

WHITEFIELD YOUTH ASSOCIATION

Trustees' Annual Report & Financial Review
2024 – 2025

**BUILT FOR GENERATIONS.
NOT FUNDING CYCLES.**

*A Community-Led Organisation Delivering Opportunity,
Resilience And Long-Term Change In Challenging Times.*

Established In 2002 • Registered Charity Since 2010

“Community Group Of The Year”

BBC Radio Lancashire & BBC Morning Live

Make a Difference Awards 2024

Reference and administrative details

Trustees	Samina Kausar Zulfikar Ali Khan Ghazanfar Akram Javed Khan Irfan Zia Khan Saqab Hussain
Project Manager	Hamid Khan
Principal address	203 Every Street Nelson Lancashire BB9 7BS
Bankers	HSBC 12 Manchester Road Burnley Lancashire BB11 1JH
Registered Charity Number	1136520
Independent Examiner	M R Heaton FCCA FCIE DChA KM Chartered Accountants 1 st Floor, Block C The Wharf Manchester Road Burnley BB11 1JG

CONTENTS

CONTENTS	3
EXECUTIVE SUMMARY	4
ACHIEVEMENTS & PERFORMANCE	4
AREAS OF GOOD PRACTICE	5
STRATEGIC USE OF SOCIAL MEDIA	6
RESPONSIBLE FINANCIAL MANAGEMENT	7
FURTHER DEVELOPMENTS	9
PARTNERS	10
CONTEXT – EDUCATION & LABOUR MARKET	10
CONTEXT – EMPLOYMENT PRESSURE	10
CONTEXT – HOUSING, HEALTH & LIVING STANDARDS	11
INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF WHITEFIELD YOUTH ASSOCIATION	12
RECEIPTS AND PAYMENTS ACCOUNT	13
NOTES TO THE FINANCIAL STATEMENTS	14

EXECUTIVE SUMMARY

Whitefield Youth Association operates within one of the most challenging landscapes the voluntary sector has faced in decades. It does so without the security of major funder backing or local authority support. Yet, despite these constraints, WYA has remained active, credible and impactful.

This is not the result of circumstance. It is the product of deliberate strategy.

Through disciplined financial stewardship, a robust and evolving social enterprise model, strong and engaged governance, and the intelligent use of modern communication platforms, WYA has built an organisation that is resilient by design. It has chosen independence over dependency, sustainability over short-term growth, and integrity over convenience.

While many organisations have been forced to reduce provision or cease operation entirely, WYA has continued to serve. It has adapted without compromising its values. It has consolidated without losing momentum. It has remained rooted in its community while expanding its reach and influence.

During 2024–2025, this work was independently recognised when Whitefield Youth Association was named Community Group of the Year at the BBC Radio Lancashire & BBC Morning Live “Make A Difference Awards”. Selected from over 1,000 nominated organisations by an independent judging panel, this award provides external validation of WYA’s impact, quality and credibility.

The Trustees remain confident that this approach – grounded in sustainability, efficiency and community-led growth – will ensure that Whitefield Youth Association not only survives but continues to lead. The organisation is positioned not merely to respond to need, but to shape opportunity; not merely to endure change, but to define its own future.

Whitefield Youth Association stands as proof that principled, grassroots organisations can thrive without surrendering purpose. It is an organisation built not for funding cycles, but for generations.

ACHIEVEMENTS & PERFORMANCE

Whitefield Youth Association (WYA) was established in 2002 in direct response to the social fractures exposed by the Burnley disturbances. From its inception, the organisation has existed to do more than occupy young people’s time – it was created to rebuild trust, restore opportunity, and create pathways for those growing up in communities too often defined by disadvantage rather than potential.

For over 23 years, WYA has remained rooted in this purpose. It became a fully registered charity in 2010, but its identity has never been shaped by status or scale. Instead, it has been defined by proximity to the community, by consistency of presence, and by an unrelenting commitment to young people whose voices are frequently unheard.

WYA’s work spans education and skills development, sport and recreation, mentoring, and targeted community-based intervention. Each strand is designed not as a standalone activity, but as part of a wider ecosystem of support – building confidence, discipline, aspiration and belonging. The charity’s programmes do not simply respond to need; they seek to change trajectory. Young people are supported not only to participate, but to grow, lead and ultimately become positive influences within their own communities.

