



**Eastern Multi-Academy Trust**

Empower - Motivate - Aspire - Transform

**EASTERN MULTI-ACADEMY TRUST**

**(A company limited by guarantee)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2017**

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**EASTERN MULTI-ACADEMY TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**Members**

Sharon Cambridge (resigned 9 May 2017)  
Derek Stringer  
College of West Anglia (resigned 9 May 2017)  
Robert Harrison (appointed 9 May 2017)  
Julie Perry (appointed 9 May 2017)  
Timothy Rounce (appointed 10 October 2017)  
John Williamson (appointed 5 December 2017)

**Trustees**

Duncan Ramsey, Chief Executive Officer and Accounting Officer (appointed 30 January 2017)  
David Pomfret (resigned 12 May 2017)  
Deborah Gates, Vice Chair until September 2017  
Derek Stringer, Chair of the Board of Directors  
Arlene Clark (resigned 11 May 2017)  
Wendy Fisher (appointed 10 May 2017)  
Jonathan Ford, Staff Trustee (resigned 30 November 2016)  
Paul Harrison (resigned 12 May 2017)  
Michael Moore (resigned 31 August 2017)  
Craig Morrison, Staff Trustee (resigned 12 May 2017)  
Julie Perry, Vice Chair from September 2017  
Mark Reavell (resigned 31 March 2017)  
Lady Kay Fisher (appointed 5 December 2017)  
James Rowney (appointed 5 December 2017)

**Company registered number**

07338780

**Company name**

Eastern Multi-Academy Trust

**Principal and registered office**

Queen Mary Road, King's Lynn, Norfolk, PE30 4QG

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2017**

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**Advisers (continued)**

**Chief executive officer**

Duncan Ramsey

**Senior management team**

Duncan Ramsey, Chief Executive Officer and Accounting Officer

Alan Evans, Deputy Chief Executive

Rosy Lord, Head of Human Resources

Alan Fletcher, Principal

Lloyd Brown, Principal

Linda Hothersall, Principal

Jonathan William, Principal

Sarah Wilson, Principal

Haidee Norman, Principal

Alison Townsend, Principal

Julian Goodrum, Principal

Tracey Thurlby, Principal

Sandra Dunkley, Principal

**Independent Auditor**

MA Partners LLP, 7 The Close, Norwich, Norfolk, NR1 4DJ

**Bankers**

Lloyds TSB Bank plc, Wisbech Business Centre, Wisbech, Cambridgeshire, PE30 1JU

**Solicitors**

Stone King LLP, Thirty Station Road, Cambridge, CB1 2RE

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the 1 September 2016 to 31 August 2017. The annual report serves the purposes of both a Trustees' report and a Directors' report under company law.

The Trust changed its name in June 2017 to Eastern Multi-Academy Trust (having previously been known as CWA Academy Trust). This change occurred at the same time that the College of West Anglia ended its sponsorship.

The Academy Trust currently operates 13 academies in Norfolk and Suffolk and a further academy is due to join in January 2018

The current Trust Academies are:

King's Lynn Academy	
King Edward VII Academy	
Nelson Academy	
Eastgate Academy	
Southery Academy	
Upwell Academy	joined March 2017
North Wootton Academy	joined March 2017
Emneth Academy	joined April 2017
Norwich Road Academy	joined August 2017
Admirals Academy	joined August 2017
Diamond Academy	joined August 2017
Queensway Infants Academy	joined December 2017
West Row Academy	joined December 2017

The academies have a combined pupil capacity of 5,327 and had a roll 4,742 in the school census in October 2017.

## **Structure, governance and management**

### **a. CONSTITUTION**

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

The charitable company's Memorandum of Association is the primary governing document of the academy trust.

The Trustees of Eastern Multi-Academy Trust are also the directors of the charitable company for the purpose of company law.

Details of the Trustees who served during the year are included in the Reference and administrative details on page 1.

