ANNUAL REPORT 2025

Local **Strength.**
National **Impact**

Serving Humanity Since 1962

ukim.org

WELCOME TO THE UKIM ANNUAL REPORT 2025

LOCAL STRENGTH. NATIONAL IMPACT.

The Big Picture: UKIM in Numbers 4-5
Message from the UKIM President 6-9

About UKIM
Our Vision, Mission and Values 10-11
Our History 12
The Founding Vision 13
A Timeline of Service 14-15
Today and Tomorrow 17

A Year in Review 2025
At a Glance: A Year in Review 18-23
Zonal Highlights: Impact Across the UK 25
UKIM Strategy 2025-2030 26-29
Guiding Principles 31
Financial Summary 32-33

Department Updates
International Relief 37-51
Outreach 53-57
iCare 59-63
Youth 65-67
Women's Activities 69-71
Education 73-77
Events 79-81
IT 83-85
Media and Communications 87-89
Branch Capacity Building and Improvement 91-93

Zonal Updates
South Zone 97-99
Scotland Zone 101-103
Midlands Zone 105-107
North Zone 109-113
Community Impact Stories 114-115

Front Cover: One of our young fundraising volunteers on his trek to the K2 Base Camp.

Governance and Leadership

Membership and Governance	116-117
Four Zones	118
Branches	119
National Departments	120
How UKIM is Governed	122
Trustees and Executive Board	123
Safeguarding	124
Our Approach to Risk	126
Principal Risks and Mitigations	128-129
Acknowledgements	130

GLOBAL HUMANITARIAN IMPACT

Food Security

655,000
Ramadan meals distributed to 54,000+ beneficiaries

22,800
Hot meals provided in Gaza

1,000+
Families supported weekly via Yemen bakery

18,000
Cooked meals delivered during Pakistan floods

634,760
Qurbani meals serving 232,166 people across 31,738 families

Health & Wellbeing

930
Patients treated through eye surgical camps

2,200
Traumatised children supported in Gaza

990
Frontline workers received psychological support

Education & Child Welfare

1,583
Children sponsored across 7 countries

350
Rohingya children given learning materials

25
Shelters constructed for displaced families

Water & Sanitation

13 Mosques built with water access

200 hand pumps constructed

3,000 Rohingya refugees supported by mega water networks

27,000 people per month receiving water support (5,400 families)

2M+ litres of clean water delivered in Gaza

Youth & Leadership

8
Major UK universities hosted UKIM Freshers Fair stalls.

22
Youth sports teams formed across branches

150
Youth participated in Zonal Football Tournament

2,500+
Students engaged nationally

UK COMMUNITY IMPACT

Outreach

43
Unity Iftaars delivered nationally across 35 branches

3,935
Fruit baskets distributed by 27 branches

26
Mosques participated in National Mosque Open Day

16,729
Islamic materials distributed (including 2,299 Qur'ans)

400+
Participants trained in Dawah programmes

iCare Community Service

55
Teams registered for National Litter Pick

1,335kg
Qurbani meat distributed through our Food Hubs.

100+
attended Fostering Awareness Seminar

Supplementary Education

3,600+
Pupils sat national examinations across 29 branches

270+
Teachers trained nationally

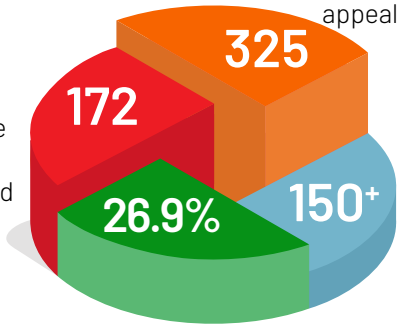
130+
Achieved Level 3 safeguarding certification

400+
Staff onboarded to safeguarding

Digital & Communications

Social media posts and TV appeal profiles

172 YouTube videos uploaded



150+ IT support tickets resolved

User registration adoption increased from 20%to 46.9%

Governance & Capacity Building

525
Staff and leaders trained

2,045
Certificates issued (governance, safeguarding, H&S)

20
Branches completed benchmarking standards

18
Branches received tailored strategic support

Message from the UKIM President

Assalamu Alaikum wa Rahmatullahi wa Barakatuh

Dear Brothers and Sisters,

It is with a profound sense of humility and gratitude to Allah ﷻ that I present to you this Annual Report for 2025, a year that has been one of transition, reflection, and laying foundations for the future.

A Year of Transition

This year marked a period of leadership transition for UKIM. As I took on the responsibility of serving as your President, I was acutely aware that I was inheriting a sacred trust, a trust built over 63 years by generations of dedicated believers who gave their time, their wealth, and in many cases their entire lives to this mission.

The work of this year has not been about grand announcements or dramatic change. Rather, it has been the quieter, essential work of building foundations, strengthening our governance, listening to our membership, and preparing the ground for the years and decades to come. We have sought to understand where we are, honestly assess our challenges, and chart a course forward that honours our legacy whilst meeting the needs of contemporary British Muslims.

This is not glamorous work, but it is necessary work. And I am grateful to Allah ﷻ for the opportunity to serve in this capacity during such a pivotal moment in our organisation's history.

Listening to Our Membership

One of the most significant undertakings of this year was our comprehensive Member Strategy Survey. Over 400 of you took the time to share your thoughts, concerns, and aspirations for UKIM. This was, to my knowledge, the most extensive consultation exercise in our organisation's history.

The results were illuminating, sometimes encouraging, sometimes challenging, but always valuable. You told us clearly that youth empowerment must be at the heart of our mission, with 85% identifying it as a strategic priority. You called for stronger leadership development, better communication, and greater transparency. You expressed both pride in UKIM's legacy and frustration at areas where we have fallen short.

We have listened. The survey findings have directly shaped our new 2025-2030 Strategy, which you will read about elsewhere in this report. Every criticism was taken seriously. Every suggestion was considered. This is your organisation, and your voice matters.

I want to thank each and every member who participated in the survey. Your honesty, even when it was difficult to hear, is exactly what we needed. An organisation that cannot face honest feedback from its own members cannot hope to transform society. We are committed to building a culture of openness, accountability, and continuous improvement.

Remembering Those Who Came Before

As we look to the future, we must pause to remember those giants upon whose shoulders we stand, and particularly those whom Allah ﷻ has called back to Him in recent times.

This year, the global Muslim community lost **Professor Khurshid Ahmad** (rahimahullah), who passed away in Leicester on 13th April 2025 at the age of 93. Professor Khurshid Ahmad was not merely an Islamic scholar and economist of international renown; he was instrumental in shaping the very infrastructure of Muslim life in Britain. Together with the late Khurram Murad (rahimahullah), he co-founded The Islamic Foundation in 1972, creating an institution that has nurtured Islamic scholarship and thought in the West for over five decades.

"To our members and associates across the country, you are the lifeblood of UKIM."

Professor Khurshid Ahmad's vision extended far beyond academia. He understood that Islam must be lived, not merely studied. He emphasised the importance of developing indigenous Islamic thought, not transplanting models from elsewhere, but nurturing authentic expressions of Islam rooted in the British context. This insight remains as relevant today as when he first articulated it decades ago.

We also remember with gratitude the many UKIM members who have returned to their Lord in recent years, men and women whose names may not be widely known, but whose quiet sacrifices built the mosques we pray in, the evening classes our children learn in, and the institutions that serve our communities. They were characterised by what the Emel magazine, marking our 50th anniversary, described as *"generosity, selflessness, and sheer perseverance."*

These were not wealthy people for the most part. They were students, workers, professionals who gave what they had, not from their surplus, but from their need. They understood that building for future generations requires sacrifice from the present generation. We are the beneficiaries of their sacrifice, and we must ensure that we pass on an even stronger legacy to those who come after us.

To all those families who lost loved ones this year, UKIM members and supporters who served this mission faithfully, please accept our heartfelt condolences. May Allah ﷻ grant them all Jannat al-Firdaus and reunite us with them in the Hereafter.

Inna lillahi wa inna ilayhi raji'un.

Gratitude and Thanks

I wish to express my sincere thanks to all who have made this year's work possible.

To our members and associates across the country, you are the lifeblood of UKIM. Your continued commitment, despite the challenges and imperfections of our organisation, is what sustains our work. Whether you have been with us for fifty years or five months, you are part of a remarkable family united by faith and purpose.

To our branch leadership and volunteers, you are the face of UKIM in your communities. You open the mosques for Fajr, teach our children Qur'an, organise the iftars, visit the sick, and serve the needy. Much of what you do goes unrecognised and unthanked. Please know that your efforts are seen by the One whose recognition matters most.

To our Zonal leadership in Scotland, the North, the Midlands, and the South, thank you for coordinating efforts across your regions, for supporting branches, and for ensuring that UKIM remains a truly national organisation. The geographical diversity of our network is one of our greatest strengths.

To the Shura Council and Executive Board, thank you for your governance, your wisdom, and your willingness to engage in difficult conversations about our future. The work of reform and renewal is never easy, and I am grateful for colleagues who share the commitment to getting it right.

To our departmental chairs and teams, in Youth, Sisters, Education, Da'wah, Relief, iCare, and all other departments, thank you for your dedication to your areas of service. The departmental consultations we have conducted this year have been invaluable in shaping our strategy.

To our head office staff, thank you for keeping the wheels turning, often with limited resources and under considerable pressure. Your professionalism and commitment do not go unnoticed.

And to the previous leadership who have handed over this trust, thank you for your years of service and for the foundations you have laid. Transitions are always delicate moments, and your grace in facilitating this handover has been exemplary.

To our donors, whether you give regularly through standing orders or respond generously to our appeals, your financial support makes our work possible. Every pound you entrust to us is an amanah (trust) that we take seriously. Your donations fund our support families in need through iCare, provide relief to communities facing crisis overseas, and sustain the infrastructure that serves thousands. We are committed to using your contributions wisely and transparently, and we pray that Allah ﷻ multiplies your reward many times over.

To the wider British public, we are grateful to live in a society where we can practise our faith freely, establish our institutions, and contribute to the common good. To our neighbours of all faiths and none who show us kindness, who attend our open days, who work alongside us in community projects, and who stand with us against hatred and discrimination, thank you. UKIM is committed to being a positive presence in British society, serving not only Muslims but all who are in need. We believe that serving humanity is an integral part of our faith.

Looking Forward: Our 2025-2030 Strategy

This year, we have developed a comprehensive new strategy to guide UKIM through the next five years and beyond. Built upon the feedback from our membership survey and extensive consultation across departments and zones, this strategy represents our collective vision for UKIM's future.

The strategy is anchored in six strategic goals:

1. Empower Youth and Diverse Leadership - making youth development the heart of our mission
2. Advance Outreach and Public Representation - sharing Islam's message with confidence and wisdom
3. Develop Spiritually Committed Individuals - nurturing God-conscious Muslims through education and self development
4. Reinforce Unity, Governance, and Accountability - building trust through transparency
5. Invest in Social Impact - serving communities in the UK and beyond
6. Champion Justice and Civic Engagement - equipping members to be active, responsible citizens

These goals are not merely aspirational statements. They are accompanied by concrete action plans, measurable targets, and clear accountabilities. We will report on our progress honestly, celebrating successes and acknowledging where we fall short.

Our strategy paper and website which we have shared with our members makes this direction accessible to all. I encourage every member to engage with it, to hold us accountable to it, and to play your part in bringing it to life.

