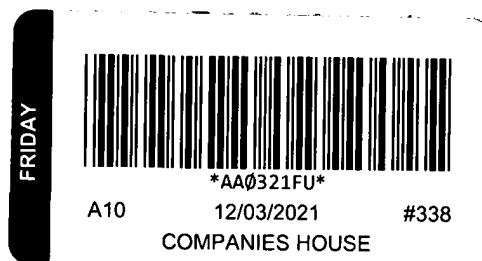

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020



CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

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CREATING TOMORROW MULTI ACADEMY TRUST
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REFERENCE AND ADMINISTRATIVE DETAILS

Members	D P Collarbone S Welch J Stallard J Boyt (appointed 8 January 2020) D Foster (appointed 17 August 2020)
Trustees	K J Latham, CEO and Accounting Officer (resigned 17 August 2020) J L Boyt (resigned 8 January 2020) J Payne, Chair of Trustees S Welch, Vice Chair of Trustees L Saunders G Kirkman (appointed 17 August 2020) P Maddison (resigned 1 October 2019) T McHugh (resigned 15 June 2020) J Duggan (appointed 25 September 2019) K Sanders (appointed 15 July 2020) F Shore (appointed 24 June 2020) J How (appointed 3 June 2020, resigned 21 October 2020) S Turnock (appointed 3 June 2020)
Company registered number	09392862
Company name	Creating Tomorrow Multi Academy Trust
Principal and registered office	Eastleigh Road Kettering Northamptonshire NN15 6PT
Senior management teams - Trust	K J Latham, Chief Executive Officer A Murphy, Chief Finance Officer E Bushell, Chief Operating Officer
Independent auditors	Streets Audit LLP Potton House Wyboston Lakes Bedford MK44 3BZ
Bankers	Lloyds Bank Plc 3-4 Market Street Kettering Northamptonshire NN16 0AH

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the 1 September 2019 to 31 August 2020. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

Structure, governance and management

a. Constitution

The academy is a charitable company limited by guarantee and an exempt charity.

The charitable company's memorandum and articles of association (Trust deed) is the primary governing document of the academy.

The Trustees of Creating Tomorrow Multi Academy Trust are also the directors of the charitable company for the purposes of company law.

The charitable company is known as Creating Tomorrow Multi Academy Trust.

Details of the Trustees who served during the , and to the date these accounts are approved are included in the Reference and administrative details on page 1.

b. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

c. Trustees' indemnities

Subject to the provisions of the Companies Act 2006, every Trustee or other officer or auditor of the Trust shall be indemnified out of the assets of the Trust against any liability incurred in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favor or in which they are acquitted or in connection with any application in which relief is granted by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Trust.

d. Method of recruitment and appointment or election of Trustees

The management of the academy is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

e. Policies adopted for the induction and training of Trustees

Daventry Hill School, Wren Spinney and Isebrook are strategic partners of Maplefields Teaching School Alliance and are members of Fairfields Teaching School Alliance making full use of all training provided, also using local government training for new trustees. New trustees access induction training and through the NGA governors' self-assessment of skills training can be identified for the whole board of trustees and for individuals.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

f. Organisational structure

Members	
Dame Pat Collarbone	School Leadership, Education management and change: Skills and expertise: Wealth of experience leading education improvement and change across whole sectors nationally. Running successful business leading change management across private and public sector organisations
Jayne Stallard	Member bringing breadth and depth of experience in education and special educational needs with particular expertise in the area of mental health and wellbeing in educational contexts. Additional skills in organisational change, leadership and management development and multi-professional working.
Stuart Welch	Strategy development and implementation, Business Excellence assessment and the application of continuous improvement methodologies.
Jane Boyt	HR and Leadership Skills Partner leading the People and Change Practice for KPMG LLP. HR Director for Atos Origin Change Management consultant in the private and public sectors. Specific experience in the education sector including national change programmes and writer for NPQH, NPQSL and NPQML Founding Director of Southwark Free School Ex-chair of governors for 2 special schools, been a governor within special schools for over 12 years
Deborah Foster	Extensive experience of secondary education landscape, particularly linking businesses to education. Direct experience of supporting students with their post 16 and post 18 pathways. Psychodynamic counsellor, specialising in supporting young people.

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

Trustees	Designation	Roles	Sub-Committee	Skills and Experience
Jeannette Payne	Community Director	Chair of Directors	Audit & Risk (Vice Chair)	Leadership. Skills / experience – as a matron of a large unit - leadership & management, knowledge of health sector. Has served as a governor at 2 schools for 9 years – education and governance
Linda Saunders	Community Director		Business and Performance, Pay & Personnel	Business and Human Resources: Skills / experience: Running a successful media company and FD of a large stone quarry – finance, business and HR skills.
Trevor McHugh	Community Director		Business and Performance, Pay & Personnel	Finance, project management, fund raising. Skills / Experience – fundraising in public and private sectors, work with local charities. Last 6 years employed by Wicksteed Park as project developer and fundraiser. Trustee of a charity that worked in partnership with local schools to offer mentoring
Stuart Welch	Community Director		Audit and Risk	Strategy development and implementation, Business Excellence assessment and the application of continuous improvement methodologies.
James How	Community Director		Business and Performance, Pay & Personnel	Sales and Marketing. A director at Travis Perkins, the UK's largest builder's merchant, for over 10 years, working in a number of management roles within sales. Significant experience in Operations and Programme Management and have a wide range of skills and experience, especially in the day to day operations, sales and marketing, and managing and resolving complex HR issues. Have been a governor in two schools, a mainstream secondary school and currently Daventry Hill School.
Sarah Turnock	Community Director		Audit and Risk	Legal. Solicitor listed on the roll of solicitors as a non-practising member. Specialising in International Trade, Reinsurance, and contentious Company Law. Practised in Professional Negligence and later professional support, managing the intranet and support for the litigation team. Worked for NMPAT for the last 13 years. Centre-head for one of the NMPAT regional centres managing a team of staff including fully contracted staff, zero hours staff, student staff and volunteers. Assistant Head of Strings with responsibility for the logistics, auction of donations not suitable for use by NMPAT, purchase of new stock and supplies and management of repairs. Currently a school governor

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

Trustees	Designation	Roles	Sub-Committee	Skills and Experience
Janet Duggan	Community Director		Business and Performance, Pay & Personnel	Education. 38 years experience in education: teacher of English and French, Head of Year, Head of English, Assistant Headteacher, Deputy Head teacher and Associate Principal. As member of the Senior Leadership Team responsible for Curriculum Development, Student Outcomes, Teaching and Learning, Continuous Professional Development, Performance Management, Safeguarding (which included Prevent strategy) and Wellbeing. In 2005 became strategic leader for the Unit Provision at Corby Community College which addressed the needs of students with complex MLD, SLD, PMLD and ASD. Working with a team of teachers, HLTAs and TAs and the Local Authority to re-design teams, re-shape the curriculum and ensure interventions and resources were addressing the needs of all students. The Unit Provision moved to Corby Business Academy in 2008 where it has continued to thrive and has been judged outstanding following all LA Monitoring visits since 2010.
Karen Sanders	Community Director		Business and Performance, Pay & Personnel	Education, FE, HR: Over 20 years' experience in the further and higher education sector predominantly at senior leadership and board level acting as Executive Director for HR & OD, Group HR Director and National Director for Employment, Policy & Services. MSc in HRM and Organisational Psychology. Experience in both Learning and Skills and Social Care sectors. Seconded for FE policy development with government departments. Executive level director, strategic advisor to the board and relevant stakeholders on complex, highly sensitive employee relations and broader business matters which impact on both the current and future workforces

