Create Strength Group CIO

Charity number 1193551

Annual Report and Financial Statements

for the year ended 31 December 2025

CREATE STRENGTH GROUP

RECOVERY SOLUTIONS

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COMMUNITY ACCOUNTING

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Create Strength Group CIO

Annual Report and Financial Statements

for the year ended 31 December 2025

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Prepared by West Yorkshire Community Accountancy Service CIO

Create Strength Group CIO

Trustees' report for the year ended 31 December 2025

Reference and administrative details of the charity, its trustees and advisors

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates
Gabriel Stoltz	Chair	
Rosemary Phillips	Secretary	
Nicola Shaw		
Colin Stansbie		Resigned 19 November 2025
Jane Roberts		Appointed 19 November 2025

Charity number 1193551 Registered in England and Wales

Registered and principal address
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BD18 4QP

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Independent examiner
Katy Sargeant ACA
West Yorkshire Community Accountancy Service CIO
Stringer House
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Leeds
LS10 2QW

Structure, governance and management
The charity is a Charitable Incorporated Organisation (CIO) foundation formed on 16 February 2021 and is governed by a constitution.

Method of recruitment and appointment of trustees
The trustees of the charity are appointed by the trustees at a duly convened meeting.

Create Strength Group CIO

Trustees' report (continued) for the year ended 31 December 2025

Objectives and activities

The charity's objects

The relief of the physical and mental sickness of persons in need by reason of addiction to cannabis, spice, novel psychoactive substances (NPS - previously referred to as 'legal highs') and other substances and to promote their rehabilitation in particular but not exclusively by:

1 the provision of mutual aid group support and the distribution of information, guidance and assistance to those close to or with an interest in such addictions, their families and concerned others;

2 delivering a series of local meetings to promote abstinence from drug use, share best practise and provide support information and advice;

3 working with groups of a similar nature and exchange information, advice and knowledge with them, including cooperation with other voluntary bodies, charities, statutory and non-statutory organisations to achieve our objects;

4 supporting social interaction / inclusion and awareness of; the reasons, symptoms and consequences of contemporary drug use, particularly regarding the three main specialist knowledge bases found within our membership; namely cannabis, spice and legal highs;

5 promoting a range of transferable skills within our membership and the community, such as; employability skills, confidence and social skills, it and media skills and responsibility and organisational skills.

To encourage, develop and support the pursuit of education and training within our membership. Nothing in this constitution shall authorise an application of the property of the CIO for the purposes which are not charitable in accordance with [section 7 of the charities and trustee investment (Scotland) act 2005] and [section 2 of the charities act (northern Ireland) 2008.

The charity's main activities

Create Strength Group provides support to chronic users of cannabis, spice and legal highs and their families. We host mutual aid support groups across West Yorkshire and online, where experience and advice are shared in a safe, non-judgemental, abstinence-based user led environment. We do however accommodate current and ex-users of other substances and people struggling with addictive behaviour and their families and concerned others.

The group's services also include training and research.

Through these activities, CSG seeks to advance its charitable purposes by supporting people affected by addiction and associated difficulties to achieve and sustain recovery, improve their health and wellbeing, reduce harm and social isolation, and strengthen their ability to participate positively within their families and communities. Our approach is centred on lived experience, mutual aid, recovery support, education, training and community engagement.

Objectives and Measures of Success

CSG assesses its progress through a combination of quantitative and qualitative measures, including participation and attendance, engagement and retention, project and contract outcomes, feedback from associates and lived experience representatives, achievement of agreed funder and commissioner objectives, volunteer and employment progression, and the development and reach of its services. The Active Cohort Statistic (ACS), attendance data, newcomer engagement and retention are among the measures used to monitor sustained engagement with CSG's recovery community.

Public benefit statement

In setting our objectives and planning our activities our Trustees have given serious consideration to the Charity Commission's general guidance on public benefit and in particular:

1 The provision of mutual aid group support and the distribution of information, guidance and assistance to those close to or with an interest in such addictions, their families and concerned others;
2 Delivering a series of local meetings to promote abstinence from drug use, share best practise and provide support information and advice;
3 Working with groups of a similar nature and exchange information, advice and knowledge with them, including cooperation with other voluntary bodies, charities, statutory and non-statutory organisations to achieve our objects;
4 Supporting social interaction / inclusion and awareness of; the reasons, symptoms and consequences of contemporary drug use, particularly regarding the three main specialist knowledge bases found within our membership; namely cannabis, spice and legal highs;
5 Promoting a range of transferable skills within our membership and the community, such as; employability skills, confidence and social skills, IT and media skills and responsibility and organisational skills. To encourage, develop and support the pursuit of education and training within our membership.

Achievements and performance

CSG continued to build on the growth and development achieved in previous years, with 2025 representing a significant milestone as the organisation celebrated its **10th anniversary**. The year saw continued expansion in commissioned activity, staffing, community engagement and the breadth of services delivered across Bradford and the wider district.

The **New Vision Bradford (NVB)** contract entered its third year, with CSG continuing its role as the local **Lived Experience Recovery Organisation (LERO)** partner within the consortium. Delivery focused on recovery and aftercare through educational courses, mutual aid, one-to-one support and community outreach. CSG's role within the **Dependency and Recovery (D&R)** commission also continued to develop, providing specialist cannabis interventions to people on probation across Bradford and Airedale.

The **Lived Experience Evaluation Project (LEEP)** entered its third and final year during 2025. Through its online survey, monthly lived experience forums and expanded community engagement activity, LEEP continued to provide valuable insight to commissioners and treatment providers, supporting service improvement, representation and co-design. During the year CSG also applied for continuation funding through the proposed **Voices in Recovery (VIR)** programme, planned as a further three-year project.

A major new area of activity was the launch of the **Bradford Reset Project**, delivered in partnership with The Bridge Project. This service works with perpetrators of domestic and sexual violence through behavioural change interventions and is supported by two dedicated full-time staff. Early outcomes have been encouraging.

CSG also continued to deliver a range of complementary projects during 2025, including mental health and wellbeing initiatives, Walk & Talk activities, criminal justice projects, training relating to cannabis, spice and nitrous oxide, digital development and the **Untold Stories** lived experience storytelling project. Development of CSG's Recovery and Nitrous Oxide Apps also continued, including enhanced recovery support, harm reduction information and community reporting functionality.

During 2025 we had **eight full-time staff**, including the appointment of a new **Team Leader**, together with **three sessional workers** supporting development and delivery. The **CSG Recovery Academy** continued to provide a Volunteer Plus pathway, supporting associates with lived experience to gain skills, confidence and progression into meaningful paid employment.

Achievements and performance continued

Towards the end of 2025, **Create Strength Group secured new premises at Farfield in Shipley**, within an annex of **The Cellar Trust's newly refurbished facility**. This move represents a significant milestone in CSG's organisational development and provides substantial additional capacity for the future. The new premises will create greater opportunities for **group activities, training, one-to-one consultations and community-based recovery support**, while also providing a stronger operational base from which CSG can continue to expand its services.

