



Creating Tomorrow Annual General Meeting

Thursday 18th December 2025

Helping to create everyone's tomorrow



Welcome

Trust Context

Key Challenges

Strategic Goals



Respect



Inclusion



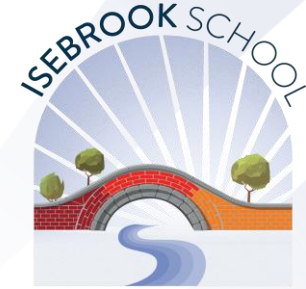
Community



Empowerment



**Wren Spinney
Special School
Secondary SEND**



**Isebrook School
Secondary SEND**



**Kings Meadow
School
Primary SEND**



**The Gateway School
Secondary SEND**



**Daventry Hill School
All-age SEND**



**Creating Tomorrow College
16-25 specialist Post-16
Institute**

Our Trust in Numbers 2024-25

5
schools

1 college
4 campuses

451 staff

£3.6m
reserves at 31st
August 2024

£3.9 reserves
at 31st August
2025

11 sites

707 pupils

£24.1 total income

**£23.6 total
expenditure**

**138 teachers and
Leaders**

313 support staff

**£19.7m staff
expenditure**

**£3.8m
non-staff
expenditure**

Financial Health and Strategy



How does the Trust ensure it is sustainable for the foreseeable future?

Financial Health and Strategy

Financial Stability

Maintaining reserves at 10-15% of annual income as reserves to ensure financial stability

Investment Approach

Focusing on low-risk investments with FCA-regulated institutions to protect funds

Risk Factors

Key risks include balance of key positions across the partnership, Ofsted outcome changes, economic shifts, and cost-of-living impacts on staffing

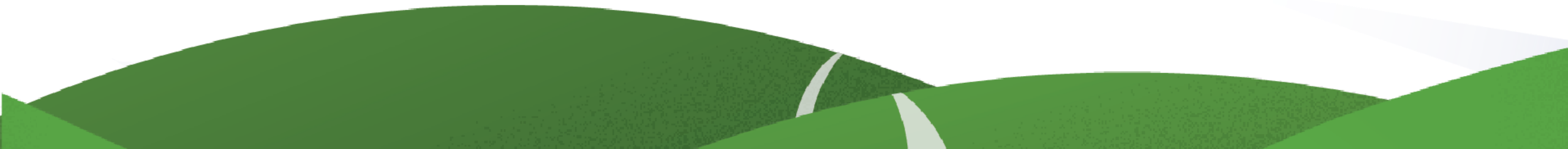
Sustainability Strategy

A three-year financial strategy driven by five core principles ensures long-term sustainability



Risk Management and Assurance

How does the trust ensure compliance and regularity?



Risk Management and Assurance



Board Meetings and Committees

The board met eight times during 2024-25, supported by committees such as Audit & Risk and Governance, ensuring oversight



Internal Audits Coverage

Audits focused on recruitment, business continuity, and bank reconciliations to ensure control and compliance



Good and Improving Governance Assurance

No material irregularities or non-compliance found, affirming the organisation's integrity and risk management

Governance



Legal and Compliance Framework

The trust is a company limited by guarantee and an exempt charity, with trustees acting as directors ensuring legal compliance and accountability