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

Trustees	Designation	Roles	Sub-Committee	Skills and Experience
Greg Kirkman	Community Director		Audit and Risk	<p>Business management and Education: Business owner, grown from 3 to over 230 people in 9 locations (including ROI). Acquisitions and managed growth and we have also had to deal with challenges such as recessions and the banking crisis (and now covid-19) all of which have added to my experience and ability to manage and lead the business.</p> <p>Run training and apprenticeship system within the business.</p> <p>Heavily involved in the CBI a number of years and sit on both the East Midlands Regional Council and the SME National Council. SEMLEP Ambassador and sit on several groups.</p> <p>Enterprise Advisor for over 5 years and during that time I have been a Governor for Friars Academy in Wellingborough and then became a Member/Trustee of Friars Multi Academy Trust currently overseeing building of a new school (Friars East)</p>
Frank Shore	Community Director		Business and Performance, Pay & Personnel	<p>Finance, HR, Personnel, Governance: Chartered Accountant, Finance Director of 3 organisations including a University and a trustee of several charities. 2014-2109 was trustee of a very large pension fund. Have had responsibility for up to 120 staff including personnel, premises, IT, HR and pensions</p> <p>Chair of the Governing Body of Secondary SEND school.</p>

Trust Leadership Team:

Chief Executive Officer – Kevin Latham
Chief Finance Officer – Anthea Murphy
Chief Operating Officer – Esther Bushell

Centralised Trust Staff Members:

Network Manager
Trust Finance Officer
HR Transactions and Governance Manager
Pensions and Payroll Administrator

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

Role	Isebrook School	Wren Spinney Special School	Daventry Hill School
Executive Headteacher (position ended 6/1/20)	0.3	0	0.3
Headteacher	1 (started 6/1/20)	1	1 (started 6/1/20)
Head of School	1 (ended 6/1/20)	0	1 (ended 6/1/20)
Deputy Headteacher	1 (started 24/2/20)	1 (started 20/4/20)	0
Assistant Headteacher	2 (1 AHT promoted to DH 24/02/20)	1	2
Middle Leaders (Key Stage / Phase)	3	2	4
Teachers (fte)	26	9	13
Classroom / Curriculum Support Assistants	57	29	59
Pastoral Support	7	1	5
Therapy Staff	1	0	1
Administrative Support	4	3	6
Premises	2	2	1

g. Arrangements for setting pay and remuneration of key management personnel

As a Multi Academy Trust, Creating Tomorrow MAT is committed to following the recommendations set out in the School Teachers Pay and Conditions Document (STPCD), which is updated yearly by the DfE.

Pay for the Key Management Personnel (Leadership) is overseen by the Remuneration Committee of the Trust board and are guided by the "Determination of the school's headteacher group" (Part 2 of the STPCD, paragraph 7) and then following guidance the rest of the leadership pay is determined.

Remuneration is decided yearly through a rigorous appraisal cycle, focussing on performance throughout the year and progress towards agreed objectives. Appraisal of the Chief Executive officer, Headteacher and heads of school is overseen by a panel of directors who have support from an external independent advisor. Subsequent leadership appraisal is overseen by the as relevant by the Chief Executive Officer, Headteacher and heads of school.

Any recommendations for changes in pay are presented to the Remuneration Committee who then report directly to the full board of trustees.

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

h. Engagement with employees (including disabled persons)

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The academy carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees.

The academy has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the academy's equal opportunities policy, the academy has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the academy's offices.

Objectives and activities

a. Objects and aims

Overall aims of the business;

- Ensure the quality of education provided
- Ensure the spiritual, moral, social and cultural development of pupils
- Ensure the welfare, health and safety of pupils
- Ensure the suitability of staff, supply staff, proprietors and accommodation

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Objectives and activities (continued)

b. Objectives, strategies and activities

What were we trying to improve?

Excellence in Learning & Teaching

- Students are successful learners
- Students are confident individuals
- Students are responsible citizens

Inspiring, Engaging & Professional Leadership

- All staff are supported in their roles
- The trust's finances are managed to support the education of pupils and students
- Schools are managed effectively to ensure meet needs of the pupils and students
- Trust culture supports staff wellbeing

Strong & Effective Governance

- Trust Compliance sits at 95%
- Safeguarding culture in place throughout the trust
- Effective strategic leadership ensures the trust is meeting its objectives
- There is strong governance throughout the trust

Positive Impact & Influence Locally, Regionally & Nationally

- The trust actively seeks partnerships that are mutually beneficial and impact on outcomes
- The trust has a positive reputation and influence at a local, regional and national level with a positive impact for the system and/or the trust
- The trust openly engages in self-review

Strategic developments

Excellence in Learning & Teaching

- Set up a post 16 service including a 19-25 college or provision which enables students to continue to develop their education and life skills
- Students to make good progress towards outcomes
- Students at the Trust to feel safe and underpinned by positive relationships
- Curriculum offered to meet the needs of all learners
- Our students to feel happy

Inspiring, Engaging & Professional Leadership

- Ensure a Creating Tomorrow annual plan is in place including finance and central services requirements
- Ensure a process is applied in all schools to identify staff requirements including succession planning
- Ensure central services are developed to meet the needs of schools
- Ensure finances and planned, in place and deployed, to support Creating Tomorrow's strategies and programmes
- All staff to add value to the Trust
- Staff in all schools to be developing to their full potential
- Staff in all schools to feel valued and supported

Strong & Effective Governance

- All Members, Trustees and Governors understand their role in leading in the Trust
- Creating Tomorrow Trust has a clear understanding of its risk appetite in order to meet its strategic objectives
- That the culture across the Trust ensures that safeguarding is robust

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Objectives and activities (continued)

Positive Impact & Influence Locally, Regionally and Nationally

- Increase the number of schools in the MAT
- Demonstrate a positive impact on our local community and a positive influence on SEN issues at a local, regional

c. Public benefit

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Strategic report

Achievements and performance

a. Key performance indicators

The key performance indicators of the trust are set out below:

School Self-Evaluation and Priorities				
Area	Term	Daventry Hill	Isebrook	Wren Spinney
Overall Effectiveness	Aut			
	Spr	Quality of education learning and progress		Quality of education learning judgement
	Sum			
Quality of Education	Aut			
	Spr	SA, s and good OE, majority PL, learning and progress in science		Curriculum implementation needs improving
	Sum			
Behaviour and Attitudes	Aut			
	Spr	Attendance now good, need evidence for bullying and case studies - all other areas at least good		Attendance needs careful consideration
	Sum			
Personal Development	Aut			
	Spr	At least good in all areas apart - understanding stage appropriate relationships, developing talents (need evidence)		Need to develop individualised approach, RSE in the curriculum
	Sum			
Leadership and Management	Aut			
	Spr	At least good in all areas apart from - governance understanding role and holding leaders to account		Middle leaders expectations, SEF evidence linked to Ofsted, robust CPD plan with focus on SEND specialism. Need for delegated coaching model, classteacher expectations
	Sum			
Quality of Early Years Provision	Aut		N/A	N/A
	Spr			
	Sum			
Quality of 6 th Form Provision	Aut			
	Spr			Quality of teaching and curriculum and careers
	Sum			
Outstanding		Good		Requiring Improvement
				Inadequate

School Development Plan Priorities:

School Development Plan Priorities		
Daventry Hill	Isebrook	Wren Spinney
Quality of teaching	Continuing Professional Development	Leadership and management
Curriculum leadership	Curriculum and Assessment	Consistently high quality learning and teaching
Assessment	Communication	School ethos to promote learning and safety
Reading	Reading and Writing	Student outcomes
Maths	Maths	

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

Student Progress:

Previous Year – Progress Towards Minimum Expected End of Key Stage Outcomes (July 2019)							
%	English	Speak	Listen	Read	Write	Maths	PSHE
DHS	79/17/4	87/11/2		78/17/5	72/24/4	85/13/2	81/18/1
Isebrook	72/7/21	80/5/15	81/6/13	70/11/19	63/14/24	69/12/19	72/12/15
Wren Spinney	76/17/7	67/27/6		82/10/8	78/14/2	78/14/8	80/12/8

Outstanding >75% above	Good ≥70% expected	Requiring Improvement ≥50% expected	Inadequate ≤50% expected
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End of Year Progress:

Current Academic Year - Progress Towards Expected Outcomes [2019-20]								
%		Communication			Maths	PSHE	PfA / EHCP	IEP
		Speaking & Listening	Reading	Writing				
DHS	Aut							
	Spr							
Isebrook	Aut							
	Spr							
Wren Spinney	Aut							
	Spr							

Outstanding >75% above	Good ≥70% expected	Requiring Improvement ≥50% expected	Inadequate ≤50% expected
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Personnel:

Schools are managing their staffing in line with budgets, however there is still a challenge in capacity at a leadership level and recruiting to some specific posts, for example qualified teachers at Daventry Hill and Wren Spinney. A culture of 'grow your own' is useful in retention, however there is an effect on the quality of teaching while staff are training.

