

Charity Registration No. 1155821

Company Registration No. 08578248 (England and Wales)

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Eleanor Angel David Chapman James Fletcher Vivien Feather Monica Jankel Michael Lewis David Marks Jane Mecz Richard Newton Orlando Ortega-Medina Adam Sonin Mary Stewart Naomi Ter-Berg Jill Todd
Charity number	1155821
Company number	08578248
Registered office	33 Seymour Place London W1H 5AU United Kingdom
Auditor	H W Fisher & Company Acre House 11-15 William Road London NW1 3ER United Kingdom
Bankers	Barclays Bank PLC 99 Hatton Garden London EC1N 8DN
Solicitors	Gordon Dadds LLP 6 Agar Street London WC2N 4HN

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

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THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2016

The Directors and Trustees present their report for the year ended 31 December 2016.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Structure, governance and management

The Synagogue was established in 1840. The charity was first registered with the Charity Commission on 18 April 1963, under laws revised and adopted on 11 April 1961.

With effect from 10 February 2014, the Trustees of the unincorporated West London Synagogue (UK registered charity number 212143) transferred its assets and liabilities to The West London Synagogue of British Jews (a company limited by guarantee – UK registered charity number 1155821) (The Company), a successor corporate charity with the same charitable objectives. The Company is governed by its Articles of Association and Rules. Both documents are currently being revised and will be presented to the members and the congregants for approval. New trustees, who are also the directors of the Company, are volunteers and are appointed at the Annual General Meeting of the congregants.

None of the Trustees has any beneficial interest in the Company. All of the Trustees are members of the Company and guarantee to contribute £1 in the event of a winding up.

The Trustees who served during the year were:

Eleanor Angel
Ido Ben Shaul (resigned 14th June 2016)
David Chapman
Sir Terence Etherton (resigned 14th November 2016)
Jim Fletcher
Vivien Feather
Monica Jankel
Michael Lewis
Zippi Lyttleton (resigned 7th February 2017)
David Marks
Julia Markson (resigned 14th June 2016)
Jane Mecz
Richard Newton
Orlando Ortega-Medina
Adam Sonin
Mary Stewart
Emanuela Tebaldi (resigned 14th November 2016)
Naomi Ter-Berg
Jill Todd

As part of their induction new Trustees are given the Charity's Articles of Association and Rules which explain the aims and objectives of the charity and how it operates. The Executive Director goes through the structure of the organisation, the audited accounts, management accounts and recent minutes of Trustee meetings with any new Trustee.

All material matters affecting the current and future activities of the Company are fully discussed and approved at Board meetings. Pay and remuneration for the key members of staff are set by the Chairman and Treasurer.

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The senior staff responsible for the day-to-day management of the Synagogue report to the Board of Directors. During 2016 they were Rabbi Julia Neuberger, Rabbi Helen Freeman and David Dowdles. The professional teams who cover the charitable activities of the Synagogue listed below are managed and report to the senior staff.

In December 2014, the Company set up a wholly owned subsidiary, WLS Seymour Place Limited. The principal activity of this subsidiary company is that of real estate development.

Objectives and Activities

The objects of the Synagogue are:

- to promote and foster Judaism by the provision and maintenance of a public place of worship, following the principles of the Movement for Reform Judaism
- to promote and co-ordinate the education and religious instruction of Jews
- Such other charitable purposes for the public benefit, in particular the benefit of the Jewish people in the UK, in Israel or elsewhere in the world, which may be charitable according to the laws of England and Wales.

The synagogue promotes educational, cultural, charitable and communal activities. In addition, the Synagogue provides burial and funeral facilities. The policies adopted in furtherance of these objects are set out below and there has been no change during the year.

The Synagogue's vision is the evolution of a thriving, welcoming community of Jews, providing formal and informal opportunities for spiritual, religious and communal expression and growth based on a commitment to life-long learning through all cycles of members' lives. We aim to put the Synagogue at the heart of London Jewish life and to be a catalyst for the wider Jewish and non-Jewish communities.

The Synagogue fosters and sustains a subscription-paying membership. Its subscription income is supplemented through a combination of commercial and fundraising activities. A proportion of subscription income is paid to the Movement for Reform Judaism, of which the Synagogue is a constituent member. As part of their membership subscriptions, the congregants of the Synagogue may also make voluntary contributions to the Board of Deputies of British Jews. These are collected by the Synagogue and paid over to the Board of Deputies. The Synagogue also acts as a community resource in the wider community. The Synagogue continued to develop our activities in the areas of education and outreach, with both adults and young people.