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**EASTERN MULTI-ACADEMY TRUST**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**MEMBERS**

The Members of the Academy Trust are listed in the previous section on Reference and Administrative Details. Prior to the Members' meeting on 9 May 2017 at which new Articles of Association were adopted, the Articles of Association stated that the Members of the Academy Trust shall comprise:

1. the sponsor – the College of West Anglia
2. up to five persons appointed by the College of West Anglia
3. the chairman of the Directors
4. any additional person the Members agree to appoint by passing a special resolution in writing.

Following the Members' meeting on 9 May 2017, the Articles of Association state that the Members of the Academy Trust shall comprise:

1. the chairman of the Directors, and
2. any additional person the Members agree to appoint by passing a special resolution.

**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.

**DIRECTORS / TRUSTEES**

The revised constitution creates a Board of Directors (also called Trustees) as well as separate Local Governing Bodies for each academy which forms part of the Trust. Under certain circumstances, the Trust may suspend the Local governing Body and appoint an Intervention Board where there is a need to make rapid improvement.

The full constitution can be viewed on the Trust website [www.eastern-mat.co.uk](http://www.eastern-mat.co.uk)

**c. METHOD OF RECRUITMENT AND APPOINTMENT OR ELECTION OF TRUSTEES**

The management of the Academy Trust is the responsibility of the Trustees who are elected and co opted under the terms of the Articles of Association.

Directors are appointed as follows:

1. Up to ten Directors elected by the Members of the Trust
2. The Chief Executive Officer only if Members choose to appoint under Article 57
3. Co opted Directors, appointed by Directors who are not themselves co-opted

A skills assessment is undertaken prior to appointment to ensure that the Trust has the broad base of skills that are required and to identify any areas of weakness. As part of the appointment process, there is an opportunity to meet the Chair of the Board, the Clerk and Chief Executive.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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Directors are appointed in accordance with the provisions detailed within the Articles of Association. New Directors will receive induction training to detail their legal obligations under charity and company law and the content of the Memorandum and Articles of Association, Funding Agreements and the Board's Constitution. New Directors are invited to visit schools and encouraged to ask for additional information prior to their appointment. The Local Authority training programme is available for all Directors.

The terms of office for all Directors shall be four years, except the Chief Executive Officer who shall be a Director for as long as he / she remains in office as such. The Directors who have served during the year or were in office at the 15 December 2017 are listed on page 1.

Under the constitution which reflects the creation of the multi academy trust, the Board of Directors has set up three standing committees:

1. Finance and Resources Committee
2. Audit Committee
3. HR and Performance Management Committee

**d. PUBLIC BENEFIT**

The Academy Trust Directors have complied with their duty to have due regard to exercising their powers to ensure that the Academy Trust is for the advancement of education. The creation of Local Governing Bodies (LGBs) further strengthens the ability of the Academy Trust to meet the needs of the local community. The facilities at the academies of the Academy Trust are made available for community use wherever possible.

**e. ORGANISATIONAL STRUCTURE**

The Academy Trust is governed by a Board of Directors. The Board retains the responsibility for the following (amongst other matters):

- determining the educational character and mission of its academies
- approving strategic plans and annual operational / development plans and monitoring progress against these
- approving the annual budget before the start of each year
- ensuring the solvency of the Academy Trust
- agreeing constitutional matters, including procedures where the Board has discretion
- recruiting new members as vacancies arise and to appoint new Directors where appropriate
- establishing Local Governing Bodies and relevant committees and determine their constitution and terms of reference
- appointing or removing the Principals and other senior post holders
- deciding which functions will be delegated to committees and individuals
- making the appropriate policy approvals

In addition to the three standing committees, the Academy Trust Board has set up Local Governing Bodies. Under certain circumstances, linked primarily to the need to achieve significant educational improvement, LGBs may be suspended and Interim Executive Boards IEBs (whose membership is determined by the Trust) may be put in place.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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The role of the Local Governing Body is to provide advice to the Academy Trust in relation to the functioning of that academy.

This advisory role will:

- i. ensure a level of local accountability and representation;
- ii. serve as a safeguard against centralised decision making by taking account of local circumstances;
- iii. provide essential local representation of parents and the community.

An Interim Executive Board is charged with ensuring that an academy makes rapid progress. An IEB will meet more often and will have direct access to Trust resources if required.