Staff Recruitment and Retention																								
Term	Trust						Daventry Hill						Isebrook						Wren Spinney					
	Aut		Spr		Sum		Aut		Spr		Sum		Aut		Spr		Sum		Aut		Spr		Sum	
Total Staff	6	8	8	8	8	8	73	78	85	90	94	96	104	99	103	103	101	101	50	57	56	59	60	62
Teachers (fte)	N/A	N/A	N/A	N/A	N/A	N/A	22	23	22	23	21	21	32	31	31	31	30	30	12	11	10	11	12	12
Teaching Support (fte)	N/A	N/A	N/A	N/A	N/A	N/A	40	44	52	56	59	61	57	56	59	59	58	58	30	38	38	40	40	42
Non-teaching Support	6	8	8	8	8	8	11	11	11	11	14	14	15	12	13	13	13	13	8	8	8	8	8	8
Resignations	0	0	0	0	0	0	3	0	0	0	0	0	8	1	1	3	0	7	2	1	4	1	0	1
Appointments	0	2	0	0	0	0	9	5	6	8	4	0	4	2	1	0	0	0	8	1	1	0	1	1

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

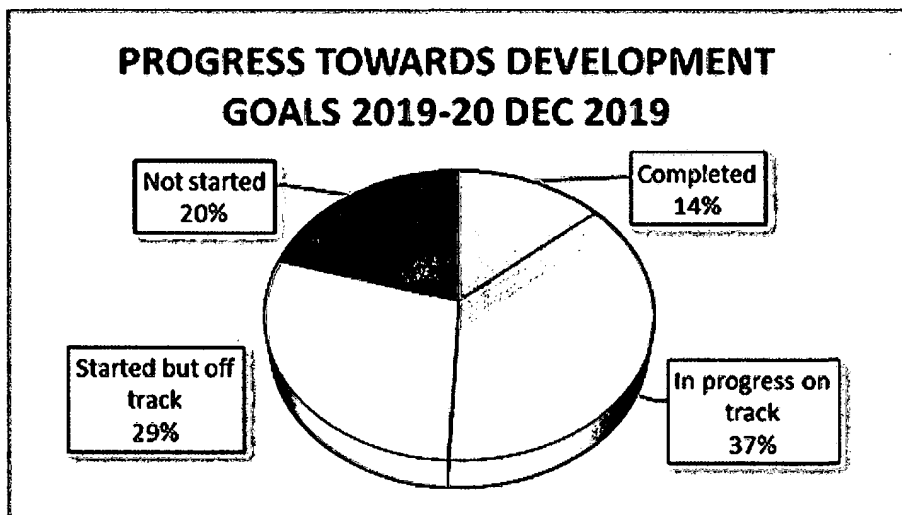
Statutory Compliance:

Overall Trust compliance	
Compliant	82%
Needs Review	14%
Not compliant	3%

Overall compliance by school			
	Daventry	Isebrook	Wren
Compliant	77%	78%	100%
Needs Review	17%	16%	0%
Not Compliant	4%	4%	0%

Overall compliance by area			
	Compliant	Review	Not compliant
Policies	72	26	1
Health, Safety & Welfare	78	22	0
IT / GDPR	95	5	0
Recruitment	100	0	0
Safeguarding	94	6	0
Website	72	9	18
Overall	82	14	3

MAT Development Priorities 2019-20 (OGSM):

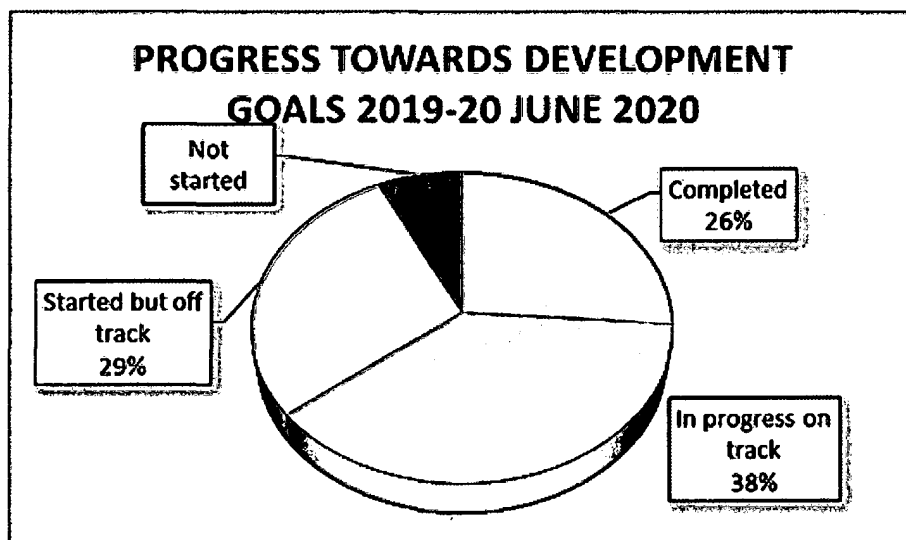
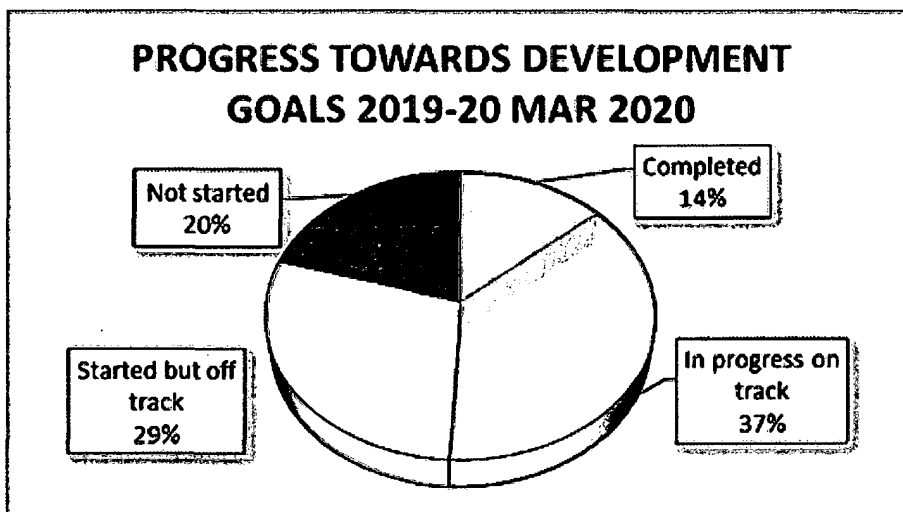


CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)



b. Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the academy has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Financial review

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

a. Reserves policy

The Trustees require a revenue reserve to be created to fund future expenditure related to the Academy Development Plan's strategic long-term aims and developments and a capital reserve for future capital expenditure. The policy of the Academy is to carry forward a prudent level of resources designed to meet the long-term cyclical needs of renewal and any other unforeseen contingencies.

The Trust has built up reserves to cover uncertainties in funding over the coming years. SEN funding from the Local Authority is changing and it is difficult to predict funding going forward. The Trustees are confident that the level of reserves will cover any shortfall in funding. Reserves have also been allocated to increase capacity in the Trust in preparation for further schools joining.

b. Investment policy

The academy aims to manage its cash balances to provide for the day-to-day working capital requirements of its operations, whilst protecting the real long-term value of any surplus cash balances against inflation. In addition, the academy aims to invest surplus cash funds to optimise returns, whilst ensuring that the investment instruments are such that there is no risk to the loss of these funds. Investments may only be made in accordance with written procedures approved by the Trustees.

c. Principal risks and uncertainties

The Trustees have assessed the major risks to which the academy is exposed, in particular those related to the operations and finances of the academy, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

- Reputational risk – mitigated by having policies and practices relating to safeguarding and use of media which are monitored and updated when necessary.
- Performance Risk - mitigated by the school evaluating its performance throughout the year. There is also a school improvement plan which makes provision in respect of recruitment, CPD and reorganisation to manage risk.
- Financial Risk – the principal risk factors are a reduction in pupil numbers, reduction in Government funding, unbudgeted costs of teaching and support staff costs and unforeseen capital repairs. These risks are mitigated by monitoring and reporting to Trustees on a termly basis and predictive measures in financial planning.
- Risks associated with personnel – there is absence insurance in place to mitigate the risk. HR policies have been developed with the guidance of an HR provider.