The Trustees have referred to the Charity Commission's general guidance on Public Benefit when reviewing the Synagogue's aims and objectives and in planning its future activities. Substantial public benefit arises from the activities of The West London Synagogue. There is a strong emphasis on education and the provision of support for the elderly and infirm. Burial and cremation services are provided to the wider Jewish community with long term provision always under consideration to allow families to bury generations together. The community also works for intra community and interfaith harmony, especially with the two other Abrahamic faiths, Christianity and Islam. The West London Synagogue maintains a grade 2 listed building which it makes available to the whole community.

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FOR THE YEAR ENDED 31 DECEMBER 2016

In order to achieve its objects, major expenditure is incurred in the following three charitable activities:

- Rabbinic and synagogue. The Synagogue holds regular services on Friday evenings, Shabbat mornings and festivals, where we continue to attract and increase the number of regular worshippers.
- Funeral and cemetery. The Synagogue offers burial and funeral facilities at Hoop Lane and Edgwarebury Lane cemeteries.
- Education, which covers both adult and children's education. Currently there are some 150 children attending the Synagogue's Religion School and our adult education programmes attract large numbers. In addition the Synagogue incurs expenditure in respect of the costs to support these three charitable activities. An explanation of the activities, projects and services identified in the accounts is given in the Achievements and Performance and in the Financial Review below. The professional staff support and enhance the considerable amount of work undertaken by our member volunteers. Our volunteers principally work in the areas of Social Action, Pastoral Care and helping our older congregants.

2016 has proven again the considerable progress that the Synagogue has made to achieve its objectives.

Achievements and Performance:

We have seen a number of changes and developments over the past 12 months. In mid 2016 we appointed David Dowdles as our new Executive Director. We already suspected that our membership income was not able to support our outgoings and we asked David and his team to carry out a full review of our financial position. We needed to ensure that this was both thorough and transparent. Our treasurer, David Marks, was proactive in helping us develop proposals to reduce costs against income, as you will have gathered from the letter sent to our Community in early 2017 regarding staff changes.

We now have a strong and focused senior team. We were prepared to take some extremely difficult decisions, but it has gone a long way to securing our future. Without the courage of David Dowdles, the long hours spent by our new Director of Finance, Paul Warren, and the in-depth and relentless work of David Marks we would not be able to say to you now that we have a much clearer picture and have made some important and long lasting decisions.

The restructuring of our professional staff began in November 2016 and was completed by the end of March this year and has achieved significant savings in our monthly outgoings. Our smaller, but professional team is working hard for us and WLS is putting proper and regular training in place to cover any gaps especially for those who step up into more senior positions. We have also put in some Trustee training for Board members in order that the Trustees can fully understand the most up-to-date legislation and work towards best practice as a team.

You will have received the Community Reports, which clearly demonstrate that the large number of activities and projects with which we are involved have continued, to the delight of many congregants. They are too numerous to mention here, but reading the booklet will certainly demonstrate the amount of work that is done at West London Synagogue.

With all the upheaval we have to pay tribute to the staff, the Vice Chairs and our many volunteers for keeping us going through the restructuring process.

There have been a number of 'wins' this year:

The Lyons Learning Project run by Rabbi Neil Janes is growing in numbers and interest and we are proud that this is made possible under the auspices of WLS.

Rabbi David has involved many of us in the Listening Project, which in itself will help us make decisions now and for the future about the kind of place we want this to be.

We had an excellent response to the High Holy Day appeal this year. Place2Be and Peace of Mind, both, I am pleased to say were also chosen as the charities for the WLS Charitable Fund, an independent charity, run by

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Elizabeth Shrager and her team. In addition, we received a healthy part of the money needed to upgrade our kitchens and this has been topped up by a very kind donation from a member of the community, so at last we will be able to give proper care and attention to our food offering in modern and efficient kitchens.

The ever-growing pastoral care team and volunteers give enormous support to the Berkeley Street Lunch group and the Seymour Group. If you walk through the building during the week there is always something interesting happening with people of all ages.

And the number attending our asylum seekers drop-in and winter night shelter have continued to increase during through the year. In addition there are new initiatives planned for refugees.

Our own social care team also provides enormous support to those in need and we are grateful for a donation given towards continuing the important work Jo Michaels and her team do.

Plans for the future

Each year we set ourselves new goals and new challenges and one of the important items on the agenda will be looking at maintaining our beautiful and historic building.

