Company Registration Number: CE016325
Registered Charity Number: 1181761

NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE

Report and Accounts

31 January 2026

NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE
Report and accounts
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NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE
Registered number: CE016325
Trustees' Report

The Trustees of the charity are pleased to present the report and the Financial Statements for the year ended 31 January 2026, to comply with the requirements of the Charities Act 2011 and the Statement of Recommended Practice (SORP 2015 — FRS 102) for charities. The Trustees propose to prepare financial statements in compliance with the Charities Act 2011.

Trustees
The following persons served as directors during the year:

1	KHALU MIAH	Chair
2	KALAM MIAH	
3	SANU MIAH	
4	ABDUL QUDDUS SIKDER	
5	MOHAMMAD HOSSAN	Secretary
6	TAREK HUSSAIN	
7	ALFAZUR RAHMAN	
8	JUNED HUSSAIN	
9	SHUHEL AHMED	
10	ABU MIAH	
11	MD JEWEL KHAN	

Independent Examiner
Syed Rashid MAAT
Syed Rashid Accountancy
Accountants
80a
Ashfield Street
London
E1 2BJ

The Trustees, who are also the directors for the purposes of company law, present their annual unaudited report and financial statements for the year ended 31 January 2026. The Trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document, and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2015), as amended by Update Bulletin 1 (effective 1 January 2015).

STRUCTURE, GOVERNANCE AND MANAGEMENT
a. Constititution
Norwich Central Mosque and Islamic Community Centre (NCM&ICC) is a charitable incorporated organization which was incorporated in 28 January 2019 with a view to serve the community as whole. The organisation is governed by its constitution

b. Method of Appointment of Trusees
Trustees must be elected by members of the Norwich Central Mosque and Islamic Community Centre. Trustees serve a term of 3 years. Elections must be conducted on a panel basis, with each panel consisting of 11 members. All charity trustees must retire from office every three years and

Election Rules:

i) Election Date: At least two months before the trustee term ends, members in a general meeting must set the date for the election.

ii) Election Commissioners: Trustees must appoint three independent Election Commissioners who are not members of Norwich Central Mosque. Their appointment must be approved by members in a general meeting.

iii)Timing of Election: The election must take place within the last 30 days of the current trustees' term
iv) Secret Ballot Process: The Election Commissioners will distribute secret ballot papers to members. Each ballot paper will list panels of 11 members from the eligible members' register. Each voter is allowed to cast only one vote for any one panel.

v) Winning Panel: The panel of 11 that receives the most votes will be elected as the new charity trustees. The new trustees must assume office no later than the last day of the outgoing trustees' term.
c. Governance
The governance framework for the organization is outlined in the Memorandum and Articles of Association lodged with the Charities Commission. The organization is governed by a panel-based management committee consisting of the Chair, Secretary, and Treasurer, who are elected by members' votes every three years during a general election.

All new trustees participate in an induction program and receive an information pack containing details of the organization's governance structure, policies, and procedures

2.Risk management
The trustees are responsible for the management of risks faced by the charity. The trustees have undertaken a full risk assessment of the organisation and have introduced various key controls. These controls are reviewed annually.

The trustees are satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

Principal objectives of the Charity
The Norwich Central Mosque and Islamic Community Centre (NCMICC) is dedicated to advancing the Muslim religion in Norwich for the benefit of the public. This is achieved through a variety of religious, educational, and social welfare activities.

a. Religious Services and Education
Conducting regular prayers, including daily prayers, Jumu'ah (Friday) prayers, Taraweeh during Ramadan, and Eid celebrations. Offering Quranic classes, lectures, and community discussions to enhance understanding and practice of the Islamic faith. Facilitating essential religious rites such as weddings, funerals, and spiritual counselling services

b. Social Welfare and Community Development

Providing facilities and activities that promote recreation and social welfare, particularly for individuals facing financial hardship, disability, old age, or adverse social circumstances. Organizing community events such as youth programs, elder support activities, and family gatherings to foster inclusivity and cohesion. Running regular food drives and charity campaigns to support vulnerable individuals and families.

c. Interfaith and Civic Engagement

Promoting interfaith dialogue and understanding through open mosque days and participation in local faith forums. Collaborating with civic and charitable organizations to advance community welfare and foster unity across diverse groups.

