



# Creating Tomorrow Annual General Meeting

Thursday 18<sup>th</sup> December 2025

*Helping to create everyone's tomorrow*

Welcome

Trust Context

Key Challenges

Strategic Goals



# Respect



# Inclusion



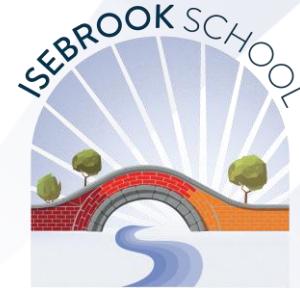
# Community



# Empowerment



Wren Spinney  
Special School  
Secondary SEND



Isebrook School  
Secondary SEND



Kings Meadow  
School  
Primary SEND



Daventry Hill School  
All-age SEND



The Gateway School  
Secondary 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 31<sup>st</sup>  
August 2024

**11 sites**

**707 pupils**

**£24.1 total income**

**£23.6 total  
expenditure**

**£3.9 reserves  
at 31<sup>st</sup> August  
2025**

**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

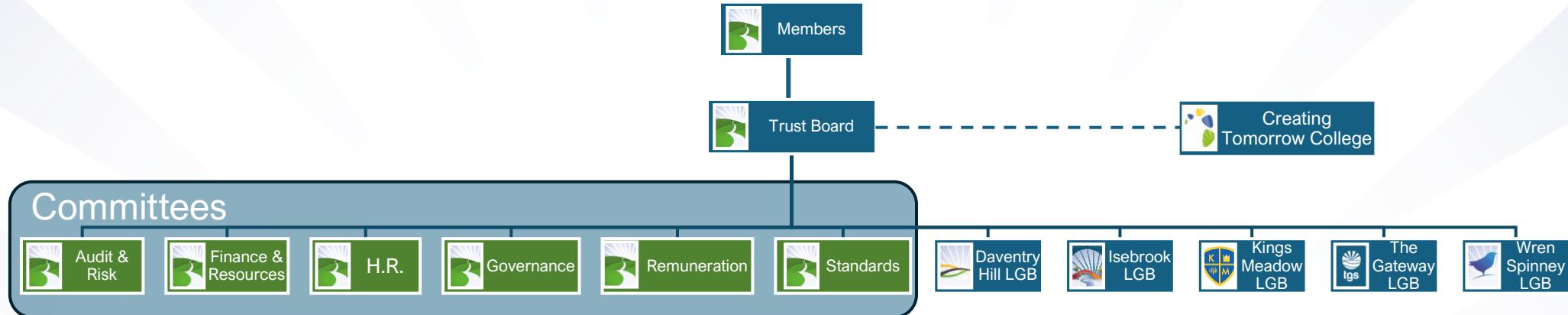
## Membership and Insurance

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**

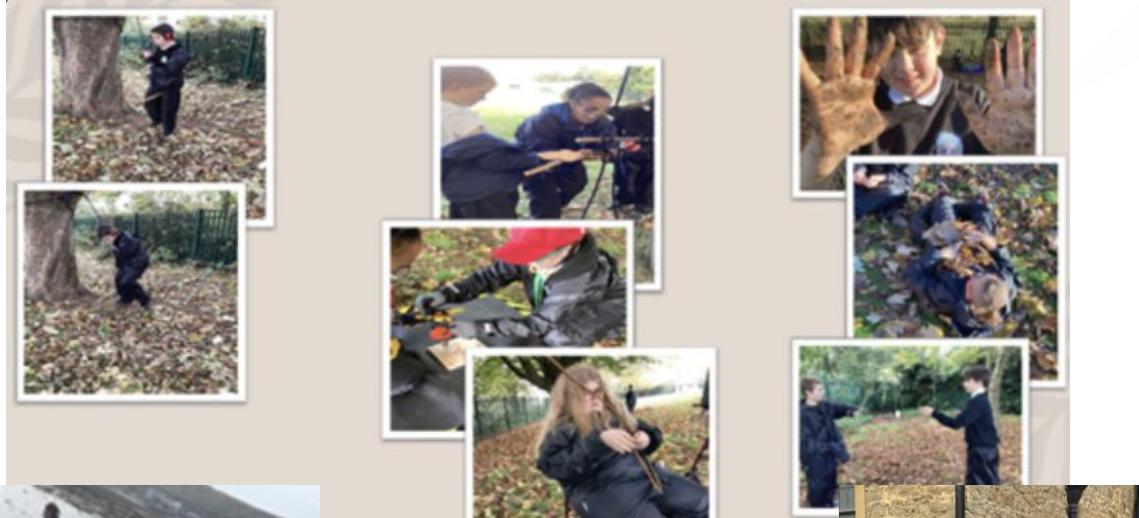
## **Positive Impact and Influence**



# Strategic Goals

## Excellence in Learning

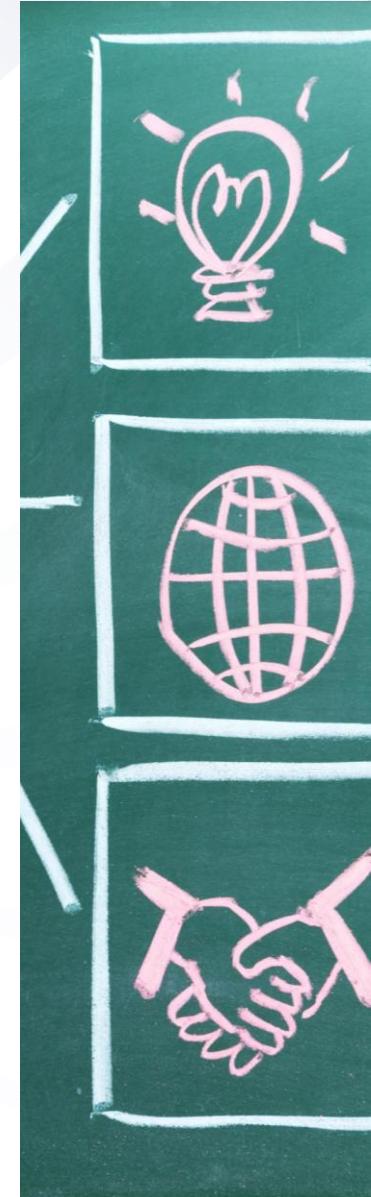
Focus on delivering high-quality learning and teaching to support all students effectively



# Strategic Goals

## Professional Leadership

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

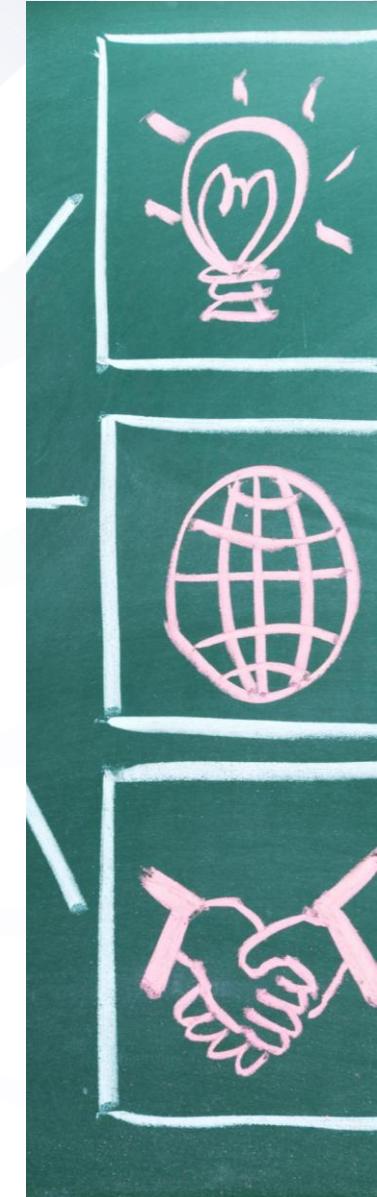


# Strategic Goals

## Effective Governance

Implement strong governance practices ensuring accountability and strategic direction

