

POLICIES AND PROCEDURES

[MASJID NAME]

1. Introduction

This document outlines the comprehensive policies and procedures for [Masjid Name], which is a Charitable Incorporated Organisation (CIO) serving a congregation of around [1000] people, operating a madrasa teaching around [200] children, and employing a staff of [20] including [3] imams. These policies and procedures are designed to ensure the effective governance, operation, and management of our masjid in accordance with Islamic principles and UK law. All policies and procedures outlined in this document are binding for trustees, staff, volunteers, and users of the masjid facilities.

2. Vision Statement

[Masjid Name] aims to be a centre of excellence that nurtures Islamic spirituality, knowledge, and community service. We strive to create an environment where Muslims can practice their faith with dignity, develop a deep understanding of Islamic teachings, and contribute positively to British society.

3. Mission Statement

Our mission is to serve Allah SWT by providing a comprehensive range of religious, educational, and social services to Muslims and the wider community. We are committed to preserving Islamic values while promoting community cohesion and understanding between different faiths and cultures. We aim to develop a new generation of British Muslims who are confident in their Faith and identity while being active, responsible citizens.

4. Purpose of This Document

This document serves as a comprehensive guide to the governance and operations of [Masjid Name]. It provides a framework for decision-making and establishes clear responsibilities for charity trustees, staff, volunteers, and the congregation. By adhering to these policies and procedures, we aim to ensure consistency, transparency, and accountability in all areas of masjid operations.

5. Governance Structure

5.1 Legal Status

[Masjid Name] is registered as a [Foundation Charitable Incorporated Organisation (CIO)] with the Charity Commission (Registration Number: _____) and operates in compliance with the Charities Act 2011 and other relevant UK legislation. As a Foundation CIO, the charity trustees are the only voting members of the organization and have the responsibility for the governance and strategic direction of the masjid.

5.2 Charity Trustees

5.3 Composition and Appointment

The masjid shall have between [5-11] charity trustees who are collectively responsible for the governance of the organization. Trustees shall be appointed for a term of 3 years and may stand for re-appointment. Trustees must:

- Be practicing Muslims with good character (*adil*)
- Have knowledge of Islamic principles and practices
- Understand their responsibilities under UK charity law
- Have relevant skills or experience to contribute to the governance of the masjid
- Not be disqualified under the Charities Act

5.4 Responsibilities of Charity Trustees

Charity trustees are responsible for:

- Setting the strategic direction of the masjid
- Ensuring compliance with the CIO constitution, charity law, and other legal requirements
- Managing the masjid's resources responsibly
- Acting with reasonable care and skill
- Making balanced and informed decisions
- Ensuring the masjid is carrying out its purposes for the public benefit

5.5 Officers of the Masjid

The trustees shall appoint from among themselves the following officers:

Chair: Provides leadership to the board of trustees, chairs meetings, ensures decisions are implemented, and acts as a spokesperson for the masjid.

Secretary: Maintains records of meetings and decisions, manages correspondence, ensures compliance with regulatory requirements, and maintains membership records.

Treasurer: Oversees financial management, prepares annual budgets and financial reports, ensures financial controls are in place, and monitors income and expenditure.

5.6 Management Structure

5.6.1 Executive Committee

The day-to-day management of the masjid shall be delegated to an Executive Committee consisting of the officer trustees and the senior imam. The Executive Committee shall:

- Implement policies approved by the trustees
- Oversee operational matters
- Report regularly to the board of trustees
- Make decisions on matters delegated by the trustees

5.6.2 Subcommittees

The following subcommittees shall be established to focus on specific areas of operation:

1. Religious Affairs Committee: Oversees religious services, Islamic guidance, and imam affairs.
2. Education Committee: Manages the madrasa and adult education programs.
3. Finance and Administration Committee: Oversees financial management, human resources, and administrative functions.
4. Facilities Management Committee: Responsible for maintenance, security, and use of premises.
5. Community Affairs Committee: Coordinates community services, outreach, and social activities.
6. Women's Committee: Addresses needs and concerns of female congregants and develops women-focused programs.
7. Youth Committee: Develops and implements youth programs and activities.