During the 2024–2025 financial year, WYA continued to deliver high-quality, consistent provision despite operating without the backing of any major funder or local authority. At a time when many organisations across the sector have been forced to scale back or close entirely, WYA has continued to operate, adapt and serve. This has not been accidental. It has been the result of deliberate strategic choices rooted in resilience, innovation and self-reliance.

Rather than pursuing growth at the expense of stability, the Trustees have taken a disciplined approach. Plans for a large-scale anniversary fundraising campaign remain paused. This is a conscious decision, reflecting a commitment to consolidation and organisational strength before expansion. The Trustees recognise that sustainability is not achieved through ambition alone, but through systems, discipline and timing. This approach safeguards the charity's immediate future while laying the foundations for long-term, values-led growth.

Award Recognition & External Validation

During the 2024–2025 period, Whitefield Youth Association received one of the most significant external endorsements in its history.

WYA was named Community Group of the Year at the BBC Radio Lancashire & BBC Morning Live "Make A Difference Awards".

This recognition carries particular weight. More than 1,000 organisations were nominated across the region. Reaching the final alone placed WYA among a very small number of exceptional community organisations. To then be selected as the overall winner is a remarkable achievement for a small, grassroots charity operating without major funding or institutional backing.

Crucially, this award was not determined by public voting. Winners were selected by an independent judging panel, with each finalist assessed on merit, impact, governance and sustainability. This makes the recognition especially meaningful: it represents professional evaluation rather than popularity.

As part of this process, the BBC North West team visited Whitefield Youth Association and filmed at the projektswya football academy. The organisation and its work were featured on BBC North West Tonight and BBC Radio Lancashire, providing regional exposure and independent validation of the charity's impact and credibility.

This level of recognition demonstrates that Whitefield Youth Association is not merely delivering activity but achieving standards of excellence that withstand national scrutiny. It confirms that the organisation is credible, effective and principled, and that its work is both visible and valued beyond its immediate community.

AREAS OF GOOD PRACTICE

Social Enterprise Model: Since 2010, Whitefield Youth Association has operated under a social enterprise model, with further refinements introduced in 2014, 2016, 2021 and 2023. This model has not been adopted as a trend, but as a strategic necessity born from experience. When programme delivery funding came to an end in 2018, WYA did not retreat or suspend its mission. Instead, it re-engineered itself to survive and continue delivering on its own terms.

Sustainability and Continuity: This approach has become one of WYA's defining strengths. The organisation integrates commercial thinking with social purpose, generating income through mission-aligned activity while retaining full control over its values, priorities and direction. This has enabled WYA to remain operational in an environment where dependency on external funding has become an existential risk for many charities.

The success of this model is not measured solely in financial terms. It is evidenced in continuity of delivery, stability of presence, and the ability to plan beyond short funding cycles. WYA is not required to reshape its purpose to meet shifting funder priorities. Instead, it shapes its own agenda around the lived needs of the communities it serves.

Strong Governance: Strong governance underpins this model. Trustees are not passive overseers; they are strategically engaged in shaping, refining and safeguarding the organisation's direction. The Board's commitment to sustainability is embedded in decision making at every level, from programme approval to cost control and long-term planning. This governance culture ensures that ambition is always matched by discipline.

Efficiency And Value for Money: Operational efficiency is central to WYA's approach. Management and overhead costs are intentionally kept low, ensuring that resources are directed where they matter most – into frontline delivery. This creates exceptional value for money and reinforces trust among participants, families, volunteers and supporters. Every pound is treated as an investment in young people, not administration.

Diverse Community Support: WYA's funding base is deliberately diverse. Support is drawn from individuals, families, local businesses and community partners, reducing reliance on any single income stream. This diversity strengthens organisational resilience and reinforces WYA's identity as a community-rooted organisation, accountable first and foremost to those it serves.

Adaptation Financial Management: Financial management is adaptive and forward-looking. Trustees remain acutely aware of economic pressures, including inflation and rising operating costs. Rather than reacting to crisis, WYA anticipates risk and adjusts early. This has allowed the charity to remain agile without sacrificing stability.

- Independence over dependency
- Sustainability over short-term growth
- Governance as leadership, not compliance
- Efficiency as a moral responsibility
- Community as both beneficiary and partner

This is not simply good practice. It is a model of how grassroots organisations can remain credible, ethical and effective in an increasingly volatile sector.