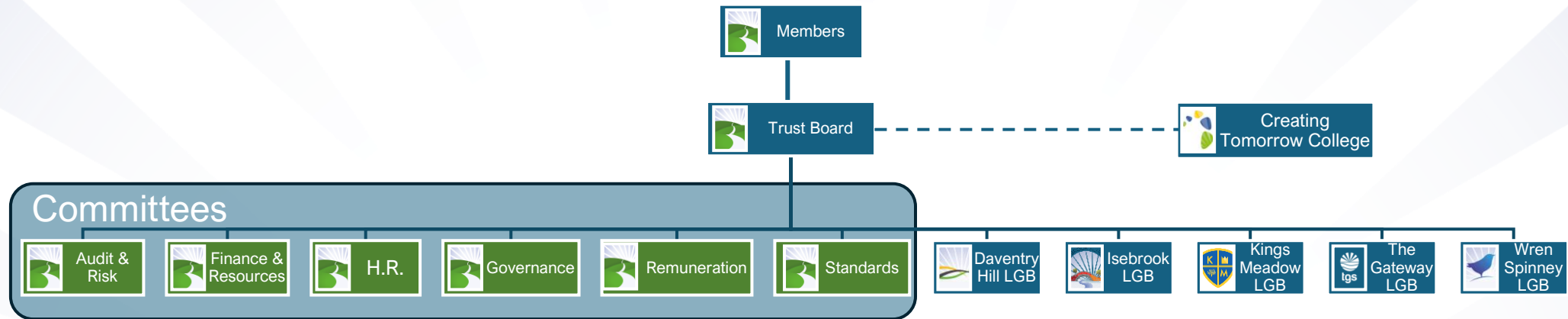
Membership and Insurance

Membership liability is limited to £10, with indemnity insurance covering claims up to £10 million, ensuring financial protections

Governance Update 2025

The governance structure was updated to add a Governance Committee and split the Business Committee into Finance & Resources and HR Committees

Support for our schools and college



Members

Challenge and scrutiny of Trust Board. Ensure trust is meeting aims and objects and fulfilling legal obligations

Trust Board

Strategic direction of trust, ensure statutory compliance. Central Functions:

- Learning and teaching
- Safeguarding & wellbeing
- HR
- Business
- Finance
- IT
- Premises

Committees x 6: Delegated powers and functions from the Trust Board as set out in Terms of Reference.

Audit & Risk:

Risk Management, Risk Register, financial audit and oversight of processes

Finance & Resources

Oversight and evaluation of Finance, Estate, IT & H&S

Human Resources:

HR Management, Headteacher / Principal and Executive Leadership Pay

Governance:

Governance arrangements, legal and regulatory compliance and accountability

Standards:

Performance of schools / college incl. performance management

Remuneration:

Sets and reviews levels of pay

Local Governing Board LGB

Holds headteachers and senior staff to account for quality of:

- Educational performance and curricular provision
- Safeguarding
- Operational effectiveness and budgetary efficiency
- Pastoral care
- Health, safety & wellbeing
- Premises

Creating Tomorrow College

CTC is a wholly owned subsidiary of Creating Tomorrow Partnership and has a separate Board of Directors. It is awaiting acceptance of charitable status.

