme		-	2,462	2,462	2,375
Other non Synagogue income	6	4,369	-	4,369	4,195
Other incoming resources					
Net gain on disposal of tangible fixed assets		6	169	175	246
Total incoming resources		11,121	23,974	35,095	33,308
Resources expended					
Costs of generating funds					
Costs of generating voluntary income		210	-	210	276
Investment management costs		-	37	37	34
Charitable activities	8	12,163	17,919	30,082	30,022
Governance costs	11	265	57	322	279
Other resources expended	12	5	-	5	5
Total resources expended		12,643	18,013	30,656	30,616
Net (outgoing) / incoming resources before transfers		(1,522)	5,961	4,439	2,692
Transfers					
Gross transfers between funds	31	1,611	(1,611)	-	-
Net incoming resources before other recognised gains and losses		89	4,350	4,439	2,692
Other recognised gains and losses					
Net gains on investment assets	17	-	510	510	275
Net movement in funds		89	4,860	4,949	2,967
Fund balances brought forward at 1 January		12,747	62,451	75,198	72,231
Fund balances carried forward at 31 December		12,836	67,311	80,147	75,198

Restricted funds carried forward include £77,000 of endowment funds (2012: £107,000) (see Note 27).

All endowment fund movement during the year is included in the restricted funds column.

All amounts relate to continuing activities.

BALANCE SHEETS as at 31 December 2013

	Note	Charity		Group	
		2013 £'000	2012 £'000	2013 £'000	2012 £'000
FIXED ASSETS					
Tangible fixed assets	16	75,375	67,742	75,375	67,742
INVESTMENTS					
	17	3,958	3,462	3,958	3,462
		79,333	71,204	79,333	71,204
CURRENT ASSETS					
Stock	18	41	23	41	23
Debtors: amounts due after more than one year	19	58	49	58	49
Debtors: amounts due within one year	20	2,371	2,614	2,394	2,627
Medium & short term deposits	21	2,466	6,955	2,466	6,955
Cash at bank	21	2,557	2,269	2,871	2,517
		7,493	11,910	7,830	12,171
CREDITORS:					
AMOUNTS FALLING DUE WITHIN ONE YEAR					
	24	6,838	4,704	6,911	4,738
NET CURRENT ASSETS		655	7,206	919	7,433
TOTAL ASSETS LESS CURRENT LIABILITIES		79,988	78,410	80,252	78,637
LONG TERM LIABILITIES					
Loans: amounts payable after more than one year	23	-	2,500	-	2,500
PROVISION FOR LIABILITIES & CHARGES	26	105	939	105	939
		105	3,439	105	3,439
NET ASSETS		79,883	74,971	80,147	75,198
CAPITAL FUND					
Endowment funds	27	9	39	77	107
INCOME FUNDS					
Restricted funds	28	67,020	62,167	67,234	62,344
Unrestricted funds	29	12,854	12,765	12,836	12,747
TOTAL FUNDS		79,883	74,971	80,147	75,198

These Accounts were approved and authorised for issue by the Trustees of United Synagogue on 16th June 2014



Stephen Lubinsky
Treasurer



Brian Markeson
Treasurer



Russell Tenzer
Treasurer

The notes on pages 28 to 45 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2013

	2013 £'000	2012 £'000
Net cash inflow on operational activities (see note 1)	802	3,620
Returns on investments and servicing of finance		
Dividends and interest received	119	173
Interest paid	(276)	(266)
Net cash outflow from servicing of finance	(157)	(93)
Investing activities		
Payments to acquire tangible fixed assets	(5,204)	(3,230)
Proceeds from sale of tangible fixed assets	487	1,042
Purchase of investments	(22)	(77)
Withdrawals from investments	37	34
Gains / (losses) on investments	22	(40)
Net cash outflow from investing activities	(4,680)	(2,271)
Management of liquid resources		
Medium & short term deposits	4,489	(1,432)
Net cash inflow / (outflow) from management of liquid resources	4,489	(1,432)
Financing		
Repayment of borrowings	(100)	-
Net cash outflow from financing	(100)	-
Increase / (decrease) in cash	354	(176)

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2013

NOTES TO CASH FLOW STATEMENT

1. Reconciliation of operating surplus to net cash inflow on operational activities :	2013		2012
	£'000		£'000
Net incoming resources for year	4,439		2,692
Net interest payable	157		93
Depreciation charge	301		294
Non-cash acquisition of property	(3,042)		(750)
Non-cash property adjustment	327		435
Profit on disposal of tangible fixed assets	(175)		(246)
Increase in stock	(18)		(1)
Decrease in debtors	233		94
(Increase) / decrease in long term debtors	(9)		14
(Decrease) / increase in creditors and accruals	(577)		740
(Decrease) / increase in gross provisions	(834)		255
Net cash inflow on operational activities	802		3,620
2. Analysis of changes in net funds	Balance at	Cash flow	Balance at
	1-Jan-13		31-Dec-13
	£'000	£'000	£'000
Cash at bank and in hand	2,517	354	2,871
Overdraft	(12)	-	(12)
	2,505	354	2,859
Debt due after one year	(2,500)	2,500	-
Debt due within one year	(350)	(2,400)	(2,750)
	(2,850)	100	(2,750)
Current asset investments	6,955	(4,489)	2,466
	6,610	(4,035)	2,575
Net Funds			
3. Reconciliation of net cash flow to movement in net funds	2013		2012
	£'000		£'000
Increase / (decrease) in cash in the period	354		(176)
Cash outflow from decrease in debt and lease financing	100		-
Cash (outflow) / inflow from decrease in liquid resources	(4,489)		1,432
Change in net funds resulting from cash flows	(4,035)		1,256
Movement in net funds in the period	(4,035)		1,256
Net funds at 1st January	6,610		5,354
Net funds at 31st December	2,575		6,610

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in March 2005 and applicable accounting standards.

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. After making enquiries, the Trustees' have reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future. 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 as permitted by paragraph 397 of the SORP 2005.