The Road Ahead

I will not pretend that the road ahead is easy. We face significant challenges, internal and external. The survey revealed that 73% of our members identify building unity as a important challenge. We must address this honestly and work actively to build bridges, heal divisions, and focus on our shared mission rather than our differences. We face a challenging external environment too. The rise of Islamophobia, the pressures on Muslim

UKIM President keynote speech at National Education Conference

communities, the struggles of young people to maintain their identity and faith, these are real and pressing concerns. UKIM must be equipped to respond.

But I am hopeful. I am hopeful because our members, despite all frustrations, remain committed to this mission. I am hopeful because our young people, when given the opportunity, demonstrate remarkable talent, energy, and dedication. I am hopeful because the message of Islam is as relevant and transformative today as it was over 1,400 years ago.

Most of all, I am hopeful because our success does not depend on our own strength alone. We are engaged in Allah's work, and He is the best of planners. Our job is to strive with excellence and sincerity; the results are in His hands.

A Personal Reflection

In closing, I want to share a personal reflection. When I consider the responsibility of leading UKIM, I am reminded of the words of Umar ibn al-Khattab (radiyallahu anhu), who said upon becoming Caliph: *"If a mule stumbles in Iraq, I fear that Allah will ask me why I did not pave the road for it."*

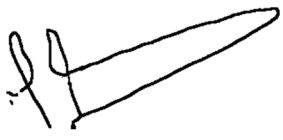
This sense of accountability, before Allah and before you, weighs heavily on me. I make no claim to have all the answers or to be free of faults. What I can promise is that I will strive to serve this mission with sincerity, to listen more than I speak, to prioritise unity over division, and to work tirelessly for the empowerment of our young people who represent both UKIM's present and its future.

I ask for your du'as, your patience, and your continued commitment to this blessed mission.

May Allah ﷻ accept our efforts, forgive our shortcomings, unite our hearts, and make UKIM a means of khayr for generations to come.

Wassalamu Alaikum wa Rahmatullahi wa Barakatuh

Mohammed Riaz Wali



Our Vision, Mission and Values

Our Vision

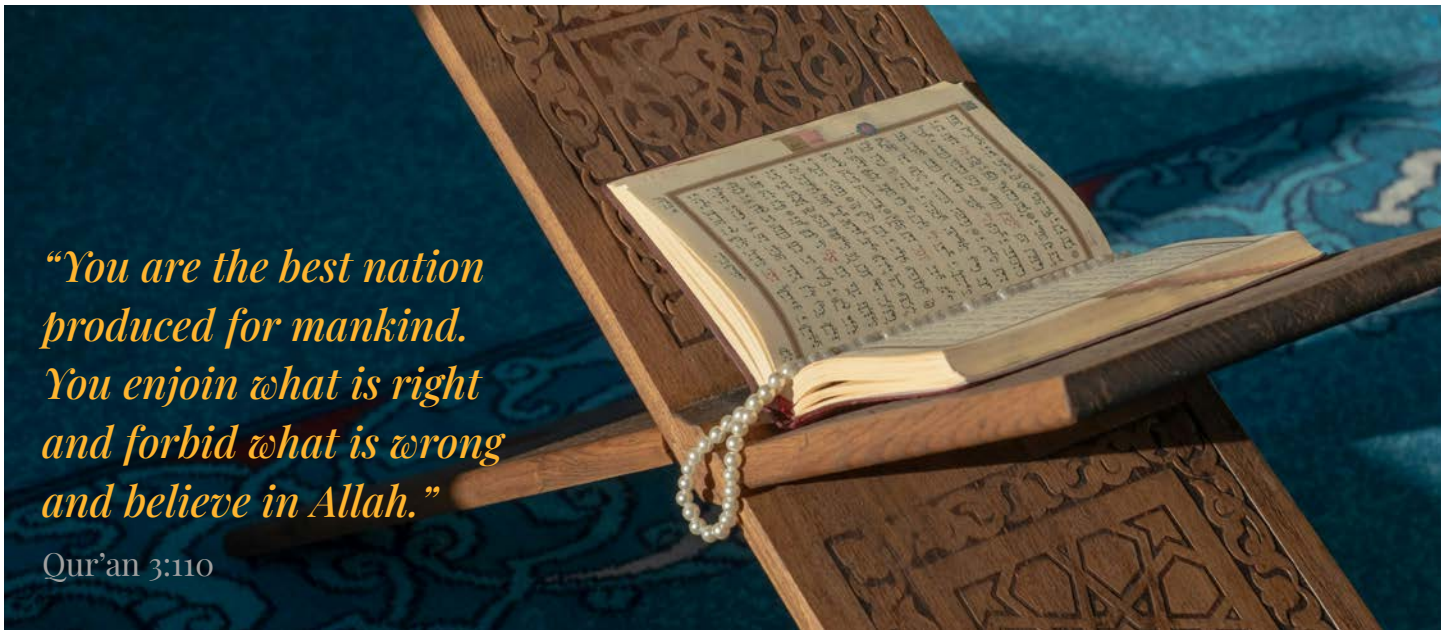
In light of Qur'anic guidance, we seek to develop God-conscious and morally upright individuals and contribute in creating a peaceful, just, inclusive, socially responsible, prosperous and sustainable society and world, where all humans live in dignity and security.

- Introducing the principles and values of Islam in the best possible manner and through all the means at our disposal.
- Promoting a better understanding of Islam through inter-cultural and inter-faith dialogue particularly in the Contemporary context.
- Encouraging and striving to realise our vision and to meet our goals. In this we will be adhering to the Islamic belief in everything we do.
- Carrying out our obligations with integrity, honesty and openness following the norms lay down by Islamic teachings.

Our Mission

UKIM is a grassroots organisation that cultivates committed individuals, strengthens families and communities, and leads on outreach, education, and social transformation across the UK, guided by Islamic values and a spirit of service. Our mission articulates what we do and how we do it. We are:

- **Grassroots** — rooted in local communities through our network of mosques, centres, and branches across the UK, from Scotland to the South.
- **Movement** - not merely a charity, but a movement for spiritual development with social responsibility and civic engagement.
- **Cultivating committed individuals** - investing in the personal development (tarbiyyah) of our members to become God-conscious Muslims who embody Islam in their character and conduct.
- **Strengthening families and communities** - supporting the institutions that form the foundation of a healthy society, from family life to neighbourhood connections.
- **Leading on outreach, education, and social transformation** - proactively sharing Islam's message, educating the next generation, and working for positive change in British society.



Our Values

The following values guide how we work and how we treat one another. They are rooted in Islamic teachings and reflect the character we aspire to embody:

Ihsan *(Excellence)*

We strive for excellence in all that we do, understanding that our work is ultimately for Allah . Whether in worship, service, or administration, we aim for the highest standards. The Prophet ﷺ said: “Allah loves that when any of you does something, they do it with excellence.”

Amanah *(Trustworthiness)*

We hold ourselves accountable as trustees of the resources, responsibilities, and relationships entrusted to us. We act with integrity, transparency, and honesty in all our dealings, with our members, donors, communities, and the wider public.

Shura *(Consultation)*

We believe in collective decision-making through consultation, valuing diverse perspectives and ensuring that voices are heard. Our governance structures reflect this commitment to participatory leadership.

Ukhuwwah *(Brotherhood and Sisterhood)*

We are one family united by faith. We treat one another with respect, compassion, and mutual support, transcending differences of age, ethnicity, language, and background.

Khidmah *(Service)*

We exist to serve, serving Allah through serving His creation. Our work is not for recognition or reward, but as an act of worship and a fulfilment of our duty to humanity.

Istiqamah *(Steadfastness)*

We remain consistent and persevering in our mission, maintaining our principles through changing circumstances. For over six decades, UKIM has demonstrated steadfastness in purpose whilst adapting in method.

Our History

63 Years of Service to British Muslims and Beyond

First UKIM office on Liverpool Street.

Our Story

The UK Islamic Mission is one of the earliest Muslim organisations in Britain. From humble beginnings and meagre resources, yet possessing a bold vision and an enthusiastic cadre, UKIM can now count mosques and Islamic centres across the country, with numerous da'wah, education, and relief projects serving communities from Scotland to the South Coast.

But beyond the physical bricks and mortar, it is UKIM's building of people, committed to live a life of Islam, of dedication and sacrifice, which has been its lasting feature. Indeed, there are Muslim organisations and initiatives across the UK that are led by people who passed through the UKIM training and personal development programmes.

Our story is one of vision, sacrifice, and steadfast commitment to serving Allah and humanity. It is a story that continues to unfold with each new generation of members who carry forward the mission.

The Founding Vision

It all started in the early 1960s, when students from the Sub-Continent came to Britain to advance their education. They set up informal study circles in cities across the country.

One energetic student, Korban Ali, studying at the Bar, believed more could be achieved if these various circles coordinated their efforts. On 5th August 1962, a meeting was held in the East London Mosque to establish an organisation. The name was agreed upon, Korban Ali was elected the first president, and Muhammad Abdussalaam became secretary.

The following year, premises were purchased at 148 Liverpool Road, London, which served as both the UKIM headquarters and student accommodation. The activities, mainly Qur'anic studies, took a structured format, and UKIM members began to take the lead in many projects that would shape British Muslim life for decades to come.

Five Founding Goals

From the outset, UKIM established five foundational goals that continue to guide our work today.

Remarkably, these same five goals remain at the heart of UKIM's mission over six decades later. What was once a prayer timetable calendar distributed to help a scattered community keep cohesive has evolved into a nationwide network of services, yet the underlying purpose remains unchanged.

- **Safeguard the Islamic identity of Muslims in Britain.**
- **Establish mosques as centres for worship and community.**
- **Establish madaris for Islamic education of children and adults.**
- **Provide relief and welfare to those in need, locally and internationally.**
- **Provide Islamic literature for Muslims and non-Muslims alike.**

A Timeline of Service

1960's

1962

UKIM founded at East London Mosque on 5th August. Korban Ali elected first president.

1962

First headquarters established at 148 Liverpool Road, London. First prayer timetable calendar published.

1967

Received King Faisal of Saudi Arabia, with Prime Minister Harold Wilson in attendance.

1970's

1971

impact
INTERNATIONAL FORTNIGHTLY
16 MAY 1971 / No 1 / TEN PENCE
Pakistan—facing the facts

Impact International magazine launched, providing Islamic analysis of current affairs.

1972

Islamic Foundation established in Leicester under Prof Khurshid Ahmad, advancing Islamic scholarship.

1980's

1984

Young Muslims UK established with intensive training programmes led by the late Khurram Murad.

1990's

1990

Islamic Society of Britain (ISB) founded to reach mainstream British society with English-language outreach.

1997

UKIM instrumental in founding the Muslim Council of Britain, with many affiliated centres.

2000-10's

2012

50th Anniversary celebrated. European Islamic Centre in Oldham acquired through £3.5 million community fundraising.

2018

Our West London Islamic Centre was redeveloped into one of London's largest purpose-built mosques.

2020's

2025

63 years of continuous service. Network spans from Airdrie in Scotland to Portsmouth in England, serving communities through mosques, education, relief, and outreach.

One of our young volunteers sharing fruit baskets during Ramadan with neighbours.

Today and Tomorrow

Sixty-three years on, UKIM remains committed to its founding vision whilst adapting to the needs of contemporary British Muslims.

Our membership today spans four generations, from founding members who arrived as students in the 1960s to British-born young people who have never known life without a local mosque or madrasah.