The academy trust practices through its Board, namely the Board of Trustees and the constituted subcommittees, risk management principles. Any major risks highlighted at any sub-committee are brought to the main Board with proposed mitigating actions and they continue to be reported until the risk is adequately mitigated.

The Board of Trustees accepts managed risk as an inevitable part of its operations but maintains an objective not to run unacceptable levels of risk in any area. The subjective nature of this process requires major risks to be resolved by the board of trustees collectively, whilst more minor risks are dealt with by senior executive officers.

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Fundraising

Consistent with other schools, a low level of fundraising is performed throughout the year.

Plans for future periods

What are we continually focussing on?

Excellence in Learning & Teaching

- Students are successful learners
- Students are confident individuals
- Students are responsible citizens

Inspiring, Engaging & Professional Leadership

- All staff are supported in their roles
- The trust's finances are managed to support the education of pupils and students
- Schools are managed effectively to ensure meet needs of the pupils and students
- Trust culture supports staff wellbeing

Strong & Effective Governance

- Trust Compliance sits at 95%
- Safeguarding culture in place throughout the trust
- Effective strategic leadership ensures the trust is meeting its objectives
- There is strong governance throughout the trust

Positive Impact & Influence Locally, Regionally & Nationally

- The trust actively seeks partnerships that are mutually beneficial and impact on outcomes
- The trust has a positive reputation and influence at a local, regional and national level with a positive impact for the system and/or the trust
- The trust openly engages in self-review

Future developments

Excellence in Learning & Teaching

- Curriculum offered addresses needs of all learners
- All learners access high quality learning and teaching
- Students to make good progress towards outcomes
- Students are confident individuals living fulfilling lives

Inspiring, Engaging & Professional Leadership

- Trust culture supports staff wellbeing
- Trust personnel are supported in their roles
- All CTAT personnel add value to the Trust
- The trust's finances are managed to support the education of pupils and students
- Ensure a Creating Tomorrow rolling 3-year plan is in place including finance and central services requirements

Strong & Effective Governance

- There is strong governance throughout the Trust
- The Trust is compliant with policies, HS&W, IT, website and premises
- Safeguarding culture in place throughout the trust
- Increase the number of schools in the MAT to become a "medium-sized" SEN academy trust by 2023
 - o Open a special free school "Windmill Hill" for September 2021
 - o Support a maintained special school to join the Trust by September 2021

CREATING TOMORROW MULTI ACADEMY TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Plans for future periods (continued)

Positive Impact & Influence Locally, Regionally and Nationally

- Demonstrate a positive impact on our local community and a positive influence on SEN issues at a local, regional and national level.
- The trust has a positive reputation and influence at local, regional and national level with a positive impact for the system and/ or the Trust
- The Trust openly engages in self-review
- Understand the environmental impact of schools activities and seek to implement best practice in the responsible use of resources.

Funds held as custodian on behalf of others

The Academy Trust does not hold funds as custodian trustee on behalf of others.

Employee involvement and employment of the disabled

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The academy carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees.

The academy has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the academy's equal opportunities policy, the academy has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the academy's offices.

Disclosure of information to auditors

Insofar as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 16 December 2020 and signed on its behalf by:

..... *J Payne 12-1-2020*
J Payne
Chair of Trustees

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT

Scope of responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that Creating Tomorrow Multi Academy Trust has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

As Trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

The Board of Trustees has delegated the day-to-day responsibility to the CEO, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Creating Tomorrow Multi Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the board of Trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The Board of Trustees has formally met 12 times during the year.

Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
K J Latham, CEO and Accounting Officer	11	12
J L Boyt	1	2
J Payne, Chair of Trustees	12	12
S Welch, Vice Chair of Trustees	11	12
L Saunders	12	12
T McHugh	5	9
J Duggan	12	12
K Sanders	0	1
F Shore	3	3
J How	4	4
S Turnock	3	4

A skills audit was performed internally during the year which identified training and support for the board which we are looking to fill.

The Finance Committee, moving forward as a MAT was split into a Business PPP Committee and an Audit and Risk Committee at the start of the year, is a sub-committee of the main board of trustees. Its purpose is to ensure proper financial administration arrangements are in place that enables the board of trustees to fulfil its statutory responsibilities for financial management and also demonstrates the achievement of key financial administration standards required by Ofsted and the Audit Commission.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

Attendance at the Audit and Risk Committee Meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
K J Latham	3	4
J Payne	4	4
J L Boyt	2	2
S Welch	2	4
T McHugh	1	1
S Turnock	1	1

Attendance at the Business PPP Committee meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
K J Latham	3	4
L Saunders	3	4
J Duggan	3	4
T McHugh	3	4

Review of value for money

As accounting officer, the CEO has responsibility for ensuring that the Trust delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The accounting officer considers how the Trust's use of its resources has provided good value for money during each academic year, and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate. The accounting officer for the Trust has delivered improved value for money during the year by:

Targeted Improvement:

There are development plans in place detailing the priorities of the Trust and individual schools that are costed with clear aims and success criteria.

Staffing for classes is based on student need as identified by the matrix in use by the Local Authority. This is then reviewed on a regular basis to ensure resources are used effectively in order that students are safe and able to make the best progress possible.

Focus on Individual Students:

Resources are identified through students' Education Health and Care Plans (or Statements of Educational Need if not already transferred) and in order to support individual students, all have an Individual Education Plan, developed through discussion with families and other professionals. The school curriculum goes above academic teaching to enhance the development of physical, social, emotional and behavioural skills. All students are able to access a range of activities and therapies. The schools support the training of staff to enable the delivery of a range of therapies; individual and small group activities, such as music, and a wide and varied alternative curriculum. There is also significant additional support for pastoral and welfare support and communication needs.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Review of value for money (continued)

Space is made available for health care specialists, such as Speech and Language Therapists and nursing staff in order that they can work on site with students. This supports families and reduces the time that would be spent in travelling to access the services in other locations. There is a collegiate approach with the school staff to ensure the best possible outcomes for students.

Collaboration:

Administration staff are deployed across the Trust and the individual schools in order to ensure cost effective ordering and use of resources. There are also regular skills sharing of staff and close collaboration of all of the Senior Leadership Team.

The Academies are part of the special schools network in Northamptonshire who work closely together. This includes regular Head Teacher meetings and Deputies meetings where current changes/issues are discussed and ways of improvement considered. All schools are also strategic partners of Maplefields Teaching School Alliance that supports the continuing Professional Development of the staff ensuring value for money through a collaborative approach and sharing of expertise.

New Initiatives:

The LA is supporting All academies with building works to improve the provision and offer, and in respect of Isebrook to increase the school's capacity by 25%, so by securing future provision and funding.

Quantifying Improvements:

The schools regularly review data to ensure student progress. This is done in collaboration with the Schools' Improvement Advisor and the Local Authority. Gaps are identified and appropriate interventions put in place to support improvement. School data in achievement, behaviour and safety and attendance show that the schools are at least Good.

Financial Governance and Oversight/Reviewing controls and managing risks:

During the year the Trust has had an audit of internal systems and procedures and an audit of finances, ensuring that the trust is acting in accordance with the Academies Financial Handbook. The new finance recording and reporting system (PS Financials) has been installed and has supported financial management.

The trust has a Financial Control Policy in place covering all areas of finance. We also have a completed Risk Register. This ensures compliance with the Academies Financial Handbook. Areas include clear delegation and distribution of roles and responsibilities; this also ensures appropriate division of duties.