4. ACHIEVEMENTS AND PERFORMANCE

a. Religious Services

Conducted over 1,000 congregational prayers and numerous religious events throughout the year, serving an average of 250 attendees weekly. Hosted over 20 lectures delivered by prominent scholars and guest speakers, collectively attended by more than 1,500 community members. Expanded Quranic education programs with tailored classes for children, women, and non-Muslims interested in learning about Islam.

b. Social Welfare Initiatives

Distributed over 500 food packages during Ramadan through the "Feed the Needy" campaign, supporting low-income families and individuals. Launched a youth mentoring program to address challenges faced by young people, involving workshops, group discussions, and personalized guidance. Organized monthly elder support programs focused on reducing isolation and improving the mental well-being of seniors.

c. Facility Improvements

Upgraded mosque facilities to enhance accessibility, including ramps and accessible restrooms for individuals with disabilities. Expanded prayer spaces to better accommodate women and families, especially during Ramadan and special events. Initiated the development of a community library to provide resources for both Islamic and general education

d. Interfaith Engagement

Hosted open mosque days attended by over 200 non-Muslim visitors, fostering dialogue and mutual understanding. Actively participated in Norwich Faith Forums and other city-wide initiatives promoting diversity and community harmony.

e. Fundraising and Sustainability

Raised consistent funds through weekly community donations to sustain operations and support charitable programs. Conducted workshops promoting eco-friendly practices, including recycling and energy conservation, within the mosque and community

5. FINANCIAL REVIEW

The Statement of financial activities shows a net surplus of £28,507 for the year. Management committee has put necessary control in place to avoid any mismanagement of funds.

6. RESERVE POLICY

NCMICC has a policy of reserve whereby it builds up reserve funds to meet the running cost of the organisation in the event of significant drop in funding, and also to meet the refurbishment, adaptation, alteration acquisition costs for the premises, along with other related costs including legal expenses and other necessary equipment and furniture. At present charity relied on public and member donation.

7. FUTURE PLANS

a. Educational Expansion
Introduce new Islamic courses addressing contemporary issues while expanding Quranic classes for children and adults.

b. Mental Health Support
Launch a dedicated mental health service offering workshops, counselling, and support groups to address emotional well-being within the community.

c. Employment Assistance Programs
Partner with local organizations to provide job training, career guidance, and resources to help individuals facing economic hardship.

d. Community Library
Establish a fully equipped library to serve as a hub of knowledge for Islamic and general education.

e. Facility Enhancements
Continue upgrading mosque infrastructure, including plans for a multi-purpose community hall for events, meetings, and activities

Reserve:
The board has determined that the appropriate level of free reserves which are not invested should be equivalent 3 to 6 months' expenditure, approximately £12K to £24K. The charity only had free reserve fund of £66,060.This free reserve is enough to service the planned reserve policy and the board is working to improve this during 2026/27.

Financial position:
The Statements of Financial Activities shows a net surplus of £28,507 with net fund of £666,972 as at 31 January 2026, and £638,465 as on 31 January 2025.

Directors / Trustees' Responsibilities:

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

1 Select suitable accounting policies and then apply them consistently;
2 Observe the methods and principles in the Charities SORP2015 (FRS 102)
3 Make judgements and estimates that are reasonable and prudent;

4 State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
5 Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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 charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware

There is no relevant audit information of which the charitable company's auditor is unaware; and

the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Independent Examiner:

An independent examiner was carried out by Syed Rashid Accountancy. The company elected to dispense with the annual appointment of examiners. In the absence of a specific resolution to the contrary Syed Rashid Accountncy will continue in office.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report was approved by the directors/trustees on..... September 2026.