We will always be cognisant of the need to heighten our security and plans are being discussed which we hope will be fulfilled soon to provide a safer place for us all. We thank Community Security Trust and the police for their diligence and there are also extra security features that we can install, and this will be done.

We cannot itemise everything on the list but we do hope that the Synagogue will be able to benefit from the construction of a two-storey extension above 33 Seymour Place.

Financial review

For 2016, the Synagogue has produced consolidated accounts incorporating the expenditure by its wholly owned subsidiary in seeking planning permission and has thus recognised £143,000 of expenditure towards that end which has caused an overall loss on activities of £84,000. The financial highlight summary and commentary that follows excludes this item of expenditure as it is essentially a one-off which is not relevant to our general activities although hopefully will prove to be money "well spent".

The table on the next page is taken from the management accounts that are presented to the Trustees and shows the split of information since 2010:

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2016

Combined Statement of Financial Activities - 2010 to 2016

	Actual 2016 £k	Actual 2015 £k	Actual 2014 £k	Actual 2013 £k	Actual 2012 £k	Actual 2011 £k	Actual 2010 £k
Income							
Membership	1,328	1,312	1,277	1,229	1,303	1,240	1,312
Funeral	568	737	673	592	496	563	646
Voluntary - General	228	225	170	209	211	159	441
Voluntary - Restricted	497	521	732	618	383	363	93
Other	510	562	359	354	225	231	175
	3,131	3,357	3,211	3,002	2,618	2,556	2,667
Expenditure							
Salaries	1,318	1,306	1,169	1,104	1,190	1,236	1,280
Choir	94	107	107	102	116	122	99
Funeral	286	305	291	269	320	329	347
Other	817	780	764	914	708	756	840
Restricted funds	557	553	343	438	320	140	174
	3,072	3,051	2,674	2,827	2,654	2,583	2,740
Operating Income / (Loss)	59	306	537	175	(36)	(27)	(73)
Non-recurring Items		30	1,074	689		1,007	(611)
Net Income / (Loss)	59	336	1,611	864	(36)	980	(684)

In 2016 the General Fund generated a surplus of £119,000. This compared to an equivalent surplus in 2015 of £368,000. In total, including Designated and Restricted Funds, the Synagogue generated a surplus of £59,000 in 2016 compared to a surplus of £336,000 in 2015.

The principal reason for this reduction in financial performance was reduced funeral income which includes one off receipts from the sale of grave plots, fees for conducting non-member funerals and receipts under our own funeral expenses scheme. The first two sources of income being unpredictable. Overall, this reduced our operating surplus by £169,000. The other principal income reduction is in other commercial income by £43,000.

Costs were broadly the same in 2016 as for the previous year; the principal difference being a provision for the cost of the redundancies made in early 2017. We spent some £60,000 more on activities for which restricted funds had been raised in excess of amount received during the year. Accounting principles require us to recognise the income as we receive it, but the expenditure as we incur it so in any one year, much of the restricted expenditure relates to income raised in previous periods and a considerable portion of what was raised in 2016 will be spent in 2017. This means that we need to set aside cash, equivalent to the balance of restricted reserves, so that we are not so reliant on funds received in each year to conduct the projects for which they have been raised. We comment more on this below.

The prime focus of the Trustees during the year was the management of cash resources. In recent years including 2016, the Synagogue has repaid a considerable amount of its debt burden which will put it in a much stronger

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FOR THE YEAR ENDED 31 DECEMBER 2016

position for the future but causes cash flow difficulties on a current basis. We borrowed money from a group of members on an interest free basis to repay the old bank overdraft, which had grown to unsustainable levels. We borrowed to renew our antiquated boilers and this loan is repayable over a twenty year period from 2015. In addition, we needed to borrow to refurbish the premises which the school uses and, again did so without any interest cost. The loan to refurbish the school building will be fully discharged in 2019 and the member loans shortly thereafter and after that time our cash flow should hopefully be considerably more positive but we need, for the time being, to continue to be vigilant and aggressively control our expenditure. It is also worth noting that from December 2010, when our net assets were £1.783 million, we have invested significant sums and our net assets at the 2016 year end were £5.586 million.

Our principal task, looking forward, over the short term will be to build cash balances in order that we can expend all the funds raised for restricted purposes; notably the Lyons Legacy as well as providing all the services our congregation expects from a leading Synagogue. We have been able to meet our obligations as they fall due but this has required considerable management and some amount of constraint. The Board have developed a plan for setting aside cash to meet our restricted obligations. Firstly, from a transaction which we will be able to consider once we have obtained planning permission for the construction of a two storey extension above 33 Seymour Place and secondly from the annual cash surplus which will accrue from 2019 from the rental income paid by Halcyon School and which will no longer be substantially required to meet debt repayment costs.