The challenges have evolved. The language of engagement has shifted from Urdu to English. The methods of communication have transformed from newsletters to digital platforms. But the core mission, to develop God-conscious individuals and to serve communities with excellence, remains unchanged.

As we look to the future, we are guided by the wisdom of our founders and the aspirations of our young people. We are investing in youth leadership, strengthening our governance, and ensuring that UKIM remains relevant and impactful for decades to come. The story of UKIM is not simply history to be commemorated; it is a living mission to be continued. We invite you to be part of the next chapter.

UKIM Sheffield visit by local councillors

At a Glance:
A Year in Review

In 2025, UKIM marked 63 years of continuous service to British Muslims and communities worldwide.

It was a year of transition, reflection, and renewed purpose, a year in which we listened deeply to our membership, launched our most comprehensive strategy in decades, and demonstrated the breadth and depth of our impact from Scotland to the South of England, and from the UK to the furthest corners of the globe.

This was not a year of grand announcements, but of quiet, essential work: strengthening foundations, empowering our people, and preparing the ground for decades to come. The pages of this report tell the story of that work—measured not merely in programmes delivered, but in lives touched, communities strengthened, and seeds planted for future growth.

UKIM Trustee meets HRH King Charles to discuss the work of UKIM following the horrific synagogue attack.

Global Humanitarian Impact: *Serving Humanity with Compassion*

Through our International Programmes Department, UKIM continued to be a lifeline for communities facing crisis, conflict, and poverty across Asia, Africa, and the Middle East. In 2025, we supported over **one million people** across more than **14 countries,** delivering aid that preserved life, restored dignity, and built hope for the future.

Our Ramadan programme distributed **655,000 meals** to over **54,000 beneficiaries,** whilst Qurbani reached **232,166 people** across **31,738 families** with **634,760 nutritious meals.** In Gaza, where families endured unimaginable hardship, we provided **22,800 hot meals** and delivered over **2 million litres of clean water** to displaced communities—reaching **27,000 people** every month through seven shelter locations.

Beyond emergency response, we invested in sustainable change: **200 hand pumps** and **13 masjids** with water access were constructed across Pakistan, Bangladesh, Sri Lanka, and Sierra Leone. **1,583 children** received sponsorship across seven countries. **930 patients** had their sight restored through eye surgical camps in Pakistan and Bangladesh. And in Gaza, **2,200 traumatised children** and **990 frontline workers** received vital psychosocial support, with **528 therapy sessions** delivered to those most deeply affected.

When floods struck Pakistan, we responded with **18,000 cooked meals, 1,000 food packs, 650 blankets,** and **20 medical camps.** When drought gripped Somalia, we reached **200 families** with emergency relief. When communities needed not just aid but opportunity, we supported **4,350 people** through livelihood programmes in fisheries, livestock, and beekeeping.

This is UKIM's international mission in action: faith-inspired humanitarianism that saves lives today whilst building resilience for tomorrow.

Dawah and Outreach: *Sharing Our Values*

Outreach has been central to UKIM since our founding in 1962. In 2025, we took that mission to new heights, welcoming neighbours into our mosques, engaging communities across the country, and sharing the beauty of Islam with confidence and compassion.

35 branches delivered Unity Iftar events during Ramadan, welcoming guests from all backgrounds to break bread together. At Khizra Mosque alone, over **400 guests** attended across the month. Nearly **4,000 fruit baskets** were distributed by **27 branches,** strengthening neighbourly bonds and reinforcing the Islamic ethos of generosity. For the first time, a Unity Iftar was even hosted internationally—in Norway—demonstrating the growing reach of this flagship initiative.

National Mosque Open Day saw **26 UKIM mosques** open their doors to the public, with record attendance at locations including York **(300+ visitors)** and Southend **(200+ visitors).** Visitors toured prayer halls, explored exhibitions, and engaged in meaningful conversations that challenged misconceptions and built trust.

Throughout the year, we distributed **16,729 copies** of Islamic literature, including **2,299 copies of the Qur'an,** and trained over **400 participants** in dawah skills through our "Dawah is Easy" programme. Sisters-led outreach flourished, with dawah hubs established, school assemblies delivered, and neighbourhood events bringing together families, schools, hospitals, and local services.

These efforts demonstrate that when we open our doors and our hearts, we open pathways to understanding, friendship, and faith.

iCare:
Serving Communities at Home

UKIM's vision for iCare is ambitious: to become Britain's fourth emergency service, a compassionate, community-anchored force for good. In 2025, we took significant steps towards that vision through national initiatives that brought volunteers, branches, and families together in service.

55 teams registered for our National Litter Pick campaign, with **30 teams** actively participating to clean streets, parks, and public spaces across the country. Volunteers included men, women, children, and elders—generations united in demonstrating Islamic values of stewardship and civic responsibility. Many branches have now embedded regular monthly clean-ups as part of their ongoing community service.

Through our Food Hubs, we distributed **1,335 kg** of Qurbani meat to families facing hardship. The Share My Qurbani campaign ensured that Qurbani benefits reached vulnerable households within UK communities. Our inaugural national iAspire mentoring session inspired over **100 young people** with role models and confidence-building support. And our Fostering and Adoption Awareness Seminar—attended by over **100 participants**—highlighted the urgent need for Muslim foster carers and encouraged community members to explore this vital area of service.

iCare is not simply a department; it is an expression of our belief that serving humanity is an integral part of our faith.

Education:
Nurturing the Next Generation

UKIM's children's education network is one of our most enduring contributions to British Muslim life. In 2025, our Education Department achieved on of iits strongest operational year, setting new benchmarks in safeguarding, teacher development, and national coordination.

Over **3,600 pupils** sat national examinations across **29 branches,** supported by a redesigned examination system that delivered the fastest and most accurate results cycle to date. More than **270 teachers** received training through our practical, hands-on regional events, strengthening classroom practice and ensuring consistent standards nationwide.

Safeguarding reached unprecedented levels. Over **400 staff** were onboarded to our national training platform, with more than **130 completing Level 3** safeguarding certification within the first month, creating UKIM's first complete digital safeguarding record and ensuring all branches are audit-ready.

Our National Competition and Awards brought together pupils, teachers, and families at the European Islamic Centre in Oldham, celebrating excellence in Public Speaking, Quran Recitation, Art, and Quiz amongst other subjects.

A new teacher database, digitised manuals, and the launch of an online store further modernised our infrastructure—positioning the department for continued growth in 2026 and beyond.

Head of UKIM youth engaging with students at freshers week at a university

Youth and Leadership: *Investing in Our Future*

Our 2025 Member Strategy Survey was unequivocal: **85% of respondents** identified youth empowerment as a strategic priority. In 2025, we responded with action, expanding programmes, creating new pathways, and placing young people at the heart of UKIM's present and future.

UKIM established a formal presence across UK university campuses. Through coordinated effort between our Youth and Events Departments, we secured Freshers Fair stalls at **eight major universities,** including Aston, Bradford, Leeds, Queen Mary, Cardiff, West London, Manchester, and Cambridge. Over **2,500 students** were engaged, and **125 new youth volunteers** registered to join our mission.

The Torchbearers Leadership Programme continued to nurture confident, faith-driven leaders through residential weekends combining spiritual development, teamwork, and practical skills. Participants are now moving into project-based leadership, applying their learning to real community challenges.

Across the country, **150 youth** participated in our North Zone Football Tournament through **22 teams. 36 young people** attended the Zonal Qiyam (Night Worship) Programme for reflection and brotherhood. 50+ youth enrolled in Bolton's ambitious leadership programme, delivered in partnership with Citizens UK, with 95% of participants coming from outside the branch. Weekly sports sessions, cricket tournaments, and family programmes engaged hundreds more.

In the Midlands, the first-ever youth debate at a UKIM family camp saw young people explore the question: "Is AI a Threat to Islamic Ethics and Human Dignity?", demonstrating the critical thinking, confidence, and ethical maturity of UKIM's emerging generation.

Our young people are not simply the future of UKIM. They are its present.

A social event for new Muslim sisters arranged by UKIM Masjid Ibrahim sisters

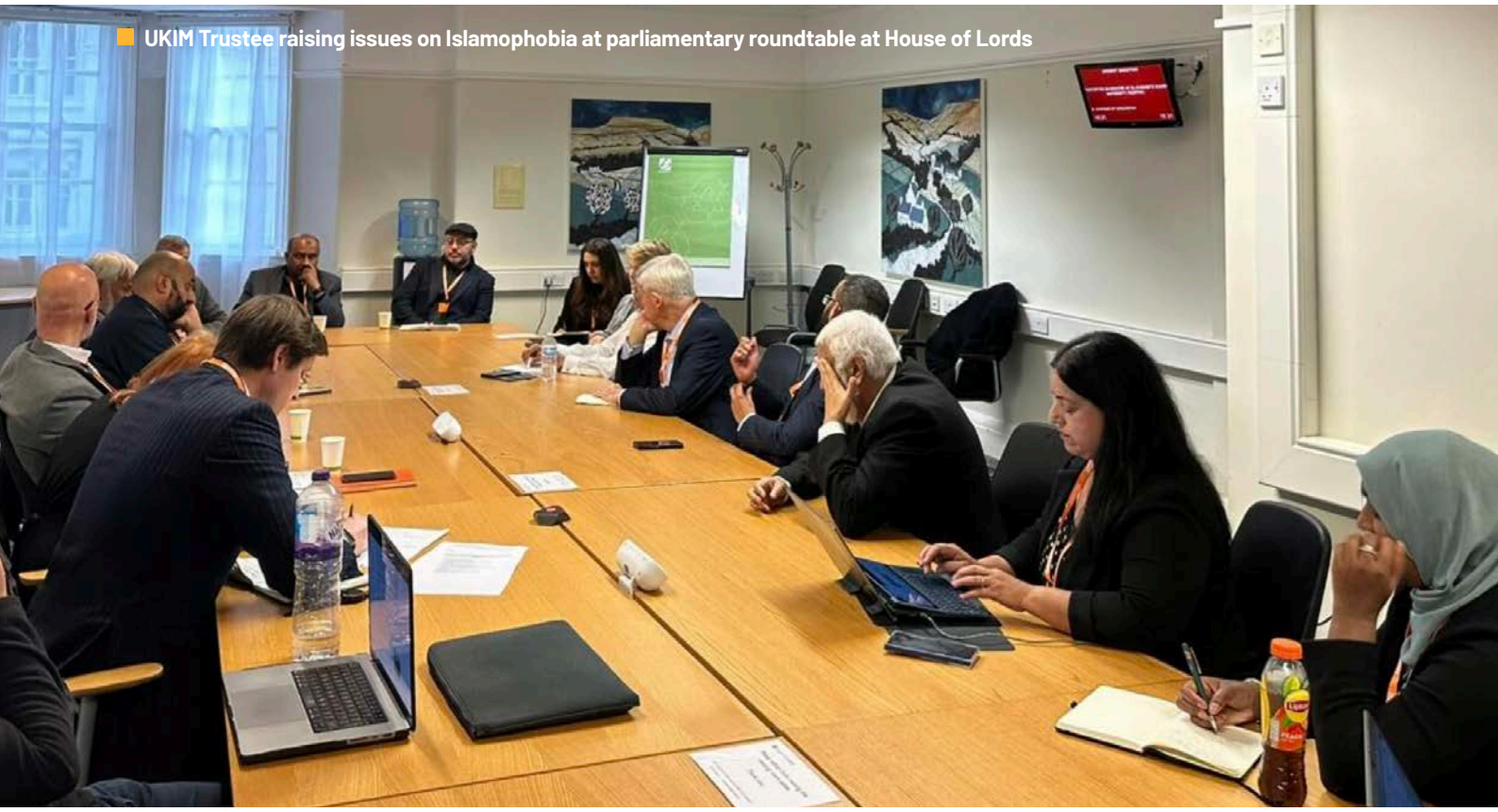
Sisters:
Unite, Empower, Serve

UKIM Sisters delivered a year of remarkable growth in 2025, strengthening sisterhood, elevating women's leadership, and expanding programmes that nurtured faith, wellbeing, and community impact.

