

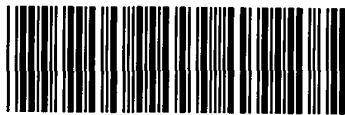
Company Registered number: 07031673
Charity Registered number: 1137219

CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited
by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 AUGUST 2025

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CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

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CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)
COMPANY INFORMATION

TRUSTEES

Professor Lejla Demiri
Dr Sohaira Zahid Siddiqui (resigned 18/01/2025)
Dr Timothy Winter (Chair)
Mr Mustafa Davies
Dr Haroon Sidat
Mrs Aishah Sameem
Fatima Nawaz (appointed 18/01/2025)
Dr Humayon Dar (appointed 19/04/2025)
Dr Saiyyidah Zaidi (appointed 19/04/2025)
Mr Umer Suleman (appointed 19/04/2025)

COMPANY REGISTERED NUMBER

07031673 (England and Wales)

CHARITY REGISTERED NUMBER

1137219 (England and Wales)

REGISTERED OFFICE

14 St Paul's Road
Cambridge
CB1 2EZ

AUDITORS

Chater Allan LLP
Statutory Auditors
7 Quay Court
Colliers Lane
Stow-cum-Quay
CB25 9AU

PRINCIPAL BANKERS

HSBC Bank PLC
63-64 St Andrews Street
Cambridge
CB2 3BZ

SOLICITORS

Ashton Legal Solicitors Cambridge
Chequers House
77-81 Newmarket Road
Cambridge
CB5 8EU

CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

Trustees/Directors

The Trustees present the Trustees' Report together with the financial statements of Cambridge Muslim College ("the College", "the Charity", or "the Company") for the year ended 31 August 2025, prepared to meet the requirements for the Directors' Report and accounts under the Companies Act. Members of the Board of Trustees are Directors for the purposes of company law and Trustees for the purpose of charity law. They are referred to as Trustees throughout this document.

Directors and Members of the Board of Trustees

The Directors and Members of the Board of Trustees who served during the year can be found under the Company Information section (page 1).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Memorandum and Articles of Association incorporated 28 September 2009.

Appointment of Trustees

Trustees are elected by simple majority. Candidates must be nominated by a member entitled to vote not less than fourteen nor greater than thirty-five days before the meeting. Nominations must be signed by both the nominator and nominee and include all information required by Companies House and the Charity Commission.

New Trustees are made familiar with the College's operations and their responsibilities.

Risk management

Risks are monitored by the College's senior management team on an ongoing basis and reported to the Trustees as required, but at least annually.

Liquidity risk

Through linking its reserves policy to short- and long-term reporting, including monthly cash-flow statements and weekly cash reporting, the College ensures that it maintains sufficient cash reserves to meet immediate financial demands.

Donations

A significant portion of the College's income is derived from individual donors. The Development team encourages donors to shift from one-off donations to regular giving via the Friends and Patrons programme. In line with the College's strategic plan, senior leadership and Trustees continue to seek long-term funding to ensure sustainable growth.

Staff retention and recruitment

The College's success is dependent on the calibre of its faculty and support staff. By using prominent recruitment agencies and social platforms, the College identifies and appoints individuals capable of advancing its vision and mission.

Through open communication, annual appraisals, and staff engagement activities, the College seeks to maintain a supportive and motivating working environment.

CAMBRIDGE MUSLIM COLLEGE LIMITED
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

Reputational risks

The College recognises that its reputation is fundamental to maintaining public trust, attracting students and donors, and fulfilling its mission. The College manages reputational risk through rigorous quality assurance of its academic programmes, validated partnerships with established institutions such as The Open University, adherence to regulatory requirements, transparent governance, recruitment of suitably qualified and experienced staff and faculty and clear policies on safeguarding and student welfare.

The Board monitors quality, compliance, and stakeholder feedback, enabling trustees to identify emerging reputational concerns early. All staff understand their role in upholding the College's values and standards, and any serious incidents that could impact the College's reputation are reported immediately to the Board of Trustees and the Charity Commission as required.