As a principle, the Academy Trust Board is clear that its involvement revolves around setting the strategic direction of the Academy Trust and ensuring that systems are in place for this to be delivered. The Academy Trust carries out a skills audit to ensure that the Board of Directors has the broad base of skills that are needed, and identifies areas where additional expertise is required. In addition, strategic planning days are held with the senior leadership team to ensure that there is an understanding of risks facing the Academy Trust. There has been a significant change in the composition of the Trust Board during the year and it is planned to arrange additional training to emphasise the financial governance structure and financial regulations.

Further details of the governance arrangement are included in the Constitution. The Scheme of Delegation for the Academy Trust is also documented on the Academy Trust website.

The Senior Leadership Teams of each academy are responsible for the day to day operations of each academy.

The Chief Executive Officer is the appointed Accounting Officer of the Academy Trust.

**f. CONNECTED ORGANISATIONS, INCLUDING RELATED PARTY RELATIONSHIPS**

The College of West Anglia (The College) was the Trust sponsor until May 2017. Following the withdrawal of sponsorship by the College, the Trust was set up in its own right and at the same time changed its name to Eastern Multi-Academy Trust. The Trust would like to record its thanks to the College for the support and guidance it has offered the Trust from its foundation in 2010.

During the course of the year, the Academy Trust has transacted, in accordance with the Academies Financial Handbook and the Academy Trust's financial regulations, with the College for the provision of practical learning opportunities for pupils in years 9 – 11. The services of the Chief Executive Officer and other services were procured through the College for at least part of the year.



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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**g. POLICIES AND PROCEDURES ADOPTED FOR THE INDUCTION AND TRAINING OF TRUSTEES**

As mentioned previously, there has been significant change in Trustees during the last 12 months. Several experience trustees have resigned and the Trust continues the process of recruiting additional trustees, particularly in areas where it is considered that additional expertise is required. New trustees have been identified and formally appointed in December 2017.

At this point, the Academy Trust plans to put in place a training and awareness programme for the benefit of new and existing trustees.

**h. PAY POLICY FOR KEY MANAGEMENT PERSONNEL**

The Trust has a Pay Policy which is agreed annually by the Trust Board and consulted upon with the recognised Trade Unions. Senior post holders are employed on a fixed point salary. This is determined prior to appointment based on a number of factors such as complexity of the role, Trust comparators and market rates. Pay is reviewed annually in terms of cost of living increases and performance management and would be ratified by the Board in all instances.

**RISK MANAGEMENT**

The risks facing any Academy Trust are varied and complex and the Board of Directors are very aware of these risks.

The Directors confirm that the major risks facing the Academy Trust have been identified. For the year ended 31 August 2017, this has been undertaken through the work of the Board of Directors, the Finance and Resources Committee and the Audit Committee.

The Board and Senior Management of the Trust take an active approach to Risk Management. Appropriate documentation to control all aspects of risk is being developed, the maintenance of which will be approached on a continuous improvement philosophy which is core to the key objectives of the Trust. By doing so, a perpetually reviewed and updated Risk Register will be the control mechanism.

**i. TRUSTEES' INDEMNITIES**

In accordance with normal commercial practice, the Academy Trust purchased insurance through the RPA scheme to protect Directors from claims arising from negligent acts, errors, or omission occurring whilst on Academy Trust business. The cost of the insurance is included in the total insurance cost as shown in the financial statements.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**Objectives and Activities**

**a. OBJECTS AND AIMS**

The principal activities are documented in the Articles of Association and relate to the advancement of public benefit education in the United Kingdom.

In particular the Academy Trust is required to:

- advance for the public benefit education in the United Kingdom by establishing, maintaining, carrying on, managing and developing schools
- offer a broad and balanced curriculum

The Funding Agreements which the Academy Trust has signed with the Department for Education supports these objectives. The Funding Agreements outlines these responsibilities in greater detail and also specifies the funding arrangements. The Funding Agreements are published on the Academy Trust website.

**b. OBJECTIVES, STRATEGIES AND ACTIVITIES**

The objectives for the year and future years are outlined in each academy's development plan. In particular, each academy is focused on providing a good quality education to each of its students, working in partnership with others and reflecting the needs of its local community.

**EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF THE DISABLED**

**Employee Involvement**

The Academy Trust encourages the involvement of its employees through the regular dissemination of information of particular concern to employees (including financial and economic factors affecting the performance of the Trust). The Trust actively engages with its employees through forums, surveys and union engagement to ensure a two way dialogue which informs the direction and approach of the Trust as an employer. The Academy Trust aims to establish equal opportunities in all areas of its activities and values the relationship with Trade Unions.

**Disabled Employees**

The Academy Trust will employ disabled persons when they appear to be suitable for a particular vacancy and every effort is made to ensure that they are given full and fair consideration when such vacancies arise. The Academy Trust does this by adapting the physical environment, by making resources available and through training and career development. The Academy Trust would endeavour to find ways so that employees who have been injured or disabled in the course of their employment can, where possible, continue in employment with the Academy Trust.

During employment the Academy Trust seeks to work with all employees, taking into account their personal circumstances, to ensure appropriate training, development and advancement opportunities are available to enable them to reach their full potential.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**Strategic report**

**Achievements and performance**

**a. REVIEW OF ACTIVITIES**

16/17 has been an exceptional year for the Trust, the highlights of which are:

1. The College of West Anglia withdrawing its sponsorship
2. The Trust setting itself up as a Trust in its own right and changing its name to Eastern Multi-Academy Trust
3. A clear educational vision and strategic plan has been prepared and an experienced education department created
4. Six new primary academies joining the Trust between March and August 2017. The Trust has developed a 'hub' approach to the organisation of its academies
5. Improvement plans have been put in place for the secondary academies
6. Undertaking plans to transfer Downham Market Academy to another Trust
7. Commencing the due diligence for the transfer of three further primary academies, including two in Suffolk

The pace of change has been significant and the focus of next six months is to ensure that the new academies are fully embedded into the Trust.

The performance of the primary academies operated by the Trust throughout the year has been good.

1. Eastgate Academy was inspected during the year and rated 'outstanding'. It is widely recognised as a remarkable achievement to move from Special Measures to Outstanding in one inspection.
2. Nelson Academy was also inspected during the year and moved from Special Measures to Good.

The Trust acknowledges the hard work and dedication of staff at these academies. As outlined previously many new primary academies have been introduced during the year. In order to ensure the progress of all academies, the Trust has invested significantly in additional leadership capacity including the appointment of two experienced regional directors.

For the Trust's West Norfolk academies, disadvantaged students outperformed the national average in the combined Reading, Writing, Maths indicator by 20%.

Performance at secondary academies was disappointing in certain areas. During the year, the Trust operated three secondary academies although one academy (Downham Market Academy) was transferred to another trust in October 2017.

King's Lynn Academy moved into Special Measures following a third Requires Improvement inspection. King Edward VII Academy was also inspected and moved out of Special Measures.

Since then, the Trust has invested significantly in appointing experienced secondary and primary education staff to its leadership team. Central Trust Support staff will drive the secondary academies improvement plans. Credible plans for Academy improvements have been prepared, agreed by the Regional Schools Commissioner (RSC), and these are being implemented.

Proposals for implementation of a new IT infrastructure have been agreed with implementation in early 2018.

Working in conjunction with the RSC, the Trust is confident that there will be a significant improvement in pupil attainment in the next year.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**Financial review**

**a. FINANCIAL REPORT FOR THE YEAR**

The Academy Trust's accounting period is from 1 September 2016 to 31 August 2017 and these are the Academy Trust's sixth set of financial statements.

These financial statements include a full year for six academies. Six further academies joined during the period from March to August 2017. The financial statements include the opening transactions relating to the transfer of fixed assets, pension fund deficit and school balances for these six new academies.

The net current assets and cash position of the Academy Trust strengthened in the year. Net assets increased due to the valuations of the additional six academies.

The majority of the Academy Trust's income is obtained from the Education and Skills Funding Agency (ESFA) based on student numbers. The use of this funding is restricted to educational purposes. A small amount of income is derived from the letting of premises although the primary purpose of lettings is to encourage community involvement.