Nationwide Self-Development (Tarbiyah) Days, Seerah programmes, and Ramadan sessions deepened Islamic knowledge and brought together women from diverse backgrounds. Youth-friendly Seerah experiences engaged the next generation, whilst health and wellbeing sessions addressed cancer awareness, menopause, emotional health, and domestic violence response, empowering women with knowledge and support networks.

Community service flourished under sisters' leadership. Monthly food drives, hospital visits, neighbourhood outreach, and national litter-picking campaigns showcased unwavering commitment to serving society. Macmillan Coffee Mornings raised **over £4,000** for charity, whilst New Muslim Care was strengthened through supportive hubs and emotional wellbeing initiatives.

Sisters played decisive roles in mosque open days, school outreach, and national conferences—improving understanding of Islam and building bridges with wider communities. The emergence of a growing youth cohort signals a strong foundation for future female leadership and long-term sustainability.



UKIM Trustee raising issues on Islamophobia at parliamentary roundtable at House of Lords

Organisational Strength: *Building for the Future*

2025 was a year of significant investment in UKIM's organisational capacity—strengthening governance, modernising systems, and equipping our people to serve with excellence.

Our Branch Capacity Building programme supported **18 branches** with tailored strategic guidance, whilst **four additional branches** completed comprehensive benchmarking against our **11 national governance standards,** bringing the total to **20 branches** with fully embedded frameworks. Over **525 staff and leaders** received training, with **2,045 certificates** issued across governance, safeguarding, and health and safety.

Security preparedness advanced substantially. We developed **eight national mosque security guidelines,** including Martyn's Law preparedness tools and risk assessment templates. A dedicated national webinar engaged **50+ participants,** raising organisational readiness across our network.

Digital transformation accelerated. User registration adoption increased from **20% to 46.9%,** giving UKIM consistent and accurate user information nationwide for the first time. **120 inactive licences** were decommissioned, reducing costs and improving security. A new 3CX phone system was deployed, and over **150 IT support tickets** were resolved—improving responsiveness across the organisation.

Our Media and Communications team produced **325 social media posts, 172 YouTube videos (achieving 21,086 views),** and hundreds of design assets supporting campaigns across every department. Professional materials for Ramadan, Qurbani, emergency appeals, and national events strengthened UKIM's public presence and fundraising capacity.

Interfaith event in the Midlands.

Zonal Highlights:
Impact Across the UK

UKIM's four zones demonstrated the strength of our grassroots presence—delivering programmes, serving communities, and building unity from Scotland to the South.

North Zone:

North Zone brought together **130 participants** at Zonal Tarbiyah and trained **40 office bearers** and **30 associate members.** As we work towards the full programme of **19 structured branch visits,** most have now been completed, contributing to strengthened governance and more consistent organisational standards across the region. Khizra Mosque's Meet the Author series hosted **15+ events** with over **1,000 attendees,** whilst the York Community Kitchen served **3,500+ meals** to those in need. Ramadan saw **20,000+ meals** served and **£457,693** raised for relief activities.

Scotland Zone:

Scotland Zone engaged over **400 visitors** through open days and outreach, welcomed **1,500+ worshippers** at Eid prayers, and acquired the Fred Paton Centre—expanding facilities for youth, sisters, and community services. A new Imam at Al-Furqan Mosque strengthened pastoral capacity, whilst **58 children** continued learning through the evening Qur'an school.

South Zone:

South Zone raised **£22,000 for Gaza in one day** and welcomed **150+ attendees** at Zonal Tarbiyah. Interfaith engagement flourished, with Oxford University theology students hosted at Madinah Masjid and the High Sheriff of Bedfordshire, Deputy Lieutenant, and Bishop of Bedford visiting to learn about UKIM's work. Masjid Ibrahim representatives toured the Houses of Parliament with their local MP, strengthening relationships between the Muslim community and elected representatives.

Midlands Zone:

Midlands Zone demonstrated exceptional civic leadership during Birmingham's waste crisis, processing **1,400 vehicles** and supporting approximately **2,000 residents** in partnership with the City Council. The Midlands Family Camp brought together **450 participants** for spiritual and family development, featuring the first-ever UKIM youth debate. Walsall Aisha Masjid's compassionate hospital visits supported bereaved families and NHS staff in the End of Life Care Ward.

Our Strategic Direction
UKIM Strategy 2025-2030
Six Goals for Transformation

In 2025, UKIM launched its most comprehensive strategic planning process in 63 years.

Through our *Member Strategy Survey*, with over 400 responses, and extensive consultation across departments and zones, we have developed a clear roadmap for the next five years.

Our strategy is built on what you told us matters most: youth empowerment (85% priority), **leadership development** (68%), **outreach** (68%), and technological **advancement** (55%). These priorities, alongside honest reflection on our challenges, have shaped six strategic goals that will guide everything we do.

1. Empower Youth and Diverse Leadership

Making youth development the heart of UKIM's mission

Our young people are not simply the future, they are the present. We will invest in training, mentorship, and leadership pathways whilst ensuring full inclusion for women, converts, and diverse communities. Through initiatives like UKIM Junior and the Torchbearers Leadership Programme, we will create clear pathways from childhood to active leadership.

2. Advance Outreach and Public Representation

Promoting understanding of Islam through compelling work

Outreach has been central to UKIM since 1962. We will enhance our public presence, provide centralised resources for branch-level outreach, and train ambassadors annually. Through a refreshed website, mobile app, and professional storytelling, we will share Islam's message with confidence and wisdom.

3. Develop Spiritually Committed and Active Individuals

Nurturing God-conscious Muslims through education

Our most enduring legacy is not buildings but people. We will strengthen personal development programmes, nurture the next generation of British scholars, and create clear pathways from madrasah education to active membership. Digital tools including an Education App and online learning platform will extend our reach.

4. Reinforce Organisational Unity, Governance, and Accountability

Building trust through transparency

We heard you: building unity is our greatest challenge. We need to build transparent, ethical leadership culture, standardise governance across branches, and invest in conflict resolution. Digital transformation will modernise our administration, whilst mandatory training will strengthen leadership at every level.

5. Invest in Social Impact in the UK and Abroad

Serving communities with excellence

From iCare food banks to international relief, we serve those in need. We will expand UK community services—including mental health support, employment assistance, and family welfare—whilst enhancing transparency for international relief donors. Our aim: comprehensive community support at every UKIM branch.

6. Champion Justice, Civic Engagement and Representation

Equipping members to be active, responsible citizens

Islam calls us to stand for justice. We will equip members for civic participation through training, advocacy toolkits, and engagement with policymakers. UKIM will represent British Muslim concerns confidently whilst navigating our responsibilities as a charity.
Responding to: 55% identifying limited civic engagement as a community challenge.

Countering Islamophobia event at Milton Keynes

Guiding Principles

The 5 principles that underpin all our work

01 **Legacy of our Movement**

Honouring 63 years of sacrifice whilst adapting for contemporary Britain.

02 **Enabling Cooperation**

Breaking down silos so departments work together effectively.

03 **Empowering through Technology**

Harnessing digital tools for education, communication, and administration.

04 **Empowering through Youth**

Placing young people at the centre of everything we do.

05 **Accountability & Improvement**

Measuring impact and learning from honest feedback.

Financial Summary

Key Figures

Total Income	Total Assets	Cash Reserves
£14.4m	c. £50m	£15.1m

UKIM remains in a strong financial position, with healthy reserves and a robust asset base to support our charitable mission.

Understanding UKIM's Finances

UKIM's finances reflect two distinct areas of work:

International Programmes

Humanitarian relief coordinated centrally and delivered through trusted partners overseas. Funds are raised both by Head Office and by branches, with branch contributions transferred centrally for deployment.

UK Charitable Work

Our nationwide network of mosques, supplementary schools, and community programmes. The majority of this income and expenditure remains within each locality, branches raise funds locally and use those funds to serve their local communities. Whilst our audited accounts consolidate all activity into a single group figure, in practice most UK charitable funds never leave the community in which they were raised.

Legal Structure & Accountability

UKIM operates through a dual legal structure:

Entity:

UK Islamic Mission Trust (original charity)

Registration:
Charity No. 250275

Entity:

UK Islamic Mission (charitable company & corporate trustee)

Registration:
Charity No. 1127246 / Company No. 06611497

The charitable company (registered 2007) acts as the corporate trustee managing the affairs of the original Trust. This structure provides robust governance, limited liability protection, and clear accountability.

Full audited accounts are available at www.ukim.org and filed with the Charity Commission.

Where Our Income Came From

Source	Amount	%
Donations & Legacies	£12.3m	85%
Investment Income	£0.9m	6%
Other Income	£0.9m	6%
Trading Activities	£0.4m	3%

75% raised by branches | **25%** through Central Office

10-Year Growth

	2015-16	2024-25	Growth
Income	£8.1m	£14.4m	+77%
Assets	£25.3m	c. £50m	c. +97%

Over the past decade, UKIM has nearly doubled both income and assets, a testament to sustained donor confidence and prudent financial management.

How We Used Our Resources

Category	Amount	%
International Relief Programmes *(Raised by Branches: c. £3.4m / Raised by Head Office: c. £2.7m)*	c. £6m	c. 42%
UK Charitable Activities *(mosques, supplementary schools, community programmes)*	c. £6m	c. 41%
Fundraising & Marketing	c. £1.2m	c. 8%
Central Coordination & Support	c. £1.2m	c. 9%

80%+ of expenditure is directed to charitable activities in the UK and overseas.
Note: Figures are approximate and based on consolidated group accounts. Branch-level data involves some estimation.

International Charitable Spend

£2.3 million+ deployed across **19 countries** through **16 delivery partners.**

Top Countries		Top Programmes	
Pakistan	c. £800k	Qurbani	c. £350k
Palestine	c. £565k	Water Projects	c. £200k
Yemen	c. £170k	Masjid Projects	c. £140k
Sierra Leone	c. £150k	Ramadan	c. £130k
Bangladesh	c. £110k	Relief & Emergency	c. £110k

Note: Figures represent funds deployed through Head Office. Additional relief funds raised and transferred by branches are consolidated within the international relief total above.

Department Updates

In 2025, UKIM departments strengthened delivery across the network with clearer standards, stronger safeguarding and more consistent national support.

Across education, youth, outreach, iCare, media, IT and operations, teams focused on improving how services are planned, delivered and measured. This created greater consistency between branches and ensured local leaders had practical tools to raise quality year on year.

This section captures the most meaningful progress from each department, highlighting the systems built, the people supported and the outcomes achieved. Together, these updates show how UKIM is moving toward a more joined up national model while keeping delivery rooted in local community needs.

Media and Communications

Building trust, reach and unity through creative excellence and a stronger digital presence.