Each subcommittee shall have clear terms of reference, a chairperson appointed by the trustees, and shall report regularly to the board of trustees.

6. Meetings and Decision-Making

6.1 Trustee Meetings

- The board of trustees shall meet at least once every quarter
- Notice of meetings shall be provided at least 14 days in advance
- Quorum shall be [one-third] of the total number of trustees or 3 trustees, whichever is greater
- Decisions shall be made by majority vote, with the Chair having a casting vote in case of a tie
- Minutes shall be kept of all meetings and decisions

6.2 Annual General Meeting

An Annual General Meeting (AGM) shall be held each year to:

- Present annual reports and accounts
- Announce any appointments of trustees
- Inform the congregation about the masjid's activities and plans
- Address any major issues or developments

While the AGM is not a formal decision-making forum (as the charity trustees are the only voting members under the Foundation CIO model), it provides transparency and accountability to the congregation.

7. Religious Affairs Policies

7.1 Prayer Services

- The masjid shall be open for all five daily prayers
- Prayer times shall be determined according to established Islamic methods and displayed prominently
- Congregational (Jama'ah) prayers shall be led by appointed imams
- Facilities shall be provided for [both male and female worshippers], with appropriate separate spaces
- Friday (Jumu'ah) prayers shall include a khutbah (sermon) addressing spiritual, moral, and community issues
- Special *taraweeh* prayers shall be arranged during Ramadan
- Eid prayers shall be organized for Eid-ul-Fitr and Eid-ul-Adha

7.2 Roles and Responsibilities of Imams

Head Imam

The Head Imam shall:

- Provide spiritual leadership to the community
- Lead congregational prayers
- Deliver Friday sermons and religious lectures
- Provide religious guidance and counseling
- Oversee religious education
- Represent the masjid in interfaith activities

- Work with the trustees to develop the religious direction of the masjid

Assistant Imams

Assistant Imams shall:

- Support the Head Imam in delivering religious services
- Lead prayers when required
- Provide religious education
- Offer religious counseling
- Perform other duties as assigned by the Head Imam or trustees

7.3 Religious Events and Programs

- The Religious Affairs Committee shall develop an annual calendar of religious events
- Programs shall be organized for significant Islamic occasions such as Ramadan, Eid, Laylat al-Qadr, and Islamic New Year
- Regular study circles (halaqas) shall be organized for various age groups and in different languages as needed
- All religious programs shall adhere to mainstream Islamic teachings while respecting diversity of opinion within established schools of thought

7.4 Islamic Guidance Services

- Imams shall provide religious guidance to community members
- A formal system shall be established for community members to seek answers to religious questions
- Complex or sensitive issues may be referred to the Religious Affairs Committee or external scholars when needed
- All guidance shall be provided with compassion, respect, and in accordance with Islamic principles

8. Madrasa Policies and Procedures

8.1 Educational Philosophy

The madrasa aims to provide high-quality Islamic education that nurtures children's spiritual, moral, intellectual, and social development. Our approach combines traditional Islamic knowledge with contemporary educational methods to develop

confident, knowledgeable Muslims who understand their faith and can apply it in their daily lives.

8.2 Curriculum and Assessment

8.2.1 Curriculum

The madrasa shall offer a structured curriculum covering:

- Qur'an recitation (tajweed) and memorization (hifz)
- Islamic beliefs (aqeedah) and practices (ibadat)
- Islamic ethics and character development (akhlaq)
- Islamic history and civilization
- Arabic language
- Contemporary issues from an Islamic perspective

The curriculum shall be:

- Age-appropriate and progressive
- Aligned with established Islamic scholarship
- Engaging and relevant to life in Britain
- Regularly reviewed and updated

8.2.2 Assessment and Progress Monitoring

- Students shall be assessed regularly through both formative and summative methods
- Individual progress records shall be maintained for each student
- Formal assessments shall be conducted at least twice per year
- Progress reports shall be provided to parents each term
- Recognition events shall be held annually to celebrate student achievements

8.3 Admission and Registration

- Admission shall be open to all Muslim children regardless of ethnicity, school of thought, or background
- Priority may be given to children of regular congregation members when spaces are limited