Key Challenges

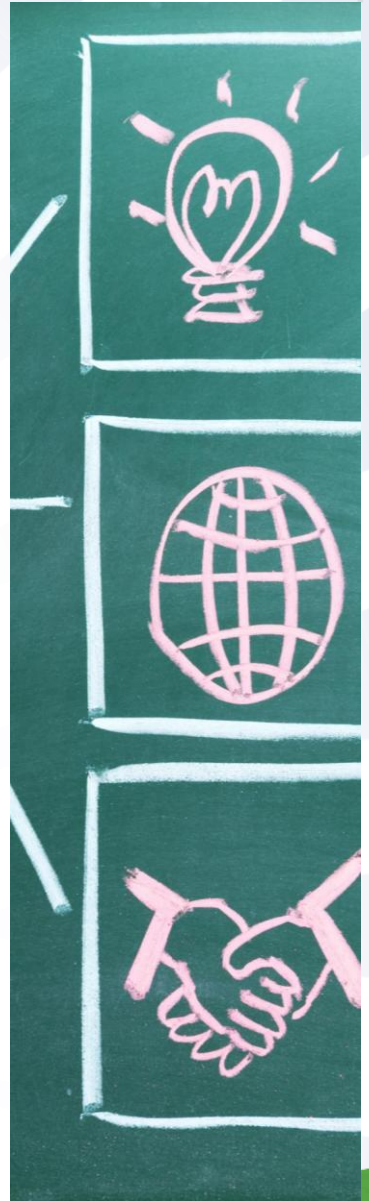


Strategic Goals
Excellence in Learning

Professional Leadership

Effective Governance

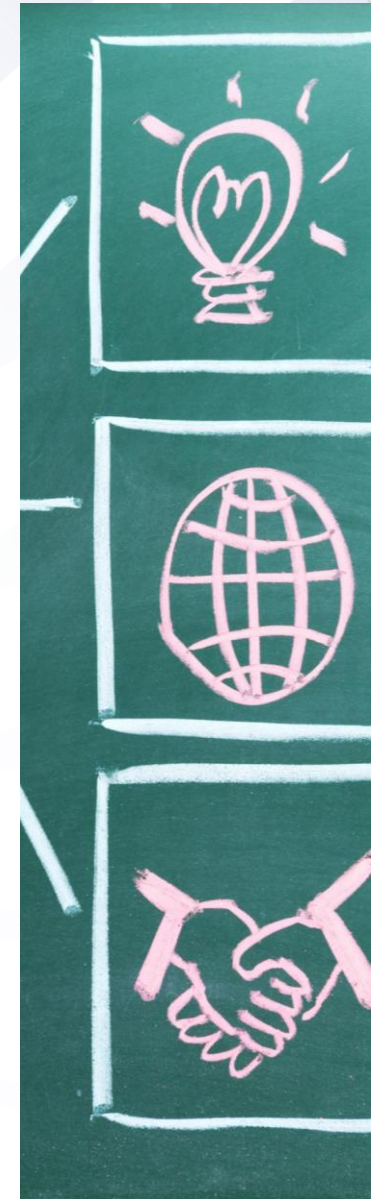
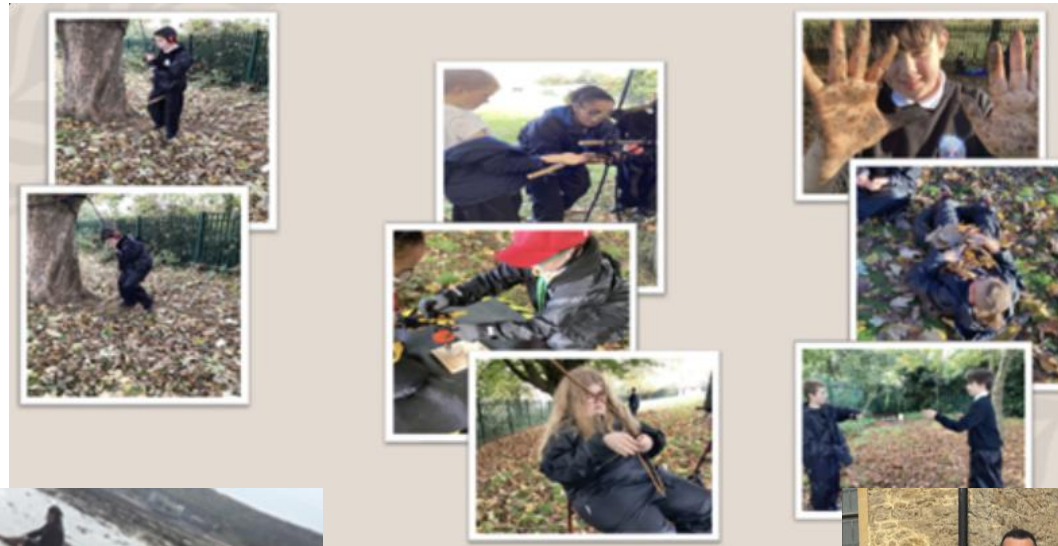
Positive Impact and Influence