In 2025, the Media & Communications Department played a central and highly visible role in strengthening UKIM's organisational identity, fundraising reach, and community engagement across the country. Guided by the departmental vision to strengthen organisational visibility, the team delivered a year of high-impact creative, digital, and promotional work supporting every major UKIM department, campaign, and national initiative.

Across Ramadan, Qurbani, emergency appeals, events promotion, and inter-department coordination, the team produced an exceptionally high volume of materials—brochures, banners, digital assets, social media campaigns, motion graphics, promotional videos, and design packages. This creative output underpinned UKIM's fundraising campaigns and public-facing communications, enabling branches and departments to present a consistent, professional, and mission-aligned message to communities nationwide. The department's design and promotional work directly supported fundraising outcomes and community mobilisation during key periods such as Ramadan, Dhul Hijjah, and global emergency situations.

The Media & Comms team also enhanced UKIM's digital presence through active social media promotion, regular posting, emergency appeal amplification, and event visibility. Over 300+ social media posts, emergency appeal designs, programme promotions, and daily Qur'anic reminders contributed to maintaining UKIM's relevance and outreach in an increasingly digital landscape. The YouTube platform became a growing hub for digital dawah and campaign storytelling, with 172 new videos and shorts shared across the year and strong engagement from viewers responding to humanitarian and local-appeal content.

Despite being a small team, the department demonstrated exceptional productivity and adaptability, rapidly responding to emergencies, supporting national events, and delivering design and communications packages at scale. Their cross-department work—supporting iCare Food Hub, Sisters programmes, New Muslim care, the National Education Competition, university freshers activities, and major events—added significant strategic value to UKIM's overall impact. Looking ahead, 2026 will focus on deepening digital engagement, expanding short-form content, strengthening branding consistency, and increasing internal capacity to meet growing organisational demand.

***'Dawah is Easy'* Event at Khizra Mosque in Manchester**

MEDIA AND COMMUNICATIONS

Key Impact Figures

325 TV appeal profiles & 325 social media posts.

100+ Campaign-specific designs across emergency, events, and fundraising work.

21,086 Total YouTube views.

172 YouTube videos uploaded, including 56 Shorts.

50+ Donation appeal designs across 10 programmes.

North Zone Mosques engaging with the Duke of Edinburgh (DoFE) Scheme

Interfaith meeting at Madina Mosque in Manchester

Branch Capacity Building and Improvement

Strengthening branches with practical training, benchmarking and security readiness rooted in prophetic excellence.

In 2025, the Branch Capacity Building Department played a pivotal role in strengthening governance, safeguarding, security readiness, and organisational capability across UKIM mosques and branches. Through strategic guidance, hands-on support, and a renewed emphasis on accountability, the department helped communities move closer to the "Model Mosque" vision—where structures, systems and services reflect prophetic excellence while meeting modern compliance expectations.

A major achievement this year was deepening a culture of capacity building and continuous improvement. Branches were supported not only to meet essential standards but to embed robust, future-proof governance. Benchmarking—covering 11 core mosque standards—continued to evolve, with four mosques completing the full framework and many more benefiting from zonal leadership visits that demonstrated best practice in oversight and implementation. These foundations are now shaping strategic planning for multiple zones in 2026.
The department also delivered large-scale national training, equipping more than 500 supplementary

school staff, volunteers and leaders with essential skills in governance, safeguarding, compliance and policy implementation. With over 2,000 module certificates issued for various topics including safeguarding, health and safety and many other areas, this work has significantly strengthened UKIM's internal capability and reduced operational risk.

Security awareness and preparedness advanced substantially in 2025. The team produced eight practical mosque security guidelines, including Martyn's Law preparation tools, risk assessment templates, and advice on managing threats and safety concerns. A dedicated national webinar brought together representatives from branches across the country, raising organisational readiness and building confidence in navigating security challenges.

Across the country, the department provided direct strategic support to 18 branches, offering guidance on business planning, redevelopment options, disability inclusion, and event preparedness, including risk assessment for dawah and public-facing activities. Branches benefitted from timely specialist input that strengthened decision-making, enhanced safety, and created new opportunities for development, funding and organisational growth. This personalised support has reinforced unity across UKIM, built local capability, and helped branches progress confidently towards meeting national standards while delivering high-quality services to their communities.

The department also contributed to wider organisational development by supporting multiple national departments—including Education, iCare, Personal Development, Dawah and Sisters—providing strategic advice, programme guidance and operational improvements. This cross-departmental collaboration strengthened coherence and reinforced UKIM's national infrastructure.

As UKIM looks ahead to 2026, the department's work provides a strong foundation for consistent benchmarking, improved governance, enhanced safety systems, and greater organisational capacity across all zones. Capacity building remains central to ensuring every branch can thrive, serve its community effectively, and uphold the highest standards of excellence.

UKIM attending Citizens UK event at Westminster Cathedral

BRANCH CAPACITY BUILDING AND IMPROVEMENT

Key Impact Figures

525 Staff and leaders trained.

2,045 Certificates issued for various essential modules including safeguarding, health and safety and various other topics.

18 Branches supported with tailored strategic and operational guidance.

8 National mosque security guidelines developed, including a Martyn's Law toolkit.

50+ Attendees at the national mosque security webinar.

Zonal Updates

In 2025, UKIM zones strengthened local leadership and delivery, helping branches translate national priorities into real community impact.

Zonal teams supported branches with closer oversight, better communication and more structured development across key areas such as education, youth provision, outreach and welfare. This ensured local strengths were shared more widely and emerging challenges were addressed earlier.

This section highlights the most important progress from each zone, showing how local leadership, volunteer capacity and branch support are evolving. Together these updates reflect a network that is growing in confidence, connection and consistent standards across the country.

Past and Present Leadership at Midland Zone Camp

Tarbiyah
Inspiring Youth
Education
Children
Livelihood
Emergency response

Interfaith dialogue at Stratford Station in London

South Zone

In 2025, UKIM South Zone delivered a wide-ranging programme of tarbiyah, dawah, youth development, iCare community service, interfaith engagement and civic outreach.

The Zone focused on building unity between branches, deepening brotherhood, strengthening public engagement, and widening the visibility of UKIM's work across local communities. Throughout the year, thousands of residents benefitted from educational programmes, social action projects, charity initiatives, and outreach efforts led by dedicated volunteers, youth teams and branch leadership.

A major achievement this year was the Zone's expanding interfaith and civic engagement work. In Milton Keynes, the Annual Unity Iftar—held specifically for non-Muslim guests—brought together local MPs, the Deputy Mayor, the Deputy Leader of Milton Keynes Council, Thames Valley Police, councillors, neighbours, colleagues and recent reverts. Guests received Qur'an gifts, scarves for women and tailored dawah literature, helping foster positive understanding and trust. UKIM Madinah Mosque in Luton also welcomed a cohort of Oxford University theology students preparing for priesthood, engaging them in discussions on justice, community cohesion, the role of the mosque and Islamophobia. A presentation on the work of UKIM branches helped future faith leaders appreciate how mosques build bridges and contribute to neighbourhood harmony.

Civic ties were strengthened further through a high-profile visit to Madinah Mosque by the new High Sheriff of Bedfordshire, the Deputy Lieutenant, the Bishop of Bedford and community leaders from grassroots organisations and local sport. Guests learned about UKIM's relief efforts, iCare programmes and interfaith projects, and engaged in discussions around Gaza, social justice and local challenges. Their visit helped deepen mutual understanding and reinforced the mosque's role as a valued community anchor.

In addition, UKIM Masjid Ibrahim in East London received an invitation from their local MP, Sir Stephen Timms, for a special tour of the Houses of Parliament. The visit provided branch representatives with an opportunity to understand parliamentary processes, discuss community concerns and highlight UKIM's work in education, welfare and civic contribution. Participants described the trip as inspiring and beneficial, strengthening the relationship between the Muslim community and its elected representatives.

Across branches, educational and personal development continued to flourish. A large Zone Personal Development (Taribyah) Programme brought together more than 150

brothers for inspirational talks from national speakers and group reflections focused on spiritual growth, resilience and unity. Specialist family workshops—including training on supporting children with Autism and ADHD—explored neurodiversity, emotional regulation techniques, Islamic values of compassion and inclusion, and spiritual tools to support parental wellbeing.

Youth empowerment remained a central strength. The "Pearls of the Heart: Emotions" girls' programme delivered weekly sessions building character, confidence and emotional wellbeing. A Youth Food Bank initiative in Dagenham further enhanced youth engagement, with volunteers distributing food packs to vulnerable families and growing in confidence and responsibility.

Dawah initiatives were also highly impactful. A major event at Stratford Station, delivered with the National Dawah Academy, generated meaningful conversations with hundreds of members of the public. Several individuals accepted Islam, and many sought further learning materials. Dagenham Branch's two-month dawah campaign mobilised over 100 volunteers, delivered multiple fundraising events, three Islam Channel promotions and distributed 100 Qur'ans.
ICare social action remained strong across the Zone. Regular litter-picks involved councillors, scouts and families, promoting Islamic values of cleanliness and civic responsibility. The South Zone Food Hub supported families with essential food packs, strengthening trust and practical care for those experiencing hardship.

Branches also enriched community life through Ramadan and Eid programmes. Numerous iftars brought together families, councillors, MPs, police representatives and non-Muslim neighbours, fostering inclusion and shared understanding. The Milton Keynes Eid Milan Party provided a joyful celebration with spiritual reflections and family-friendly activities, showcasing the hospitality and warmth of the Muslim community.

Educational development was further strengthened through the "Understand Qur'an course offered across several branches, including Hayes. Participants reported improved Qur'anic engagement and more focused, meaningful prayer.

UKIM Luton strengthened its SEN support by partnering with Friends of Bright Eyes (FOBE), a centre providing vital services for children with disabilities, including sensory facilities and a large outdoor learning area. Through this collaboration, the branch now delivers Jumma prayers with sign-language khutbah, ensuring accessibility for deaf and hard-of-hearing worshippers. The partnership also complements the branch's Sunday SEN classes and contributed to raising £25,000 to support FOBE's ongoing work, delivering meaningful impact for SEN families across the community.

The South Zone continued its strong commitment to community welfare by supporting Luton Foodbank, which provides essential food support to around 450 families each week. The Zone also contributes to the running of Discover Islam, a long-established town-centre hub offering a welcoming space for conversations about Islam, social connection and refugee support. The centre serves around 150 warm meals every Friday through its curry nights and has been operating for 14 years with consistent backing from Madinah Mosque's iCare team.

SOUTH ZONE

Impact in Numbers

£22,000 Raised in one day for Gaza relief.

£25,000 Raised to support SEN services at Friends of Bright Eyes.

450 Families each week supported through Luton Foodbank

150 Warm meals every Friday served at Discover Islam curry nights.

100+ Volunteers mobilised for the Dagenham dawah campaign.

Former President of UKIM, Tufail Hussain Shah sahib attends Scotland Zone programme.

Scotland Zone

In 2025, the UKIM Scotland Zone delivered a highly impactful year, strengthening faith learning, community cohesion and public engagement across Glasgow, Edinburgh, Dundee, Airdrie and Aberdeen.

Weekly Qur'an circles, sisters' learning groups, youth halaqas, revert support sessions, personal development programmes and community classes continued to support hundreds of families, reinforcing the zone's role as a trusted and accessible hub for both Muslims and the wider Scottish public.