Fraud prevention measures

The trustees have overall responsibility for safeguarding charity assets and are alert to the risk of fraud. The College has established clear financial controls to prevent and detect fraud, including segregation of duties, authorisation for significant payments, regular bank reconciliations, due diligence and documentation of new donors and material donations and systematic review of financial transactions by senior management. Staff are trained to recognise warning signs of fraud and understand their responsibility to report concerns through appropriate channels.

The College conducts periodic reviews of its financial controls to ensure they remain fit for purpose, particularly as operations expand and new systems are implemented. The Board reviews internal financial controls annually and receives regular financial reports that enable early detection of irregularities. Should fraud be suspected or occur, the College has clear procedures in place to investigate, report to the Charity Commission and police as appropriate, and take corrective action to prevent recurrence.

Health and safety

The College undertakes regular, systematic efforts to maintain a safe environment for students, staff, and guests. It adheres to all legislative health and safety guidelines, ensures ongoing staff awareness and training, and commissions external audits as required.

Arrangements for setting pay and remuneration of key management personnel

Drawing on analysis from both the Higher Education and charity sectors, the College developed pay ranges that reflect the breadth of its job roles and provide clear pathways for professional progression.

With approval from the Board of Trustees, this bespoke pay scale is reviewed regularly to ensure it remains aligned with market trends and inflation, and it remains fully up to date in 2025. The College continues to benchmark its roles against comparable posts across the Higher Education and charity sectors.

Day-to-day delegation of management

Following the organisational review conducted in 2024/25, the College adopted a lean and fit-for-purpose leadership model aligned to its size, academic portfolio, and operational needs. Strategic oversight remains with the Dean and Board of Trustees, while day-to-day responsibilities are shared between the Academic Lead and the Registrar.

The Registrar oversees operations, administration, compliance, and core professional services, including Finance, Student Services, Buildings and Facilities, Development and Communications, and Human Resources. Consolidating these functions has strengthened cross-departmental alignment and improved cost efficiency.

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FOR THE YEAR ENDED 31 AUGUST 2025

Academic leadership is vested in the Academic Lead, who oversees teaching and learning, curriculum development, research coordination, and academic quality, supported by the Quality Assurance Manager. This ensures that academic decision-making remains rooted in subject expertise and aligned with programme delivery.

Together, the Registrar and Academic Lead form a streamlined leadership team that enhances institutional clarity, simplifies reporting lines, and supports coordinated academic and operational planning. All functions ultimately report to the Dean and the Board of Trustees.

OBJECTIVES AND ACTIVITIES

The College aims to advance the religion of Islam for the public benefit, in accordance with the four recognised Sunni schools of law. Its mission includes providing education and training to Muslim leaders and scholars to serve in the United Kingdom and beyond, thereby supporting religious and racial harmony.

PUBLIC BENEFIT

The College welcomes applications from both men and women and promotes women's participation in the Muslim community. Admission is based on merit, irrespective of financial need. With donor support, the College provides a total of around £180,000 in annual financial assistance to around 30 students each year.

The College encourages Muslim faith leaders to build relationships with other religious groups, supporting social cohesion and mobility and helping to counter negative perceptions of Muslims.

It also delivers public benefit through its wider educational and community-facing work. Students are trained to serve in mosques, chaplaincies, universities, hospitals, and other civic settings, supporting communities across the United Kingdom.

The College's approach prioritises the formation of leaders whose understanding of Islam is firmly rooted in its principles and attuned to the realities of British society, enabling them to offer guidance that is both accessible and relevant to young British Muslims.

In addition to its academic programmes, the College provides open educational activities—including public lectures, community events, and research seminars—which extend learning beyond enrolled students and support faith literacy within the wider community.

Through partnerships with institutions such as The Open University and Cambridge University Hospitals, the College strengthens pathways into higher education and community service, ensuring that our graduates—trained to a high and rigorous standard—contribute meaningfully to society.