Associate and Affiliated Synagogues and Day Schools

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

Fund accounting

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

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

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

Incoming resources

All incoming resources are included in the SOFA when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

- Membership income is treated as a donation and is accounted for when received.
- The entitlement to Legacies is recognised at either the earlier of the Charity being notified of an impending distribution or the legacy being received. No value is included where the legacy is subject to a life interest held by another party.
- Donated services and facilities are included at the value to the Charity where this can be quantified. No amounts are included in the financial statements for services donated by volunteers.
- Gifts in kind are included at the value to the Charity and recognised as income when they are received. Gifts donated for resale are included as income when they are sold at the price they are sold.
- Grants 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 receivable.
- Conduit funds: Occasionally the Charity acts as agent for other organisations and receives funds on their behalf. These funds are not recognised as income and are excluded from the SOFA and balance sheet

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 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 these areas.
- Support costs, which include the central office functions such as general management, payroll administration, budgeting and accounting, information technology, property portfolio management, human resources, and financing are allocated in direct proportion to the total expenditure (staff costs, depreciation and other) on each charitable activity.
- Governance costs are the costs associated with the constitutional and statutory requirements of the Charity.

- Other resources expended are those costs necessarily incurred by the Charity but which do not fall within the categorisation of its other activities.

Tangible fixed assets and depreciation

Property

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

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

No provision for depreciation is made on other freehold properties, other than the Centre at 305 Ballards Lane, London N12, as the on-going maintenance will ensure that the residual values are such that the depreciation is not material.

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 £1,000 are capitalised and included at cost.

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

Plant and Machinery	20% per annum
Cemetery Specialised 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 FRS30.

Investments

Listed investments are stated at market value at the latest 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 or distribution are not included in the financial statements until they are sold or distributed.

Pension costs

Members of staff were entitled to contribute to one of two schemes both independent of the Charity: a group defined contribution scheme operated by a commercial provider; and a multi-employer partial defined benefit fund operated by the Jewish Memorial Council.

The trustees of the Jewish Memorial Council Pension Fund notified participating employers of an increasing funding deficit and the Fund was closed to future contributions from 31 December 2009. Affected staff members were invited to join the existing group defined contribution scheme.

It is not possible in the normal course of events to identify the share of the underlying assets of the multi-employer pension scheme belonging to the individual participating employers. Accordingly, the accounting charge for the year represents only the Charity's employers' contributions payable. See Note 34.

With the advent of auto-enrolment, the group defined contribution scheme has been moved to a different provider and has been opened to all employees who are eligible under current pensions legislation.

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. MEMBERSHIP INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2013 £'000	2012 £'000
Synagogue communal contribution	2,292	-	2,292	2,344
Synagogue membership income	-	7,475	7,475	7,073
	2,292	7,475	9,767	9,417

3. DONATIONS AND GIFTS Including tax reclaimed	Unrestricted Funds £'000	Restricted Funds £'000	2013 £'000	2012 £'000
Member synagogues	-	7,252	7,252	8,504
Capital gifts (see below)	-	3,042	3,042	750
Youth Charity	-	33	33	17
Operation Noach (Tribe Community Rabbis)	-	5	5	35
Unrestricted funds	1,325	-	1,325	1,486
	1,325	10,332	11,657	10,792

The capital gifts relate to the fixed assets of the three Associate Synagogues (Hadley Wood, Highams Park & Chingford and Wanstead & Woodford) which became full members during the year.

4. GRANTS RECEIVABLE	Unrestricted Funds £'000	Restricted Funds £'000	2013 £'000	2012 £'000
Community Development	-	61	61	60
Member synagogues	-	10	10	27
	-	71	71	87

5. INVESTMENT INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2013 £'000	2012 £'000
Rents received	51	599	650	576
Funeral Expenses Scheme investments income	-	22	22	38
Deposits and bank interest	96	-	96	133
Other interest	1	-	1	2
	148	621	769	749

6. OTHER NON SYNAGOGUE INCOME	Unrestricted Funds £'000	Restricted Funds £'000	2013 £'000	2012 £'000
Jewish Education including Living & Learning	74	-	74	169
Beth Din	103	-	103	106
Kashrut	3,780	-	3,780	3,539
Community Development	2	-	2	10
Tribe	318	-	318	210
Commutations	-	-	-	60
Other	92	-	92	101
	4,369	-	4,369	4,195

NOTES TO THE FINANCIAL STATEMENTS (continued)

7. SUBSIDIARIES

The Charity has four wholly owned subsidiary undertakings (two of which are trading, one is a charity and the fourth is dormant) which are incorporated in the UK. A summary Profit and Loss Account for the two trading subsidiaries is provided below.

United Synagogue Design & Build Ltd. provides design and build services for the construction of new charitable buildings.

US Advertising Limited sells advertising primarily in local synagogue magazines.

	US Advertising £'000	U.S. Design & Build £'000	Total 2013 £'000	Total 2012 £'000
Turnover	92	1,105	1,197	2,155
Cost of sales	(1)	(1,083)	(1,084)	(2,031)
Governance costs	(2)	-	(2)	(2)
Gross profit	89	22	111	122
Gift aid payment to parent charity	(89)	(22)	(111)	(122)
Profit / (loss) for the year	-	-	-	-
Retained profit merged with parent charity	-	-	-	(645)
Retained (loss) / profit carried forward	(18)	-	(18)	(18)

The two subsidiary undertakings had total gross assets at 31 December 2013 of £303,173 (2012: £297,901) and total gross liabilities at the same date of £128,673 (2012: £317,896).