Statement of Trustees' Responsibilities

The Trustees' are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK GAAP applicable to Smaller Entities).

Charity law requires the Trustees' to prepare financial statements for each financial year, which gives a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees' are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- 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 financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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 charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE
Registered number: CE016325
Trustees' Report

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report was approved by the board on 23 September 2026 and signed by its order.

Khalu Miah
Chair

Mohammad Hossan
Secretary

NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE
Independent Examiners' report

Accountants' report to the directors of
NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE

I have examined the accounts and statements on pages 6 to 10 which have been prepared on the basis of accounting policies set out on page 8.

Respective responsibilities of Directors and Examiners:
The trustees are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. I am qualified to undertake the examination by being a qualified member of MAAT.

Having satisfied myself that the charity is not subject to audit under company law and eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and

- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statements of Recommended Practice: Accounting and Reporting by Charities have not been have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Syed Rashid Accountancy
Accountants
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Ashfield Street
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23 September 2026

NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE
Statement of Financial Activities
for the year ended 31 January 2026

	2026	2026	2026	2025
			£	£
	Unrestricted	Restricted		
Income	81,948	-	81,948	60,627
Direct Charitable Cost	(53,441)	-	(53,441)	(52,401)
Surplus	28,507	-	28,507	8,226
Net Income (Expenditure) for the year	28,507	-	28,507	8,226
Funds as at 01 February 2025	638,465	-	638,465	630,239
Funds as at 31 January 2026	666,972	-	666,972	638,465

NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE
Registered number: CE016325
Balance Sheet
as at 31 January 2026

	Notes		2026 £		2025 £
Fixed assets					
Tangible assets	3		601,511		601,511
Current assets					
Cash at bank and in hand		66,060		38,665	
Creditors: amounts falling due within one year	4	(599)		(1,711)	
Net current assets			65,461		36,954
Net assets			666,972		638,465
Capital and reserves					
Revaluation reserve			624,095		624,095
Reserve			42,877		14,370
Net Reserve			666,972		638,465

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared and delivered in accordance with the special provisions applicable to companies subject to the small companies regime. The profit and loss account has not been delivered to the Registrar of Companies.

Khalu Miah
Chair
Approved by the board on 23 September 2026

1 Accounting policies

Basis of preparation
The financial statements have been prepared in accordance with Accounting and Reporting by charities: Statements of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards approved in the UK and Republic of Ireland (FRS 102) (effective January 2015)- (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and the Companies Act 2006.

Turnover
Turnover is measured at the fair value of the consideration received or receivable, net of discounts and value added taxes. Turnover includes revenue earned from the sale of goods and from the rendering of services. Turnover from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have transferred to the buyer. Turnover from the rendering of services is recognised by reference to the stage of completion of the contract. The stage of completion of a contract is measured by comparing the costs incurred for work performed to date to the total estimated contract costs.

Intangible fixed assets
Intangible fixed assets are measured at cost less accumulative amortisation and any accumulative impairment losses.

Tangible fixed assets
Tangible fixed assets are measured at cost less accumulative depreciation and any accumulative impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life, as follows:

Freehold buildings	Nil
Leasehold land and buildings	over the lease term
Plant and machinery	over 5 years
Fixtures, fittings, tools and equipment	over 5 years

Investments
Investments in subsidiaries, associates and joint ventures are measured at cost less any accumulated impairment losses. Listed investments are measured at fair value. Unlisted investments are measured at fair value unless the value cannot be measured reliably, in which case they are measured at cost less any accumulated impairment losses. Changes in fair value are included in the profit and loss account.

Stocks
Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost is determined using the first in first out method. The carrying amount of stock sold is recognised as an expense in the period in which the related revenue is recognised.