Strategic Goals

Excellence in Learning

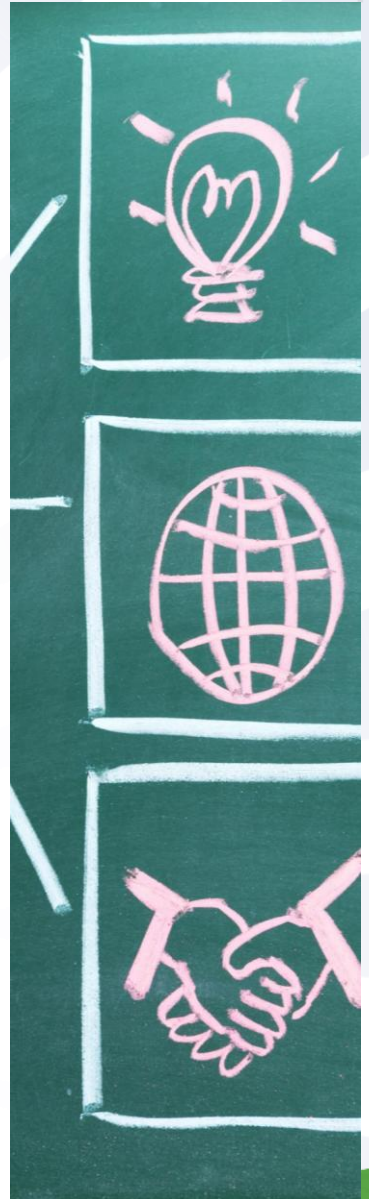
Focus on delivering high-quality learning and teaching to support all students effectively



Strategic Goals

Professional Leadership

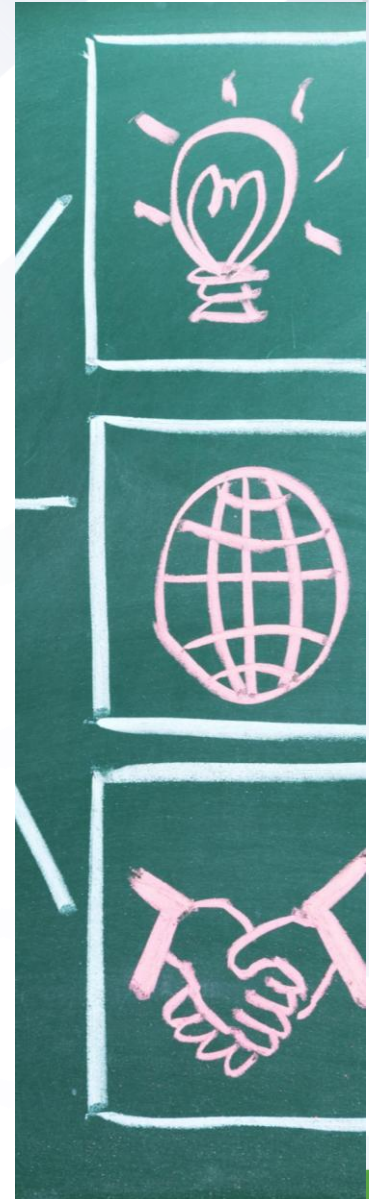
Inspire and develop strong leadership to guide and support the trust's vision and goals



Strategic Goals

Effective Governance

Implement strong governance practices ensuring accountability and strategic direction