- Registration forms must be completed, including emergency contact details, medical information, and consent forms
- A reasonable fee shall be charged to cover costs, with provisions for financial assistance in cases of need
- A register of all students shall be maintained in compliance with data protection regulations

8.4 Teaching Standards

- All teachers must have appropriate qualifications in Islamic studies
- New teachers shall undergo an induction process
- Teachers shall prepare lesson plans in advance
- Teaching quality shall be monitored through regular observation and feedback
- Continuous professional development shall be provided for all teaching staff
- Performance reviews shall be conducted annually

8.5 Attendance and Behaviour Management

8.5.1 Attendance

- Regular attendance is expected and monitored
- Parents must notify the madrasa of any absence
- Persistent unexplained absences shall be followed up
- Attendance records shall be maintained for all students

8.5.2 Behaviour Management

- A positive behaviour policy shall be implemented
- Clear expectations shall be communicated to students and parents
- A system of rewards shall recognize and encourage good behaviour
- A graduated response to inappropriate behaviour shall be followed
- Physical punishment is strictly prohibited
- Serious behavioural issues shall be addressed in consultation with parents

8.6 Safeguarding and Child Protection

The madrasa operates within the masjid's overall safeguarding framework. Specific madrasa safeguarding measures include:

- All teaching staff and volunteers shall undergo enhanced DBS checks
- A Designated Safeguarding Lead shall be appointed for the madrasa
- Regular safeguarding training shall be mandatory for all staff
- A clear procedure shall exist for reporting concerns
- All classrooms shall be visible (e.g., doors with windows) and accessible
- Students shall never be left unsupervised
- Safe recruitment practices shall be followed for all staff and volunteers
- Any allegations or concerns shall be taken seriously and handled according to statutory guidance

8.7 Parent Involvement

- Parent-teacher meetings shall be held each term
- Regular communication shall be maintained through newsletters and notices
- Parents shall receive the madrasa handbook outlining policies and expectations
- A parent representative shall serve on the Education Committee
- Parents shall be encouraged to support learning at home
- Feedback from parents shall be sought and considered

9. Human Resources Policies

9.1 Staff Structure

The masjid employs approximately 20 staff members, including:

- Three imams (Head Imam and two assistant imams)
- Madrasa principal and teachers
- Administrative staff
- Facilities and maintenance staff
- Security personnel

9.2 Recruitment and Selection

Our recruitment processes aim to attract qualified individuals who share our values and can contribute effectively to our mission. All recruitment must follow these principles:

- Job descriptions and person specifications are prepared for all positions

- Vacancies are advertised widely, including within the masjid and in appropriate external channels
- Selection is based on merit, skills, qualifications, and suitability for the role
- Interview panels include at least three people
- References and qualification checks are conducted before appointments are confirmed
- Criminal record checks through the Disclosure and Barring Service (DBS) are mandatory for all staff and volunteers working with children or vulnerable adults

10. Staff Conduct and Performance

All staff must:

- Uphold Islamic values and principles in their conduct
- Act professionally and with integrity
- Maintain confidentiality on sensitive matters
- Follow masjid policies and procedures
- Fulfill their responsibilities as outlined in their job description
- Participate in ongoing professional development
- Maintain appropriate relationships with colleagues, congregation members, and visitors

Training and Development

The masjid is committed to the ongoing development of staff:

- A comprehensive induction program shall be provided for new staff
- Regular performance reviews shall be conducted
- Training needs shall be identified annually
- Access to relevant training and development opportunities shall be provided
- Staff shall be encouraged to enhance their professional qualifications

Volunteer Management

Volunteers are vital to our operations and are treated with the same respect and attention as paid staff. Our volunteer program includes:

- Formal volunteer recruitment process

- Written volunteer role descriptions
- Induction and training
- Regular supervision and support
- Recognition of volunteer contributions
- Clear grievance procedures

11. Safeguarding Policies

11.1 Commitment to Safeguarding

[Masjid Name] is committed to creating a safe environment for all, particularly children and vulnerable adults. We recognize our moral and legal responsibility to protect those in our care and will take all reasonable steps to promote safe practice and to protect children and vulnerable adults from harm, abuse, and exploitation.