8. CHARITABLE ACTIVITIES

	Staff Costs	Depreciation	Other	Support Costs (see Note 9)	2013	2012
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Funds:						
Member synagogues	7,361	120	10,246	1,835	19,562	19,775
Funeral Expenses Scheme	-	-	-	-	-	16
Community Development	-	-	61	6	67	65
Operation Noach (Tribe Community Rabbis)	-	-	3	-	3	23
Youth Charity	-	-	6	-	6	2
Grants payable (see Note 10)	-	-	73	8	81	50
	7,361	120	10,389	1,849	19,719	19,931
Unrestricted Funds:						
Burial Society	1,815	80	881	288	3,064	2,974
Beth Din	607	-	57	69	733	698
Kashrut	1,400	19	1,233	275	2,927	2,587
Office of the Chief Rabbi	158	-	67	24	249	-
Jewish Education including Living & Learning	313	-	268	60	641	755
Community Development	389	-	200	61	650	579
P'eir (Centre for Rabbinic Development)	84	-	29	12	125	145
Tribe	335	-	554	92	981	876
Community Grants	-	-	-	-	-	131
Grants payable (see Note 10)	-	-	632	64	696	921
Miscellaneous	14	-	257	26	297	425
	5,115	99	4,178	971	10,363	10,091
	12,476	219	14,567	2,820	30,082	30,022

Restricted funds comprise staff, depreciation and other costs in the part of the note labelled Restricted Funds. Support costs have been allocated in direct proportion to the total expenditure for each charitable activity. All support costs are unrestricted funds other than an element of bank charges (£49,000).

NOTES TO THE FINANCIAL STATEMENTS (continued)

9. SUPPORT COSTS	Staff Costs Depreciation		Other	2013	2012
	£'000	£'000	£'000	£'000	£'000
Executive Offices	1,326	5	421	1,752	1,466
Accommodation - 305 Ballards Lane	-	76	201	277	323
Information Technology	80	1	434	515	453
Interest and bank charges payable	-	-	276	276	266
	1,406	82	1,332	2,820	2,508

The support costs are shown in note 8 for additional information, but are still reflected in the SOFA as being unrestricted charitable activities other than the restricted element of bank charges as noted in Note 8. Support costs have been allocated in direct proportion to the total expenditure (staff costs, depreciation and other) on each charitable activity for 2013.

10. GRANTS PAYABLE

	2013	2012
	£'000	£'000
The major grants made during the year were:		
Chief Rabbinate Trust	200	300
UJIA (Kol Nidre Appeal)	150	221
University Jewish Chaplaincy (including Kol Nidre Appeal)	139	123
Community Security Trust (Purim Appeal)	38	38
Grants to individuals & other charities	178	208
	705	890

11. GOVERNANCE COSTS

	Unrestricted Funds	Restricted Funds	2013	2012
	£'000	£'000	£'000	£'000
Member Synagogues (a)	-	57	57	43
Other Restricted Funds	-	-	-	1
Burial Society (a)	10	-	10	10
Kashrut (a)	13	-	13	9
Executive Offices (b)	226	-	226	188
Executive Offices Legal Fees	14	-	14	26
Other Unrestricted Funds (a)	2	-	2	2
	265	57	322	279

	2013	2012
	£'000	£'000
Auditors' remuneration (including VAT where not recoverable) as analysed:		
Fees payable to the Charity's auditors for audit of the Charity's annual accounts	59	68
Fees for other services: Tax Services	3	2

The basis of allocation for these costs is as follows:

(a) These consist of the actual cost of the attributable audit fee together with any directly attributable legal fees.

(b) These include an element of central costs deemed relevant to governance of the Charity along with direct costs deemed to be governance specific. All other executive office costs have been reported in note 9.

NOTES TO THE FINANCIAL STATEMENTS (continued)

12. OTHER RESOURCES EXPENDED

	2013 £'000	2012 £'000
Pension scheme administration	5	5
	<u>5</u>	<u>5</u>

13. STAFF NUMBERS AND EMOLUMENTS

	2013 Number	2012 Number
Average number of full and part-time persons employed during the year was as follows:		
Synagogues - ecclesiastical	162	161
Synagogues - administrative	246	231
Jewish Education including Living & Learning (a)	14	22
Burial Society	62	60
Other charitable activities	122	120
Central support (Executive Offices)	31	29
	<u>637</u>	<u>623</u>

(a) Excludes schools and part - time centres.

	2013 £'000	2012 £'000
The aggregate emoluments of these persons were as follows:		
Salaries	12,465	12,208
Social security costs	1,150	1,108
Pension scheme contributions	347	319
	<u>13,962</u>	<u>13,635</u>

	2013 Number	2012 Number
The numbers of employees whose emoluments for the year (excluding the provision of accommodation) fell within the following bands were:		
£60,001 to £70,000	2	3
£70,001 to £80,000	5	5
£80,001 to £90,000	6	5
£90,001 to £100,000	1	3
£100,001 to £110,000	2	2
£110,001 to £120,000	1	-
£120,000 to £130,000	1	1
£150,000 to £160,000	1	1
£170,000 to £180,000	1	-
The numbers of these employees to whom retirement benefits are accruing under defined benefit schemes	9	9
The numbers of these employees to whom retirement benefits are accruing under defined contribution schemes	15	14
A number of these employees have benefits accruing under both types of scheme.		
	<u>£'000</u>	<u>£'000</u>
Contributions in the year for these employees to defined contribution schemes	151	139

NOTES TO THE FINANCIAL STATEMENTS (continued)

14. TRUSTEES' EMOLUMENTS AND REIMBURSED EXPENSES

The Trustees received no remuneration for their services nor were any expenses reimbursed during the year (2012 nil).

15. OPERATING LEASE COMMITMENTS

At 31 December 2012 the charity was committed to making the following payments during the next year in respect of non cancellable operating leases:

	Land and Buildings 2013 £'000	Land and Buildings 2012 £'000
Leases which expire:		
Within one to two years	26	-
Between two to five years	-	26
More than five years	12	12
	38	38

16. TANGIBLE FIXED ASSETS

	Freehold and Long Leasehold £'000	Motor Vehicles £'000	Office Equipment £'000	I.T. Project £'000	Total £'000
Charity and Group					
Cost / valuation					
At 1 January 2013	68,004	856	1,226	1,668	71,754
Additions during the year	8,005	128	113	-	8,246
	76,009	984	1,339	1,668	80,000
Less: Disposals during the year	(311)	(87)	-	-	(398)
At 31 December 2013	75,698	897	1,339	1,668	79,602
Depreciation					
At 1 January 2013	671	749	924	1,668	4,012
Charge for the year	95	71	135	-	301
	766	820	1,059	1,668	4,313
Less: Disposals	-	(86)	-	-	(86)
At 31 December 2013	766	734	1,059	1,668	4,227
Net Book Value 31 December 2013	74,932	163	280	-	75,375
Net Book Value 31 December 2012	67,333	107	302	-	67,742

All fixed assets of the Group are now held in the Charity.