Debtors

Short term debtors are measured at transaction price (which is usually the invoice price), less any impairment losses for bad and doubtful debts. Loans and other financial assets are initially recognised at transaction price including any transaction costs and subsequently measured at amortised cost determined using the effective interest method, less any impairment losses for bad and doubtful debts.

Creditors

Short term creditors are measured at transaction price (which is usually the invoice price). Loans and other financial liabilities are initially recognised at transaction price net of any transaction costs and subsequently measured at amortised cost determined using the effective interest method.

Taxation

A current tax liability is recognised for the tax payable on the taxable profit of the current and past periods. A current tax asset is recognised in respect of a tax loss that can be carried back to recover tax paid in a previous period. Deferred tax is recognised in respect of all timing differences between the recognition of income and expenses in the financial statements and their inclusion in tax assessments. Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date and that are expected to apply to the reversal of the timing difference, except for revalued land and investment property where the tax rate that applies to the sale of the asset is used. Current and deferred tax assets and liabilities are not discounted.

Provisions

Provisions (ie liabilities of uncertain timing or amount) are recognised when there is an obligation at the reporting date as a result of a past event, it is probable that economic benefit will be transferred to settle the obligation and the amount of the obligation can be estimated reliably.

Foreign currency translation

Transactions in foreign currencies are initially recognised at the rate of exchange ruling at the date of the transaction. At the end of each reporting period foreign currency monetary items are translated at the closing rate of exchange. Non-monetary items that are measured at historical cost are translated at the rate ruling at the date of the transaction. All differences are charged to profit or loss.

Leased assets

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. All other leases are classified as operating leases. The rights of use and obligations under finance leases are initially recognised as assets and liabilities at amounts equal to the fair value of the leased assets or, if lower, the present value of the minimum lease payments. Minimum lease payments are apportioned between the finance charge and the reduction in the outstanding liability using the effective interest rate method. The finance charge is allocated to each period during the lease so as to produce a constant periodic rate of interest on the remaining balance of the liability. Leased assets are depreciated in accordance with the company's policy for tangible fixed assets. If there is no reasonable certainty that ownership will be obtained at the end of the lease term, the asset is depreciated over the lower of the lease term and its useful life. Operating lease payments are recognised as an expense on a straight line basis over the lease term.

Pensions
Contributions to defined contribution plans are expensed in the period to which they relate.

2 Employees

	2026 Number	2025 Number
Average number of persons employed by the company	2	2

3 Tangible fixed assets

	Land and buildings £
Cost	
At 1 February 2025	601,511
At 31 January 2026	601,511
Depreciation	
At 31 January 2026	-
Net book value	
At 31 January 2026	601,511
At 31 January 2025	601,511

4 Creditors: amounts falling due within one year

	2026 £	2025 £
Taxation and social security costs	-	1,088
Other creditors	599	623
	599	1,711

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Aylsham Road
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NORWICH CENTRAL MOSQUE AND ISLAMIC COMMUNITY CENTRE
Details of Income and Expenses
for the year ended 31 January 2026
This schedule does not form part of the statutory accounts

	2026 Unrestricted	2026 Restricted	**2026 £**	**2025 £**
Income				
Rental income				
Other income				
Donation & other	81,948	-	81,948	60,627
Other income				
		-		-
Employee costs:				
Wages and salaries	37,141	-	37,141	26,308
Entertaining			723	842
			37,864	27,150
Premises costs:				
Rates	2,031	-	2,031	2,355
Service charges	1,962		1,962	626
Light and heat	4,118	-	4,118	5,822
Cleaning			568	564
			8,679	9,367
General administrative expenses:				
Telephone and internet	534		534	500
Stationery and printing	705		705	225
Subscriptions			47	35
Bank charges	-	-	-	596
Insurance	1,400	-	1,400	1,358
Repairs and maintenance	527	-	527	4,747
			3,213	7,461
Legal and professional costs:				
Accountancy fees	600	-	600	600
Other legal and professional	3,085		3,085	7,823
			3,685	8,423
Total expenditure	53,441	-	53,441	52,401