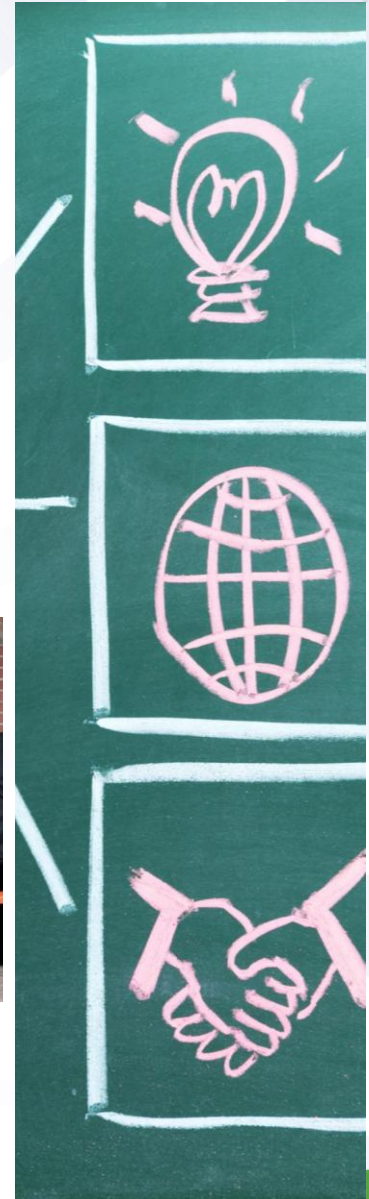
Strategic Goals

Positive Impact and Influence

Create meaningful local, regional, and national impact through collaboration and influence



Singapore and Cayman Islands visitors



Performance Highlights

Outstanding School Ratings

All our schools and the college are at good and outstanding, with the college receiving outstanding in all areas June 2025

High Compliance Levels

The trust seeks a compliance level of at least 95%, emphasizing commitment to regulations and quality standards

Strong Safeguarding Culture

A robust safeguarding culture has been cultivated, ensuring safety and well-being within the trust community

Growing Reputation

The trust's leadership in SEND education continues to grow and is recognised locally and nationally, enhancing its reputation



Vision and Growth

Educational Mission

Strengthening the shared educational mission with inspirational learning experiences

Strategic Expansion

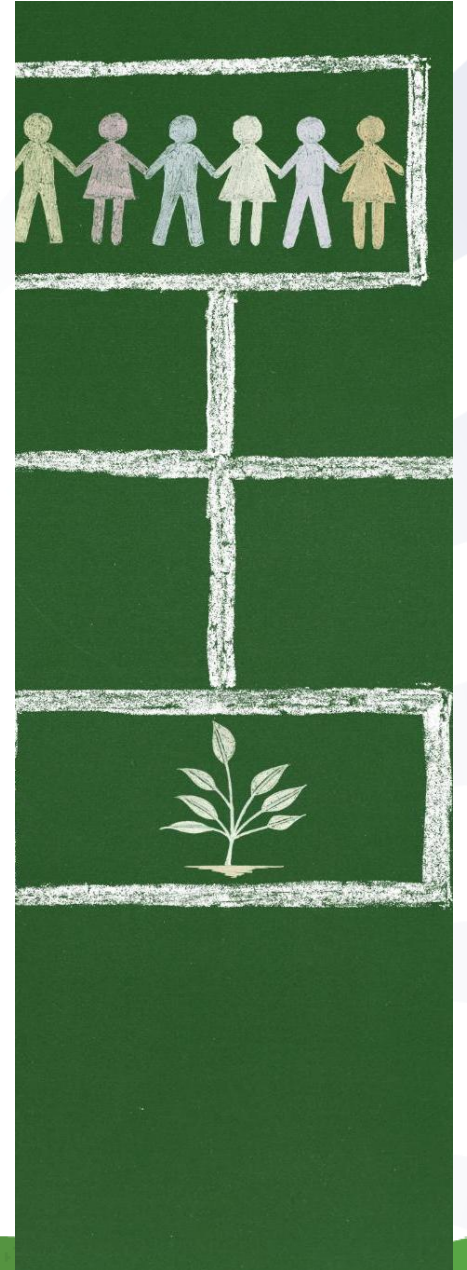
The trust plans to grow through strategic partnerships and enhanced marketing to attract new opportunities

Financial Efficiency

Maintaining financial efficiency by controlling central costs at 5.5% and supporting our schools and college to work within defined budgets

Sustainability and Reserves

Building reserves and ensuring sustainability are key objectives for long-term stability





Thankyou





Any Questions??



*Helping to
create
everyone's
tomorrow*

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ATING TOMORROW

A stylized illustration of a sun rising over green hills. The sun is represented by a semi-circle of radiating lines, with the text 'ATING TOMORROW' arched over it. The hills are depicted as layered, curved shapes in various shades of green. The background features light blue and white diagonal stripes.