As described in the organisation's accounting policies, no amount is included in the accounts for religious appurtenances or for synagogue and residential properties held in trust for affiliated communities. The Charity does not hold any heritage assets as defined in FRS 30.

NOTES TO THE FINANCIAL STATEMENTS (continued)

17 INVESTMENTS

	Charity and Group	
	2013	2012
	£'000	£'000
Market value at 1 January	3,463	3,144
Net monies invested	22	77
Management fee charged to capital	(37)	(34)
Realised (losses) / gains on investments	(22)	40
Unrealised gains on investments	532	235
Total market value at 31 December	3,958	3,462
Historical cost as at 31 December	3,509	3,330

	Cost		Market Value	
	2013	2012	2013	2012
	£'000	£'000	£'000	£'000
UBS AG Alternative Investments	129	137	142	143
UBS Cash	9	9	9	9
JP Morgan Cash	179	251	179	274
JP Morgan Equities	1,821	1,425	2,155	1,491
JP Morgan Fixed Income	396	443	397	458
JP Morgan Miscellaneous	43	43	34	48
JP Morgan Options, Swap and Structured Assets	155	218	169	224
JP Morgan Alternative Assets	717	781	813	792
JP Morgan Foreign Exchanges	60	23	60	23
	3,509	3,330	3,958	3,462

The alternative investments include a Private Equity investment with a total commitment of USD \$350,000. As of 31 December 2013, calls had been made for USD \$213,325. The market values are the latest available as at the year end.

18. STOCK

	Charity and Group	
	2013	2012
	£'000	£'000
Publications	18	11
Funeral requisites	23	12
	41	23

19. LONG TERM DEBTORS

	Charity and Group	
	2013	2012
	£'000	£'000
Long term loans to employees		
Synagogues	51	33
Centre	7	16
	58	49

NOTES TO THE FINANCIAL STATEMENTS (continued)

20. DEBTORS DUE WITHIN ONE YEAR

	Charity		Group	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Trade debtors				
- Kashrut	523	623	523	623
- Singers Prayer Book	21	29	21	29
- Other	-	-	58	45
Other debtors				
-Burial Society other funeral charges debtors	60	91	60	91
-Burial Society tombstone fee debtors	135	137	135	137
-Chief Rabbinate Trust	107	18	107	18
-University Chaplaincy	137	230	137	230
-Affiliated & Associate Synagogues (see below)	177	214	177	214
-Tax repayments	294	220	294	220
-VAT	10	143	10	143
-Miscellaneous debtors	595	701	595	701
Amounts due from Subsidiary Undertakings	35	32	-	-
Prepayments	277	176	277	176
	2,371	2,614	2,394	2,627

AMOUNTS DUE FROM AFFILIATED & ASSOCIATED SYNAGOGUES

	2013 £'000	2012 £'000
Barking & Becontree	3	3
Catford	8	8
Chelsea	2	2
Harold Hill	2	2
Hemel Hempstead	1	2
Highams Park	-	30
Kingston & Surbiton	12	19
Peterborough	1	1
Romford	7	7
Ruislip	6	6
Staines	27	23
Wanstead & Woodford	-	15
Welwyn Garden City	20	15
Western Marble Arch	88	81
	177	214

Both Highams Park & Chingford and Wanstead & Woodford became Member Synagogues during 2013 and the amounts owing were converted to advances (see note 30).

21. SHORT & MEDIUM TERM DEPOSITS

	Charity		Group	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Cash at bank				
Burial Society	63	45	63	45
Funeral Expenses Scheme	4	2	4	2
Synagogues	2,161	2,159	2,161	2,159
Other accounts	329	63	643	311
	2,557	2,269	2,871	2,517
Short & medium term deposits				
Treasury Reserve	235	1,436	235	1,436
Fixed Term Deposits maturing in less than 1 year	2,231	5,519	2,231	5,519
	2,466	6,955	2,466	6,955

NOTES TO THE FINANCIAL STATEMENTS (continued)

22. SHORT TERM BANK BORROWINGS

	Charity and Group	
	2013	2012
	£'000	£'000
Bank borrowing repayable on demand		
Overdraft - General Account	12	5
Overdraft - Other accounts	-	7
	12	12

At 31 December 2013 the following bank borrowing facility, net of cash at bank, repayable on demand, was available:

£500,000 - Group Overdraft Facility, interest payable at 1.5% plus NatWest Bank Base Rate per annum.

This facility is secured by NatWest through first Legal Charges over a large property owned by the parent charity.

23. BANK AND OTHER LOANS

	Charity and Group	
	2013	2012
	£'000	£'000
Hamilton Terrace Commercial Mortgage	2,500	2,500
Non-bank loans re Hamilton Terrace	250	350
	2,750	2,850

Repayable as follows:

Amounts payable after more than one year

Due within 1-2 years	-	2,500
	-	2,500

Amounts payable within 1 year

	2,750	350
	2,750	350

At 31 December 2013 the loans and their terms were as follows:

£2,500,000 - Commercial mortgage on an interest-only basis, the capital to be repaid in full by 1 November 2014, for the purchase of the freehold at 85 Hamilton Terrace from Allied Irish Bank. Interest has been fixed at 5.90% for the full term of the loan. The loan is secured by a charge on the property.

£250,000 - Interest free loan from a benefactor towards the purchase of the freehold at 85 Hamilton Terrace. This was repaid in March 2014.