The grants received as well as associated expenditure are shown as restricted funds in the financial statements.

Payroll continues to be the highest individual costs in all academies within the Academy Trust. Control of financial performance rests ultimately with the Academy Trust, with day to day management delegated to the Academy Principals and the Academy Trust leadership team. The Academy Trust Board has indicated that it regards staff cost as a percentage of income as a key financial indicator and sets performance targets. The clear rationale behind this decision is that funding is then able to be released to be more specifically targeted to priority areas. In its budget setting process, each academy is expected to achieve an in year surplus excluding contingency funding.

The Academy Trust receives grants for fixed assets from the ESFA. In accordance with the Charities Statement of Recommended Practice, Charities SORP (FRS 102), such grants are shown in the financial statements as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

Under Financial Reporting Standard 102 (FRS 102), it is necessary to charge projected deficits on the LGPS, open to support staff, to the restricted fund. The current deficit has been calculated at £8,851k, after taking into account of the actuarial gains incurred during the year. It should be noted that this does not present the Academy Trust with any current liquidity problems.

The complex accounting arrangements for the valuation of fixed assets and the valuation of the LGPS, both of which are large scale non cash items, tends to distract from operational financial management. The Academy Trust Board have monitored the financial position and recognise that there is a need for a continued robust approach to financial management in view of declining funding that will be available, the increases in payroll costs (increased employer NI and pension contributions).

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**b. RESERVES POLICY**

The Academy Trust has reviewed its reserves policy which now states that each academy should have available reserves equivalent to six weeks' expenditure. Each academy is expected to deliver an in year surplus in order to achieve its reserves target. Reserves can only be used with the specific approval of the Board.

<b>Academy</b>	<b>Reserves @ 31/8/17 £000's</b>	<b>Target £000's</b>
King's Lynn Academy	713	424
Downham Market Academy	328	852
Eastgate Academy	215	169
Nelson Academy	151	211
King Edward VII Academy	985	806
Southery Academy	55	50
North Wootton Academy	70	150
Upwell Academy	94	94
Emneth Academy	105	101
Admirals Academy	516	85
Diamond Academy	(152)	85
Norwich Road Academy	286	170

The pension fund deficit currently stands at £8,851k. This liability does not represent an immediate cash flow impact for the Academy Trust.

The Academy Trust has £2,331k of unrestricted reserves available for general purposes as at 31 August 2017. The GAG funding carried forward is £1,271k and this is available for the general educational use of the Academy Trust

**c. KEY PERFORMANCE INDICATORS**

The academic performance of the academies within the Academy Trust are monitored in great detail.

Pupil numbers are an important indicator as they determine funding levels. All academies, with the exception of King's Lynn Academy, are at or near capacity. The demographic indicators for West Norfolk demonstrate that pupil numbers will increase steadily in future years.

The financial performance of each academy is closely monitored and the overall financial position is reflected in the notes to the financial statements. The key financial indicators are the overall levels of cash surpluses / deficits and 'payroll costs as a percentage of costs'.

The overall balance sheet position for the Academy Trust remains strong with adequate cash levels. The balance sheet position of each academy is also closely monitored.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**d. GOING CONCERN**

The Academy Trust has reviewed and considered budgets and forecasts alongside the Academy Trust's ongoing development plan and the robust measures being considered.

The Directors have a reasonable expectation based upon these measures that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

**e. PRINCIPAL RISKS AND UNCERTAINTIES**

The major risks identified and addressed by the Board of Directors during the year have included:

- ensuring the required improvements in attainment for all pupils
- preparation for future Ofsted inspections
- establishing sufficient capacity at senior leadership levels
- developing financial plans for the current and future years
- developing strategic plans for each academy and the Academy Trust
- the introduction of new academies into the Academy Trust
- ensuring Data Security procedures are robust

The Audit Committee and the Academy Trust Board regularly review the Risk Register.