We conducted a review of all our activities in the second half of 2016 and as a result instituted a number of cost and cash saving measures which involved a number of staff redundancies and some other measures designed to improve cash flow. These included agreeing with creditors to defer payment of some of our liabilities to a period when the rent from the Halcyon School will not be required to meet other debt repayment costs so giving us a bit of breathing space in our cash management. These actions were difficult and painful but essential to the continuing existence of our Synagogue as a solvent organisation.

One of our key challenges is the generation of membership income, by retaining members, attracting new members and collecting the fees when they are due. This is an issue we have in common with most other Reform Synagogues. We are putting renewed emphasis on this in 2017. We are also extremely grateful for voluntary donations from members who are able to make these, to assist with the funding of the general activities of the Synagogue.

Management of Risk

The Trustees acknowledge the management of risks faced by the Synagogue as a prime responsibility. Detailed consideration of risks is delegated to the Executive Director, who operates a risk management policy adopted in 2003. The Trustees review the identified risks on an annual basis and are satisfied that all material risks are adequately covered. These risks include legislative and regulatory requirements as well as third party, governance, management, financial and operational risks.

Going Concern Basis

At the time of approving the accounts, the Trustees are satisfied that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Reserves

The Synagogue does not have free reserves, as defined by the Charity Commission, as the reserves are tied up in the Synagogue buildings. This is not seen as a serious problem, as the Synagogue has regular subscription income from its members which generally enables the Synagogue to meet its commitments as they fall due.

As lay leaders, it is our stated aim to put the Synagogue in a position of being able to build up reserves for the future. Bearing in mind that the fixed assets are predominantly made up of a historic building, it is planned to create free reserves to enable maintenance of the reserves to be effected without a strain on membership income.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2016

Investment Policy

There are no restrictions on the charity's power to invest. The Trustees consider that, as far as possible, restricted and designated funds should be invested in low risk investments, with consideration for ethical concerns.

Appreciation

As part of the restructuring process we said goodbye to five members of staff: our receptionist Natalie Sciainski and night guard Nikolay Chernyk. Anka Norocel has now added the receptionist role to her security duties and has joined our permanent staff. Maggie Petrova left us and we created a new combined post to run both Membership and the Database, appointing Ronit Wang who is already doing amazing work in this important area for the synagogue.

Two important members of the education team left us, Susie Fraser and Helen Michael. Both were replaced by the new head of Jewish Education Programmes, Gil Reshef. Gil is being supported by the Rabbis, specifically Rabbi Neil Janes, and the team is already building numbers in Cheder. Jane Gough is helping build their new offering. We now have a small but exciting education team and I have received a number of emails from parents saying how pleased they are with the enlivened Cheder and teaching. Clare Allen has been given extra responsibilities in IT and Communications and, as ever, is a mainstay in the office. We cannot thank our small staff enough for their loyalty and the work they do behind the scenes. The remainder of our professional staff remains unchanged.

As ever, we pay tribute to and thank our Rabbis too: our Senior Rabbi, Julia Neuberger, Principal Rabbi Helen Freeman, Rabbi David Mitchell, Rabbi Neil Janes and Rabbi Sybil Sheridan for the specific work they all do guiding us in ritual, prayer and understanding, as pastoral friends and as our teachers. We are extremely lucky to have such a varied group of extremely talented men and women guiding us through each year.

With all the turbulence I also pay tribute to the staff, the Vice Chairs, Wardens our many volunteers for keeping us going through the restructuring process. And I should like to pay special tribute to our new Treasurer David Marks who has spent an enormous amount of time getting us back on track and particularly President Stephen Moss who never seems to run out of energy or dedication to deliver the best for West London Synagogue.

You will know that the WLS Board is changing as a number of Board members have now completed their terms, and we thank them for their contribution.

We pay special tribute and give thanks to Zippi Lyttleton who, after a number of years as Vice Chair in charge of Education, has decided to hand over the baton. Similarly, both Vivien Feather and Monica Jankel have also completed over 9 years as Vice Chairs of Social Care and we cannot thank them enough for the work they have done. You will still see them of course as they carry out other duties in synagogue.

Two senior Wardens retired last autumn and we say an enormous thank you to Sir Terry Etherton and Emanuela Tebaldi, who both put some of their busy lives on hold in order to serve their term as wardens with honour and dignity. The new Junior Wardens are Stewart Sether and Gillian Westwood. In October after Shabbat Bereshit, our two current Senior Wardens Orlando Ortega Medina and David Chapman move out of the Wardens box and we look forward to welcoming two new Junior Wardens later this year.