STRATEGIC USE OF SOCIAL MEDIA

Whitefield Youth Association has moved beyond seeing social media as a promotional tool. It is now embedded as a strategic function within the organisation's delivery and development model. In a landscape where visibility, credibility and narrative shape opportunity, WYA uses digital platforms to communicate with clarity, authenticity and purpose.

Focussed Communication Strategy: At its core, WYA's communications strategy is about ownership of narrative. Rather than allowing external perception to define its work, the charity tells its own story – in real time, in its own voice, and from within the community it serves. This ensures that impact is not abstract, but visible. Programmes are not described in theory; they are shown in practice through lived moments, real participants and genuine progress.

Brand Consistency: A clear and consistent communication framework underpins this approach. Content is aligned with WYA's evolving brand identity, creating coherence across platforms and building a recognisable public presence. This consistency reinforces trust, positioning WYA as a professional, credible organisation that operates with intent rather than reaction.

Communication Strategy: Regular digital engagement enables WYA to maintain a continuous relationship with its stakeholders. Families, participants, volunteers, partners and supporters are kept informed and connected. This transparency strengthens accountability and builds a sense of shared ownership over the charity's mission.

Visual Storytelling: Visual storytelling plays a central role. Through images and video, WYA communicates emotion, effort and transformation in ways that written reports cannot. These stories humanise the work, creating resonance beyond the local area and enabling audiences to see not only what WYA does, but why it matters.

Real-Time Communication: Social media also provides operational agility. Real-time updates allow WYA to respond quickly to emerging needs, promote sessions, mobilise support and maintain relevance. This responsiveness is particularly valuable for a charity operating without large marketing budgets or external communications infrastructure.

Expanded Reach: Crucially, digital platforms extend WYA's reach beyond geographical boundaries. The charity now engages with audiences nationally, creating future potential for partnerships, funding opportunities and large-scale campaigns. This increased visibility will become increasingly important as WYA prepares for major fundraising initiatives and potential future capital development projects.

Data-Led Improvement: Performance is not left to assumption. Engagement data and audience feedback are actively reviewed, enabling continuous refinement of content and strategy. This data-led approach ensures that communication remains effective, targeted and aligned with organisational objectives.

- It supports sustainability
- It amplifies impact
- It builds trust
- It shapes opportunity

For a charity that operates independently, this strategic ownership of narrative is not optional. It is essential.

RESPONSIBLE FINANCIAL MANAGEMENT

Whitefield Youth Association approaches financial management as an expression of values as much as governance. Every decision is grounded in the understanding that resources are finite, hard-won, and entrusted for the benefit of young people and the wider community. In an environment where funding is uncertain and operational pressures continue to rise, WYA has adopted a culture of stewardship defined by discipline, foresight and accountability.

Post-Pandemic Vigilance: The period following the COVID-19 pandemic has reinforced the importance of this approach. While WYA successfully navigated the immediate impacts of the crisis, the Trustees have remained acutely aware that recovery across the sector has been uneven and fragile. As a result, the charity continues to operate with caution and intent, ensuring that all programmes – particularly those within the projektswyma Health & Fitness portfolio – are self-sustaining and do not place undue strain on reserves.

Risk Awareness: Risk awareness is embedded within governance. Trustees actively monitor financial exposure, external pressures and operational vulnerabilities, responding early rather than reactively. This vigilance enables the organisation to absorb fluctuation without compromising delivery or stability.

Energy Cost Pressures: Rising energy costs and inflationary pressures have required continuous adaptation. WYA has responded through careful budgeting, renegotiation of costs where possible, and operational efficiencies that protect frontline delivery. The organisation does not simply reduce activity in response to pressure; it redesigns systems to remain viable.

Cost Control: Cost control is treated as a strategic priority, not an administrative function. Expenditure is reviewed regularly, with a focus on eliminating inefficiency while preserving quality. This ensures that resources are directed where they generate the greatest social return.

- Evidenced demand
- Alignment with WYA's core objectives
- A pathway to self-sustainability within an agreed timeframe, or
- Secured external funding

This prevents mission drift and protects the organisation from overextension. Growth is pursued only where it strengthens, rather than destabilises, the charity.