The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit when planning activities and setting policies.

DIVERSITY AND INCLUSION

At Cambridge Muslim College, we recognise the importance of creating an inclusive environment that reflects the diversity of our community. We are committed to promoting equal opportunities across all areas of our work, including student admissions, staff recruitment, and governance. While our programmes are grounded in Islamic tradition, we welcome applications from individuals of all ethnicities, abilities, and socioeconomic backgrounds.

Through targeted outreach and student sponsorship, the College seeks to support under-represented groups and reduce barriers to access to quality higher education. We also continue to strengthen

CAMBRIDGE MUSLIM COLLEGE LIMITED
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

gender diversity and encourage greater participation of women within the College and the wider Muslim community.

ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

The College recognises its responsibility to promote environmental and social stewardship. It seeks to minimise its environmental impact through energy efficiency measures, reduced paper usage, and greater recycling, aligning operations with its values of responsibility and care.

REVIEW OF ACTIVITIES

Programme Delivery and Academic Development

During 2024/25, the College advanced major academic and operational work across its programmes and services.

The College prepared for the delivery of three validated programmes scheduled to begin in the 2025/26 academic year, alongside the newly established in-person Classical Arabic Programme. Preparatory work also concluded for the launch of a new online Classical Arabic Programme.

Enrolment Data

BA (Hons) in Islamic Studies (Year 2)	11
Classical Arabic Only	7
Classical Arabic BA (Hons) Preparation	9
Islam and Psychology	31
Classical Arabic Online	17
Total	75

Programme Validation with The Open University

The College successfully validated two additional programmes with The Open University:

- PGCert HE in Islam and Psychology (Level 7)
- Cert HE in Contextual Islamic Studies and Leadership (Level 4)

The validation process strengthened programme design and improved the pathways available to our graduates for qualification recognition and further study.

The College also established a new partnership with Cambridge University Hospitals to provide a work-placement module in the Chaplaincy Team at Addenbrooke's Hospital.

Research Output

Research at the College continues to be an area of strength. At the end of 2024/25, Professor Claire Gallien completed her research fellowship. During her time at the College, she was extremely active in convening activities and publishing her work, including the release of her monograph, a guest-edited journal special issue and various articles.

Professor Yasin Dutton remains in post as Senior Research Fellow and makes good progress on his publications, including a translation of Sufi poetry.

Research-active faculty have had a productive year. Dr Ramon Harvey has edited a major translation of al-Maturidi's Kitab al-tawhid, published a co-edited volume on epistemology and several articles in Islamic philosophy.

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FOR THE YEAR ENDED 31 AUGUST 2025

Dr Belal Alabbas and Dr Salman Younas have also produced articles and made significant progress towards the publication of their monographs. In terms of public-facing research activities, the CMC Research Seminar continues as a strong consistent offering, and the College also hosted a very well-attended online global conference on natural theology in Islamic thought.

Academic Governance and Student Representation

Academic governance at the College operates through a structured framework that brings together academic scrutiny, operational oversight, and formal decision-making.

The Faculty Board meets monthly to oversee academic matters, including programme validation, ongoing monitoring, and admissions. Student representatives from all programmes take part in these meetings, ensuring that the student voice informs academic decision-making and the continuous enhancement of provision.

The Senior Leadership Team reviews all significant academic and operational matters, drawing on input from the Faculty Board, professional services teams, and established quality assurance processes.

Final recommendations by the Senior Leadership Team are submitted to the Board of Trustees for approval. This structured flow of scrutiny and decision-making ensures clear accountability, evidence-based judgements, and alignment with institutional priorities, regulatory requirements, and wider sector expectations.

Arabic Language Provision

The College introduced its own Arabic Language Programme to ensure students entering the BA (Hons) in Islamic Studies achieve the required level of Arabic proficiency. This aims to address recurring concerns about language preparedness.