24. CREDITORS FALLING DUE WITHIN ONE YEAR

	Charity		Group	
	2013	2012	2013	2012
	£'000	£'000	£'000	£'000
Bank borrowings (see note 22)	12	12	12	12
Loans repayable within one year (see note 23)	2,750	350	2,750	350
Creditors and accruals				
Trade creditors	666	772	728	817
Taxation and Social Security	498	445	502	448
Amounts owed to Subsidiary Undertakings	-	18	-	-
Other creditors	259	236	263	238
Accruals	1,094	1,580	1,097	1,582
Deferred income (see note 25)	1,559	1,291	1,559	1,291
	6,838	4,704	6,911	4,738

NOTES TO THE FINANCIAL STATEMENTS (continued)

25. DEFERRED INCOME

	Balance at 1-Jan-13 £'000	Prior year released £'000	Current year deferrals £'000	Balance at 31-Dec-13 £'000
Group:				
Kashrut (a)	196	(196)	214	214
Burial Society (b)	1,022	(57)	231	1,196
Community Development (c)	73	(12)	88	149
	<u>1,291</u>	<u>(265)</u>	<u>533</u>	<u>1,559</u>

(a) This comprises certification income invoiced in advance of factory inspections and advertising sold for the 2014 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.

(c) Funding deferred for various programmes and for the provision of community support as well as funding received for hospital visitation carried forward to 2014.

26. PROVISION FOR LIABILITIES AND CHARGES

	Balance at 1-Jan-13 £'000	Prior year released £'000	Current year additional £'000	Current year spent £'000	Balance at 31-Dec-13 £'000
Charity and Group:					
Commutation of pensions to former employees of a department now closed (a)	122	(56)	16	-	82
Settlement of property damage claims (b)	28	(9)	1	-	20
Provision for employee's pension contractually guaranteed (c)	789	(789)	51	(48)	3
	<u>939</u>	<u>(854)</u>	<u>68</u>	<u>(48)</u>	<u>105</u>

(a) The commitment is for the lifetime of the employees concerned. The provision is topped up each year to the amount estimated to be required for a further seven years.

(b) The provision is the sum of the estimated excesses payable on outstanding claims at the year end under the Charity's self-insurance scheme as advised by the Charity's brokers.

(c) The commitment towards a defined pension benefit has been now fulfilled bar one minor payment made in January 2014.

27. ENDOWMENT FUNDS

	Balance at 1-Jan-13 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers to Other Funds £'000	Balance at 31-Dec-13 £'000
Member Synagogue funds (a)	39	1	(6)	(25)	9
Charity	<u>39</u>	<u>1</u>	<u>(6)</u>	<u>(25)</u>	<u>9</u>
United Synagogue Bequests and Trusts Fund (b)	68	-	-	-	68
Group	<u>107</u>	<u>1</u>	<u>(6)</u>	<u>(25)</u>	<u>77</u>

(a) The Member Synagogue funds consist of many small individual funds, which have in previous years been accounted for in a way which is consistent with endowment funds. It is believed that many, if not all, of these funds are expendable endowments. During the year, £25,000 was transferred to Synagogue general funds.

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

28. RESTRICTED FUNDS

	Balance at 1-Jan-13 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 31) £'000	Balance at 31-Dec-13 £'000
Member Synagogue funds - gross	61,341	20,967	(16,369)	488	66,427
Less advances (see note 30)	(8,649)	422	(1,531)	-	(9,758)
Member Synagogue funds - net (a)	52,692	21,389	(17,900)	488	56,669
Funeral Expenses Scheme (b)	9,360	2,994	(37)	(2,084)	10,233
Miscellaneous funds (c)	115	66	(63)	-	118
Charity	62,167	24,449	(18,000)	(1,596)	67,020
United Synagogue Bequests and Trusts Fund (d)	2	-	-	-	2
The United Synagogue Youth Charity (e)	175	33	(6)	10	212
	177	33	(6)	10	214
Group	62,344	24,482	(18,006)	(1,586)	67,234

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

(b) The Funeral Expenses Scheme allows members to subscribe a small annual sum, in addition to their Synagogue membership payment, to ensure that in due course their funeral expenses 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 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.

29. UNRESTRICTED RESERVES

	Balance at 1-Jan-13 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers (see note 31) £'000	Balance at 31-Dec-13 £'000
Other Charitable Funds:					
Unrestricted Reserves - Non designated (a)	12,126	11,041	(12,640)	1,742	12,269
Unrestricted Reserves -Designated for other purposes (b)	639	5	(17)	(42)	585
Charity	12,765	11,046	(12,657)	1,700	12,854
US Advertising Limited	(18)	92	(3)	(89)	(18)
	(18)	92	(3)	(89)	(18)
Group	12,747	11,138	(12,660)	1,611	12,836

(a) Included in these is the Burial Society, the main function of which is to arrange for funerals and maintain cemeteries; and KLBD (formerly The United Synagogue Kashrut Board).

(b) Funds have been set aside to fund Tribe from the sale of the SPEC building (£17,000); to aid the community at Barnet (£17,000); to aid the veteran community at South Tottenham (£236,000); for educational purposes (£78,000); for tagging Sifrei Torah and other valuables (£66,000); and for various other purposes (£171,000).

NOTES TO THE FINANCIAL STATEMENTS (continued)