11.2 Child Protection Policy

Our child protection policy follows the principles set out in the Children Act 1989 and 2004, Working Together to Safeguard Children guidance, and Every Child Matters framework. Key elements include:

- The welfare of the child is paramount
- All children have the right to protection from abuse regardless of age, disability, gender, racial heritage, religious belief, or sexual orientation
- A child-centered approach is essential for the protection of children
- All suspicions and allegations of abuse will be taken seriously and responded to swiftly and appropriately

11.3 Procedures for Child Protection

- A Designated Safeguarding Lead (DSL) and deputies shall be appointed
- Clear reporting procedures shall be established for any concerns
- Records of concerns shall be maintained securely and confidentially
- All staff and volunteers shall receive appropriate training
- Safer recruitment practices shall be followed
- External agencies shall be engaged when necessary
- Regular review of policies and procedures shall be conducted

11.4 Vulnerable Adults Protection

Similar principles and procedures apply to the protection of vulnerable adults, in accordance with the Care Act 2014 and other relevant legislation.

DBS Checks and Vetting

- Enhanced DBS checks shall be mandatory for:
 - All trustees
 - All paid staff
 - All volunteers working with children or vulnerable adults
- A central record of DBS checks shall be maintained
- Periodic renewals of checks shall be conducted in line with good practice
- References shall be required for all positions of responsibility

11.5 Reporting Concerns

- A clear procedure shall be established for reporting concerns
- All concerns shall be taken seriously and acted upon
- Confidential records shall be maintained
- Staff shall be trained to recognize signs of abuse or neglect
- External referrals shall be made when appropriate

12. Health and Safety Policies

12.1 General Health and Safety Provisions

[Masjid Name] operates in compliance with the Health and Safety at Work etc. Act 1974 and associated regulations. We are committed to:

- Providing a safe environment for worship, education, and community activities
- Conducting regular risk assessments
- Implementing control measures to minimize risks
- Providing appropriate safety training
- Maintaining safety equipment
- Regularly reviewing our health and safety arrangements

12.2 Risk Assessment

The masjid shall conduct risk assessments for:

- General premises safety

- Fire safety
- Special events
- Activities involving children
- Food preparation
- Maintenance work
- Any other activities presenting potential risks

Risk assessments shall:

- Identify potential hazards
- Determine who might be harmed and how
- Evaluate risks and decide on precautions
- Record findings and implement measures
- Be reviewed and updated regularly

12.3 Fire Safety

- A fire risk assessment shall be conducted annually
- Fire safety equipment shall be maintained and tested regularly
- Fire exits shall be clearly marked and kept unobstructed
- Fire evacuation procedures shall be displayed prominently
- Fire drills shall be conducted at least twice per year
- Staff shall receive fire safety training
- A fire assembly point shall be designated and clearly marked

12.4 First Aid

- Adequate first aid equipment shall be available in accessible locations
- Trained first aiders shall be present during main activities
- A record of first aid qualifications and training shall be maintained
- Accident report forms shall be completed for all incidents
- First aid boxes shall be checked and restocked regularly

12.5 Accident Reporting

- All accidents shall be recorded in an accident book

- Serious accidents shall be investigated to prevent recurrence
- RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) requirements shall be followed for reportable incidents
- The Health and Safety Committee shall review accident reports regularly

12.6 Food Hygiene

- Kitchen facilities shall comply with food hygiene regulations
- Staff and volunteers handling food shall receive food hygiene training
- Temperature controls shall be in place for food storage
- Cleaning schedules shall be maintained for food preparation areas
- Allergen information shall be provided for all food served

12.7 Emergency Procedures

- Emergency evacuation procedures shall be established for fire and other emergencies
- Assembly points shall be clearly identified
- Staff shall be trained in emergency response
- Emergency contact information shall be readily available
- Procedures shall be in place for medical emergencies

13. Financial Management Policies

13.1 Financial Principles

Our financial management is guided by principles of transparency, accountability, and efficiency. We commit to:

- Using resources solely for charitable purposes in line with our objectives
- Maintaining complete and accurate financial records
- Publishing annual financial statements
- Operating with financial prudence and sustainability
- Ensuring multiple checks and balances

13.2 Budgeting Process

- Annual budgets shall be prepared by the Treasurer in consultation with subcommittees

- Draft budgets shall be reviewed and approved by the board of trustees
- Budgets shall be monitored quarterly with variance reports prepared
- Any significant deviation from budget shall require trustee approval
- Capital expenditure shall be planned and budgeted separately

13.3 Financial Controls

- All expenditure must be authorized according to delegated authority limits
- Payments over £500 shall require two authorized signatories
- Cash handling procedures shall require dual counting and verification
- All income shall be recorded and banked promptly
- Petty cash shall be reconciled weekly
- Monthly financial reports shall be prepared for the trustees
- Annual financial statements shall be prepared and independently examined or audited as required by law

14. Fundraising

Our fundraising activities shall be conducted ethically and in compliance with fundraising regulations. Methods include:

- Regular collections during congregational prayers
- Annual membership fees
- Zakat and Sadaqah collections
- Special appeals for specific projects
- Application for grants from external funders
- Ethical investment of reserves
- Rental income from facilities when not in use for masjid activities

14.1 Zakat and Charity Management

- A separate account shall be maintained for Zakat funds
- Clear criteria shall be established for Zakat distribution
- Records shall be kept of all Zakat receipts and disbursements
- Regular reports shall be provided on charity fund usage
- Zakat and charity funds shall be disbursed promptly to eligible recipients

- Emergency relief appeals shall be launched when needed

15. Facilities Management

15.1 Premises Safety and Security

- Regular risk assessments shall be conducted
- Fire safety equipment shall be maintained and tested regularly
- Emergency evacuation procedures shall be clearly displayed
- Security systems shall be in place, including CCTV and alarm systems
- Staff and volunteers shall receive safety and security training
- Incident reporting procedures shall be followed for all accidents or security concerns

15.2 Facilities Use and Booking

- Masjid facilities shall be available to members for appropriate events
- A formal booking system shall be maintained by the administrative office
- Booking requests must be submitted at least 14 days in advance
- Terms and conditions for facilities use shall be provided to all users
- Fees may be charged for private events or to cover costs
- Priority shall be given to religious and educational activities

15.3 Maintenance and Cleaning

- A maintenance schedule shall be followed for all aspects of the building
- Weekly inspections shall be conducted by facilities staff
- Annual building condition surveys shall be conducted
- Cleaning schedules shall ensure all areas are maintained to high standards
- Environmental sustainability practices shall be incorporated into maintenance

15.4 Parking and Access

- Dedicated parking spaces shall be available for staff and disabled visitors
- Parking marshals shall be appointed for major events
- Alternative transport options shall be promoted
- Clear signage shall direct visitors to appropriate entrances

- All public areas shall be accessible to people with disabilities

16. Communication Policies

16.1 Internal Communications

- Regular newsletters shall inform members about masjid activities
- Notice boards shall display important information
- Email lists shall be maintained for regular updates
- Friday sermons shall include community announcements
- A members' area on the website shall provide resources
- Social media channels shall share timely information

16.2 External Communications

- The website shall provide information about masjid services and activities
- Media enquiries shall be handled by designated spokespersons
- Social media accounts shall maintain an appropriate public presence
- Community outreach activities shall be publicized
- Publications shall follow our branding guidelines
- Crisis communication procedures shall be in place

17. Data Protection

We comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. Our data protection measures ensure:

- Personal data is processed lawfully, fairly, and transparently
- Data is collected for specified, explicit, and legitimate purposes
- Data collected is adequate, relevant, and limited to what is necessary
- Accurate and up-to-date records are maintained
- Data is stored securely and for no longer than necessary
- Appropriate technical and organizational measures protect data

18. Community Development and Outreach

18.1 Community Services

- Welfare services shall be provided for those in need
- Marriage services shall be available following Islamic and UK legal requirements
- Funeral services shall be provided in accordance with Islamic principles
- Counselling services shall be offered for personal and family issues
- Support groups shall be established for specific needs (e.g., new Muslims, bereaved, youth)