Student Records System Upgrade

The College undertook a major project to upgrade its Student Records System. A robust system forms the backbone of academic administration, supporting accurate data management, secure records retention, regulatory compliance, and improved reporting for decision-making.

The system was developed by reputable software vendors with a strong track record in the sector, and was subsequently reviewed by internal stakeholders and external representatives from The Open University. Their scrutiny confirmed that audit functionality and other key compliance requirements were fully met, and that the system aligns with rigorous industry norms and standards.

The upgrade also enhances the applicant and student experience.

Expansion of Student Accommodation

The College acquired two additional student houses. Internal modelling shows that a room in a rented property costs approximately nine times more than a room in a College-owned property.

In the previous year the College held one owned property and three rented properties; it now holds three owned and two rented. The College intends to continue reducing reliance on rented accommodation.

CAMBRIDGE MUSLIM COLLEGE LIMITED
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

FINANCIAL REVIEW

Incoming resources for the year totalled £1,878,174 (2024: £2,036,978). Expenditure totalled £1,797,022 (2024: 2,329,162), primarily relating to staffing, scholarships, and educational resources.

Total reserves at year end were £7,670,839 (2024: 7,549,174).

Restricted reserves were £53,290, compared with £111,418 in the prior year.

The Trustees aim to maintain reserves equivalent to four to six months of unrestricted expenditure, estimated at £600,000 to £900,000. Free reserves totalled £1,263,868 (2024: £290,957), which remains above the target range.

PLANS FOR THE FUTURE

The College will take a steady and measured approach in the coming year, focusing on consolidation, strengthened governance, management efficiency, and cross-departmental quality assurance.

20 Cambridge Place, acquired in 2023/24, is already supporting academic activity and events. Over the coming year, the College will further integrate the site into its teaching, events, and operational planning, ensuring it enriches academic life and contributes to income-generating activity.

To support long-term sustainability, the College will pursue sponsorship and donations, explore establishing an endowment, and consider modularising elements of existing programmes as short courses delivered through Continuing Education.

GOING CONCERN

The Trustees have assessed the College's ability to continue as a going concern and are satisfied that it has adequate resources to meet its obligations.

The College continues to rely on donated income, but remains confident in its financial position due to careful management, donor engagement, diversification of income, and sufficient reserves.

The Trustees consider it appropriate to prepare the financial statements on a going concern basis.

AUDITORS

The College's auditors have been appointed for the current financial year and are scheduled to conclude their audit in December 2025. The Trustees confirm that the auditors have expressed their willingness to continue in office.

CONCLUSION

The year saw notable progress across academic, operational, and institutional areas. The College now delivers a broader and more robust academic portfolio, with an increased number of validated programmes and the development of additional online provision that will widen access for learners unable to study on site. Preparatory work for the 2025/26 academic year places the College in a stronger position to support a higher volume of in-person teaching and learning, reflecting the continued demand for its programmes.

The acquisition of additional student accommodation has strengthened the College's estate and reduced reliance on rented properties, supporting long-term financial sustainability and improving affordability for students. Major infrastructure work, including the upgrade of the Student Records System, has enhanced the College's administrative capability and ensured alignment with rigorous sector standards.

CAMBRIDGE MUSLIM COLLEGE LIMITED
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

Collectively, these developments demonstrate a year characterised by consolidation, growth, and increased readiness for the academic and operational demands ahead. The College enters the forthcoming period with a stronger foundation, clearer structures, and enhanced capacity to deliver its mission in service of students and the wider community.

STATEMENT OF TRUSTEES' APPROVAL

The Trustees' Report was approved by the Board of Trustees on 6 December 2025 and signed on its behalf by:

Dr Timothy Winter

Dr Timothy Winter
Chair of the Board of Trustees
Date: 6 December 2025

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)**

Opinion

We have audited the financial statements of Cambridge Muslim College, (the charitable company) for the year ended 31 August 2025 which comprise Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)**

Other information (continued)

We have nothing to report in this regard.