As a project-based organisation, CSG continues to develop services within a scalable framework. Projects such as NVB, D&R, LEEP, Bradford Reset and its digital and community-based initiatives provide opportunities to apply learning, demonstrate best practice and potentially replicate successful models in other geographical areas.

The year also concluded with a significant achievement for CSG, with **Create Strength Group successfully bidding to bring the UK Recovery Walk 2026 to Bradford**. Securing this major national recovery event represents an important milestone for the organisation and provides an exceptional opportunity to showcase Bradford's vibrant recovery community on a national stage. The **UK Recovery Walk will take place in Bradford in September 2026**, bringing together people in recovery, families, supporters, recovery organisations and partners from across the UK to celebrate recovery, challenge stigma and demonstrate that recovery is visible, achievable and something to be celebrated.

2025 Milestones include

- Exceeding the hosting of 2,260 support meetings since our formation
- The continued development of a recovery and nitrous oxide Apps
- Increasing associates to 892
- Attracting 128 newcomers in the period
- Achieving 3,452 instances of attendances in 2025
- Celebration of our 10-year anniversary
- Increasing income by 56% and expenditure by 48% year on year
- Managing expenditure to 73% of income
- Increasing workforce to 8 x full-time supported by sessional workers and freelance staff as required
- 100% Lived Experience (LE) front-line workforce

Our Meetings

- Online Family Support Group
- Hybrid Support Group - (Tuesdays)
- Online Support Group - MEDS (Wednesdays)
- Face-to-face Support Group - (Thursdays)
- Online Support Group - (Sundays)

Meetings are held in modern purpose-built community or designated meeting spaces. All our venues follow the same group rules and procedures. The meetings are open, meaning anyone can attend but we follow a strict policy of confidentiality in terms of what is said by our members and the identities of those who attend. Each meeting is hosted by an experienced nominated facilitator and supported by senior members. Continued attendance is based on mutual respect and a desire to stop using.

Support and Statistics

Since our formation in **March 2015**, more than **892 associates**, together with their families and wider support networks, have benefited from Create Strength Group services.

Over the past ten years, CSG has hosted more than **2,260 regular mutual aid meetings across six different venues**, providing consistent, accessible recovery support within the Bradford district.

Our support has evolved alongside the needs of our associates. Today, we provide a combination of **face-to-face, online and hybrid mutual aid meetings**, complemented by **one-to-one (1-2-1) support** and **three-way interventions** involving associates, family members and other professionals.

Support and Statistics continued

Behind these statistics are individuals and families at different stages of their recovery journeys. They demonstrate not only the scale of CSG's work since 2015, but the sustained relationships, accessibility and continuity of support that remain central to our lived experience-led approach.

Alongside overall participation numbers, CSG uses the **Active Cohort Statistic (ACS)** as an important measure of sustained engagement. The ACS identifies associates who engage with CSG on a regular basis, with the current threshold set at **five or more unique engagements.**

Current trends indicate positive movement across three important measures: **more newcomers engaging with CSG, greater levels of regular participation and improved retention**. This provides a valuable indication that associates are not only accessing our services but are choosing to remain connected with the recovery community and engage more consistently over time.

Achieving ACS status also represents an important point in an associate's journey with CSG. Associates reaching this level of engagement are encouraged to become more actively involved in the organisation, including **volunteering, contributing their lived experience and exploring development and employment opportunities through CSG and the Recovery Academy**.

ACS	
2025	108
2024	96
2023	58
2022	50
2021	39

ACS therefore helps us measure more than attendance. It provides an indication of the progression from **initial engagement to sustained participation and, ultimately, greater involvement in the recovery community**.

Attendance Data

Following the disruption caused by the COVID-19 lockdowns, attendance at our regular support meetings initially followed a gradual downward trend. 2023 marked an important turning point, with the trend beginning to reverse and meeting attendance returning to growth. This recovery continued throughout 2024 and strengthened further during 2025. Support meeting attendance increased by 9.9% compared with 2024, despite 2024 itself having achieved record attendance levels. This represents a particularly encouraging result and demonstrates sustained growth in engagement with CSG's mutual aid and recovery support network.

The continued upward trend reflects not only our ability to attract newcomers but, importantly, our success in encouraging associates to remain engaged with the recovery community. When considered alongside the growth in our Active Cohort Statistic (ACS), the figures provide further evidence of increasing participation, regular engagement and retention across CSG services.

Attendance Data continued

The table below illustrates 2025 attendance by month compared to the previous year:

	2025		2024			
Month	Total	Cumulative	Total	Cumulative	Month Variance %	Cum Variance %
Jan	273	273	328	328	-16.8%	-16.8%
Feb	268	541	272	600	-1.5%	-9.8%
Mar	247	788	279	879	-11.5%	-10.4%
Apr	300	1088	275	1154	9.1%	-5.7%
May	248	1336	225	1379	10.2%	-3.1%
Jun	269	1605	217	1596	24.0%	0.6%
Jul	320	1925	249	1845	28.5%	4.3%
Aug	240	2165	245	2090	-2.0%	3.6%
Sep	302	2467	252	2342	19.8%	5.3%
Oct	341	2808	328	2670	4.0%	5.2%
Nov	332	3140	245	2915	35.5%	7.7%
Dec	311	3451	224	3139	38.8%	9.9%
Total	**3451**		**3139**		**9.9%**	

Financial Development and Sustainability

Income and expenditure continued to grow during 2025, reflecting the expansion of CSG's commissioned services, workforce and wider programme of activity. Expenditure increased broadly in line with organisational growth, while continued improvements in financial management, cost control and forecasting have strengthened our ability to plan effectively and manage resources responsibly.

Specialist personnel with accounting and financial management experience continue to provide valuable support to the organisation. Improved financial controls, budgeting and forecasting provide Trustees and management with greater visibility of financial performance and enable resources to be aligned effectively with service delivery and measurable outcomes.

CSG continued to focus on the **development of new business and diversification of income** throughout 2025. A significant development was the mobilisation and launch of the **Bradford Reset Project**, following the successful award of the Bradford & District domestic and sexual violence commission in 2024. Delivered in partnership with **The Bridge Project**, the programme provides behavioural change interventions for perpetrators of domestic and sexual violence and resulted in the creation of **two dedicated full-time posts within CSG**.

2025 also represented the completion of the **first year of the second phase of our National Lottery Reaching Communities funding (NLRC2)**. National Lottery funding continues to be instrumental in supporting key posts, organisational infrastructure and core costs, providing a degree of stability that enables CSG to maintain established services whilst continuing to innovate and develop new opportunities. The current funding runs until **the end of June 2027**, building upon the foundations established through the first phase of National Lottery Reaching Communities funding between 2021 and 2024.

The continued development of our **New Vision Bradford, Dependency & Recovery, LEEP and Bradford Reset commissions**, alongside National Lottery funding and a growing portfolio of complementary projects, has further broadened CSG's funding base. This diversification is important to our longer-term sustainability, reducing reliance upon any single source of income while enabling the organisation to extend the reach and impact of its lived experience-led services.

Looking ahead, CSG will continue to pursue opportunities that are consistent with our charitable objectives and areas of expertise, while maintaining a clear focus on **financial sustainability, appropriate reserves, effective governance and responsible growth**. Our objective remains to ensure that organisational development is sustainable, and that increased income translates directly into greater capacity, improved services and positive outcomes for the people and communities we support.