Commitment to Self-Reliance: Since 2014, WYA has pursued a deliberate strategy of self-reliance. Social enterprise initiatives and community-led income generation are not supplementary; they are foundational. These initiatives blend entrepreneurial practice with social purpose, ensuring that financial sustainability and mission delivery are mutually reinforcing rather than competing priorities.

Social Enterprise Initiatives: This model has allowed WYA to remain operational in the absence of major funder or local authority support. Independence is not framed as isolation, but as strategic autonomy. It enables the charity to remain accountable to its community rather than funding cycles, and to make decisions based on long-term impact rather than short-term survival.

Responsible financial management at WYA is therefore not about austerity – it is about agency. It is the means by which the organisation protects its mission, its people and its future.

FURTHER DEVELOPMENTS

The 2024–2025 financial year has been defined not by expansion, but by intent. Whitefield Youth Association has made a conscious decision to consolidate, refine and strengthen the foundations laid over recent years. In a sector where growth is often pursued as a marker of success, WYA has instead chosen stability, resilience and depth of impact.

This is not stagnation. It is strategic positioning.

Having successfully navigated the disruption of the COVID-19 period and the volatility that followed, the Trustees recognised that the next phase of development required discipline rather than acceleration.

Expansion has therefore been deliberately paused to protect reserves, stabilise operations and ensure that every strand of delivery is structurally sound, financially viable and operationally robust.

This approach has already demonstrated its value.

The projektswya wrestling academy, formally integrated following a successful pilot phase, continues to operate on a fully self-sustaining basis. It generates sufficient income to meet its operating costs and places no burden on charitable reserves. Beyond financial viability, it has embedded itself as a credible, high-quality pathway for young people, reinforcing WYA's reputation for excellence in delivery.

Other projektswya initiatives, including the football academy, continue to grow in demand. Enquiries have increased steadily, reflecting both the quality of provision and the trust WYA has built within the community. Rather than respond through rapid scaling, WYA has expanded capacity through the recruitment and development of additional volunteers. This ensures that quality remains high while operational costs remain controlled. Volunteer-led growth reflects both the organisation's ethos and its long-term sustainability strategy.

This period has also allowed WYA to refine systems, strengthen internal processes and embed learning from previous years. Delivery is now more resilient, less personality dependent and better protected against disruption. These changes are not always visible externally, but they are fundamental to long-term organisational health.

As in previous years, Phase 2 of the capital programme remains a lower priority. The Trustees' focus continues to be on consolidation and financial security. Capital development will only proceed when it can be achieved without compromising operational stability. This position will be formally reviewed in the next financial year, ensuring that any future investment aligns with the charity's strategic objectives and sustainability framework.

WYA is not delaying growth.

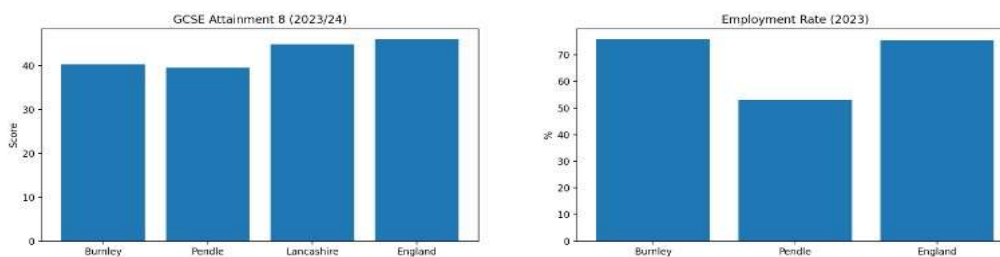
It is preparing for it.

By strengthening its core, clarifying its operating model and protecting its independence, the charity is positioning itself to move forward from a place of strength rather than pressure. When expansion comes, it will be deliberate, values-led and sustainable.