Matters on which we are to required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Regulations 2008 requires us to report to you if, in our opinion:

- The information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- The charitable company has not kept adequate accounting records; or
- The Financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require of our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that act

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- We identified the laws and regulations applicable to the charitable company through discussions with Directors and other management, and from our knowledge and experience of the education sector;
- We obtained an understanding of the legal and regulatory framework applicable to the charitable company and how it is complying with that framework;
- We obtained an understanding of the charitable company's policies and procedures on compliance with laws and regulations, including documentation of any instances of non-compliance;

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)**

Auditor's responsibilities for the audit of the financial statements (continued)

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we;

- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policy were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reviewing minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims.

Through the above procedures, we did not become aware of any actual or suspected non-compliance with laws and regulations. Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditors report

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Naomi Hedger

Naomi Hedger (Senior Statutory Auditor)
For and on behalf of Chater Allan LLP
Chartered Accountants & Statutory Auditors
7 Quay Court
Colliers Lane
Stow-cum-Quay
CB25 9AU

Date: 23 January 2026

Chater Allan LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

CAMBRIDGE MUSLIM COLLEGE LIMITED

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**STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2025**

	Notes	Unrestricted funds	Restricted Fund	2025 Total Funds	2024 Total Funds
		£	£	£	£
Income from:					
Grants and donations	2	1,594,910	7,743	1,602,653	1,563,770
Charitable activities	4	170,304	-	170,304	314,858
Other trading activities	3	105,217	-	105,217	158,350
Total income		<u>1,870,431</u>	<u>7,743</u>	<u>1,878,174</u>	<u>2,036,978</u>
Expenditure on:					
Charitable activities	5	1,753,688	43,334	1,797,022	2,329,162
Total expenditure	7	<u>1,753,688</u>	<u>43,334</u>	<u>1,797,022</u>	<u>2,329,162</u>
Net (losses)/gains on investment		2,818	-	2,818	(346)
Net gains/(losses) on investment property		37,695	-	37,695	278,769
Net income/(expenditure)		<u>157,256</u>	<u>(35,591)</u>	<u>121,665</u>	<u>(13,761)</u>
Transfer between funds		22,537	(22,537)	-	-
Net movement in funds		<u>179,793</u>	<u>(58,128)</u>	<u>121,665</u>	<u>(13,761)</u>
Reconciliation of funds:					
Total funds brought forward		7,337,756	211,418	7,549,174	7,562,935
Prior year adjustment	19	100,000	(100,000)	-	-
Total funds brought forward as restated		<u>7,437,756</u>	<u>111,418</u>	<u>7,549,174</u>	<u>7,562,935</u>
Total funds carried forward		<u>7,617,549</u>	<u>53,290</u>	<u>7,670,839</u>	<u>7,549,174</u>

Continuing Operations

None of the charity's activities were discontinued during the current or previous year. All of the charity's activities are continuing.

The notes on pages 15 to 21 form part of these financial statements.

CAMBRIDGE MUSLIM COLLEGE LIMITED
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BALANCE SHEET
AS AT 31 AUGUST 2025

Registered number: 07031673

	Notes	2025	2024
		£	£
Fixed Assets			
Tangible assets	10	6,353,681	4,953,502
Investments	11	-	48,255
		<u>6,353,681</u>	<u>5,001,757</u>
Current Assets			
Debtors	12	101,232	181,035
Property for resale	13	-	2,118,769
Cash at bank and in hand		1,322,280	402,375
		<u>1,423,512</u>	<u>2,702,179</u>
Liabilities			
Creditors: amounts falling due within one year	14	(106,354)	(154,762)
Net Current Assets		<u>1,317,158</u>	<u>2,547,417</u>
Liabilities			
Creditors: amounts falling due after one year		-	-
Net Assets		<u><u>7,670,839</u></u>	<u><u>7,549,174</u></u>
The funds of the charity:			
Restricted Funds	16	53,290	111,418
Unrestricted Funds	16	7,617,549	7,437,756
Total charity funds		<u><u>7,670,839</u></u>	<u><u>7,549,174</u></u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved by the board of directors on 6 December 2025 and signed on its behalf by:

Dr Timothy Winter

Dr Timothy Winter
Chair of the Board of Trustees

The notes on pages 15 to 21 form part of these financial statements.