Active Projects in 2025

New Vision Bradford

2025 marked the third year of CSG's role as the local Lived Experience Recovery Organisation (LERO) partner within the New Vision Bradford (NVB) consortium, working alongside **Waythrough (formerly Humankind), The Bridge Project and Project 6**. Our role within the partnership is focused on **recovery and aftercare**, delivering a programme of educational courses and interventions designed to increase understanding of addiction, strengthen recovery knowledge and support people to build and sustain meaningful lives in recovery.

Our contribution to the NVB contract supports **two full-time equivalent (FTE) Recovery Worker posts**, dedicated exclusively to the service. Our Recovery Workers operate across the **Flourish Recovery Café, Project 6 in Keighley and communities throughout the Bradford district**, enabling CSG to combine structured recovery provision with proactive community outreach and engagement.

Our expanded role within the **Bradford Council-commissioned Dependency and Recovery (D&R) service for People on Probation** across the Bradford and Airedale district continued to evolve and develop throughout 2025. CSG provides specialist **cannabis interventions**, reflecting our established expertise in cannabis addiction, harm reduction and recovery.

The programme provides a range of complementary interventions rather than a single point of support. These include a **weekly check-in group, therapeutic group work, structured courses covering cannabis addiction and recovery, complementary workshops addressing areas such as mental health and resilience, and individual one-to-one support**. Together, these provide participants with different routes into engagement and opportunities to develop the knowledge, skills and support networks required to make positive and sustainable changes.

The D&R commission supports a further **two FTE posts** and is led operationally by a **Senior Practitioner based at Bradford City Courts**, strengthening our links with criminal justice partners and providing an important bridge between probation, treatment and lived experience-led recovery support.

As the scale and complexity of our commissioned activity has increased, so too has the need for additional leadership and operational capacity. **During 2025, CSG appointed a new Team Leader with responsibility for leading and managing all aspects of our NVB contract delivery.** This pivotal appointment has strengthened day-to-day management, staff support, quality assurance and coordination across our growing range of recovery services.

Taken together, these services represent **four dedicated FTE posts**, alongside the new Team Leader role, and demonstrate the increasing importance of lived experience-led provision within Bradford's wider treatment, recovery and criminal justice systems.

Lived Experience Evaluation Project Commission (LEEP)

The **Lived Experience Evaluation Project (LEEP)** is a **Bradford District Metropolitan Council (BDMC) commissioned service** designed to ensure that the experiences, views and voices of people with lived experience of addiction across the Bradford district are heard and used to influence the development of local treatment and recovery services.

Lived Experience Evaluation Project Commission (LEEP) continued

LEEP operates principally through **two complementary approaches**. An online questionnaire captures the experiences and views of people accessing treatment and recovery services, with responses gathered through self-referral and with the support of volunteers who themselves have lived experience. This is complemented by a **monthly Lived Experience Forum**, providing a regular opportunity for people with lived experience to share their views, experiences and recommendations directly, with representatives from the treatment sector participating in the discussion.

The project also reinforces CSG's position within the **New Vision Bradford (NVB) consortium as a key service-user representative**, ensuring lived experience is embedded within both **representation and co-design**. Through LEEP, the experiences of people using services can be translated into meaningful insight rather than simply collected as feedback.

Findings, recommendations and emerging themes from LEEP are regularly shared with commissioners and treatment providers, helping to inform service planning and identify opportunities for improvement. The project therefore provides an important connection between **people with lived experience, service providers and commissioners**, supporting the continued development of services that are responsive to the needs and experiences of the people they are designed to support.

2025 marked the third and final year of the current LEEP commission. Building on the learning, relationships and infrastructure established through the project, CSG submitted an application during the year for its proposed successor, **Voices in Recovery (VIR)**. If successful, VIR is planned as a further **three-year programme**, providing an opportunity to build upon the foundations of LEEP and further strengthen the influence of lived experience within the design, evaluation and continuous improvement of Bradford's treatment and recovery system.

The transition from **LEEP to the proposed Voices in Recovery programme** represents an important next stage in CSG's ambition: moving beyond simply *seeking* the views of people with lived experience towards ensuring that those voices have an increasingly meaningful role in **shaping, evaluating and improving the services intended for them**.

Recovery App Development

Development of the **CSG Recovery App** progressed significantly during 2025, with considerable investment in both the user-facing functionality and the technical infrastructure required to support its ongoing operation.

A major focus during the year was the work required to prepare and **successfully launch the Recovery App through the App Store and Google Play**, moving the project from development towards a publicly accessible digital recovery resource. This involved substantial technical development, testing and refinement to ensure that the App was suitable for wider deployment.

User functionality was also enhanced during the year. Key features include an **abstinence tracker**, accessible harm reduction and recovery information, and the development of the important **Find a Group function**, which catalogues recovery and mutual aid groups across the Bradford district. This provides users with a practical way to identify and connect with appropriate recovery support within their local community.

Alongside these visible features, **considerable development work** was undertaken to create an **administrative, editorial and content-update interface**. This enables authorised CSG staff to manage and update information within the App without requiring ongoing software development for routine content changes. This is particularly important **for maintaining accurate information** on recovery groups, services, harm reduction guidance and other resources and provides CSG with greater ownership and control of the platform.

The development of this administrative capability represents an important step towards the **long-term sustainability and scalability** of the Recovery App. Content can be maintained and developed as services and information change, helping ensure that the App remains current**, relevant and responsive to the needs of people in recovery**.

Recovery App Development continued

The Recovery App forms part of CSG's wider commitment to **digital innovation** in addiction and recovery, complementing rather than replacing face-to-face support. The progress achieved during 2025 provides a strong platform for further development, **increased adoption and the potential wider application** of the technology in future years.

Nitrous Oxide Project and App Development

CSG continued to develop its **Nitrous Oxide awareness and harm reduction programme** throughout 2025, building upon the research, community engagement, awareness activity and digital innovation established in previous years. The programme continues to combine practical harm reduction information with innovative approaches designed to engage young people and communities around the risks associated with nitrous oxide use.

Significant development work during 2025 focused on preparing the **Nitrous Oxide App for wider public availability through both the Apple App Store and Google Play**. The App enables members of the public to photograph, and report discarded nitrous oxide canisters and record their location, helping to build a picture of disposal hotspots across the district. This community intelligence can support awareness activity and provide further insight into patterns of nitrous oxide use and disposal.

Alongside the digital development, CSG continued to explore innovative ways of communicating harm reduction messages to **young people**. During 2025 we worked with a local school to deliver a specially designed **track-day diversion and education event**. Young people were given the opportunity to experience track driving in controlled and safe conditions under the supervision of experienced professional stunt drivers.

The attraction of the driving experience provided a powerful platform through which to engage participants in discussions about the **health and safety risks associated with driving under the influence of nitrous oxide**. Rather than relying solely on conventional classroom-based awareness sessions, the event combined an engaging practical experience with clear harm reduction and road-safety messages. This approach reflected earlier consultation indicating that the dangers of driving while using nitrous oxide provided a particularly relevant way of engaging young people with the wider harms associated with its use.