30. ADVANCES TO SYNAGOGUE COMMUNITIES

	Balance at 1-Jan-13	Advances funded during year	Deficits funded during year	Repaid during year	Balance at 31-Dec-13
	£'000	£'000	£'000	£'000	£'000
MEMBER SYNAGOGUES :					
Barnet	211	-	9	(36)	184
Belmont	30	-	-	(3)	27
Bushey	439	-	-	(93)	346
Cockfosters (b)	126	-	-	-	126
Ealing	119	-	25	-	144
Edgware (a)	42	-	-	(10)	32
Enfield (b)	10	-	-	-	10
Finchley (b)	860	-	-	(80)	780
Golders Green (a)	715	-	-	(6)	709
Hadley Wood	-	605	-	-	605
Hampstead	692	20	33	-	745
Hendon (b)	582	8	-	(60)	530
Highams Park & Chingford (b)	-	-	33	-	33
Ilford (a)	407	-	-	(9)	398
Kingsbury (a)(b)	766	-	9	(3)	772
Luton (b)	9	-	23	-	32
Mill Hill	955	508	-	-	1,463
New West End	-	-	26	-	26
Newbury Park	53	-	-	(10)	43
Northwood (a)	140	-	-	(20)	120
Palmers Green	27	-	19	-	46
Pinner (a)	1,066	-	-	(6)	1,060
Radlett	425	-	-	-	425
Richmond	489	-	-	(32)	457
St. Albans	8	-	-	(8)	-
Shenley (b)	164	-	51	-	215
South London	102	-	15	-	117
Stanmore	-	-	72	-	72
Wanstead & Woodford (b)	-	-	49	-	49
Watford	48	-	-	(4)	44
Wembley	-	-	23	-	23
Woodside Park	164	3	-	(42)	125
Total	8,649	1,144	387	(422)	9,758
SUMMARY					
Advances to meet deficits	2,922	-	387	(38)	3,271
Capital advances	5,727	1,144	-	(384)	6,487
Total (see note 28)	8,649	1,144	387	(422)	9,758

NOTES TO THE FINANCIAL STATEMENTS (continued)

30. ADVANCES TO SYNAGOGUE COMMUNITIES (continued)

(a) Included within the advances are the following non interest bearing balances:

	2013 £'000	2012 £'000
Edgware	32	42
Golders Green	260	260
Ilford	153	153
Kingsbury	21	21
Northwood	141	141
Pinner	1,000	1,000
Richmond	457	489
Total	<u>2,064</u>	<u>2,106</u>

(b) Included in the deficits funded this year are the following amounts for prior years.

	2013 £'000	2012 £'000
Enfield	-	5
Finchley	-	109
Hendon	-	45
Highams Park & Chingford	22	-
Kingsbury	6	-
Luton	19	-
Shenley	6	23
Wanstead & Woodford	1	-
	<u>54</u>	<u>182</u>

31. TRANSFERS BETWEEN FUNDS

	2013 Unrestricted funds £'000	2013 Restricted funds £'000	2012 Unrestricted funds £'000	2012 Restricted funds £'000
Burial Society charge to FES for funerals	2,084	(2,084)	2,261	(2,261)
Loss incurred by chronic deficit Synagogues without property	(66)	66	(88)	88
Interest charged on loans to communities	147	(147)	114	(114)
Interest credited communities funds	(15)	15	(50)	50
Kol Nidre Appeal allocation to Communities	(368)	368	(383)	383
Transfer of KLBD funds following dissolution of US Kashrut Board	-	-	645	(645)
Profit of trading subsidiary gift-aided to Parent Charity	(89)	89	(81)	81
Miscellaneous	(82)	82	(4)	4
	<u>1,611</u>	<u>(1,611)</u>	<u>2,414</u>	<u>(2,414)</u>

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

32. ANALYSIS OF ASSETS AND LIABILITIES BY FUND

Group	2013	2013	2012	2012
	Unrestricted funds £'000	Restricted funds £'000	Unrestricted funds £'000	Restricted funds £'000
Tangible fixed assets	15,348	60,028	12,277	55,467
Investments	-	3,958	-	3,462
Net current assets	(2,407)	3,325	3,909	3,522
Total funds excluding long term liabilities and provisions	12,941	67,311	16,186	62,451
Long term liabilities	-	-	(2,500)	-
Provisions for liabilities & charges	(105)	-	(939)	-
	(105)	-	(3,439)	-
Total net assets	12,836	67,311	12,747	62,451
Charity				
Tangible fixed assets	15,348	60,028	12,277	55,467
Investments	-	3,958	-	3,462
Net current assets	(2,389)	3,043	3,927	3,277
Total funds excluding long term liabilities and provisions	12,959	67,029	16,204	62,206
Long term liabilities	-	-	(2,500)	-
Provisions	(105)	-	(939)	-
	(105)	-	(3,439)	-
Total net assets	12,854	67,029	12,765	62,206

Endowment fund net current assets of £77,000 (2012 £107,000) are included in restricted funds in the Group and of £9,000 (2012 £39,000) in the Charity.

33. SUBSIDIARY COMPANIES

The United Synagogue has the following wholly-owned subsidiary undertakings:

- US Advertising Limited (limited by guarantee) - engaged in buying and selling advertising space
- United Synagogue Design & Build Limited (limited by guarantee) - provides design and build services
- The United Synagogue Youth Charity (limited by guarantee) (registered charity no. 294847)
- United Synagogue Trusts Limited (limited by guarantee) - dormant

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

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

34. PENSIONS

Up to 30 June 2001 the organisation operated a defined benefit pension scheme, established under an irrevocable Deed of Trust by the United Synagogue for its employees. The scheme has now been fully wound up.

With effect from 1 July 2001, as agreed at the Council meeting of 19 April 1999, the Charity has established a defined contribution scheme for its employees in the form of a 'group personal pension' with Clerical Medical. As an alternative, employees were offered membership of the 'Jewish Memorial Council Pension Fund', which was a multi-employer occupational defined-benefit pension scheme open to any salaried person working for the Jewish Community in the UK.

During 2009, the Trustees of the Jewish Memorial Council Pension Fund notified participating employers of a funding deficit and decided to close the scheme to future contributions from 1 January 2010. Affected members were invited to join the Clerical Medical arrangement. A full actuarial valuation of the Fund as at 31 December 2012 showed that the Fund was 105.6% funded on the going basis (2009: 99.5%), a surplus of £1.2m relative to the Fund's Technical Provisions. No additional contributions are required from the Employers for the time being.

It is not possible in the normal course of events to identify the share of the underlying assets of this multi-employer pension fund belonging to the individual participating employers. Accordingly, in line with the requirements of FRS 17, the accounting charge for the year of £347,000 (2012 - £319,000) represents only the United Synagogue's employer contributions payable to defined contribution schemes.