**Plans for future periods**

**a. FUTURE PLANS FOR THE ACADEMY TRUST**

The Academy Trust is determined to continue to improve the quality of education provided by its academies. To help to achieve this, the central and academy teams are continually reviewed and strengthened. During 16/17 the Education senior team has been enhanced by the appointment of a Consultant Director of Education, a Secondary Education Consultant and two regional primary directors.

The performance of the Trust secondary academies, detailed earlier, has caused concern although the Board remains that performance is already improving in the two secondary academies within the Trust. The Trust has recognised the improvement but recognises that additional measures are needed at these academies. Improvement Boards have been set up at King's Lynn Academy and King Edward VII Academy in order to oversee rapid progress in improving the academic standards at both academies. This has been supported by the release of additional funding for 17/18 which the Academy Trust considers to be affordable.

Performance in the established Trust primary academies is good. Eastgate Academy has been rated as outstanding and Nelson Academy as good in recent Ofsted inspections. Clear plans are in place for all 12 primary academies.

The strengthening of the focus on individual pupil achievement will continue. In particular all academies have measures in place to narrow the gap in attainment by a range of different groups.

The Academy Trust will continue to grow but Directors are determined that the growth has to be consistent with the strategic direction of the Academy Trust. At this stage it is anticipated that the number of academies in the Academy Trust will continue to grow beyond the current 14 academies, although the current focus has to be on consolidating following a period of rapid growth and improving the performance of the academies that form part of the Academy Trust. New models of governance are also being reviewed.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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Further investment in IT, Data and Estates personnel will be part of the strengthening of the Central Team during 2018 together with appointments to ensure the high standards of governance required by the Trust as it grows are continued.

As part of the improvements within Finance, the findings from the Audit of these Financial Statements will be at the centre of the Centralisation process which will shift control to a significant degree into the Trust. The benefits of these will include a consistent approach to Finance processes, a coherent and unified reporting mechanism and the ability to provide Finance support to key leaders within the Trust particularly at Academy level.

As part of its future plane, the Trust Board also wishes to set up a Teaching School.

**AUDITORS**

MA Partners LLP are the Trust external auditors.

**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 the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's 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 15 December 2017 and signed on its behalf by:



.....  
**Derek Stringer**  
**Chair of Trustees**

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**EASTERN MULTI-ACADEMY TRUST**  
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**GOVERNANCE STATEMENT**

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**SCOPE OF RESPONSIBILITY**

As Trustees, we acknowledge we have overall responsibility for ensuring that Eastern 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.

The Board of Trustees has delegated the day-to-day responsibility to the Chief Executive Officer, 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 Eastern 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 6 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
David Pomfret	5	5
Duncan Ramsey	3	3
Deborah Gates	6	6
Derek Stringer	6	6
Julie Perry	5	6
Arlene Clark	5	5
Wendy Fisher	1	1
Jonathan Ford	1	1
Paul Harrison	5	5
Michael Moore	4	6
Craig Morrison	5	5
Mark Reavell	4	5
Lady Kay Fisher	0	0
James Rowney	0	0

**Finance and Resources Committee**

The Finance and Resources Committee is a sub committee of the main Board of Trustees and met four times during the year. Its purpose is to:

1. be responsible for the detailed consideration as to the best means of fulfilling the Academy Trust's responsibility to ensure sound management of the Academy Trust and academy finances and resources, including proper planning, monitoring and probity.
2. to receive reports from members of academy staff about matters relating to any of the issues listed in their terms of reference.
3. to scrutinise the Academy Trust and academy budgets and finance, most particularly by:
  - i. assisting to promote the highest standards of propriety in the use of public funds and encourage proper accountability for the use of those funds.
  - ii. promoting a climate of financial discipline and control which will help to reduce the opportunity for financial mismanagement.