The continued development of the App, combined with targeted awareness and diversion activities, demonstrates CSG's commitment to developing **innovative and practical responses to emerging patterns of substance use**. The programme brings together technology, lived experience, education and community engagement to improve awareness, reduce harm and encourage safer decision-making.

Mental Health Project

Building on the success of previous years, CSG continued its **Mental Health Project throughout 2025**, supported by funding from Bradford Council. The project responds to the strong relationship we see between addiction, recovery and mental health, particularly issues including **anxiety, depression, trauma, loneliness and social isolation**.

Our established model combines regular **Sunday Walk & Talk events in green spaces** with dedicated **mental health and resilience workshops**, delivered by a highly experienced and trusted therapist with a strong understanding of addiction and recovery. The Walk & Talks provide an informal and welcoming opportunity for associates to exercise, socialise and connect with others who share similar lived experience. 2025's Walk & Talks achieved an average attendance of 20 people.

Mental Health Project continued

The complementary workshops provide a safe environment in which associates can explore mental health, resilience and practical strategies for managing the challenges that can affect recovery. The combination of **education, exercise, social connection and therapeutic input** continues to provide a simple but effective model for improving wellbeing, building resilience and supporting sustained recovery.

Untold Stories: Recovery & Resilience – Stories of Hope

During 2025, CSG delivered **Untold Stories: Recovery & Resilience – Stories of Hope**, a creative project bringing together people with lived experience of both **mental health challenges and substance misuse**. The project provided participants with an opportunity to share their personal stories of recovery, resilience and hope through video diaries, creative writing and art.

Activities included a **mental health and wellbeing workshop led by an accredited therapist**, Walk & Talk sessions in Bradford's green spaces, and mentoring in filming and video editing from a Bradford-based professional videographer. Importantly, filming and production were led by people with lived experience, helping participants develop confidence and practical storytelling skills.

The project culminated in a **film showcase**, bringing together people with lived experience, professionals, commissioners, families and supporters to celebrate participants' journeys and demonstrate the power of personal storytelling to **inspire hope and promote greater understanding of addiction, mental health and recovery**.

Other Project Funding

Alongside our core commissioned services and larger funded programmes, CSG continued to secure and deliver a range of **smaller, targeted funding opportunities during 2025**. These projects enable us to respond flexibly to identified needs, test new approaches and develop resources that complement our wider recovery, harm reduction and community engagement activities.

Funding supporting our work within the **criminal justice sector** enabled the continued delivery of **CASANOA (Cannabis, Spice and Nitrous Oxide) training**, with places made available to criminal justice professionals. Funding was also used to develop practical support for **People on Probation**, including starter packs, food packs and accessible information covering harm reduction, treatment, mutual aid and crisis support.

Additional project funding strengthened our **community outreach and lived experience storytelling capacity**. Investment in professional video equipment and editing capability has increased our ability to capture and share authentic recovery stories, while mentoring from a Bradford-based filmmaker provided an opportunity to develop these skills within the **CSG Recovery Academy**.

Funding also enabled CSG to acquire a dedicated **drug education resource**, increasing our capacity to deliver outreach and awareness sessions within communities, including work with Bradford University, community centres, mosques and churches.

Although individually modest in value compared with our larger commissions, these funding opportunities make an important contribution to CSG's work, allowing us to innovate, respond to emerging needs and extend the reach of our lived experience-led services across Bradford.

National Lottery Reaching Communities Fund

2025 saw CSG enter the second year of our second tranche of National Lottery Reaching Communities (NLRC) funding, continuing a relationship that has played an instrumental role in the development and growth of the organisation.

Following the successful completion of our first three-year National Lottery-funded programme, the second tranche provides a further three years of support through to **June 2027**. The funding continues to underpin important elements of our core infrastructure, including **key staff posts, sessional workers and the CSG Recovery Academy**, providing stability while enabling us to develop and expand our wider portfolio of commissioned and project-based services.

National Lottery Reaching Communities Fund continued

Performance continues to be monitored against agreed **KPIs and annual progress reviews**.

National Lottery funding remains a **key foundation of CSG's sustainability and development**, providing the organisational capacity from which we can innovate, secure additional opportunities and extend the reach and impact of our lived experience-led recovery services.

Financial Performance

2025 was another record financial year for Create Strength Group, continuing the positive growth trajectory established in recent years. Income growth was driven primarily by the continuation and expansion of established funding streams and commissioned services, demonstrating increasing stability within CSG's funding model.

Our continuing roles within **New Vision Bradford (NVB)** and the **Dependency & Recovery (D&R) probation service**, together with the final year of the **Lived Experience Evaluation Project (LEEP)**, remained important contributors to income. The commencement of the **Bradford Reset** service during 2025, delivered in partnership with The Bridge Project, further broadened our commissioned activity and supported the continued growth of the organisation.

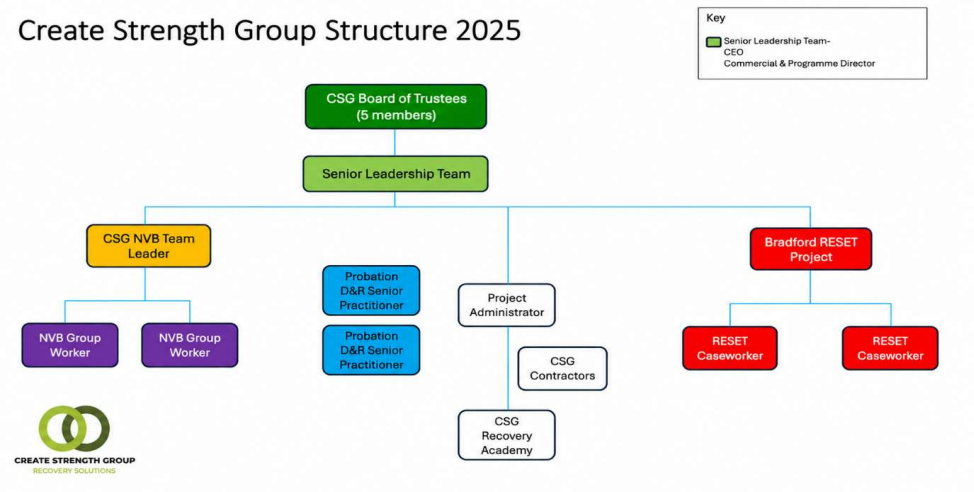
National Lottery Reaching Communities (NLRC) funding remained a significant and instrumental element of our financial position. During 2025 we entered the second year of our second tranche of funding, providing essential support for key posts, core activities and the CSG Recovery Academy through to June 2027.

A particular strength of the 2025 financial performance was the contribution of **continuation funding**, reflecting the confidence of commissioners and funders in established CSG programmes and providing greater stability and predictability of income. This increasingly diverse mix of commissioned services, grant funding and project income provides a stronger foundation from which to plan future activity and manage organisational growth.

We continued to develop additional income opportunities, including our **training offer**, while remaining selective about opportunities to ensure that new activity is aligned with our charitable objectives, organisational capacity and areas of lived experience expertise.