A particularly visible contribution came from Al-Furqan Mosque (Glasgow North), whose outreach, education and civic programmes significantly elevated the profile of the Scotland Zone. The Visit My Mosque Open Day welcomed over 100 visitors across the weekend, with exhibitions, tours and children's activities receiving excellent feedback. Positive media coverage extended the impact to thousands more across Scotland, strengthening public understanding and reinforcing UKIM's message of hospitality, openness and shared community values.

Education and learning remained strong, with the Al-Furqan Evening School supporting 58 children through a team of five qualified teachers delivering high-quality Qur'an and Islamic studies. Weekly men's, sisters', youth and new Muslim circles ensured meaningful ongoing faith development for people of all ages. Community dialogue initiatives — including a Q&A with Zara Mohammed — addressed themes such as youth leadership, identity and rising Islamophobia, helping to build confidence and resilience across the community.

Health and wellbeing also featured prominently. Fifty men benefited from NHS-supported health checks covering

blood pressure, BMI, cholesterol and diabetes screening, while CPR and defibrillator training equipped attendees with essential lifesaving skills. Monthly iCare litter-picking initiatives, supported by youth, families and local imams, improved neighbourhood environments and generated strong goodwill from local residents.

The Scotland Zone also delivered a well-received Dawah Training Programme, attended by volunteers from across all five branches. The session strengthened communication skills, improved outreach confidence, and equipped participants with a consistent, compassionate and informed approach to public engagement — significantly enhancing Dawah capacity zone-wide.

National recognition was also achieved through the Scottish Muslim Awards, where UKIM served as an event sponsor. The zonal president presented an award on behalf of the organisation, and two UKIM Scotland members — Syed Tufail Husin Shah (Glasgow South) and Sister Bushra Iqbal (Airdrie) — received Lifetime Achievement Awards, highlighting the long-standing dedication and service of UKIM volunteers to their communities.

A major milestone for the Scotland Zone was the acquisition of the Fred Paton Centre, a transformational development that expands facilities for youth work, sisters' activities, community gatherings, welfare provision and future outreach. The appointment of a new Imam at Al-Furqan further strengthened pastoral and educational capacity.

Collectively, the efforts of volunteers, teachers, trustees and youth leaders resulted in a year defined by strengthened structures, deeper engagement and meaningful service to Scottish society, positioning the Zone strongly for expanded youth, sisters', Dawah and community programmes in 2026.

SCOTLAND ZONE

Impact in Numbers

400+ Visitors engaged through open days and outreach activities.

100+ Visitors specifically attended Al-Furqan's Mosque Open Day.

1,500+ Worshippers attended Eid prayers across the zone.

58 Children supported by 5 teachers in the Al-Furqan Evening Qur'an School.

2 UKIM Scotland volunteers received national Lifetime Achievement Awards.

Girl enjoying activities at the Midland Zone Family Camp in Wales.

Midlands Zone

In 2025, the UKIM Midlands Zone demonstrated exemplary community leadership, compassion and organisational strength through a series of impactful initiatives that highlighted the Zone's commitment to serving society and nurturing strong families.

The year was marked by projects that responded to urgent civic needs, strengthened family and youth development, and extended emotional support to some of the most vulnerable members of the community.
A defining moment came during Birmingham's waste collection crisis in March, when industrial action left large parts of the city facing health risks from uncollected rubbish during the month of Ramadan. UKIM Sparkbrook Islamic Centre stepped forward with exceptional readiness and civic responsibility, working in direct partnership with Birmingham City Council to host an emergency waste collection service. From early morning, volunteers welcomed council staff with breakfast before organising a highly efficient drive-in operation in the mosque car park.

Throughout the day, residents arrived with accumulated waste, which volunteers—including leadership figures from the mosque—unloaded and transferred safely to council lorries. This swift and coordinated response prevented fly-tipping, protected public health, and supported residents at a moment of real difficulty. The initiative processed 1,400 vehicles and supported an estimated 2,000 residents. It received widespread praise from local communities and the council, with Birmingham Live describing the mosque as "a shining example" of civic partnership. The operation also strengthened public trust and showcased the capacity and professionalism of UKIM mosques during times of need.

The Midlands Zone also delivered a major spiritual and family-focused programme through the highly successful Family Camp 2025, held in North Wales. Bringing together around 450 participants, the camp created a warm, united and uplifting environment for families across the region. Centred on the theme "Strong Faith, Strong Families, Strong Ummah," the programme nurtured personal and family development through reminders, discussions and shared reflection. A landmark moment was the introduction of the first-ever youth debate at a UKIM family camp, where boys and girls explored the question, "Is AI a Threat to Islamic Ethics and Human Dignity?" Chaired by former UKIM President Dr Zahid Parvez, the debate showcased the confidence, critical thinking and ethical maturity of UKIM youth,

earning acclaim from attendees and demonstrating the organisation's commitment to nurturing articulate, thoughtful future leaders. Families also enjoyed a range of recreational activities—including sports, competitions, seaside outings, bonfires and BBQ evenings—which strengthened bonds and helped create a sense of unity, belonging and shared Muslim identity. The involvement of the UKIM President and several past presidents added to the atmosphere of togetherness and strategic purpose, making the camp one of the Midlands Zone's most memorable events to date.

Compassion and service were further embodied in the work of UKIM Walsall Aisha Mosque, whose volunteers visited the Fundraising Hub at Manor Hospital to support families in the End of Life Care Ward. Sisters and children from the mosque had lovingly handmade crocheted hearts, accompanied by fresh fruit baskets, as gifts of comfort for families experiencing profound grief, including those facing the heartbreaking loss of a child. Hospital staff expressed deep appreciation for the gesture, noting that such acts provide solace not only to families but also to NHS teams working in highly sensitive environments. The initiative strengthened the relationship between the mosque and the hospital and reflected the organisation's values of empathy, kindness and commitment to the wellbeing of the wider community.

UK Islamic Mission Newport continued its monthly iCare Food Distribution Programme, supporting families in Newport and Cardiff through two active food hubs with over 60 registered beneficiaries. In October 2025, the Cardiff hub provided essential food parcels to 30 families, offering up to two weeks of staple supplies. The project remains a vital community lifeline, sustained through volunteer effort and public donations, with plans to expand support further.

Together, these initiatives illustrate a year in which the Midlands Zone combined decisive civic action, meaningful family engagement and heartfelt compassion. The waste crisis response supported approximately 2,000 residents; the Family Camp uplifted around 450 participants and elevated youth leadership; and the Walsall Aisha Mosque outreach provided emotional support to bereaved families and hospital staff. Collectively, these efforts reinforced the Midlands Zone's role as a trusted community leader and demonstrated UKIM's mission in action—serving society with excellence, building strong families and cultivating a compassionate, confident and connected Muslim community.

MIDLANDS ZONE

Impact in Numbers

2,000+ Residents supported during Birmingham's waste crisis.

1,400 Vehicles processed during Birmingham's waste crisis.

450+ Participants attended the Midlands Zone Family Camp.

60+ Plus registered beneficiaries supported through the monthly iCare Food Distribution Programme.

30 Cardiff families receiving up to two weeks of staple food supplies in October 2025.

Team enjoying their victory at North Zone Football Tournament

North Zone

In 2025, the UKIM North Zone had an active year across the region and within the organisation. Guided by the national vision and powered by collaborative leadership, the Zone made significant progress in improving governance, expanding youth work and deepening its contribution to wider society.

The year saw a broad and interconnected programme of tarbiyah (personal development), community outreach, civic engagement, cultural education, SEN inclusion, interfaith work and welfare delivery—reflecting an increasingly confident and outward-facing North Zone.

One of the highlights was the Zonal Personal Development (Tarbiyah) Programme, which brought together approximately 130 participants for a day of spiritual development,, reflection and practical action planning, reinforcing values of trust, humility and community service. The Zonal Office Bearers Training equipped 40 leaders with essential governance and safeguarding knowledge, helping standardise good practice across branches. The Associate Member Training Course, attended by 30 new participants, introduced UKIM's history, mission and operating principles, ensuring a consistent and informed pipeline of future volunteers and leaders.

The North Zone further advanced governance excellence through the structured branch-visit programme, covering all north zone branches. Each branch received a pre-assessment, an on-site review and a tailored development plan, strengthening internal systems, risk management and accountability. Most of these zonal activity reports captured detailed insights into governance, youth work, education, welfare, community engagement and dawah, enabling shared learning and clarity in strategic planning across the region.

Youth development flourished across the North Zone. The Zonal Football Tournament engaged 150 young people from 22 teams, providing opportunities for teamwork, discipline and inter-branch unity. The Zonal Youth Qiyam brought together 36 participants for reflection and brotherhood, while the Winners Recognition Visit connected 40 young people to role models and future pathways of contribution. Bolton branch launched an ambitious youth leadership programme in partnership with Citizens UK, with over 50 participants—95% from outside the branch—marking one of the region's most

Unity Iftar at Khizra Mosque, in Manchester

successful outward-facing youth initiatives. Weekly sports sessions continued to attract large youth engagement, including boys' cricket sessions in summer, with 15–25 young people participating weekly and joining local tournaments.

Educational programmes remained a strong pillar of North Zone work. Several branches supported more than 2000 madrasah learners, including specialist SEN classes, GCSE Islamic Studies and youth Islamic education. A notable achievement was the second cohort of the GCSE Islamic Studies class running every Friday at Keighley, while the first cohort completed their examinations in 2025 with all three students achieving a minimum grade B—a testament to the quality of teaching and commitment of learners.

Civic and interfaith engagement grew significantly across the region. Khizra Mosque chaired the Greater Manchester Citizens Hate Crime Action Group meeting with Deputy Mayor Kate Green, helping secure commitments to safety and community cohesion. Monthly interfaith meetings in Levenshulme between key UKIM brothers and representatives of the Church of England continued to run successfully, fostering trust, shared learning and understanding between communities. Trust-building gatherings such as the Weaving Trust event at Khizra Mosque brought diverse groups together for open dialogue, strengthening relationships at a time of national tension. Youth leaders also shaped wider civic priorities through their contributions to the Greater Manchester Citizens Youth Assembly, influencing commitments from senior public services. UKIM's representation at the Citizens UK Civil Society Summit further amplified the North Zone's contribution to national conversations on unity and civic resilience.

Cultural and intellectual engagement reached new heights through Khizra Mosque's pioneering Meet the Author series. More than 15 author events attracted over 1000 attendees, with leading academics, journalists and thinkers discussing topics such as Islamic history, British Muslim identity, digital society and global politics. Khizra Mosque also hosted the Muslim Literature Festival 2025, drawing hundreds of participants for workshops, discussions and cultural showcases. These initiatives significantly enhanced the mosque's public visibility and strengthened its role as one of Manchester's most vibrant hubs of learning, dialogue and cultural expression.

Inclusive practice continued to advance through Neeli Mosque's SEN programme. The annual SEN Ramadan Iftar welcomed around 60 attendees, while two dedicated SEN Tarawih rooms supported more than 20 families each Ramadan. Weekly SEN Madrasah sessions and SEN Arts and Crafts classes each engaged around 30 learners, providing adapted learning, emotional support, routine and confidence-building opportunities for children with

Refugees and reverts celebrating Eid.

additional needs. Neeli Mosque also supported other UKIM branches in developing inclusive SEN programmes, helping spread best practice across the North Zone.