On a personal note, having achieved so much in the past three years I am sad to leave the Chair as there is still a great deal to do, but I will be staying on until mid-October when my 3 year term comes to an end and will then now hand it over to someone who, I am sure, will continue at least some of the work that has been completed under my leadership.

Disclosure of Information to the Auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

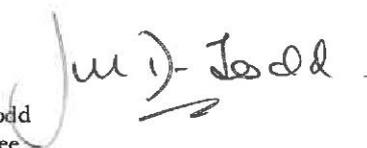
FOR THE YEAR ENDED 31 DECEMBER 2016

Auditors

The Company appointed HW Fisher & Company as auditors to the Company and a resolution proposing their reappointment will be put to the members.

On behalf of the Board of Trustees

Jill Todd
Trustee



Dated: 2 June 2017

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 DECEMBER 2016

The trustees, who are also the directors of The West London Synagogue of British Jews for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that year.

In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

We have audited the financial statements of The West London Synagogue of British Jews for the year ended 31 December 2016 which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Statement of Cash Flows and the related notes. 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), including Financial Reporting Standard 102.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state in an auditors' 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 charitable company and its members 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, who are also the directors of The West London Synagogue of British Jews for the purposes of company law are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the accounts 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 accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and parent charitable company'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 accounts. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited accounts 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 accounts.

In our opinion the accounts:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2016 and of the group's incoming resources and application of resources, including the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit, the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the accounts, and the Trustees' Report has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees' Report.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

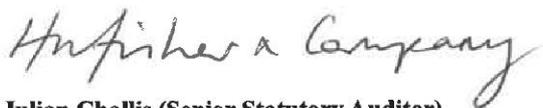
INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's accounts are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Julian Challis (Senior Statutory Auditor)
for and on behalf of H W Fisher & Company

Chartered Accountants

Statutory Auditor

Acre House

11-15 William Road

London

NW1 3ER

United Kingdom

2/6/2017

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

GROUP STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2016

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total 2016 £'000	Total 2015 £'000
<u>Income and endowments from:</u>					
Donations and legacies	3	1,564	497	2,061	2,085
Incoming resources from charitable activities	4	725	-	725	982
Investment income	5	320	-	320	249
Other incoming resources	6	25	-	25	137
Total income and endowments		2,634	497	3,131	3,453
<u>Expenditure on:</u>					
<u>Raising funds</u>					
Fundraising and publicity	7	41	-	41	65
Property costs	7	143	-	143	101
		184	-	184	166
Charitable activities	8	2,474	557	3,031	3,052
Total resources expended		2,658	557	3,215	3,218
Net (outgoing)/incoming resources before transfers		(24)	(60)	(84)	235
Gross transfers between funds		41	(41)	-	-
Net income/(expenditure) for the year/ Net movement in funds		17	(101)	(84)	235
Fund balances at 1 January 2016		4,517	1,153	5,670	5,435
Fund balances at 31 December 2016		4,534	1,052	5,586	5,670

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

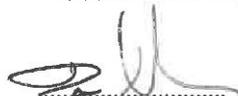
THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

GROUP AND CHARITY BALANCE SHEETS

AS AT 31 DECEMBER 2016

	Notes	Group 2016 £'000	2015 as restated £'000	Charity 2016 £'000	2015 as restated £'000
Fixed assets					
Tangible assets	13	6,100	6,131	6,100	6,131
Current assets					
Debtors	15	447	562	685	656
Cash at bank and in hand		301	532	298	532
		748	1,094	983	1,188
Creditors: amounts falling due within one year	17	(727)	(755)	(718)	(748)
Net current assets		21	339	265	440
Total assets less current liabilities		6,121	6,470	6,365	6,571
Creditors: amounts falling due after more than one year	18	(535)	(800)	(535)	(800)
Net assets		5,586	5,670	5,830	5,771
Income funds					
Restricted funds	19	1,052	1,153	1,052	1,153
Unrestricted funds		4,534	4,517	4,778	4,618
		5,586	5,670	5,830	5,771