Due to COVID 19 the ESFA did not require a 3 year forecast to be submitted, however a forecast has been done which is monitored by the Chief Finance Officer (CFO) who reports to the Accounting Officer any issues/areas of concern. The CFO provides a detailed report covering all areas to the Board of Trustees. Trustees ensure that projects will benefit the school, whilst also being cost effective and affordable, for example as the new buildings are being completed Trustees will ensure the spaces are being utilized fully for the benefit of our students.

Better Purchasing:

Contracts are being reviewed regularly to ensure that best value is achieved and 3 quotes are required on all expenditure over £10,000 and wherever possible on expenditure over £1,000.

The outcome for the Trust on these processes is that we have a better service and are making financial savings.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Review of value for money (continued)

We are certain of our financial regularity.

The outcome for the Trust on these processes is that we have a better service and have made a financial saving. We are certain of our financial regularity.

Better Income Generation:

Income generation is an area for development as the trust is being established however is an area that our finance team will be able to focus on.

Lessons Learned:

The trust is aware that there are areas to develop and is committed to ensure that financial systems are transparent and robust, and that reporting to Trustees is clear so that they are able to discharge their duties. The trust continues to strive for best value. There is an openness to different ways of working and continual review of resources to ensure impact on students' progress.

The trust understands that it needs to use a range of resources to ensure best value.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Creating Tomorrow Multi Academy Trust for the year 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements.

Capacity to handle risk

The Board of Trustees has reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Trust's significant risks that has been in place for the year 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of Trustees.

The risk and control framework

The Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- regular reviews by the Finance and PPP and Risk Committees of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

The risk and control framework (continued)

- identification and management of risks

The Board of Trustees has decided to employ Julia Raftery Consulting Limited as internal auditor.

The audit report produced informs the Board of Trustees, through the business committee, on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities.

On an annual basis, the internal auditor reports to the Board of Trustees through the audit committee on the operation of the systems of control and on the discharge of the Trustees' financial responsibilities.

The programme of work was unable to be delivered as planned due to issues around Covid-19.

Review of effectiveness

As accounting officer, the CEO has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- on discharge of the Board of Trustees financial decisions to help the committee consider actions and assess year on year progress
- the work of the internal auditor;
- the work of the external auditors;
- the work of the executive managers within the Trust who have responsibility for the development and maintenance of the internal control framework.

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the audit committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees on 16 December 2020 and signed on their behalf by:

J Payne 12-1-2021
.....
J Payne
Chair of Trustees


.....
K J Latham
Accounting Officer

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of Creating Tomorrow Multi Academy Trust I have considered my responsibility to notify the academy board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy, under the funding agreement in place between the academy and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2019.

I confirm that I and the academy board of Trustees are able to identify any material irregular or improper use of all funds by the academy, or material non-compliance with the terms and conditions of funding under the academy's funding agreement and the Academies Financial Handbook 2019.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of Trustees and ESFA.



K J Latham
Accounting Officer
Date: 16 December 2020

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2020

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with the Academies Accounts Direction published by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:


- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from ESFA/DfE have been applied for the purposes intended.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the Board of Trustees on 16 December 2020 and signed on its behalf by:

 12-1-2021
.....
J Payne
Chair of Trustees

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
CREATING TOMORROW MULTI ACADEMY TRUST**

Opinion

We have audited the financial statements of Creating Tomorrow Multi Academy Trust (the 'academy') for the year ended 31 August 2020 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the academy's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and Skills Funding Agency.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the academy in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the academy's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
CREATING TOMORROW MULTI ACADEMY TRUST (CONTINUED)**

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Other information includes the Reference and administrative details, the Trustees' report including the Strategic report, and the Governance statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the academy and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
CREATING TOMORROW MULTI ACADEMY TRUST (CONTINUED)**

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the academy for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the academy's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the academy or to cease operations, or have no realistic alternative but to do so.

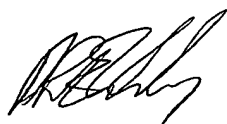
Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Use of our report

This report is made solely to the academy's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the academy's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the academy and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alan Endersby (Senior statutory auditor)
for and on behalf of
Streets Audit LLP
Potton House

Wyboston Lakes
Bedford
MK44 3BZ

Date: 14/01/2021

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO CREATING TOMORROW MULTI ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY

In accordance with the terms of our engagement letter dated 11 October 2017 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Creating Tomorrow Multi Academy Trust during the year 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Creating Tomorrow Multi Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Creating Tomorrow Multi Academy Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Creating Tomorrow Multi Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Creating Tomorrow Multi Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Creating Tomorrow Multi Academy Trust's funding agreement with the Secretary of State for Education dated 11 October 2017 and the Academies Financial Handbook, extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2019 to 2020. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2019 to 2020 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the academy's income and expenditure.

The work undertaken to draw to our conclusion includes:

- A review of the academy's systems and controls and confirmation of the operation and effectiveness during the year;
- A review of expenditure to confirm the appropriateness and value for money; and
- A review of connected party arrangements, transactions and balances.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO CREATING
TOMORROW MULTI ACADEMY TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY
(CONTINUED)**

Conclusion

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Alan Endersby (Senior statutory auditor)
Streets Audit LLP

Potton House
Wyboston Lakes
Bedford
MK44 3BZ

Date: 14/01/2021

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:						
Donations and capital grants:	3					
Transferred from Daventry Hill School		-	-	-	-	11,984,558
Other donations and capital grants		-	-	26,691	26,691	226,116
Charitable activities		-	8,926,472	-	8,926,472	7,881,370
Other trading activities		14,253	-	-	14,253	31,992
Investments	6	5,037	-	-	5,037	4,013
Total income		19,290	8,926,472	26,691	8,972,453	20,128,049
Expenditure on:						
Charitable activities		-	9,068,338	274,874	9,343,212	8,236,307
Total expenditure		-	9,068,338	274,874	9,343,212	8,236,307
Net income/(expenditure)		19,290	(141,866)	(248,183)	(370,759)	11,891,742
Transfers between funds	17	-	153,182	(153,182)	-	-
Net movement in funds before other recognised gains/(losses)		19,290	11,316	(401,365)	(370,759)	11,891,742
Other recognised gains/(losses):						
Actuarial losses on defined benefit pension schemes	23	-	(171,000)	-	(171,000)	(1,103,000)
Net movement in funds		19,290	(159,684)	(401,365)	(541,759)	10,788,742

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
(CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Note					
Reconciliation of funds:					
Total funds brought forward	69,013	(1,889,732)	25,245,189	23,424,470	12,635,728
Net movement in funds	19,290	(159,684)	(401,365)	(541,759)	10,788,742
Total funds carried forward	88,303	(2,049,416)	24,843,824	22,882,711	23,424,470

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 34 to 61 form part of these financial statements.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 09392862

BALANCE SHEET
AS AT 31 AUGUST 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	14	24,834,992	24,933,559
		24,834,992	24,933,559
Current assets			
Debtors	15	197,886	561,840
Cash at bank and in hand		2,642,908	1,887,344
		2,840,794	2,449,184
Creditors: amounts falling due within one year	16	(176,075)	(252,273)
Net current assets		2,664,719	2,196,911
Total assets less current liabilities		27,499,711	27,130,470
Net assets excluding pension liability		27,499,711	27,130,470
Defined benefit pension scheme liability	23	(4,617,000)	(3,706,000)
Total net assets		22,882,711	23,424,470

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 09392862

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2020

	Note	2020 £	2019 £
Funds of the academy			
Restricted funds:			
Fixed asset funds	17	24,843,824	25,245,189
Restricted income funds	17	2,567,584	1,816,268
		<u>27,411,408</u>	<u>27,061,457</u>
Restricted funds excluding pension asset	17	27,411,408	27,061,457
Pension reserve	17	(4,617,000)	(3,706,000)
		<u>22,794,408</u>	<u>23,355,457</u>
Total restricted funds	17	22,794,408	23,355,457
Unrestricted income funds	17	88,303	69,013
		<u>22,882,711</u>	<u>23,424,470</u>
Total funds		<u><u>22,882,711</u></u>	<u><u>23,424,470</u></u>

The financial statements on pages 29 to 61 were approved by the Trustees, and authorised for issue on 16 December 2020 and are signed on their behalf, by:

J Payne 12-1-2021
J Payne
 Chair of Trustees

The notes on pages 34 to 61 form part of these financial statements.