Welfare and social support remained central to the Zone's community impact. The York Mosque Community Kitchen continued its twice-monthly service, providing more than 3,500 meals over two years and offering dignity, stability and connection to individuals and families facing hardship. In Keighley, the weekly foodbank—run in partnership with the Salvation Army—ensured fair and centralised access to essential supplies, supporting 4–8 vulnerable households every Sunday afternoon. These consistent welfare efforts reflected the Zone's strong ethos of compassion, service and social justice. York Mosque and its Community Kitchen received Highly Commended recognition in the BBC Radio York Make a Difference Awards, highlighting the mosque's positive contribution to local welfare and its role in supporting vulnerable residents. This achievement reflects the dedication of volunteers and the growing community impact of York Mosque.

Across the year, weekly halaqas, study circles and sisters gatherings attracted hundreds of participants, while monthly family programmes drew hundreds of attendees. School visits, Scouts and Duke of Edinburgh programmes engaged more than 1,000 young people, fostering leadership, confidence and community connection.

Public-facing events included ten National Mosque Open Days and ten Unity Iftars across the Zone, welcoming hundreds of neighbours, councillors, police and professionals. Eid celebrations across branches attracted several thousand residents, reinforcing UKIM's role as a central anchor of community life.

In 2025, the Sisters' Team strengthened spiritual growth, community connection and women's leadership across all branches. Zonal and branch-level personal development days, Ramadan programmes, Seerah events, Dawah training and health workshops engaged hundreds of sisters, creating consistent opportunities for learning, reflection and service. Leadership and associate member training supported the development of emerging female leaders, while youth-focused initiatives and NMC support broadened engagement and inclusion. Overall, the Sisters' Team helped build a more united, confident and active sisterhood across the North Zone.

Altogether, the North Zone's 2025 achievements highlighted stronger unity, enhanced governance, broader youth engagement, richer cultural outreach, and deeper partnerships across civic, interfaith and community sectors. The Zone's ongoing commitment to accountability, collaboration and service ensures a resilient foundation for even greater progress in 2026 and beyond.

Local quiz winners at Madinah Masjid, Keighley

NORTH ZONE

Impact in Numbers

£457,693 Raised for UKIM Relief activities during Ramadan.

20,000+ Meals served during Ramadan.

100% Grade B and above in GCSE Islamic studies.

1,000+ Pupils engaged through school visits.

15+ Author events, 1,000+ attendees.

Community Impact Stories

Lives Transformed through Compassion and Service

Throughout the year, UKIM volunteers, staff, members and associates demonstrated the profound difference that compassion and community service can make.

Behind every meal prepared, every parcel delivered and every quiet conversation held in confidence lies a human story. These stories reflect the heart of our mission: supporting people not only in moments of need, but in moments when hope itself feels distant.

One individual described entering a community hub at the lowest point in their life—trapped in an abusive relationship, struggling with addiction and feeling completely alone. Yet from the moment they walked inside, they were met not with judgement but with kindness. The hub became a refuge where they finally felt safe enough to speak openly. Volunteers offered patience, guidance and belief at a time when they had lost all belief in themselves. Over more than two years, they overcame addiction, rebuilt relationships with their children and rediscovered faith after assuming forgiveness was beyond reach. Today, they are over three years free from addiction and training to support others on similar journeys. They say their entire life changed the moment they stepped through that door.

Similar stories unfolded throughout the year. A refugee family arrived with nothing and no local support network. Volunteers provided food, essential household items and warm meals to stabilise their first few weeks, while signposting them to language classes and further assistance. In time, the parent gained confidence and returned to volunteer for others. Asylum seekers facing destitution, single parents unable to afford regular meals, disabled adults struggling to cook safely and survivors of domestic abuse all received tailored, dignified support in moments of crisis. People experiencing homelessness, ex-military residents at risk of isolation, pregnant asylum seekers and families anxious about feeding their children all found timely, sensitive help delivered with compassion and respect.

Support often extended beyond essential needs. In one example, volunteers rallied around a single mother facing serious health challenges and the emotional strain of divorce. They helped with household tasks, spent time with her children, offered empathetic listening and guided her towards professional support. Over time, she regained stability, confidence and wellbeing. Today she is healthy, remarried and thriving—grateful for the community that carried her when she could not carry herself.

Young people also spoke about how these programmes shaped their lives in transformative ways. One youth volunteer reflected on how joining the youth

Packing iCare food parcels for the needy in Masjid Khadijah, Peterborough.

programme gave them confidence, purpose and a sense of belonging. Weekly sessions, study circles, camps, social outings and community projects created a safe environment where young people could express themselves, form friendships and develop new skills. Through teamwork with fellow volunteers and guidance from experienced leaders, they learned to plan activities, support others and build meaningful connections with community partners. They described the experience as inspiring and deeply enriching—an opportunity that strengthened their character and motivated them to serve the next generation.

Another young person shared how years of involvement in youth activities had shaped both their personal and academic development. They spoke of the positive influence of camps, communal meals, social gatherings and weekly study circles, all of which helped them build confidence, grow socially and deepen their understanding of faith. Regular youth clubs provided a safe, enjoyable environment free from financial pressure and offered healthy outlets for energy. These experiences contributed to their academic success and even influenced their decision to pursue a career in teaching. Having benefited immensely from the youth work, they felt inspired to support and guide younger people in the same way they were supported. Communities also strengthened neighbourhood ties through acts of goodwill. For five consecutive years, volunteers have prepared and delivered sweet bags during the last ten days of Ramadan, with over 500 gifts shared last year alone. This simple initiative brought joy to neighbours of all backgrounds and built bridges of friendship, unity and mutual respect.

Across all teams, branches and departments, the collective work of volunteers and members formed a safety net that held people through hardship and guided them toward dignity, security and renewed hope. Many who first came seeking help later returned to serve others. Some rediscovered their faith, others rebuilt their families, and many regained confidence that once felt lost.

These stories remind us that UKIM's mission is lived not only through structured programmes, but through the everyday acts of mercy, generosity and compassion that quietly transform lives, one person, one moment and one act of kindness at a time.

Membership and Governance

UKIM is a membership organisation rooted in the Islamic principle of shura (consultation). Our governance structure ensures that decision-making is participatory, accountable, and representative of our membership across the United Kingdom.

Membership

UKIM's membership is the foundation of our organisation. We have two categories of membership:

Full Members are individuals who have demonstrated sustained commitment to UKIM's mission and values, completed our membership pathway, and been approved by their local branch. Full Members have voting rights in elections and can stand for leadership positions at branch, zonal, and national levels.

Associate Members are individuals who are actively engaged with UKIM and progressing through our membership development process. Associate Members participate in branch activities and training programmes as they deepen their connection to the organisation.

The Assembly of Membership

The Assembly of Membership is the ultimate governance body of UKIM. Composed of all Full Members, the Assembly convenes periodically to elect national leadership, approve constitutional amendments, and provide strategic direction to the organisation. This democratic foundation ensures that UKIM remains accountable to its membership and that major decisions reflect the collective will of those who have committed themselves to our mission.

The Executive Board

The Executive Board is responsible for the day-to-day management and operational delivery of UKIM's activities. Led by the President, the Executive Board implements the strategic direction set by the Shura Council and coordinates work across departments and zones.

The Executive Board includes the President, senior officers, and key operational leads. It meets regularly to review progress, address operational challenges, and ensure effective coordination across the organisation. The Executive Board reports to the Shura Council and is accountable for delivering against agreed plans and budgets.

The Shura Council *(Board of Trustees)*

The Shura Council serves as UKIM's Board of Trustees under charity law and is responsible for the overall governance, strategic direction, and legal compliance of the organisation. Trustees are elected by the Assembly of Membership through a democratic process, ensuring that leadership reflects the confidence of our members.

The Shura Council's responsibilities include setting strategic priorities, ensuring financial sustainability, safeguarding UKIM's reputation and assets, and maintaining compliance with regulatory requirements.

Trustees serve fixed terms and meet regularly to discharge their duties, with decisions made through consultation in accordance with Islamic principles.

Each national department has a designated Shura lead who provides trustee-level oversight and strategic guidance to departmental activities, ensuring alignment between operational delivery and organisational objectives.

Four Zones

UKIM's nationwide presence is organised into four geographical zones, each providing regional coordination, support, and oversight to local branches:

Each zone has its own leadership structure, coordinates regional programmes such as zonal educational events and family camps, and supports branches in implementing national initiatives. Zonal leaders work closely with the Executive Board to ensure consistent standards and effective communication between national and local levels.

Scotland Zone

Covering branches in Glasgow, Edinburgh, Dundee, Airdrie, and Aberdeen.

North Zone

Spanning branches across the North of England, including Manchester, Leeds, Bradford, Sheffield, York, Bolton, Keighley, and surrounding areas.

Midlands Zone

Encompassing branches in Birmingham, Wolverhampton, Walsall, Leicester, and the wider Midlands region.

South Zone

Covering London, the South East, and southern England, including branches in Dagenham, Hayes, Milton Keynes, Luton, Southend, and beyond.

Branches

Branches are the grassroots foundation of UKIM, delivering services directly to local communities.

The majority of our branches are mosque-based (78%), whilst others operate as circles, groups of members who meet regularly for study, worship, and community activities without a dedicated building.

Each branch has its own elected leadership, typically including a President, Secretary, and Treasurer, along with leads for key activities such as education, youth, sisters, and dawah. Branches operate with significant local autonomy whilst adhering to UKIM's national policies, governance standards, and constitutional framework.

Interfaith discussion at York mosque.

National Departments

UKIM's work is organised through national departments, each responsible for a specific area of activity.

Departments develop national strategies, provide resources and support to branches, and coordinate programmes across the organisation. Each department has both a Shura lead (providing trustee oversight) and an operational lead (managing day-to-day delivery). Our departments include:

International Programmes (Relief)

Humanitarian aid and development work overseas

Dawah & Outreach

Sharing Islam's message and engaging with wider society

iCare

UK-focused community welfare and social action

Youth

Developing and empowering young people

Sisters

Supporting women's participation, leadership, and programmes

Education

After school network and Islamic learning for children

Tarbiyah (Self-Development) / EIIS

Personal and spiritual development for members and Imams.

Events

National events, conventions, and external engagement

IT

Digital infrastructure and technology services

Media & Communications

Public communications, design, and digital presence

Branch Capacity Building

Governance support, training, and compliance

UKIM National Trustees taking oath of office.

How UKIM is Governed

Democratic Elections

Leadership at all levels of UKIM – branch, zonal, and national is determined through democratic elections. Full Members have the right to vote and to stand for elected positions, ensuring that those who lead the organisation do so with the mandate of the membership.

Elections are conducted in accordance with UKIM's constitution, with clear procedures for nominations, voting, and terms of office. This democratic process reflects our commitment to the Islamic principle of shura and ensures regular renewal of leadership whilst maintaining organisational continuity.

Committees and Working Groups

In addition to the Shura Council and Executive Board, UKIM operates various committees and working groups that provide specialist input and oversight in areas such as finance, safeguarding, and strategic planning. These bodies draw on the expertise of members and, where appropriate, external advisors to strengthen governance and decision-making.

Our Commitment to Good Governance

UKIM is committed to the highest standards of charity governance. We maintain comprehensive policies covering financial controls, safeguarding, conflicts of interest, complaints handling, and risk management. In 2025, we issued over 2,045 training certificates to staff and leaders across governance, safeguarding, and health and safety, reflecting our investment in building capable and accountable leadership at every level.