The screenshot shows the 'Creating Tomorrow' website structure. At the top, there is a logo and the text 'CREATING TOMORROW'. Below this is a 'Members' section, followed by a 'Trust Board' section which is connected by a dashed line to 'Creating Tomorrow College'. A 'Committees' section is shown with icons for Audit & Risk, Finance & Resources, H.R., Governance, Remuneration, and Standards. Below these are logos for Daventry Hill LGB, Leebrook LGB, Kings Meadow LGB, The Gateway LGB, and Wren Spinney LGB. At the bottom of the page, there is a navigation bar with links for Home, About Us, Key Information, Curriculum, Admissions, Families, Work For Us, and Contact Us. The 'Contact Us' section features a large circular image of a smiling child in a wheelchair, with the text 'POSITIVITY' and a downward arrow. The Daventry Hill School website is also visible, featuring its logo and the tagline 'Inspiring and empowering all students to achieve personal success.'



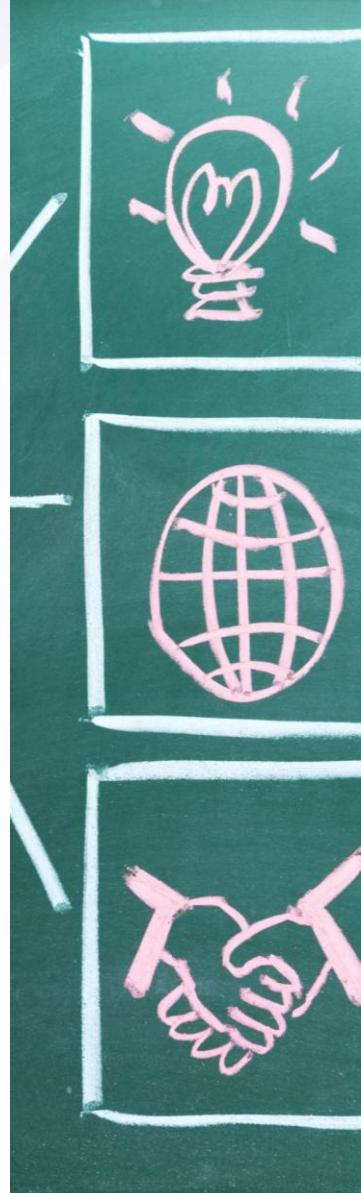
# Strategic Goals

## 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 of 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**

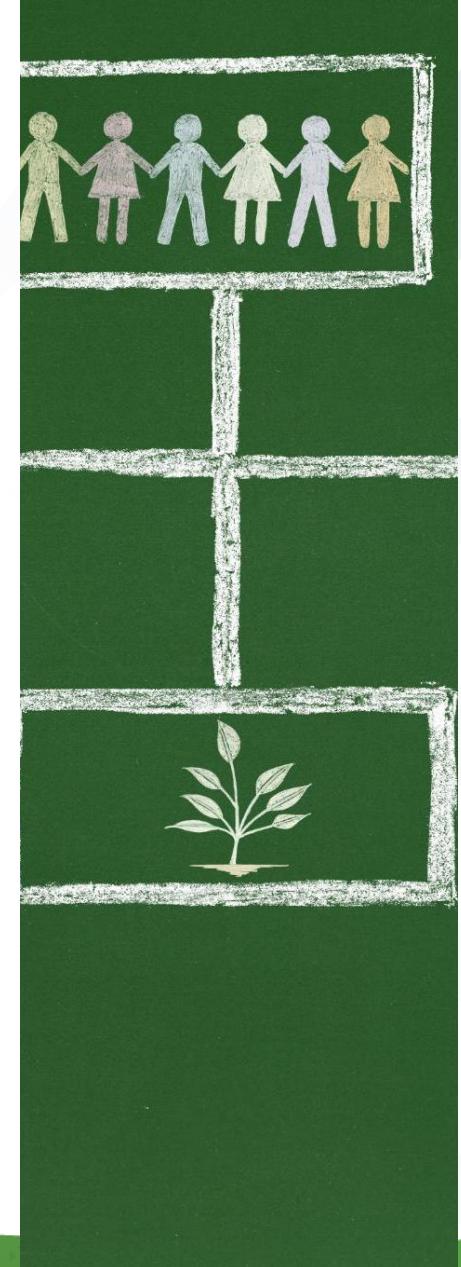
The trust plans to grow through strategic partnerships and enhanced marketing to attract new opportunities

## **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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