PARTNERS

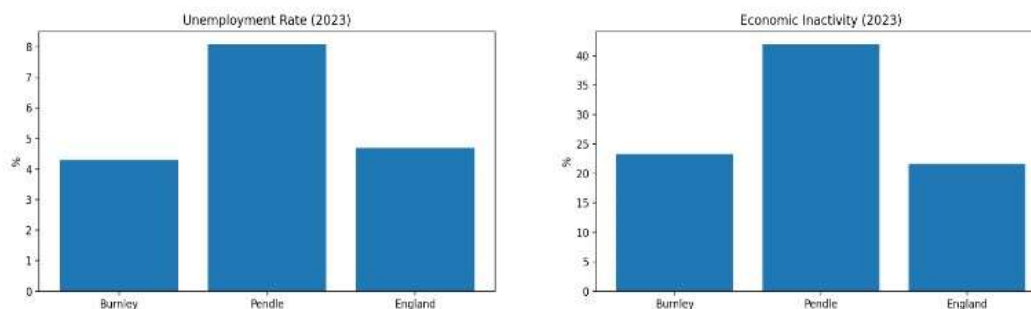
- Accrington & District Junior Football League
- Asda Foundation
- British Wrestling
- Burnley Leisure Trust
- Lancashire Football Association

CONTEXT – EDUCATION & LABOUR MARKET



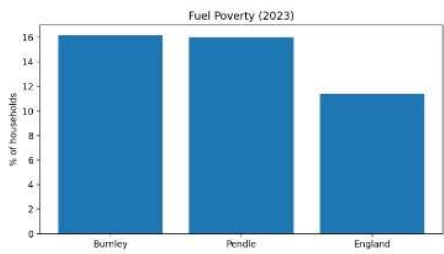
Educational attainment across Burnley and Pendle remains below national averages. This gap reflects structural disadvantage rather than individual ability, constraining opportunity and aspiration for many young people. WYA's educational and enrichment provision operates directly within this gap, providing alternative pathways where mainstream systems often fall short.

CONTEXT – EMPLOYMENT PRESSURE



Labour market indicators show deep structural pressure, with higher unemployment and economic inactivity reducing visible opportunity and community confidence. In Pendle, economic inactivity is particularly acute, limiting role models and weakening perceived pathways into work. WYA's work builds discipline, confidence and ambition within an environment where opportunity is not readily visible.

CONTEXT – HOUSING, HEALTH & LIVING STANDARDS



Overcrowding and housing insecurity compound disadvantage. Fuel poverty and housing pressure exceed national averages, shaping health, wellbeing and educational performance for many families. Overcrowding and housing insecurity remain persistent across many neighbourhoods. WYA operates within this reality, providing stability, routine and belonging for young people whose home environments are often under strain.

Approved by the trustees 27th January 2026

M Javed Khan

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF WHITEFIELD YOUTH ASSOCIATION

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31st March 2025.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- (1) accounting records were not kept in respect of the charity as required by Section 130 of the Act; or
- (2) the accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

M R Heaton FCCA FCIE DChA
KM
1st Floor, Block C,
The Wharf
Burnley
Lancashire
BB11 1JG

27th January 2026

Whitefield Youth Association

RECEIPTS AND PAYMENTS ACCOUNT

For the year ended 31st March 2025

	Unrestricted funds (£)	Previous Year (£)
RECEIPTS		
General donations	51,596	49,875
Bank interest	-	37
Total Receipts	<u>51,596</u>	<u>49,912</u>
PAYMENTS		
Consultancy	17,520	17,520
Project delivery	30,332	31,427
Accountancy fees	1,200	1,200
Bank charges	92	-
Total payments	<u>49,144</u>	<u>50,147</u>
Net receipts less payments	2,452	(235)
Balances brought forward	<u>12,658</u>	<u>12,893</u>
Balances carried forward	<u>15,110</u>	<u>12,658</u>

STATEMENT OF ASSETS AND LIABILITIES AS AT 31/3/2025

Bank balances as at 31/3/2025	15,110	12,658
-------------------------------	--------	--------

Approved by the trustees and signed by:

M. Javed Khan - Trustee

27th January 2026

WHITEFIELD YOUTH ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

- 1 Basis of preparation
These accounts have been prepared on the Receipts and Payments basis in accordance with the Charities Act 2011.
- 2 Fund Accounting
 - (a) Unrestricted funds are those that can be expended at the discretion of the trustees in the furtherance of the objects of the charity
 - (b) Restricted funds are those that may only be used for specific purposes. Restrictions arise when specified by the donor.
- 3 Taxation
The charity is not liable to tax on its charitable activities.
The charity is not registered for VAT. Irrecoverable VAT is included in the expense to which it relates.
- 4 Transactions with trustees
No remuneration nor expenses were paid to trustees, or any persons connected with them during the year or previous year.
- 5 Restricted funds
The purpose of this restricted fund is explained in the Trustees Annual Report.