CAMBRIDGE MUSLIM COLLEGE LIMITED
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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	2025	2024
	£	£
Cash flows from operating activities:		
Net cash provided by operating activities	<u>174,309</u>	<u>(117,319)</u>
Cash flows from investing activities:		
Dividends received	(733)	(1,050)
Disposal of investments	51,806	-
Purchase of property, plant, and equipment	(1,461,940)	(134,916)
Disposals of property, plant, and equipment	2,156,463	-
Net cash provided by investing activities	<u>745,596</u>	<u>(135,966)</u>
Change in cash and cash equivalents in the reporting period	<u>919,905</u>	<u>(253,285)</u>
Cash and cash equivalents at the beginning of the reporting period	402,375	655,660
Cash and cash equivalents at the end of the reporting period	<u>1,322,280</u>	<u>402,375</u>
Cash and cash equivalents at the end of the reporting period		
Cash at bank and in hand	1,322,280	402,375
	<u>1,322,280</u>	<u>402,375</u>
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
	2025	2024
	£	£
Net income/ (expenditure) for the reporting period	121,665	(13,761)
Adjustments for:		
Depreciation charges	61,762	139,354
Losses/(gains) on investments	(2,818)	346
(Gains)/losses on investment property	(37,695)	(278,769)
(Increase)/decrease in debtors	79,803	171,223
Increase/(decrease) in creditors	(48,408)	(135,712)
Net cash provided by operating activities	<u>174,309</u>	<u>(117,319)</u>

CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. STATEMENT OF ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments, and in accordance Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) and the Companies Act 2006.

Cambridge Muslim College meets the definition of a public benefit entity under FRS 102.

The presentation currency of the financial statements is the Pound Sterling (£).

1.2 Company status

The company is limited by guarantee. The members of the company are the trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

1.2.1 Companies Act 2006

These financial statements have been prepared in accordance with the Companies Act 2006 with amendments to enhance the "True and Fair" view. The inclusion of an Income and Expenditure account is not deemed necessary as the information is disclosed in the Statement of Financial Activities

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the direction of the trustees in the furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the company for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 Income

Voluntary income including donations, gifts and legacies and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting years; or
- The donor has imposed conditions, which must be met before the charity has unconditional entitlement.

Investment income is included when receivable.

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources. Expenditure includes any VAT which cannot be fully recovered.

CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

1.6 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.7 Creditors and provisions

Creditors and provisions are recognised where Cambridge Muslim College has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.8 Going concern

The Trustees have a reasonable expectation that the college has adequate resources to continue in operational existence for the foreseeable future. The Trustees believe the college is well placed to manage its business risks successfully despite the current uncertain economic outlook. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

1.9 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Land	Not depreciated
Building	2% per annum straight line
Furniture and equipment	25% per annum straight line

The Trustees have estimated the value of land in proportion to the land and building and have considered that an estimate of 20% of the original purchase costs is reasonable and should not be depreciated.

1.10 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

All gains and losses are taken to the SOFA as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value (purchase date if later). Unrealised gains and losses are calculated as the difference between the fair value at the year end and opening carrying value (purchase date if later).

Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

	Unrestricted funds	Restricted Fund	2025 Total	2024 Total
	£	£	£	£
2. DONATIONS AND LEGACIES				
Donations	1,594,910	7,743	1,602,653	1,563,770
	<u>1,594,910</u>	<u>7,743</u>	<u>1,602,653</u>	<u>1,563,770</u>
3. TRADING ACTIVITIES				
Rental income	98,030	-	98,030	142,739
Other trading activities	7,187	-	7,187	15,611
	<u>105,217</u>	<u>-</u>	<u>105,217</u>	<u>158,350</u>
4. INCOME FROM CHARITABLE ACTIVITIES				
Education and teaching	170,304	-	170,304	314,858
	<u>170,304</u>	<u>-</u>	<u>170,304</u>	<u>314,858</u>
5. CHARITABLE EXPENDITURE AND GOVERNANCE COSTS				
Education and teaching (including depreciation)	990,097	43,334	1,033,431	1,370,843
Support costs (note 6)	756,511	-	756,511	949,619
Governance costs	7,080	-	7,080	8,700
	<u>1,753,688</u>	<u>43,334</u>	<u>1,797,022</u>	<u>2,329,162</u>
The charity incurs support costs in the form of fundraising and administration costs and are allocated on a 50:50 basis between charitable activities and other general activities.				
6. SUPPORT COSTS				
Education and teaching	378,255	-	378,255	512,685
Other general activities	378,255	-	378,255	436,934
	<u>756,511</u>	<u>-</u>	<u>756,511</u>	<u>949,619</u>

CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

7. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

	Staff costs	Depreciation & Amortisation	Other Costs	2025 Total	2024 Total
	£	£	£	£	£
Education, teaching and admin	609,462	61,762	362,207	1,033,431	1,370,843
Support costs	296,811	-	459,700	756,511	949,619
Governance costs	-	-	7,080	7,080	8,700
	<u>906,273</u>	<u>61,762</u>	<u>828,987</u>	<u>1,797,022</u>	<u>2,329,162</u>

8. NET INCOME

	2025 £	2024 £
The excess of expenditure over income is stated after charging:		
Depreciation of fixed assets - owned by the charity	61,762	139,354
Auditors' remuneration	<u>7,080</u>	<u>8,700</u>

9. STAFF COSTS

	2025 £	2024 £
Wages and salaries	784,910	839,759
Social security costs	93,603	93,677
Other pension costs	27,760	31,554
	<u>906,273</u>	<u>964,990</u>

The average monthly number of employees during the year was as follows:

	2025	2024
Project workers and administrative staff	<u>17</u>	<u>19</u>

The number of employees whose remuneration exceeded £60,000 was:

	2025	2024
£60,001 - £70,000		
£70,001 - £80,000	2	1
£80,001 - £90,000	1	1
	<u>3</u>	<u>2</u>

During the year, no Trustee (2024: No Trustee) received remuneration in respect of their role as Trustee.

During the year, no trustees received reimbursement of travelling expenses.

CAMBRIDGE MUSLIM COLLEGE LIMITED
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

10. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings £	Furniture & Equipment £	Total £
Cost:			
At 1 September 2024	5,779,165	165,371	5,944,536
Additions	1,453,473	8,467	1,461,940
Disposals	-	-	-
Transfer to current assets	-	-	-
At 31 August 2025	7,232,638	173,838	7,406,476
Depreciation:			
At 1 September 2024	916,577	74,456	991,033
Charge for year	33,587	28,175	61,762
Elimination on disposal	-	-	-
At 31 August 2025	950,164	102,631	1,052,795
Net book value:			
At 31 August 2025	6,282,474	71,207	6,353,681
At 31 August 2024	4,862,588	90,915	4,953,502

Fixed assets are all used for charitable purposes.

11. INVESTMENTS

	2025 £	2024 £
At 1 September 2024	48,255	47,551
Additions	733	1,050
Disposals	(51,806)	-
Realised gains/(losses)	2,818	-
Unrealised (losses)/gains	-	(346)
At 31 August 2025	-	48,255

The historical cost of the investments at 31 August 2025 was £nil (2024: £48,466).