CREATING TOMORROW MULTI ACADEMY TRUST
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash provided by operating activities	19	797,680	987,759
Cash flows from investing activities	20	(42,116)	(61,279)
Change in cash and cash equivalents in the year		755,564	926,480
Cash and cash equivalents at the beginning of the year		1,887,344	960,864
Cash and cash equivalents at the end of the year	21, 22	<u>2,642,908</u>	<u>1,887,344</u>

The notes on pages 34 to 61 form part of these financial statements

CREATING TOMORROW MULTI ACADEMY TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgments and key sources of estimation uncertainty, is set out below.

1.1 Basis of preparation of financial statements

The financial statements of the academy, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2019 to 2020 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

1.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the academy to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the academy has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the academy's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

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NOTES TO THE FINANCIAL STATEMENTS
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1. Accounting policies (continued)

1.3 Income

All incoming resources are recognised when the academy has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

- **Grants**

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

General Annual Grant is recognised in full in the Statement of financial activities in the year for which it is receivable and any abatement in respect of the year is deducted from income and recognised as a liability.

Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the Balance sheet in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

- **Donations**

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

- **Other income**

Other income, including the hire of facilities, is recognised in the year it is receivable and to the extent the academy has provided the goods or services.

- **Transfer of existing academies into the academy**

Where assets and liabilities are received on the transfer of an existing academy into the academy, the transferred assets are measured at fair value and recognised in the Balance sheet at the point when the risks and rewards of ownership pass to the academy. An equal amount of income is recognised for the transfer of an existing academy into the academy within 'Income from Donations and Capital Grants' to the net assets acquired.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity.

- **Charitable activities**

These are costs incurred on the academy's educational operations, including support costs and costs relating to the governance of the academy apportioned to charitable activities.

All resources expended are inclusive of irrecoverable VAT.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies (continued)

1.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the academy; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.6 Tangible fixed assets

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Statement of financial activities and carried forward in the Balance sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Statement of financial activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

Depreciation is provided on all tangible fixed assets other than freehold land and assets under construction, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Depreciation is provided on the following bases:

Land and buildings	- Not depreciated
Leasehold improvements	- 10% Straight Line
Furniture and equipment	- 10% Straight Line
Computer equipment	- 33% Straight Line
Motor vehicles	- 20% Straight Line

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

1.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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NOTES TO THE FINANCIAL STATEMENTS
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1. Accounting policies (continued)

1.9 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the academy anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.10 Financial instruments

The academy only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the academy and their measurement bases are as follows:

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 15. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

Cash at bank is classified as a basic financial instrument and is measured at face value.

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 16. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies (continued)

1.11 Pensions

Retirement benefits to employees of the academy are provided by the Teachers' Pension Scheme ("TPS") and the Local Government Pension Scheme ("LGPS"). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the academy in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the academy in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

1.12 Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the academy at the discretion of the Trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the funders where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the Department for Education Group.

Investment income, gains and losses are allocated to the appropriate fund.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

2. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The academy trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 23, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Tangible fixed assets are recognised at cost or valuation, less accumulated depreciation and any impairment. Depreciation takes place over the estimated useful life, down to the assessed residual value. The carrying amount of the academy's fixed assets is tested as soon as changed conditions show that a need for impairment has arisen.

3. Income from donations and capital grants

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Net Assets of Daventry Hill transferred into MAT	-	-	-	-	11,984,558
Capital Grants	-	-	26,691	26,691	226,116
	-	-	26,691	26,691	12,210,674
<i>Total 2019</i>	33,008	462,455	11,715,211	12,210,674	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

4. Funding for the academy's educational operations

	Restricted funds 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
DfE/ESFA grants			
General Annual Grant (GAG)	4,020,000	4,020,000	3,639,581
Other ESFA grants	185,278	185,278	224,928
	<u>4,205,278</u>	<u>4,205,278</u>	<u>3,864,509</u>
Other government grants			
Other government grants	4,651,703	4,651,703	3,914,008
	<u>4,651,703</u>	<u>4,651,703</u>	<u>3,914,008</u>
Other funding			
Other income	69,491	69,491	102,853
	<u>69,491</u>	<u>69,491</u>	<u>102,853</u>
	<u><u>8,926,472</u></u>	<u><u>8,926,472</u></u>	<u><u>7,881,370</u></u>
<i>Total 2019</i>	<u><u>7,881,370</u></u>	<u><u>7,881,370</u></u>	

5. Income from other trading activities

	Unrestricted funds 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Hire of premises	14,253	14,253	31,992
	<u>14,253</u>	<u>14,253</u>	<u>31,992</u>
<i>Total 2019</i>	<u><u>31,992</u></u>	<u><u>31,992</u></u>	

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6. Investment income

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Bank interest received	5,037	5,037	4,013
	<u>5,037</u>	<u>5,037</u>	<u>4,013</u>
<i>Total 2019</i>	<u>4,013</u>	<u>4,013</u>	

7. Expenditure

	Staff Costs 2020 £	Premises 2020 £	Other 2020 £	Total 2020 £	Total 2019 £
Educational Operations:					
Direct costs	6,565,300	-	340,576	6,905,876	6,150,608
Allocated support costs	1,327,784	376,574	732,978	2,437,336	2,085,699
	<u>7,893,084</u>	<u>376,574</u>	<u>1,073,554</u>	<u>9,343,212</u>	<u>8,236,307</u>
<i>Total 2019</i>	<u>6,887,070</u>	<u>397,177</u>	<u>952,060</u>	<u>8,236,307</u>	

8. Analysis of expenditure by activities

	Direct costs 2020 £	Support costs 2020 £	Total funds 2020 £	Total funds 2019 £
Educational Operations	6,905,876	2,437,336	9,343,212	8,236,307
	<u>6,905,876</u>	<u>2,437,336</u>	<u>9,343,212</u>	<u>8,236,307</u>
<i>Total 2019</i>	<u>6,150,608</u>	<u>2,085,699</u>	<u>8,236,307</u>	

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**NOTES TO THE FINANCIAL STATEMENTS
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8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Educational Operations 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Staff costs	6,565,300	6,565,300	5,845,624
Educational supplies	48,047	48,047	44,999
Examination fees	2,477	2,477	5,088
Staff recruitment and development	56,255	56,255	49,117
Technology costs	16,669	16,669	5,837
Educational supplies and consultancy	99,528	99,528	89,139
Travel and subsistence	15,318	15,318	6,711
Other	102,282	102,282	104,093
	<u>6,905,876</u>	<u>6,905,876</u>	<u>6,150,608</u>
<i>Total 2019</i>	<u>6,150,608</u>	<u>6,150,608</u>	

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**NOTES TO THE FINANCIAL STATEMENTS
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8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Educational Operations 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Pension finance costs	76,000	76,000	66,000
Staff costs	1,327,784	1,327,784	1,041,446
Depreciation	145,720	145,720	132,345
Technology costs	68,311	68,311	50,403
Maintenance of premises and equipment	120,966	120,966	153,292
Cleaning	103,173	103,173	90,801
Rent	10,025	10,025	12,970
Energy	142,410	142,410	140,114
Insurance	85,335	85,335	48,175
Catering	93,292	93,292	57,041
Other	51,842	51,842	51,870
Exp type 18	129,154	129,154	94,933
Professional fees	79,493	79,493	136,382
Audit fees	3,831	3,831	9,927
	<u>2,437,336</u>	<u>2,437,336</u>	<u>2,085,699</u>
<i>Total 2019</i>	<u>2,085,699</u>	<u>2,085,699</u>	

9. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2020 £	<i>2019 £</i>
Operating lease rentals	11,871	12,970
Depreciation of tangible fixed assets	145,720	132,345
Fees paid to auditors for:		
- audit	12,000	12,000
- other services	3,000	3,000
	<u>161,591</u>	<u>147,315</u>

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NOTES TO THE FINANCIAL STATEMENTS
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10. Staff

a. Staff costs

Staff costs during the year were as follows:

	2020 £	2019 £
Wages and salaries	5,499,686	4,922,389
Social security costs	471,665	412,125
Pension costs	1,693,804	1,188,364
	<u>7,665,155</u>	<u>6,522,878</u>
Supply teacher costs	217,851	364,192
Staff restructuring costs	10,078	-
	<u><u>7,893,084</u></u>	<u><u>6,887,070</u></u>

b. Non-statutory/non-contractual staff severance payments

During the year there were severance payments paid to three staff members of the following amounts; £5,000, £3,871 and £1,207.

c. Staff numbers

The average number of persons employed by the academy during the year was as follows:

	2020 No.	2019 No.
Teachers	55	55
Administration and support	208	188
Management	12	11
	<u><u>275</u></u>	<u><u>254</u></u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

10. Staff (continued)

c. Staff numbers (continued)

The average headcount expressed as full-time equivalents was:

	2020	2019
	No.	No.
Teachers	52	53
Administration and support	133	126
Management	12	10
	197	189

d. Higher paid staff

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2020	2019
	No.	No.
In the band £70,001 - £80,000	2	2
In the band £80,001 - £90,000	1	-
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	1	-

e. Key management personnel

The key management personnel of the academy comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the academy was £293,438 (2019 £246,127).

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11. Central services

The academy has provided the following central services to its academies during the year:

- Financial services
- Human resources; and
- IT support

The academy charges for these services on the following basis:

The charges for central services made to the individual academies are based on a flat percentage of annual ESFA General Annual Grant funding at 5%.

The actual amounts charged during the year were as follows:

	2020 £	2019 £
Isebrook SEN Cognition & Learning College	196,767	174,954
Wren Spinney Community School	79,524	68,050
Daventry Hill School	148,691	155,582
Total	424,982	398,586

12. Trustees' remuneration and expenses

One or more Trustees has been paid remuneration or has received other benefits from an employment with the academy. The principal and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment. The value of Trustees' remuneration and other benefits was as follows:

		2020 £	2019 £
K J Latham, Head Teacher and Accounting Officer	Remuneration	100,000 - 105,000	95,000 - 100,000
	Pension contributions paid	20,000 - 25,000	15,000 - 20,000

During the year ended 31 August 2020, no Trustee expenses have been incurred (2019 - £NIL).

13. Trustees' and Officers' insurance

The academy has opted into the Department of Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme membership.

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**NOTES TO THE FINANCIAL STATEMENTS
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14. Tangible fixed assets

	Land and Buildings £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Total £
Cost or valuation					
At 1 September 2019	25,047,436	199,261	350,733	38,758	25,636,188
Additions	-	29,223	17,930	-	47,153
At 31 August 2020	<u>25,047,436</u>	<u>228,484</u>	<u>368,663</u>	<u>38,758</u>	<u>25,683,341</u>
Depreciation					
At 1 September 2019	367,526	35,151	266,445	33,507	702,629
Charge for the year	8,844	33,370	98,255	5,251	145,720
At 31 August 2020	<u>376,370</u>	<u>68,521</u>	<u>364,700</u>	<u>38,758</u>	<u>848,349</u>
Net book value					
At 31 August 2020	<u>24,671,066</u>	<u>159,963</u>	<u>3,963</u>	<u>-</u>	<u>24,834,992</u>
At 31 August 2019	<u>24,679,910</u>	<u>164,110</u>	<u>84,288</u>	<u>5,251</u>	<u>24,933,559</u>

Land and Buildings transferred on conversion are held under a 125 year lease and are stated at valuations which the trustees believe are appropriate. Subsequent additions are stated at cost.

15. Debtors

	2020 £	2019 £
Due within one year		
Trade debtors	48,399	139,377
Other debtors	45,707	204,961
Prepayments and accrued income	103,780	217,502
	<u>197,886</u>	<u>561,840</u>

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NOTES TO THE FINANCIAL STATEMENTS
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16. Creditors: Amounts falling due within one year

	2020	2019
	£	£
Trade creditors	83,344	63,085
Other creditors	20,219	1,985
Accruals	72,512	187,203
	<hr/> 176,075 <hr/>	<hr/> 252,273 <hr/>

CREATING TOMORROW MULTI ACADEMY TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

17. Statement of funds

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
Unrestricted funds						
General Funds	69,013	19,290	-	-	-	88,303
Restricted general funds						
General Annual Grant (GAG)	1,816,268	4,020,000	(3,421,866)	153,182	-	2,567,584
Other ESFA Grant	-	185,278	(185,278)	-	-	-
Other Government Grants	-	4,651,703	(4,651,703)	-	-	-
Other Income	-	69,491	(69,491)	-	-	-
Pension reserve	(3,706,000)	-	(740,000)	-	(171,000)	(4,617,000)
	<u>(1,889,732)</u>	<u>8,926,472</u>	<u>(9,068,338)</u>	<u>153,182</u>	<u>(171,000)</u>	<u>(2,049,416)</u>
Restricted fixed asset funds						
Tangible Fixed Assets	24,933,559	-	(145,720)	47,153	-	24,834,992
ESFA capital grants	13,830	26,691	-	(31,689)	-	8,832
CIF Grant	72,591	-	(129,154)	56,563	-	-
Capital Funds Transferred from Daventry Hill	225,209	-	-	(225,209)	-	-
	<u>25,245,189</u>	<u>26,691</u>	<u>(274,874)</u>	<u>(153,182)</u>	<u>-</u>	<u>24,843,824</u>
Total Restricted funds	<u>23,355,457</u>	<u>8,953,163</u>	<u>(9,343,212)</u>	<u>-</u>	<u>(171,000)</u>	<u>22,794,408</u>
Total funds	<u>23,424,470</u>	<u>8,972,453</u>	<u>(9,343,212)</u>	<u>-</u>	<u>(171,000)</u>	<u>22,882,711</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

17. Statement of funds (continued)

The specific purposes for which the funds are to be applied are as follows:

Unrestricted funds:

General funds - those resources which may be used towards meeting any of the objects of the academy at the discretion of the Trustees. These have not been designated for particular purposes.

Restricted funds:

General Annual Grant (GAG) - made up of a number of different funding streams from the ESFA, all of which are to be used to cover the running costs of the academy.

Other ESFA/Government grants - represent ESFA grants received for specific purposes.

Pension reserve - represents the current deficit balance of the Local Government Pension Scheme (LGPS).

Restricted fixed asset funds:

ESFA capital grants - represents grants received for which the specific purpose of capital expenditure has been imposed by the funder.

Tangible fixed assets - represents land, buildings and other assets transferred to the academy by the Local Authority upon conversion and subsequently added to using various Trust funding.

Under the funding agreement with the Secretary of State, the academy was not subject to a limit on the amount of GAG it could carry forward at 31 August 2020.

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17. Statement of funds (continued)

Total funds analysis by academy

Fund balances at 31 August 2020 were allocated as follows:

	2020 £	2019 £
Isebrook SEN Cognition & Learning College	1,043,191	586,505
Wren Spinney Community Special School	490,003	546,799
Daventry Hill School	1,316,025	727,365
Trust	(193,332)	24,612
Total before fixed asset funds and pension reserve	2,655,887	1,885,281
Restricted fixed asset fund	24,843,824	25,245,189
Pension reserve	(4,617,000)	(3,706,000)
Total	22,882,711	23,424,470

The following academy is carrying a net deficit on its portion of the funds as follows:

	Deficit £
Trust	(193,332)

Central trust is carrying a net deficit due to increases in costs to ensure that the correct structure is in place in order to allow new schools to join the trust without the having to scale up central costs.

The academy is taking the following action to return the academy to surplus:

The contributions to central costs from additional schools joining the trust in the future should reduce the net deficit and return it to a positive fund position.