18.2 Interfaith Activities

- Relationships shall be maintained with other faith communities
- Interfaith dialogue shall be promoted
- Educational visits shall be facilitated for schools and community groups
- Open days shall welcome the wider community
- Cooperation on common social issues shall be encouraged

18.3 Integration with Wider Society

- Participation in local community initiatives shall be encouraged
- Relationships shall be developed with local authorities and services
- Civic engagement shall be promoted among congregation members
- Community cohesion projects shall be supported
- Positive contribution to society shall be emphasized

19. Equality and Diversity Policies

19.1 Commitment to Equality

Our masjid is committed to providing services and opportunities that do not discriminate on grounds of age, disability, gender, race, religion, sexual orientation, or any other protected characteristic. We recognize our obligations under the Equality Act 2010 and strive to:

- Eliminate unlawful discrimination
- Advance equality of opportunity
- Foster good relations between different groups

19.2 Practical Implementation

- Services shall be designed to be accessible to all

- Reasonable adjustments shall be made for people with disabilities
- Language support shall be provided where needed
- Cultural sensitivity shall be maintained in all activities
- Diverse representation shall be sought in management and committees
- Regular equality impact assessments shall be conducted

19.3 Religious Observance

While we operate within Islamic principles and practice, we:

- Respect the diversity within Islamic traditions
- Avoid imposing specific cultural practices as religious requirements
- Maintain an inclusive approach to different Islamic schools of thought
- Engage constructively with other faith communities

20. Counter-Terrorism and Preventing Extremism

20.1 Legal Compliance

We recognize our responsibilities under the Counter-Terrorism and Security Act 2015 and the Prevent strategy. We are committed to:

- Promoting values of democracy, rule of law, individual liberty, and mutual respect
- Challenging extremist ideologies that purport to justify violence
- Cooperating with authorities in preventing terrorism
- Maintaining awareness of potential risks

20.2 Practical Measures

- External speakers shall be vetted according to our Speaker Policy
- Materials displayed or distributed shall be monitored
- Staff shall receive Prevent awareness training
- Clear reporting procedures shall exist for concerns about radicalization
- A balanced approach to controversial issues shall be maintained
- Positive narratives of British Muslim identity shall be promoted

21. Complaints and Feedback Procedures

21.1 Complaints Procedure

We take all complaints seriously and aim to resolve them fairly and promptly:

- Complaints can be submitted verbally, in writing, or electronically
- All complaints shall be acknowledged within 3 working days
- Simple matters shall be resolved within 10 working days
- Complex matters may take up to 28 days to investigate
- Complainants shall be kept informed throughout the process
- Appeals can be made to the board of trustees

21.2 Feedback Mechanisms

- Suggestion boxes shall be available in public areas
- Regular surveys shall gather member opinions
- Focus groups shall discuss specific issues
- An annual consultation shall review strategic priorities
- Feedback analysis shall inform service improvements
- Learning from complaints shall be incorporated into practice

22. Implementation and Review

22.1 Policy Implementation

- All policies shall be approved by the board of trustees
- Staff and volunteers shall receive training on relevant policies
- Policies shall be published and accessible to all
- Implementation shall be monitored by relevant managers
- Compliance shall be reported to the board of trustees

22.2 Policy Review

- All policies shall be reviewed at least every two years
- Legal and regulatory changes shall trigger immediate reviews
- Member feedback shall inform policy development
- Best practice from similar organizations shall be considered
- Policy effectiveness shall be evaluated
- Revised policies shall be clearly dated and version controlled

23. Conclusion

These policies and procedures provide a comprehensive framework for the governance and operation of [Masjid Name]. They reflect our commitment to excellence, transparency, and compliance with both Islamic principles and UK law. The board of trustees is responsible for ensuring these policies are implemented effectively and reviewed regularly to maintain their relevance and effectiveness.

By following these guidelines, we aim to create a masjid that serves as a model of good governance and effective service delivery, contributing positively to both the Muslim community and wider society.

This document was approved by the board of trustees on [DATE] and will be reviewed on [REVIEW DATE].

Signed: _____
Chair of Board of Trustees, [Masjid Name]