With both income and expenditure increasing in line with our expanded workforce and service delivery, CSG ended its tenth anniversary year with its **strongest financial performance to date**. We will continue to focus on appropriate income diversification, effective cost control and financial planning to ensure that growth remains sustainable and that resources are directed towards achieving meaningful outcomes for the people and communities we support.

Structure, Governance and Management



Decision Making and Governance

Create Strength Group maintains a clear structure for operational and strategic decision making, designed to support effective management while ensuring appropriate oversight and accountability from the Board of Trustees.

Day-to-day organisational and operational decision making is led by the **Senior Leadership Team (SLT)**, comprising the **Chief Executive Officer and Commercial & Programme Director.** The SLT is responsible for the management and delivery of CSG's strategic objectives, programmes, contracts and commissions, together with the effective deployment of organisational resources. The SLT operates within the strategic direction and delegated authority established by the Board of Trustees and is accountable to the Board for organisational performance, the effective use of resources and the delivery of agreed objectives.

Major strategic decisions are made in conjunction with the Board of Trustees. This includes decisions relating to significant new strategic directions, major investments, material organisational commitments and other matters requiring Trustee consideration and approval.

Regular **Board of Trustees meetings** occurred at least quarterly throughout 2025, with the CEO together with another member of the SLT attending each meeting. The Board also retains the flexibility to convene additional meetings, discussions or decision-making processes where required, including in response to significant developments, emerging risks, urgent operational or strategic matters, or decisions requiring timely Trustee consideration. This provides additional governance capacity when circumstances require it, while maintaining the normal cycle of scheduled Board meetings.

Board meetings provide the principal forum through which the SLT reports on organisational performance and progress against key strategic priorities. Trustees receive updates covering areas including the performance and development of existing contracts and commissions, financial and operational performance, significant projects, pending grant and funding applications, new business opportunities, organisational risks and proposed strategic developments.

The relationship between the Senior Leadership Team and Trustees is founded upon **trust, transparency and open communication**. Regular reporting and updates ensure that Trustees have appropriate information with which to exercise oversight, provide challenge and guidance, and contribute to significant decisions while allowing the SLT to manage the organisation effectively on a day-to-day basis.

In addition to formal Board meetings, the **Chair maintains regular one-to-one meetings with the CEO, normally at least every two weeks**, providing an opportunity to discuss operational plans, staff and people matters, organisational and project updates, emerging issues and other matters requiring timely discussion. These meetings also provide an appropriate opportunity to discuss personal wellbeing and any matters requiring confidential support. Other members of the Board also maintain regular informal contact with the CEO, supporting effective communication and ensuring that Trustees remain appropriately informed between formal Board meetings.

This governance structure provides a clear distinction between **operational management and Trustee oversight**, while ensuring that significant decisions are considered collectively and remain consistent with CSG's charitable objectives, strategic priorities, available resources and responsibilities to its beneficiaries, funders and wider stakeholders.

Trustee Recruitment and Appointment Process

The charity seeks to recruit trustees with the skills, knowledge, experience, and diversity required to ensure effective governance, with particular attention given to identifying underrepresented skills and perspectives on the Board.

Trustee Recruitment and Appointment Process continued

Prospective trustees are invited to submit a CV outlining the expertise and experience they would bring to the Board, their interest in the charity, and how their values align with those of the organisation. They also meet with the CEO, who introduces them to the charity's governance framework, strategic aims, achievements, and future objectives, while providing an opportunity to ask questions and gain a broader understanding of the organisation. Candidates are then invited to attend a Board meeting to introduce themselves and participate in an open discussion with existing trustees. Following the meeting, the board consider the application in the candidate's absence and make a decision through a formal vote of the trustees.

All newly appointed trustees receive an induction pack that includes the Charity Commission's CC3: The Essential Trustee guidance and their Trustee Welcome Pack and the charity's governing document (constitution) to support them in understanding their legal duties and responsibilities.

Pay, Remuneration and Benchmarking

Create Strength Group is committed to ensuring that its approach to **pay and remuneration is fair, transparent, responsible and appropriate** for a charitable organisation, while recognising the importance of attracting and retaining skilled and experienced staff.

CSG benchmarks SLT salaries against relevant **National Joint Council (NJC) pay scales**, providing an external reference point when reviewing existing roles and determining appropriate remuneration for new posts. Consideration is also given to the responsibilities of each role, required skills and experience, affordability and the need to remain competitive within the local employment market.

CSG is committed to following the **Real Living Wage rates set by the Living Wage Foundation**, ensuring that our approach to pay reflects the actual cost of living and our wider organisational values around fairness, opportunity and social inclusion.

Pay levels are evaluated annually by the SLT, or more frequently where there is a significant change in recognised pay scales, Living Wage rates, organisational circumstances or other factors. The SLT's recommendations are reviewed by the Chief Financial Officer and then presented to the Board of Trustees for consideration and final approval. Reviews take account of external benchmarking, changes to recognised pay scales and Living Wage rates, organisational performance and available resources. Any changes to remuneration are considered within the context of CSG's overall financial sustainability and its responsibilities as a charitable organisation.

This approach enables CSG to balance **fair remuneration and staff retention with responsible stewardship of charitable funds**, while maintaining a consistent and transparent framework for pay as the organisation continues to grow.

Risk Management and Principal Risks

The trustees are responsible for overseeing risk management and have considered the principal risks to which the charity is exposed. The charity maintains a risk register covering governance, safeguarding, operational delivery, people, finance, information governance, business continuity, legal compliance, and reputation. Senior management reviews the register regularly, with the principal and emerging risks reported to trustees at least quarterly and following any significant incident or material change.

The principal risks during the year concerned the continuity of senior leadership; safeguarding and the welfare of associates; dependence on major contracts and grant funding; cyber security and the protection and availability of sensitive information held through the charity's systems and digital applications; and disruption to services arising from the loss of access to the Farfield Hub. Controls include succession and delegated-authority arrangements, safeguarding procedures and supervision, financial forecasting and income diversification, data-security and breach-response arrangements, appropriate insurance, and business-continuity planning.

Trustees have reviewed these controls and are satisfied that systems and procedures are established to manage the identified risks. Risk cannot be eliminated entirely, and further actions are monitored through the charity's governance and management arrangements.

Volunteers and Lived Experience

Volunteers make an important contribution to the delivery and development of Create Strength Group's services. Lived experience is at the heart of our organisation and the involvement of volunteers ensures that our activities remain grounded in the experiences, needs and aspirations of the recovery community.

CSG is supported by approximately **25 volunteers**, who contribute to the organisation to varying degrees according to their experience, interests and availability. Volunteers support a wide range of activities, including our **Walk & Talk initiatives, events, mutual aid group development and wider recovery activities**. Some experienced volunteers also take an active role in facilitating and running mutual aid groups, providing valuable peer support to others at different stages of their recovery journey.

Volunteering forms an important part of the progression journey within CSG. An important part of our volunteering pathway is the **CSG Recovery Academy**, which typically comprises around **five highly active associates**. In addition to gaining volunteering experience with CSG, Recovery Academy associates are required to have achieved a minimum of **12 months' abstinence** before joining the programme. The Academy provides opportunities to develop skills, confidence and experience through meaningful roles within the organisation and can provide a pathway towards sessional and paid employment opportunities.