The accounts were approved by the Trustees on 2 June 2017



David Marks
Trustee

Company Registration No. 08578248

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2016

	Notes	2016 £'000	£'000	2015 £'000	£'000
Cash flows from operating activities					
Cash absorbed by operations	24		(410)		(188)
Investing activities					
Purchase of tangible fixed assets		(48)		(629)	
Investment income		320		249	
Net cash generated from/(used in) investing activities			272		(380)
Financing activities					
Proceeds of new bank loans		-		425	
Repayment of bank loans		-		(14)	
Net cash (used in)/generated from financing activities			-		411
Net decrease in cash and cash equivalents			(138)		(157)
Cash and cash equivalents at beginning of year			397		554
Cash and cash equivalents at end of year			259		397
Relating to:					
Bank balances and short term deposits			301		532
Bank overdrafts			(42)		(135)

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

1 Accounting policies

Charity information

The Charity does not have share capital and is limited by guarantee. In the event of the company being wound up, the maximum amount which each member is liable to pay is £1. The registered office is 33 Seymour Place, London, United Kingdom, W1H 5AU.

1.1 Accounting convention

These accounts have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The charity is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £'000.

The group accounts reflect the results and combined financial position of The West London Synagogue of British Jews and of its subsidiary. As permitted by s408 of the Companies Act 2006, the parent charitable company has not presented its own income and expenditure account and related notes. The parent charity's net incoming resources for the year was £73k (2015 - £336k).

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the accounts, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees' continue to adopt the going concern basis of accounting in preparing the accounts.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

1.4 Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) in the period when the charity has received the funds.

Membership subscriptions income is recognised in the financial statements when the request for payment is issued, on the grounds that such income is considered to be a charitable donation which is non-refundable. This policy means that income could be recognised in a period in advance of when the expenditure is being incurred. All other income is recognised on an accruals basis.

1.5 Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Wherever possible costs are directly attributed to these headings. Costs common to more than one area are apportioned on the basis of staff time spent on each area.

The cost of generating funds are those costs incurred in trading activities and those incurred in support of the activities of the charity. These have been allocated to the charitable activities on a basis that fairly reflects the true use of those resources within the organisation

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

1 Accounting policies

(Continued)

Governance costs are those incurred in the governance of the charity and are primarily associated with the constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are initially and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold property	Nil
Roof costs	10% straight line
Furniture and equipment	3.33%, 4%, 20% or 25% straight line
Cemetery capital costs	2% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Heritage assets have not been recognised in the accounts, as significant costs are involved in the reconstruction or analysis of past accounting records, which are onerous compared with any additional benefit derived from recognising these items in the balance sheet.

Heritage assets are assets that are of historical or religious importance that are held to further the preservation, conservation and educational objectives of the Synagogue and contribute to culture and education. These assets are integral to the activities of the Synagogue and are unique in terms of their religious and historic significance.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.10 Employee benefits

The Synagogue operates a defined contribution scheme for the benefit of certain of its employees. Contributions payable are charged to the Statement of Financial Activities in the year they are payable.

1.11 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease.

1.12 Burial Grounds

As in previous years, no depletion provision is considered necessary by the Trustees in respect of land used for burial.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

A key area of judgement by management is in respect of the calculation of the bad debt provision.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2016	Total 2015
	£'000	£'000	£'000	£'000
Donations and gifts	235	497	732	649
Legacies receivable	1	-	1	124
Membership fees	1,328	-	1,328	1,312
	<u>1,564</u>	<u>497</u>	<u>2,061</u>	<u>2,085</u>
For the year ended 31 December 2015	<u>1,576</u>	<u>509</u>		<u>2,085</u>

4 Incoming resources from charitable activities

	Rabbinic and synagogue	Funeral and cemetery	Education	Total 2016	Total 2015
	£'000	£'000	£'000	£'000	£'000
Sales within charitable activities	84	568	73	725	982
	<u>84</u>	<u>568</u>	<u>73</u>	<u>725</u>	
Analysis by fund					
Unrestricted funds	84	568	73	725	
	<u>84</u>	<u>568</u>	<u>73</u>	<u>725</u>	
For the year ended 31 December 2015					
Unrestricted funds	146	737	87		970
Restricted funds	11	-	1		12
	<u>157</u>	<u>737</u>	<u>88</u>		<u>982</u>

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

5 Investment income

	2016	2015
	£'000	£'000
Rental income	319	247
Interest receivable	1	2
	<u>320</u>	<u>249</u>

6 Other incoming resources

	2016	2015
	£'000	£'000
Other income	25	137
	<u>25</u>	<u>137</u>

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

7 Raising funds

	2016	2015
	£'000	£'000
<u>Fundraising and publicity</u>		
Staff costs	41	65
<u>Property costs</u>		
Expenditure by WLS Seymour Place Limited	143	101
	<u>184</u>	<u>166</u>