The United Synagogue chose to transfer its defined contribution scheme from Clerical Medical to Scottish Widows in early 2013 as part of its preparation for the commencement of Auto-Enrolment under new pensions legislation. The Charity also opted to postpone its Auto-Enrolment staging date by three months from 1st October 2013 to 1st January 2014 as permitted by the same legislation.

35. CAPITAL COMMITMENTS

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

	2013	2012
	£'000	£'000
Contracts placed:		
Member Synagogues	<u>1,041</u>	<u>2,169</u>

36. 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 of available because they have a policy of paying amounts equal to any taxable profits to the parent charity under gift aid.

37. 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.

MEMBER SYNAGOGUES**Alei Tzion**

LSJS Schaller House
44a Albert Road
Hendon, London NW4 2SJ
Email: aleitzion@theus.org.uk

Belmont Synagogue

101 Vernon Drive, Stanmore,
Middx HA7 2BW
Tel: 020 8426 0104
Email: office@belmontsynagogue.org.uk

Brondesbury Park Synagogue

143/145 Brondesbury Park,
London NW2 5JL
Tel: 020 8459 1083
Email: admin@bpark.org

Central Synagogue

36 Hallam Street, London W1W 6NW
Tel: 020 7580 1355
Email: administrator@centralsynagogue.org.uk

Clayhall Synagogue

Sinclair House, Woodford Bridge Road, Ilford,
Essex IG4 5LN
Tel: 020 8551 6533
Email: office@clayhallsynagogue.org.uk

Ealing Synagogue

15 Grange Road, London W5 5QN
Tel: 020 8579 4894
Email: office@ealingsynagogue.org.uk

Enfield & Winchmore Hill Synagogue

53 Wellington Road, Bush Hill Park,
Middx EN1 2PG
Tel: 020 8363 2697
Email: enfieldsynagogue@aol.com

Finsbury Park Synagogue

220 Green Lanes, London N4 2NT
Tel: 020 8802 7004

Barnet & District Synagogue

Eversleigh Road, New Barnet,
Herts EN5 1ND
Tel: 020 8449 0145
Email: administrator@barnetsynagogue.org.uk

Borehamwood & Elstree Synagogue

Croxdale Road, Borehamwood,
Herts WD6 4QF
Tel: 020 8386 5227
Email: info@borehamwoodshul.org

Bushey & District Synagogue

177 / 189 Sparrows Herne,
Bushey, Herts WD23 1AJ
Tel: 020 8950 7340
Email: administrator@busheyus.org

Chigwell & Hainault Synagogue

Limes Farm Estate, Limes Avenue, Chigwell,
Essex IG7 JNT
Tel: 020 8500 2451
Email: chshul@btinternet.com

Cockfosters & N. Southgate Synagogue

Old Farm Avenue, Southgate, London N14 5QR
Tel: 020 8886 8225
Email: office@ourshul.co.uk

Edgware Synagogue

Parnell Close, Edgware Way, Edgware, Middx HA8
8YE
Tel: 020 8958 7508
Email: edgwareunited@talk21.com

Finchley Synagogue

Kinloss Gardens, London N3 3DU
Tel: 020 8346 8551
Email: office@kinloss.org.uk

Golders Green Synagogue

Dunstan Road, London NW11 8AE
Tel: 020 8455 2460
Email: office@ggshul.org.uk

Hackney & East London Synagogue

2a Triangle Road, London E8 3RP
Tel: 020 7254 0183
Email: office@hackneysynagogue.org.uk

Hampstead Synagogue

Dennington Park Road, London NW6 1AX
Tel: 020 7435 1518
Email: admin@hampsteadshul.org.uk

Hendon Synagogue

18 Raleigh Close, London NW4 2TA
020 8202 6924
Email: admin@hendonus.org.uk

Highgate Synagogue

57 North Road, Grimshaw Close, London N6 4BJ
Tel: 020 8340 7655
Email: highgateshul@ic24.net

Kenton Synagogue

Shaftesbury Avenue, Kenton, Middx HA3 0RD
Tel: 020 8907 5959
Email: admin@kentonsynagogue.org.uk

Luton Synagogue

P O Box No 215, Luton, Beds LU1 9ZJ
Email: info@lutonhebrew.co.uk

Muswell Hill Synagogue

31 Tetherdown, London N10 1ND
Tel: 020 8883 5925
Email: office@muswellhillsynagogue.org.uk

New West End Synagogue

St Petersburg Place, Bayswater Road,
London W2 4JT
Tel: 020 7229 2631
Email: nwes@newwestend.org.uk

Northwood Synagogue

21-23 Murray Road, Northwood,
Middx HA6 2YP
Tel: 01923 820 004
Email: admin@northwoodus.org.uk

**Hadley Wood Synagogue – (Became a member
synagogue in January 2013)**

8 Lancaster Avenue, Hadley Wood Herts EN4 0EX
Tel: 020 8886 8225
Email: office@hwjc.org.uk

Hampstead Garden Suburb Synagogue

Norrice Lea, London N2 0RE
Tel: 020 8455 8126
Email: office@hgss.org.uk

**Highams Park & Chingford Synagogue
(became a member in March 2013)**

81a Marlborough Road, Highams Park,
London E4 9AJ
Tel: 020 8527 0937

Ilford Synagogue

22 Beehive Lane, Ilford, Essex IG1 3RT
Tel: 020 8554 5969
Email: office@ilfordsynagogue.co.uk

Kingsbury Synagogue

Hool Close, Kingsbury Green, London NW9 8XR
Tel: 020 8204 8089
Email: kinsyn@hotmail.com

Mill Hill Synagogue

Brockenhurst Gardens, London NW7 2JY
Tel: 020 8959 1137
Email: office@millhillsynagogue.co.uk

New Synagogue

Victoria Community Centre, Egerton Road
London N16 6UB
Tel: 020 8880 2731
Email: newadmin@theus.org.uk

Newbury Park Synagogue

23 Wessex Close, Newbury Park,
Ilford, Essex IG3 8JU
Tel: 020 8597 0958
Email: office@newburyparksynagogue.org.uk

Palmers Green & Southgate Synagogue

Brownlow Road, New Southgate,
London N11 2BN
Tel: 020 8881 0037
Email: palmgrnsyn@yahoo.co.uk