Volunteers also play an important role in ensuring that the **voice of lived experience influences the development and improvement of local services**. An active cohort regularly participates in our **LEEP Forums**, sharing experiences, opinions and ideas for service improvement. Lived experience representatives also participate in Combating Alcohol & Drugs partnership (CADP) meetings, helping ensure that the perspectives of people affected by addiction and recovery are represented within wider discussions about local service provision.

The contribution of our volunteers extends beyond additional capacity. Their knowledge and personal experience bring **authenticity, credibility and insight** to our services and help CSG identify emerging needs and develop appropriate responses. Their involvement is therefore integral to both **service delivery and service development**.

CSG greatly values the time, experience and commitment contributed by its volunteers. As a **Lived Experience Recovery Organisation (LERO)**, maintaining meaningful opportunities for people with lived experience to participate, volunteer, develop and progress within the organisation remains fundamental to our approach.

Testimonials

I can't express enough how much the monthly walk and talk sessions have meant to me and my son. He is currently in recovery, and it's often hard to find spaces where we both feel supported and understood. These walks have provided just that – a safe, welcoming environment where we can connect with others who understand what we're going through.
It's not just a walk; it's a lifeline. It's a chance to breathe, to talk openly, and to feel less alone. For my son, it's helped him see that recovery is possible and that families like ours aren't forgotten.
This charity has created something truly special. Continued funding would mean more people like us can keep benefiting from this kind of support – which is so rare, yet so needed.
Thank you for making a difference in our lives.
Kind regards
Jane - Family Group member since July 2024-Bradford

The cannabis, spice and legal highs group was one of my first experiences of recovery in 2016 and I've been engaging with them ever since. I've tried other forms of recovery, but this group has helped me the most.
I've learnt a lot about how my brain works, how chemicals within substances effect the body and gathered many tools that I implement on a daily basis to help me stay clean.
Above all, I've met people that I can relate to, share similar experiences and formed friendships within this group.
Tom - Support Group Associate since May 2019 – B radford

Testimonials

When I first came to the Cannabis, Spice & Legal High Group, I was 8 months clean from alcohol and a member of one of the traditional Fellowships. I had been doing well, however, after the meetings moved online as a result of the 2020 coronavirus pandemic, I started to feel a disconnect and realised that I needed to do something different if I was going to maintain my recovery. I had friends who regularly attended CSLHG meetings and were making positive changes in their lives as a result, so I was keen to learn more.

Becoming a member of CSLHG has helped me reconnect with my recovery during a period in which I could have easily been knocked off track. The group is welcoming and non-intimidating, and members actively communicate with each other to problem solve, which helps to build bonds and trust and is why I believe the meetings have adapted so well to an online format.

What I have been inspired by the most is the group's holistic approach to recovery and its firm belief that everyone has the ability to create a better life for themselves.
"A" Abstinent since December 2019

Plans for Future Periods

The Trustees recognise that Create Strength Group has experienced a period of significant growth and development. The organisation has expanded its workforce, increased the range of commissioned and grant-funded services it delivers, secured a new recovery hub at Farfield and developed its role as a **Lived Experience Recovery Organisation (LERO)** within Bradford's wider treatment and recovery system.

The Trustees' priority for the next phase is therefore to ensure that this growth is **sustainable, well governed and focused on activities that deliver the greatest benefit for people affected by addiction and recovery**.

Experience gained during recent years has demonstrated the importance of combining lived experience with strong organisational infrastructure, effective partnerships and professional management. This learning is influencing both our future priorities and decisions about where the charity invests its resources.

Sustaining and Developing Core Recovery Provision

Our **mutual aid, recovery and aftercare activities will remain at the heart of CSG's work**. Demand for accessible, peer-led recovery support continues, and our experience demonstrates the importance of providing opportunities for people to maintain connection with a recovery community beyond structured treatment.

The facilities now available at **Farfield in Shipley** provide an opportunity to increase the range of mutual aid, group, training, wellbeing and 1-to-1 activities delivered from our own recovery hub.

The Trustees intend to ensure that the organisation makes effective use of this investment while continuing to provide recovery activities in other locations across the Bradford district where this improves accessibility.

Strengthening Lived Experience Influence

Following the successful completion of the original **Lived Experience Evaluation Project (LEEP)**, CSG has successfully secured the next three-year commission, **Voices in Recovery (VIR)**.

This provides an opportunity to build upon the learning generated through LEEP and further strengthen the influence of people with lived and living experience within the development and evaluation of Bradford's treatment and recovery system.

Future activity will focus on **broadening participation, increasing the diversity of voices represented and ensuring that lived experience insight translates into meaningful opportunities for service improvement and co-design**.

Developing the Recovery Academy

The Trustees see the **Recovery Academy** as an important part of CSG's future and a practical demonstration of the charity's commitment to empowerment.

Developing the Recovery Academy continued

Recent experience has demonstrated that structured volunteering and skills development can create genuine progression opportunities. The successful transition of our first Recovery Academy graduate into a paid Group Recovery Worker position, together with the creation of a paid Academy opportunity within the UK Recovery Walk event management team, provides evidence that this pathway can work.

The Trustees intend to continue developing the Academy, creating opportunities for people to progress from **recovery through volunteering and skills development into increased responsibility, education, training and, where appropriate, paid employment**.

Developing Training and Education

The Trustees believe that CSG's combination of **professional knowledge and lived experience** creates opportunities to expand our training and education activity.

Our experience of delivering drug and addiction awareness training, including the Council-commissioned **CASANOA Lite programme**, has demonstrated demand from businesses and community organisations for accessible and relevant information about substances, addiction, harm reduction and recovery.

New training modules have been developed and the **purpose-built training facilities at Farfield** provide substantially greater capacity to deliver this work.

During future periods, the Trustees intend to develop this area both as a means of **increasing awareness and challenging stigma** and as a potential source of unrestricted income that can contribute towards the charity's longer-term financial sustainability.

Digital Innovation and Adoption

Following significant investment in development, both the **CSG Recovery App and Nitrous Oxide App have now been launched through the Apple App Store and Google Play**.

The emphasis will therefore increasingly move from technology development towards **adoption, promotion, content management, user feedback and evaluation of impact**.

The Trustees will continue to consider opportunities for digital innovation but will balance further investment against evidence of demand and impact. Our experience has reinforced the principle that technology should **complement rather than replace trusted relationships, peer support and face-to-face recovery activity**.

UK Recovery Walk and Inclusive Recovery City

A major priority for 2026 is the successful delivery of the **UK Recovery Walk Weekend in Bradford in September 2026**, following CSG's successful bid to bring the national event to the city.

The Trustees view the Recovery Walk as more than a standalone event. It provides an opportunity to **increase the visibility of recovery, challenge stigma, celebrate lived experience and strengthen relationships between recovery communities, treatment providers, businesses, public bodies and communities**.

The weekend will also provide an important platform for celebrating and progressing Bradford's ambition to become an **Inclusive Recovery City**, embedding recovery more visibly within the wider life of the city.