8 Charitable activities

	Rabbinic and Synagogue £'000	Funeral and Cemetery £'000	Education and Community £'000	Total 2016 £'000	Total 2015 £'000
Staff costs	745	-	235	980	984
Direct costs	385	291	190	866	878
	<u>1,130</u>	<u>291</u>	<u>425</u>	<u>1,846</u>	<u>1,862</u>
Grant funding of activities (see note 9)	126	-	-	126	198
Share of support costs (see note 10)	644	-	210	854	811
Share of governance costs (see note 10)	205	-	-	205	181
	<u>2,105</u>	<u>291</u>	<u>635</u>	<u>3,031</u>	<u>3,052</u>
Analysis by fund					
Unrestricted funds	1,718	287	469	2,474	
Restricted funds	387	4	166	557	
	<u>2,105</u>	<u>291</u>	<u>635</u>	<u>3,031</u>	
For the year ended 31 December 2015					
Unrestricted funds	1,735	305	459		2,499
Restricted funds	502	18	33		553
	<u>2,237</u>	<u>323</u>	<u>492</u>		<u>3,052</u>

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

9 Grants payable

	2016 £'000	2015 £'000
Grants to institutions:		
Movement for Reform Judaism	125	125
Board of Deputies	1	3
Beginnings Nursery School	-	70
	<u>126</u>	<u>198</u>

10 Support costs

	Support costs £'000	Governance costs £'000	2016 £'000	2015 £'000	Basis of allocation
Staff costs	351	148	499	413	Allocated on time
Depreciation	79	-	79	62	Allocated based on depreciation policy
Premises, administration, finance and other costs	424	-	424	460	Invoiced costs
Audit fees	-	25	25	30	Governance
Accountancy	-	9	9	6	Governance
Legal and professional	-	23	23	21	Governance
	<u>854</u>	<u>205</u>	<u>1,059</u>	<u>992</u>	
Analysed between Charitable activities	<u>854</u>	<u>205</u>	<u>1,059</u>	<u>992</u>	

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year, but two trustees (2015: one trustee) were reimbursed a total of £990 (2015: £175) for travelling and synagogue-related expenses.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2016

12 Employees

Number of employees

The average monthly number employees during the year was:

	2016	2015
	Number	Number
Synagogue activities	30	32

Employment costs

	2016	2015
	£'000	£'000
Wages and salaries	1,295	1,231
Social security costs	132	127
Other pension costs	93	104
	<u>1,520</u>	<u>1,462</u>

The key management personnel of the charity comprises the trustees, the Senior Rabbi, the Principal Rabbi, the Executive Director and the Finance Director. The trustees do not receive any remuneration. Remuneration of key management personnel (excluding trustees) amounted to £341,608 (2015: £302,035) in the year.

The number of employees whose annual remuneration was £60,000 or more were:

	2016	2015
	Number	Number
£60,001 - £70,000	3	2
£70,001 - £80,000	1	2
£90,001 - £100,000	1	-
£100,001 - £110,000	-	1
£120,001 - £130,000	1	-
	<u> </u>	<u> </u>

Contributions totaling £27,480 (2015: £36,098) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

13 Tangible fixed assets	Freehold property	Roof costs	Furniture and equipment	Cemetery capital costs	Total
Group and charity					
Cost					
At 1 January 2016	5,029	143	1,022	286	6,480
Additions	39	-	9	-	48
At 31 December 2016	5,068	143	1,031	286	6,528
Depreciation and impairment					
At 1 January 2016	-	143	174	32	349
Depreciation charged in the year	-	-	73	6	79
At 31 December 2016	-	143	247	38	428
Carrying amount					
At 31 December 2016	5,068	-	784	248	6,100
At 31 December 2015	5,029	-	848	254	6,131
14 Financial instruments				2016	2015
				£'000	£'000
Carrying amount of financial assets					
Debt instruments measured at amortised cost				411	414
Carrying amount of financial liabilities					
Measured at amortised cost				1,222	1,519
15 Debtors		Group		Charity	
		2016	2015	2016	2015
		£'000	£'000	£'000	£'000
Amounts falling due within one year:					
Trade debtors		411	413	411	413
Amounts due from fellow group undertakings		-	-	245	97
Other debtors		7	4	-	1
Prepayments and accrued income		29	145	29	145
		447	562	685	656

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

16	Loans and overdrafts		
	Group and charity	2016	2015
		£'000	£'000
	Bank overdrafts	42	135
	Bank loans	411	411
		<u>453</u>	<u>546</u>
	Payable within one year	79	135
	Payable after one year	374	411
		<u>374</u>	<u>411</u>
	Amounts included above which fall due after five years:		
	Payable by instalments	374	411
		<u>374</u>	<u>411</u>

The bank loans are secured by fixed charges over freehold property.