We comply fully with Charity Commission requirements, including annual reporting and serious incident procedures. Our governance framework is regularly reviewed to ensure it remains fit for purpose and aligned with sector best practice.

Trustees and Executive Board

Trustees:

President: Mohammed Riaz Wali
Senior Vice President: Waqar Ahmad
Vice President: Syed Shaukat Ali
Secretary General: Nafis Lodhi
Joint Secretary: M. Awais Cheema
Treasurer: Mahboob Qamar
iCare Chair: Sajjad Amin
EIIS Chair: Dr Javed Nadwi
EIC Chair: Ghufran Mahmood
Education Chair: Saeed Chaudhury
Dawah and Outreach Chair: Fiaz Hussain
Relief Chair: Maqsood Anwar
Scotland Zone President: Muhammad Ishaq
North Zone President: Muhammad Iqbal
Midlands Zone President: Muhammad Hussain Asghar
South Zone President: Asim Uddin
Youth Lead: Usaid Saeed
Understanding Quran Lead: Amjad Janjua
Trustee: Mohammad Afzal Malik
Finance Committee Member: Mohammad Adrees Sharif
London Office Refurb Committee Chair: Abdul Hamid
EIIS Committee Member: Hammad Lodhi
Trustee: Hafiz M. Saeed

Executive Board:

Chair: Muhammad Riaz Wali
Senior Vice President: Waqar Ahmed
Vice President: Shaukat Ali
Secretary General: Nafis Lodhi
Joint Secretary: Awais Cheema
Masjid Development / Deputy Chair / Secretary North Zone: Dr Shahzad Amin
National Treasurer: Mahboob Qamar
Assistant Treasurer: Mahmood Hussain
Secretary Scotland Zone: Muhammad Qasim Iqbal
Secretary Midland Zone: Javed Awan
Secretary South Zone: Tanveer Saeed
Secretary Sisters: Sabah Durrani
Youth Sister Lead: Amal Haque
Branch Representative: Usama Zafar
Branch Representative: Imran Hamid
IT Operational Lead: Mohammed Tariq
Education Operational Lead: Haroon Rashid
iCare Operational Lead: Nasim Ashraf
Dawah and Outreach Operational Lead: Tariq Ali
Head of UK Programmes: Shabbir Mohammed
Head of International Programmes: Mujeeb Akhtar
Events Manager: Tahir Naseer
IT Specialist: Soifur Rahman
Executive Director (Interim) / Head of Organisational Development: Qasim Ahmed

Safeguarding
Our Commitment

UKIM is committed to ensuring that all individuals who come into contact with our organisation—whether children, young people, or adults at risk—are treated with dignity, respect, and care.

Safeguarding is not merely a compliance requirement; it is a fundamental expression of our Islamic values. The Prophet Muhammad ﷺ said: *"He is not one of us who does not show mercy to our young ones and respect to our elders."*

As an organisation that operates mosques, evening schools educating thousands of children, youth programmes, community services, and international relief operations, we recognise the particular responsibility we bear to protect those in our care.

Our Approach

UKIM maintains comprehensive safeguarding policies and procedures that are regularly reviewed and updated in line with statutory requirements and sector best practice. Our approach encompasses:

Prevention

We take all reasonable steps to ensure unsuitable individuals do not work or volunteer with children or adults at risk. This includes robust recruitment processes, Disclosure and Barring Service (DBS) checks for all relevant roles, and clear codes of conduct.

Protection

We have clear procedures for identifying and responding to concerns about the welfare of children and adults at risk. All staff and volunteers know how to recognise signs of abuse and how to report concerns appropriately.

Training

We invest significantly in safeguarding training at all levels of the organisation. In 2025, we achieved our highest-ever compliance levels, with over 400 staff onboarded to our national safeguarding training platform and more than 130 completing Level 3 safeguarding certification within the first month of rollout. This created UKIM's first complete digital safeguarding record, ensuring all branches are audit-ready and aligned with best practice.

Culture

We are committed to fostering a culture where safeguarding is everyone's responsibility. We encourage open communication about concerns and have established clear reporting channels, including for whistleblowing.

Attendee at Torchbearers Programme in Leicester.

Governance and Oversight

The Shura Council (Board of Trustees) holds ultimate responsibility for safeguarding across UKIM. A designated Trustee lead oversees safeguarding matters, supported by the Branch Capacity Building Department which coordinates national safeguarding standards, training, and compliance monitoring.

All branches are required to have a designated Safeguarding Lead and to operate in accordance with UKIM's national safeguarding policies. Branch compliance is monitored through our benchmarking programme, with 20 branches now having completed comprehensive governance standards including safeguarding requirements.

Reporting and Response

UKIM has clear procedures for reporting safeguarding concerns internally and, where appropriate, to statutory authorities. We maintain a serious incident reporting policy in line with Charity Commission requirements.

Any allegations or concerns are taken seriously and investigated thoroughly, with the welfare of the individual at the centre of all decision-making.

Looking Ahead

In 2026, we will continue to strengthen our safeguarding culture through ongoing training, enhanced monitoring systems, and the expansion of our benchmarking programme to ensure consistent standards across all branches. We remain committed to continuous improvement in this critical area.

Our Approach to Risk

UKIM operates in a complex environment, delivering services across the UK through a network of branches and zones, whilst also supporting international humanitarian programmes in challenging contexts.

Effective risk management is essential to protecting our beneficiaries, staff, volunteers, assets, and reputation, and to ensuring we can deliver our mission sustainably.

The Shura Council (Board of Trustees) has overall responsibility for risk management and maintains a strategic risk register that is reviewed regularly. The Executive Board is responsible for implementing risk management policies and for ensuring that appropriate controls are in place across all operational areas.

Risk Culture

We are committed to embedding a positive risk culture throughout UKIM, where risks are identified early, reported openly, and managed proactively. Our Member Strategy Survey demonstrated our willingness to hear difficult feedback and respond transparently, a principle we apply equally to risk management.

Looking Ahead

In 2026, we will continue to strengthen our risk management framework through enhanced monitoring systems, expanded training, and the full implementation of our digital transformation programme. We will also focus on emergency preparedness across all branches and continue to adapt to the evolving external environment.

KHIZRA MOSQUE
& COMMUNITY CENTRE
#UnityIftar
UKIM
Ramadan Mubarak
Welcome to Khizra Mosque - Ramadan 2025/1446

TOGETHER
UNAFRAID

Principal Risks and Mitigations

	Risk	Mitigation
Safeguarding	Failure to protect children and adults at risk from harm.	Comprehensive safeguarding policies, mandatory DBS checks, extensive training programme (525+ staff and leaders trained in 2025), designated safeguarding leads at branch level, and regular compliance monitoring through our benchmarking programme.
Governance and Compliance	Inconsistent governance standards across branches leading to regulatory, legal, or reputational issues.	National governance framework with 11 embedded standards, mandatory leadership training, branch benchmarking programme (20 branches completed), governance audits, and centralised policy development. In 2025, we issued 2,045 certificates across governance, health and safety, and safeguarding modules.
Financial Sustainability	Insufficient income to meet operational needs and strategic objectives; over-reliance on particular income streams.	Diversified income sources, financial reserves policy, regular financial monitoring, and improved digital systems including automated financial reporting dashboards.
Security and Safety	Threats to the safety of our mosques, centres, staff, volunteers, and worshippers, including from hate crimes or terrorism.	In 2025, we developed eight national mosque security guidelines including Martyn's Law preparedness tools, risk assessment templates, and guidance on managing threats. A national security webinar engaged 50+ participants, and we maintain close relationships with local police and security services.

	Risk	Mitigation
Operational Capacity	Insufficient staff, volunteers, or skills to deliver programmes effectively; volunteer fatigue and burnout.	Investment in volunteer recruitment and development, professionalisation of key functions, digital transformation to improve efficiency (user registration adoption increased from 20% to 46.9%), and clear strategic priorities to focus resources.
Youth Engagement and Succession	Failure to engage younger generations leading to declining membership and loss of organisational vitality.	Youth empowerment identified as the primary strategic priority; significant investment in youth programmes including UKIM Junior, Torchbearers Leadership Programme, university engagement (8 universities, 2,500+ students engaged, 125 new volunteers), and youth representation in governance structures.
Organisational Unity	Internal divisions undermining effectiveness and mission delivery.	Comprehensive member consultation (403 respondents to Member Strategy Survey), transparent communication of survey findings, collaborative strategy development, conflict resolution training, and emphasis on shared mission and values.
International Programme Delivery	Inability to deliver humanitarian aid effectively due to conflict, access restrictions, or partner failures.	Working through established NGO partners (16 partners in 2025), strong due diligence processes, diversified geographic presence, and adaptive programming approaches.
Reputational	Damage to UKIM's reputation through negative publicity, misconduct, or association with controversial individuals or organisations.	Clear policies on public statements and external speakers, media training for spokespeople, robust complaints procedures, and commitment to transparency including honest reporting of challenges in member survey.
Data Protection and Cyber Security	Data breaches or cyber-attacks compromising personal information or operational systems.	Mobile device management enabled across the organisation, SharePoint security audits, decommissioning of 120 inactive licences, IT support systems (150+ tickets resolved), and ongoing staff training.

Acknowledgements

UKIM extends its heartfelt gratitude to all who contributed to our mission this year. Every achievement across our branches, departments and zones is the result of your dedication, generosity and shared commitment to serving communities across the UK.

Members, Associates and Leadership
Thank you to our members, associates, branch committees, zonal and departmental teams and national leadership. Your guidance and commitment strengthen UKIM's governance, vision and long-term stability.

Staff Members
Our sincere appreciation goes to all staff including teachers, imams, administrative teams, caretakers, operational staff, safeguarding colleagues and media, communications teams and other staff. Your professionalism ensures that our programmes run safely, smoothly and to high standards.

Volunteers
We deeply thank our volunteers for their time, sincerity and service. Your efforts support prayer services, education, youth development, community wellbeing, iCare projects and day-to-day mosque operations.

Donors and Supporters
To our donors, fundraisers and sponsors: thank you for your trust and generosity. Your support enables vital community services and helps UKIM serve thousands with dignity and compassion.

Parents, Families and Community Members
We are grateful to parents, families and community participants for supporting our madrasahs, youth programmes, tarbiyah activities and events. Your involvement helps nurture strong, confident communities.

Partners and Organisations
We thank our partners across faith institutions, local authorities, schools, universities, charities, media and civic organisations for enhancing our reach and impact.

Our community
Finally, we thank the communities who trust and engage with UKIM. You remain at the heart of our work and the purpose of everything we deliver.

May Allah reward every member, associate, staff member, volunteer, leader, donor and supporter who contributed to UKIM's work this year. May He bless your efforts and accept all that is done for His sake. Ameen.

Get Involved!

UKIM's work is only possible through the dedication of our members, volunteers, and supporters. Whether you can give your time, your skills, or your financial support, there is a place for you . Join us in building stronger communities, nurturing the next generation, and serving those in need, locally and globally. To find out more, visit www.ukim.org or contact your nearest branch. Together, with Allah's blessing, we can achieve more.

York branch recognised by the BBC for their services to the community.

UK ISLAMIC MISSION
Local Strength. National Impact.

UKIM, 79 Manchester Road, OL8 4LN
United Kingdom

www.ukim.org

Copyright © 2025 UKIM All Rights Reserved.
UK Registered Charity Since 1962
Charity Registration No. 250275