The Trustees' intention is that the Recovery Walk creates a **lasting legacy rather than a one-off event**, with relationships, increased awareness and community engagement continuing beyond September 2026.

Organisational Capacity, Governance and Infrastructure

Rapid growth has also brought greater organisational complexity. The Trustees recognise that the charity's management, governance and internal systems must continue to develop alongside frontline delivery.

Investment will therefore continue in appropriate **leadership and management capacity, financial management, HR, IT, data protection, safeguarding, risk management and governance**.

Organisational Capacity, Governance and Infrastructure continued

The Trustees will continue to review the organisational structure to ensure that resources remain proportionate to the charity's size and that growth does not create unnecessary permanent overhead.

Financial Sustainability and Diversification

Financial sustainability will be a significant strategic priority for the Trustees over the coming period.

CSG has benefited from substantial grant and commissioned income that has enabled the organisation to grow its capacity and impact. However, the Trustees recognise the risks associated with reliance upon a relatively small number of significant funding streams and the need to plan well in advance of their conclusion.

The charity will therefore seek to **diversify its income**, including pursuing appropriate grants and commissions, developing partnerships, increasing training income and exploring opportunities for unrestricted funding.

Decisions about new projects will increasingly consider not only their potential social impact but also their **financial sustainability, organisational capacity requirements and alignment with CSG's charitable objectives**.

The Trustees will seek to maintain appropriate reserves and ensure that commitments to permanent expenditure are made with due regard to the security and duration of the funding supporting them.

Our Future Direction

The Trustees' ambition is not simply for CSG to become a larger organisation. Our priority is to become a **stronger, sustainable and increasingly influential lived experience recovery organisation**, capable of delivering high-quality services while remaining connected to the people and communities from which CSG developed.

The experience of recent years has reinforced several principles that will guide future resource allocation: **protecting core recovery provision; investing in people and lived experience leadership; maintaining strong governance and financial controls; making effective use of Farfield; evaluating the impact of innovation before further investment; and developing a more diverse and sustainable income base**.

As CSG moves into its next phase, the Trustees will seek to balance **ambition with sustainability**, ensuring that future growth strengthens rather than compromises the charity's ability to deliver lasting benefit for people affected by addiction and recovery.

Financial review

The net income for the year was £175,083, including net income of £167,223 on unrestricted funds and net income of £7,860 on restricted funds.

The charity does not operate a grant-making programme and did not undertake any social investment during the reporting period.

Reserves policy

The charity's total reserves were £464,371, of which £7,860 relates to restricted funds. There were no fixed assets, which means the free reserves were £456,511 at year end.

Reserves policy

The charity's free reserves at the year end were £456,511.

The charity aims to hold a Reserves Balance made up of unrestricted funds to cover potential risks and opportunities that have been identified by the Board of Trustees and in accordance to the Charity’s constitution.

Reserves policy continued

The charity does not currently set a fixed upper limit for unrestricted reserves, as the Board is seeking to build reserves towards the potential future purchase of premises for the charity - explained in paragraph 4 below.

1 If project funding reduces or ceased during the forthcoming year we aim to have sufficient reserves available to cover up to 3 months staff costs and rent plus a contingency for redundancy costs. Based on our 2026 forecast we estimate the liability to be approximately £115k.

2 Where there are additional project costs, those costs not provided for in the agreed project budget, which are essential to delivering the agreed objectives of the project.

3 When there are surplus reserves over and above our monthly working capital requirements, we intend to invest this in instant access savings accounts up to a maximum of £120k per account.

4 In the future we intend to use surplus reserves to purchase premises for the charity. The premises will accommodate staff and provide residential supported housing for our associates in recovery to support our community.

Gabriel Stoltz - Chair Board of Trustees
Dave Memery – CEO

Approved by the board of trustees on 24/9/2026

Gabriel Stoltz (Trustee)

Create Strength Group CIO

Independent examiner's report to the trustees of Create Strength Group CIO

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 31 December 2025, which are set out on pages 21 to 29.

Responsibilities and basis of report
As the charity trustees of the CIO 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 CIO's accounts as carried out under section 145 of the 2011 Act. 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
Since the CIO's gross income exceeded £250,000 your examiner must be a fellow of a body listed in section 145 of the 2011 Act.
I confirm that I am qualified to undertake the examination because I am a member of the ICAEW which is one of the listed bodies.
I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
2 the accounts do not accord with those records; or
3 the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

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.

Katy Sargeant ACA

28/9/2026

West Yorkshire Community Accountancy Service CIO
Stringer House
34 Lupton Street
Leeds
LS10 2QW

Create Strength Group CIO

Statement of Financial Activities

(including summary income and expenditure account)

for the year ended 31 December 2025

	Notes	2025 Unrestricted funds £	2025 Restricted funds £	2025 Total funds £	2024 Total funds £
Income from:					
Donations and legacies	(2)	352	151,695	152,047	143,410
Charitable activities	(3)	502,134	-	502,134	280,015
Bank interest		8,212	-	8,212	1,671
Total income		510,698	151,695	662,393	425,096
Expenditure on:					
Charitable activities	(4)	343,475	143,835	487,310	329,807
Total expenditure		343,475	143,835	487,310	329,807
Net income / (expenditure)		167,223	7,860	175,083	95,289
Transfers between funds		2,205	(2,205)	-	-
Net movement in funds		169,428	5,655	175,083	95,289
Fund balances brought forward		287,083	2,205	289,288	193,999
Fund balances carried forward	(5)	456,511	7,860	464,371	289,288

All incoming resources and resources expended derive from continuing activities.

Create Strength Group CIO

Balance sheet

as at 31 December 2025

		2025 Unrestricted £	2025 Restricted £	2025 Total £	2024 Total £
Current assets					
Debtors and prepayments	(6)	48,576	33,951	82,527	5,382
Cash at bank and in hand	(7)	468,660	(22,343)	446,317	342,681
Total current assets		517,236	11,608	528,844	348,063
Current liabilities: amounts falling due within one year					
Creditors and accruals	(8)	60,725	3,748	64,473	58,775
Total current liabilities		60,725	3,748	64,473	58,775
Net current assets / (liabilities)		456,511	7,860	464,371	289,288
Net assets		456,511	7,860	464,371	289,288
Funds					
Unrestricted funds		456,511	-	456,511	287,083
Restricted funds		-	7,860	7,860	2,205
Total funds		456,511	7,860	464,371	289,288

The financial statements were approved by the board of trustees on 24/9/2026

Gabriel Stoltz (Trustee)

Create Strength Group CIO

Statement of cash flows
for the year ended 31 December 2025

	2025	2024
	£	£
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	111,848	168,671
Cash flows from investing activities:		
Bank interest	(8,212)	(1,671)
Purchase of tangible fixed assets (excluding donated assets)	-	
Net cash provided by (used in) investing activities	(8,212)	(1,671)
Change in cash and cash equivalents in the reporting period	103,636	167,000
Cash and cash equivalents at the beginning of the reporting period	342,681	175,681
Cash and cash equivalents at the end of the reporting period	446,317	342,681

Reconciliation of net movement in funds to net cash flow from operating activities	2025	2024
	£	£
Net movement in funds for the reporting period (as per the statement of financial activities)	175,083	95,289
Adjustments for:		
Bank interest	8,212	1,671
(Increase) / decrease in debtors	(77,145)	22,070
Increase / (decrease) in creditors	5,698	49,641
Net cash provided by (used in) operating activities	111,848	168,671

Analysis of cash and cash equivalents	2025	2024
	£	£
Cash in hand	24	120
Notice deposits (less than 30 days)	446,293	342,561
Total cash and cash equivalents	446,317	342,681

Create Strength Group CIO

Notes to the accounts
for the year ended 31 December 2025

1 Accounting policies

Basis of accounting
These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and with the Charities Act 2011.
The charity constitutes a public benefit entity as defined by FRS 102.
There has been no change to the accounting policies since last year.
No changes have been made to the accounts for previous years.