Pinner Synagogue

1 Cecil Park, Pinner, Middx HA5 5HJ
Tel: 020 8868 7204
Email: admin@pinersynagogue.com

Radlett Synagogue

22 Watling Street, PO BOX 28, Radlett,
Herts WD7 7PN
Tel: 01923 856 878
Email: office@radlettus.org

St. Albans Synagogue

Oswald Road, St. Albans, Herts AL1 3AQ
Tel: 01727 854872
Email: info@stalbanssynagogue.org.uk

Shenley Synagogue

PO Box 205, Shenley, Herts WD7 9ZN
Tel: 01923 635969
Email: Shenley@theus.org.uk

South London Synagogue

45 Leigham Court Road, London SW16 2NF
Tel: 020 8677 0234
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Stanmore & Canons Park Synagogue

London Road, Stanmore, Middx HA7 4NS
Tel: 020 8954 2210
Email: mail@stanmoresynagogue.org

Watford Synagogue

16 Nascot Road, Watford, Herts WD17 4YE
Tel: 01923 222755
Email: secretary@watfordsynagogue.org.uk

Wembley Synagogue

8-10 Forty Avenue, Wembley, Middx HA9 8JW
Tel: 020 8904 6565
Email: office@wembleysynagogue.org

Potters Bar Synagogue

78 Sunnybank Road, Potters Bar, Herts EN6 2NH
Tel: 01707 656202
Email: office@pottersbarshul.org.uk

Richmond Synagogue

Lichfield Gardens, Richmond, Surrey TW9 1AP
Tel: 020 8940 3526
Email: administrator@richmondsynagogue.org.uk

St. Johns Wood Synagogue

37-41 Grove End Road, St. John's Wood,
London NW8 9NG
Tel: 020 7286 3838
Email: office@shulinthewood.com

South Hampstead Synagogue

21-22 Eton Villas, London NW3 4SG
Tel: 020 7722 1807
Email: Rachel@southhampstead.org

South Tottenham Synagogue

111/113 Crowland Road London N15 6UR
Tel: 020 8880 2731
Email: southtottenhamadmin@theus.org.uk

Sutton & District Synagogue

14 Cedar Road, Sutton, Surrey SM2 5DA
Tel: 020 8642 5419
Email: Sutton@theus.org.uk

Wanstead & Woodford Synagogue – (Became member in March 2013)

20 Churchfields, South Woodford, London E18 2QZ
Tel: 020 8504 1990
Email: ww@shul-www.org

Woodside Park Synagogue

Woodside Park Road, London N12 8RZ
Tel: 020 8445 4236
Email: admin@woodsidepark.org.uk

AFFILIATED SYNAGOGUES

Barking & Becontree Synagogue

200 Becontree Avenue, Dagenham, Essex RM8 2TR
Tel: 020 8590 2737

Chelsea Synagogue

Smith Terrace, Smith Street, London SW3 4DL
Tel: 020 7629 0196

Hemel Hempstead & District Synagogue

C/o 46 Maitland Joseph House, 35 The Marlows
Hemel Hempstead, Herts HP1 1LB

Peterborough Synagogue

c/o 305 Ballards Lane
London N12 8GB

Ruislip & District Synagogue

9 – 17 Shenley Avenue, Ruislip Manor,
Middx HA4 6BP
Tel: 01895 622059
Email: Barbara@ruislipsynagogue.org.uk

Welwyn Garden City Synagogue

Barn Close, Handside Lane, Welwyn Garden City,
Herts AL8 6ST
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Catford & Bromley Synagogue

6 Crantock Road, London SE6 2QS
Tel: 020 8698 9496
Email: contact@catfordsynagogue.org.uk

Harold Hill & District Synagogue

Trowbridge Road, Harold Hill, Romford,
Essex RM3 8YW
Tel: 01708 348904

Kingston, Surbiton & District Synagogue

33 - 35 Uxbridge Road, Kingston Upon Thames,
Surrey KT1 2LL
Tel: 020 8546 9370

Romford & District Synagogue

25 Eastern Road, Romford, Essex RM1 3NH
Tel: 01708 741690

Staines & District Synagogue

Westbrook Road, South Street, Staines,
Middx TW18 4PR
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ASSOCIATE SYNAGOGUE

Western Marble Arch Synagogue

32 Great Cumberland Place, London W1H 7TN
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Email: office@wma-synagogue.org

UNITED SYNAGOGUE SCHOOLS for whom the US is the Foundation Body

Hertsmere Jewish Primary School

Watling Street, Radlett, Herts WD7 7LQ

Tel: 01923 855857

www.hertsmerejewish-pri.herts.sch.uk

Headteacher: Mr Stephen Isaacs

Michael Sobell Sinai School

Shakespeare Drive, Kenton, Middx HA3 9UD

Tel: 020 8204 1550

www.sinaischool.com

Headteacher: Mr Robert Leach

Wolfson Hillel Primary School

154 Chase Road, London N14 4LG

Tel: 020 8882 6487

www.wolfsonhillel.enfield.sch.uk

Headteacher: Ms Kirsten Jowett

King Solomon High School

Forest Road, Barkingside, Ilford, Essex IG6 3HB

Tel: 020 8501 2083

www.kshsonline.com

Acting Headteacher: Dr Paul Doherty

Ilford Jewish Primary School

Forest Road, Barkingside, Ilford, Essex IG6 3HB

Tel: 0208 498 1350/1

www.ilfordjewish.redbridge.sch.uk

Headteacher: Mrs Roz Levin

Moriah Jewish Day School

Cannon Lane, Pinner, Middx HA5 1JF

Tel: 020 8868 2001

www.moriah.harrow.sch.uk

Headteacher: Rev. Alan Shaw

JFS

The Mall, Kenton, Middlesex HA3 9TE

Tel: 020 8206 3100

www.jfs.brent.sch.uk

Headteacher: Mr Jonathan Miller