The long term bank loans are for a term of 20 years from the date of draw down. The rate of interest for the variable rate loan is the bank's base rate plus a margin of 2.75%. The rate of interest for the fixed rate loan is 4.65%. All interest rates are subject to review after 10 years. The loans are repayable in monthly instalments.

The overdraft attracts interest at the bank's base rate plus a margin of 5.5%.

17	Creditors: amounts falling due within one year	Group	Charity
		2016	2015
			as restated
		£'000	£'000
			as restated
	Notes	£'000	£'000
	Bank loans and overdrafts	79	135
	Other taxation and social security	40	36
	Trade creditors	63	74
	Other creditors	384	280
	Accruals and deferred income	161	230
		<u>727</u>	<u>755</u>
		<u>727</u>	<u>748</u>

A prior year adjustment has been made in these accounts in respect of £75,000 of accruals for restricted fund grant expenditure in the year ending 2014. The charity decided subsequently to defer making the grants, so the original accrual for the costs has been reversed.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

18 Creditors: amounts falling due after more than one year		2016	2015
Group and charity	Notes	£'000	£'000
Bank loans	16	374	411
Other creditors		161	389
		<u>535</u>	<u>800</u>

Other creditors include an amount of £113,952 (2015: £170,210) which is secured by a fixed charge over freehold property.

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Balance at 31 December 2016 £'000
	Balance at 1 January 2016 as restated £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	
	Care and education	177	199	(165)	
Cemetery maintenance	96	4	(4)	-	96
Activities of the synagogue	880	293	(388)	(62)	723
	<u>1,153</u>	<u>496</u>	<u>(557)</u>	<u>(40)</u>	<u>1,052</u>

Care and Education Fund

These funds are to provide education for the whole community, including the libraries, educational holidays and training.

Cemetery Maintenance Fund

These funds are brought about from the previous sale of land and monies given for individual grave maintenance, to be used solely for the upkeep of tombstones and grounds in Golders Green and Kingsbury Road Cemeteries.

Activities of the Synagogue Fund

These funds are to further the programmes of the Synagogue, including individual funds for maintaining the buildings for security and for other projects and programmes.

Prior Year Adjustment

A prior year adjustment has been made in these accounts in respect of £75,000 of accruals for restricted fund grant expenditure in the year ending 2014. The charity decided subsequently to defer making these grants, so the original accrual for the costs has been reversed.

Transfers

Transfers relate to correcting the allocation between the charity's funds.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

20 Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 December 2016 are represented by:			
Tangible assets	6,100	-	6,100
Current assets/(liabilities)	(1,031)	1,052	21
Long term liabilities	(535)	-	(535)
	<u>4,534</u>	<u>1,052</u>	<u>5,586</u>

21 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2016 £'000	2015 £'000
Within one year	15	16
Between two and five years	59	24
In over five years	2	7
	<u>76</u>	<u>47</u>

22 Related party transactions

In the year ending 2014, Jill Todd and Alexander Landau were trustees of both The West London Synagogue of British Jews and Beginnings (Nursery School). In the year ending 2014, the nursery held a licence to occupy part of the premises of the synagogue. The loan of £5,000 outstanding at 31 December 2014 was repaid in 2015. During the year ending 2015, the synagogue paid a grant of £70,000 to assist Beginnings with the closure costs of the nursery.

23 Subsidiaries

Details of the charity's subsidiaries at 31 December 2016 are as follows:

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held Direct
WLS Seymour Place Limited England and Wales	Property related business	Ordinary	100

The company registration number of WLS Seymour Place Limited is 09347748.

The company had net liabilities at the 31st of December 2016 of £244,457. The company incurred expenditure and made a loss of £143,712 in the year ending the 31st of December 2016.

THE WEST LONDON SYNAGOGUE OF BRITISH JEWS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2016

24 Cash generated from operations	2016	2015
	£'000	£'000
(Deficit)/surplus for the year	(84)	235
Adjustments for:		
Investment income recognised in profit or loss	(320)	(249)
Depreciation and impairment of tangible fixed assets	79	62
Movements in working capital:		
Decrease in debtors	115	56
(Decrease) in creditors	(200)	(292)
Cash absorbed by operations	<u>(410)</u>	<u>(188)</u>