Going concern
The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources
All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, if it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations
Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.
Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Expenditure and liabilities
Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation
As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Pensions
The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

Fund accounting
Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

Leases
Rents under operating leases are charged on a straight line basis over the lease term or to an earlier date if the lease can be determined without financial penalty.

2 Donations and legacies

	2025 Unrestricted funds £	2025 Restricted funds £	2025 Total funds £	2024 Total funds £
Other grants and donations	352	151,695	152,047	143,410
	352	151,695	152,047	143,410

3 Charitable activities income

	2025 Unrestricted funds £	2025 Restricted funds £	2025 Total funds £	2024 Total funds £
Contracts	493,994	-	493,994	274,820
Training income	8,140	-	8,140	5,195
	502,134	-	502,134	280,015

4 Charitable activities expenditure

	Activities undertaken directly £	Support costs £	2025 Total cost £	2024 Total cost £
Charitable activties	261,438	225,872	487,310	329,807
	261,438	225,872	487,310	329,807

4a Support costs

Support cost type	Charitable activity £	Governance activity £	2025 Total cost £	2024 Total cost £
Management and admin salaries	146,237	48,078	194,315	113,776
Financial management support	-	26,592	26,592	14,249
Website	1,270	-	1,270	-
Independent examination	-	1,174	1,174	1,140
Memberships and subscriptions	890	-	890	199
Travel and accommodation	-	1,631	1,631	293
	148,397	77,475	225,872	129,657

4b Charitable activities expenditure detail

		2025 Unrestricted funds £	2025 Restricted funds £	2025 Total cost £	2024 Total cost £
Salaries NI and pensions	(8c)	255,750	76,910	332,660	179,866
Freelance workers		18,628	46,782	65,410	98,339
Project expenses		45,040	3,895	48,935	27,866
Volunteer expenses		-	1,555	1,555	1,994
Travel and accommodation		5,898	2,516	8,414	3,763
IT and software		242	2,257	2,499	1,361
Office expenses		6,282	521	6,803	220
Advertising and publicity		3,827	332	4,159	2,144
Printing, stationery and postage		85	22	107	1,494
Equipment		4,289	2,507	6,796	1,863
Subscriptions		297	593	890	199
Insurance		-	1,157	1,157	2,209
Phone		-	240	240	240
Meeting costs		163	33	196	34
Bank charges		101	-	101	60
Independent examination		1,174	-	1,174	1,140
Rent		1,699	4,515	6,214	3,600
Training		-	-	-	306
Accountancy and bookkeeping		-	-	-	3,109
		343,475	143,835	487,310	329,807

4c Staff costs and numbers

	2025 £	2024 £
Gross salaries	298,199	164,491
Social security costs	37,579	16,972
Employment allowance	(10,500)	(5,000)
Pensions	7,382	3,403
	332,660	179,866

The average number of employees during the year was 8, being an average of 8.6 full time equivalent (2024: 4.6, 4.9 FTE).

The number of employees whose employee benefits exceeded £60,000 during the year was:

Employee benefits	2025	2024
£60,001 - £70,000	-	1
£70,001 - £80,000	-	-
£80,001 - £90,000	1	-
£90,001 - £100,000	1	-
Total	2	1

Defined contribution pension scheme	2025 £	2024 £
Costs of the scheme to the charity for the year	7,382	3,403
Amount of any contributions outstanding at the year end	1,756	866

5 Restricted funds	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
Healthy Minds	-	1,920	1,060	-	860
NLCF Reaching Communities	-	149,775	142,775	-	7,000
BMDC Mental Health 24-25	2,205	-	-	(2,205)	-
	2,205	151,695	143,835	(2,205)	7,860

Fund name	Purpose of restriction
Healthy Minds	Towards a mental health project.
NLCF Reaching Communities	Towards the ongoing Create Strength Foundation Project.
BMDC Mental Health 24-25	Towards providing support & Resources to people with mental health issues in the Bradford area. The transfer relates to a budgeted contribution to the organisations overheads.

6 Debtors and prepayments	2025	2024
	£	£
Debtors	7,530	-
Prepayments	4,340	497
Accrued income	70,657	4,885
	82,527	5,382

7 Cash at bank and in hand	2025	2024
	£	£
Cash at bank	446,293	342,561
Cash in hand	24	120
	446,317	342,681

8 Creditors and accruals	2025	2024
	£	£
Accruals	1,174	1,140
Deferred income (see note below for analysis)	52,794	52,632
Taxation and social security	8,749	4,137
Other creditors	1,756	866
	64,473	58,775

9 Related party transactions

Trustee expenses
No trustee received any expenses during this year or the previous year.

Trustee expenses
During the year 1 trustee were paid a total of £1,631 in respect of travel (previous year: 1 trustee and £293).

Trustee remuneration and benefits
No trustee received any remuneration or benefit during this or the previous year.

Remuneration and benefits received by key management personnel
The total employee benefits received by key management personnel were £178,015 (previous year: £88,776).

10 Contingent liability

During the year, a contingent liability has arisen from a potential employee grievance which may proceed to an employment tribunal, in respect of which the trustees are unable to quantify a final liability (if any) which may arise on the charity.

Create Strength Group CIO

Statement of Financial Activities including comparatives for all funds (including summary income and expenditure account) for the year ended 31 December 2025

	2025 Unrestricted funds £	2024 Unrestricted funds £	2025 Restricted funds £	2024 Restricted funds £	2025 Total funds £	2024 Total funds £
Income						
Donations and legacies	352	506	151,695	142,904	152,047	143,410
Charitable activities	502,134	280,015	-	-	502,134	280,015
Bank interest	8,212	1,671	-	-	8,212	1,671
Total income	510,698	282,192	151,695	142,904	662,393	425,096
Expenditure						
Charitable activities	343,475	132,054	143,835	197,753	487,310	329,807
Total expenditure	343,475	132,054	143,835	197,753	487,310	329,807
Net income / (expenditure)	167,223	150,138	7,860	(54,849)	175,083	95,289
Transfers between funds	2,205	12,310	(2,205)	(12,310)	-	-
Net movement in funds	169,428	162,448	5,655	(67,159)	175,083	95,289
Fund balances brought forward	287,083	124,635	2,205	69,364	289,288	193,999
Fund balances carried forward	456,511	287,083	7,860	2,205	464,371	289,288