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17. Statement of funds (continued)

Total cost analysis by academy

Expenditure incurred by each academy during the year was as follows:

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2020 £	Total 2019 £
Isebrook SEN Cognition & Learning College	2,922,218	483,625	21,526	416,262	3,843,631	3,712,736
Wren Spinney Community Special School	1,136,957	347,699	4,550	299,511	1,788,717	1,491,143
Daventry Hill School	1,979,756	575,241	24,885	331,675	2,911,557	2,522,426
Trust	391,493	172,707	36	89,351	653,587	377,657
Academy	6,430,424	1,579,272	50,997	1,136,799	9,197,492	8,103,962

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17. Statement of funds (continued)

Comparative information in respect of the preceding year is as follows:

	<i>Balance at 1 September 2018 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2019 £</i>
Unrestricted funds						
General Funds	-	36,005	-	33,008	-	69,013
Unrestricted Funds Transferred from Daventry Hill	-	33,008	-	(33,008)	-	-
	<u>-</u>	<u>69,013</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>69,013</u>
Restricted general funds						
General Annual Grant (GAG)	953,002	3,639,581	(3,329,026)	552,711	-	1,816,268
Other ESFA Grant	-	224,928	(224,928)	-	-	-
Other Government Grants	-	3,914,008	(3,914,008)	-	-	-
Other Income	-	501,439	(501,439)	-	-	-
Restricted Funds Transferred from Daventry Hill	-	589,455	-	(589,455)	-	-
Pension reserve	(2,054,000)	(127,000)	(422,000)	-	(1,103,000)	(3,706,000)
	<u>(1,100,998)</u>	<u>8,742,411</u>	<u>(8,391,401)</u>	<u>(36,744)</u>	<u>(1,103,000)</u>	<u>(1,889,732)</u>
Restricted fixed asset funds						
Tangible Fixed Assets	13,574,018	11,263,886	(132,345)	228,000	-	24,933,559
Assets acquired with funding	162,708	-	-	(162,708)	-	-
ESFA capital grants	-	58,592	(16,214)	(28,548)	-	13,830
CIF Grant	-	167,524	(94,933)	-	-	72,591

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17. Statement of funds (continued)

	<i>Balance at 1 September 2018 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2019 £</i>
Capital Funds Transferred from Daventry Hill	-	225,209	-	-	-	225,209
	<u>13,736,726</u>	<u>11,715,211</u>	<u>(243,492)</u>	<u>36,744</u>	<u>-</u>	<u>25,245,189</u>
Total Restricted funds	<u>12,635,728</u>	<u>20,457,622</u>	<u>(8,634,893)</u>	<u>-</u>	<u>(1,103,000)</u>	<u>23,355,457</u>
Total funds	<u>12,635,728</u>	<u>20,526,635</u>	<u>(8,634,893)</u>	<u>-</u>	<u>(1,103,000)</u>	<u>23,424,470</u>

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	-	24,834,992	24,834,992
Current assets	88,303	2,743,659	8,832	2,840,794
Creditors due within one year	-	(176,075)	-	(176,075)
Provisions for liabilities and charges	-	(4,617,000)	-	(4,617,000)
Total	<u>88,303</u>	<u>(2,049,416)</u>	<u>24,843,824</u>	<u>22,882,711</u>

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18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds 2019 £</i>	<i>Restricted fixed asset funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	-	-	24,933,559	24,933,559
Current assets	(717,024)	2,854,578	311,630	2,449,184
Creditors due within one year	786,037	(1,038,310)	-	(252,273)
Provisions for liabilities and charges	-	(3,706,000)	-	(3,706,000)
Total	69,013	(1,889,732)	25,245,189	23,424,470

19. Reconciliation of net (expenditure)/income to net cash flow from operating activities

	2020 £	2019 £
Net (expenditure)/income for the period (as per Statement of financial activities)	(370,759)	11,891,742
Adjustments for:		
Depreciation	145,720	132,345
Interest receivable	(5,037)	(4,013)
Defined benefit pension scheme cost less contributions payable	664,000	356,000
Defined benefit pension scheme finance cost	76,000	66,000
Decrease/(increase) in debtors	363,954	(974,457)
(Decrease)/increase in creditors	(76,198)	657,028
Non-cash assets transferred in to MAT	-	(11,136,886)
Net cash provided by operating activities	797,680	987,759

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20. Cash flows from investing activities

	2020 £	2019 £
Dividends, interest and rents from investments	5,037	4,013
Purchase of tangible fixed assets	(47,153)	(65,292)
Net cash used in investing activities	(42,116)	(61,279)

21. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand	1,635,257	884,144
Notice deposits (less than 3 months)	1,007,651	1,003,200
Total cash and cash equivalents	2,642,908	1,887,344

22. Analysis of changes in net debt

	At 1 September 2019 £	Cash flows £	At 31 August 2020 £
Cash at bank and in hand	1,887,344	755,564	2,642,908
	1,887,344	755,564	2,642,908

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23. Pension commitments

The academy's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Northamptonshire County Council. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2019.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

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23. Pension commitments (continued)

The employer's pension costs paid to TPS in the year amounted to £336,997 (2019 - £269,000).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £681,000 (2019 - £601,000), of which employer's contributions totalled £527,000 (2019 - £472,000) and employees' contributions totalled £ 154,000 (2019 - £129,000). The agreed contribution rates for future years are 22 per cent for employers and 12.5 per cent for employees.

As described in note 2 the LGPS obligation relates to the employees of the academy, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the academy at the balance sheet date.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Principal actuarial assumptions

	2020 %	2019 %
Rate of increase in salaries	2.70	2.60
Rate of increase for pensions in payment/inflation	2.20	2.30
Discount rate for scheme liabilities	1.70	1.90

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	2020 Years	2019 Years
<i>Retiring today</i>		
Males	21.5	21.2
Females	23.7	23.3
<i>Retiring in 20 years</i>		
Males	22.3	22.3
Females	25.1	24.7

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23. Pension commitments (continued)

Sensitivity analysis

	2020 £000	2019 £000
Discount rate -0.1%	(253,000)	(199,000)
CPI rate +0.1%	235,000	174,000
Salary rate +0.1%	15,000	22,000

Share of scheme assets

The academy's share of the assets in the scheme was:

	2020 £	2019 £
Equities	2,919,000	2,237,000
Corporate bonds	677,000	528,000
Property	508,000	280,000
Cash and other liquid assets	126,000	62,000
Total market value of assets	4,230,000	3,107,000

The actual return on scheme assets was £64,000 (2019 - £75,000).

The amounts recognised in the Statement of financial activities are as follows:

	2020 £	2019 £
Current service cost	(1,191,000)	(801,000)
Past service cost	-	(27,000)
Interest income	64,000	75,000
Interest cost	(140,000)	(141,000)
Total amount recognised in the Statement of financial activities	(1,267,000)	(894,000)

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23. Pension commitments (continued)

Changes in the present value of the defined benefit obligations were as follows:

	2020 £	2019 £
At 1 September	6,813,000	4,159,000
Transferred in on existing academies joining the trust	-	400,000
Current service cost	1,191,000	801,000
Interest cost	140,000	141,000
Employee contributions	154,000	129,000
Actuarial losses	549,000	1,159,000
Benefits paid	-	(3,000)
Past service costs	-	27,000
At 31 August	8,847,000	6,813,000

Changes in the fair value of the academy's share of scheme assets were as follows:

	2020 £	2019 £
At 1 September	3,107,000	2,105,000
Transferred in on existing academies joining the trust	-	273,000
Interest income	64,000	75,000
Actuarial gains	378,000	56,000
Employer contributions	527,000	472,000
Employee contributions	154,000	129,000
Benefits paid	-	(3,000)
At 31 August	4,230,000	3,107,000

24. Operating lease commitments

At 31 August 2020 the academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020 £	2019 £
Not later than 1 year	13,789	4,327
Later than 1 year and not later than 5 years	19,140	11,899
	32,929	16,226

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25. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

26. Related party transactions

Owing to the nature of the academy and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academies Financial Handbook, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the academy's financial regulations and normal procurement procedures relating to connected and related party transactions.