12. DEBTORS

	2025 £	2024 £
Prepayments and accrued income	72,921	74,198
Other debtors	28,311	106,837
	101,232	181,035

13. PROPERTY FOR RESALE

	2025 £	2024 £
Property transferred from Fixed Assets	-	1,840,000
Unrealised Gain	-	278,769
	-	2,118,769

CAMBRIDGE MUSLIM COLLEGE LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

	2025 £	2024 £
14. CREDITORS: amounts falling due within one year		
Social security and other taxes	21,745	37,392
Other creditors	71,185	73,421
Accruals and deferred income	13,424	43,949
	<u>106,354</u>	<u>154,762</u>

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	2025 Total £	2024 Total £
Fixed assets	6,353,681	-	6,353,681	5,001,757
Current assets	1,370,222	53,290	1,423,512	2,702,179
Current liabilities	(106,354)	-	(106,354)	(154,762)
	<u>7,617,549</u>	<u>53,290</u>	<u>7,670,839</u>	<u>7,549,174</u>

16. MOVEMENT IN FUNDS

	At 1 September 2024 £	Incoming Resources £	Outgoing Resources £	Net Gains/ (losses)	Transfers £	At 31 August 2025 £
Unrestricted Funds	7,437,756	1,870,431	(1,753,688)	40,513	22,537	7,617,549
Restricted Funds:						
Cambridge Press	21,025	-	-	-	-	21,025
BA Islamic studies	43,334	-	(43,334)	-	-	-
CMC Library	10,956	7,743	-	-	-	18,699
Jameel Foundation	31,103	-	-	-	(17,537)	13,566
Student Common Room	5,000	-	-	-	(5,000)	-
	<u>111,418</u>	<u>7,743</u>	<u>(43,334)</u>	<u>-</u>	<u>(22,537)</u>	<u>53,290</u>
Total funds	<u>7,549,174</u>	<u>1,878,174</u>	<u>(1,797,022)</u>	<u>40,513</u>	<u>-</u>	<u>7,670,839</u>

16. Restricted Funds analysis

Cambridge Press - Funds to be used towards establishing CMC Press, covering foundational OPEX and next publication(s).

BA Islamic Studies - Tuition and/or accommodation for financially needy students of BA programme.

CMC Library - Toward books for the new library when constructed

Jameel Foundation - Tuition and/or accommodation for financially needy students of any programme.

CAMBRIDGE MUSLIM COLLEGE LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

16. Restricted Funds (continued)

Student Common Room - Funds for the furnishing and resourcing of a dedicated student common room and study area in 20 Cambridge Place.

17. SHARE CAPITAL

The company is limited by guarantee and as such has no share capital.

18. RELATED PARTY TRANSACTIONS

The charity is not controlled by any one individual. During the year there were no material related party transactions except for those already disclosed in note 9.

19. PRIOR YEAR ADJUSTMENT

The prior year adjustment relates to the restatement of renovation expenditure from unrestricted to restricted.

The impact of the adjustment is that Jameel Foundation restricted funds brought forward decreased by £100,000 with a corresponding increase in unrestricted general funds.

20. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted Fund £	2024 Total funds £
Income from:			
Donations and legacies	1,212,480	351,290	1,563,770
Charitable activities	314,858	-	314,858
Other trading activities	158,350	-	158,350
Total income	<u>1,685,688</u>	<u>351,290</u>	<u>2,036,978</u>
Expenditure on:			
Charitable activities	2,232,436	96,726	2,329,162
Total expenditure	<u>2,232,436</u>	<u>96,726</u>	<u>2,329,162</u>
Net (losses)/gains on investments	(346)	-	(346)
Net gains/(losses) on investment property	278,769	-	278,769
Net income/(expenditure)	<u>(268,325)</u>	<u>254,564</u>	<u>(13,761)</u>
Transfer between funds	43,146	(43,146)	-
Net movement in funds	<u>(225,179)</u>	<u>211,418</u>	<u>(13,761)</u>
Reconciliation of funds:			
Total funds brought forward	7,562,935	-	7,562,935
Total funds carried forward	<u>7,337,756</u>	<u>211,418</u>	<u>7,549,174</u>