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**GOVERNANCE STATEMENT (continued)**

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Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
David Pomfret	4	4
Deborah Gates	3	4
Paul Harrison	4	4
Michael Moore	3	4
Mark Reavell	3	3

**Audit Committee**

The Audit Committee is a sub committee of the main board of trustees and met three times during the last year. Its purpose is to scrutinise the Academy Trust internal controls systems and risk management arrangements, most particularly by:

1. assisting to promote the highest standards of propriety in the use of public funds and encourage proper accountability for the use of those funds.
2. improving the quality of financial reporting by reviewing internal and external financial statements on behalf of the Board.
3. promoting a climate of financial discipline and control which will help to reduce the opportunity for financial mismanagement.
4. promoting the development of internal controls and risk management systems which will help satisfy the Board that the Academy Trust and its academies will achieve their objectives and targets and are operating:
  - in accordance with any statutory requirements for the use of public funds
  - within delegated authorities laid down by the sponsor department and the public body's own rules on what matters should be referred to the board
  - in a manner which will make most economic and effective use of resources available.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Paul Harrison	3	3
Michael Moore	3	3
Julie Perry	3	3

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**GOVERNANCE STATEMENT (continued)**

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**REVIEW OF VALUE FOR MONEY**

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the Academy 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 Academy 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 Academy Trust has delivered improved value for money during the year by:

1. The growth of the Trust is resulting in the need for increased professional expertise in the central team, driving the need for increased centralisation to ensure consistency of approach across the Trust. The focus of the Trust is to deliver improved education for its pupils and this is reflected in the strengthening of the education leadership team
2. Following the review of HR services which resulted in bringing the HR function in house, the focus this year has been on building a centralised finance function
3. There has been a major initiative to implement Office 365 across which will lead to a reduction in licensing costs
4. Efficiency projects currently being planned include a review of energy procurement

**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 ongoing process designed to identify and prioritise the risks to the achievement of Academy 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 Eastern Multi-Academy Trust for the year 1 September 2016 to 31 August 2017 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 Academy 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 Academy Trust's significant risks, that has been in place for the year 1 September 2016 to 31 August 2017 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**GOVERNANCE STATEMENT (continued)**

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**THE RISK AND CONTROL FRAMEWORK**

The Academy 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 Resources Committee 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.
- delegation of authority and segregation of duties;
- identification and management of risks.

The Board of Trustees has considered the need for a specific internal audit function and has decided to appoint Price Bailey LLP as internal auditor.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. In particular, the checks carried out in the current period have focused on the core financial activities of a cross-section of academies. No material control issues were identified.

Separately, the Trust engaged Advent Ltd to increase awareness of data protection across the Trust and to help prepare for the new data protection requirements embodied within GDPR.

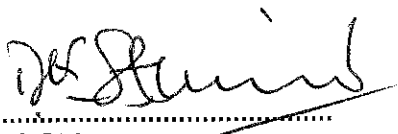
**REVIEW OF EFFECTIVENESS**

As Accounting Officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the internal auditor;
- the work of the external auditors;
- the work of the executive managers within the Academy 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 15 December 2017 and signed on their behalf, by:

  
Derek Stringer  
Chair of Trustees

  
Duncan Ramsey  
Accounting Officer

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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As Accounting Officer of Eastern Multi-Academy Trust I have considered my responsibility to notify the academy trust Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between the academy trust 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 2016.

I confirm that I and the academy trust Board of Trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook 2016.

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.



**Duncan Ramsey**  
**Accounting Officer**

Date: 15 December 2017

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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The Trustees (who act as governors of Eastern Multi-Academy Trust and 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 Annual Accounts Direction issued 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:

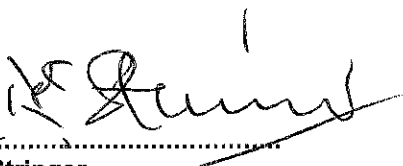
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2015 and the Academies Accounts Direction 2016 to 2017;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 15 December 2017 and signed on its behalf by:

  
.....  
**Derek Stringer**  
**Chair of Trustees**

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
EASTERN MULTI-ACADEMY TRUST**

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**OPINION**

We have audited the financial statements of Eastern Multi-Academy Trust for the year ended 31 August 2017 which comprise the Statement of financial activities incorporating income and expenditure account, 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 FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2015 and the Academies Accounts Direction 2016 to 2017 issued by the Education and Skills Funding Agency.

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 Auditor's 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.

In our opinion the financial statements:

- give a true and fair view of the state of the academy's affairs as at 31 August 2017 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 2015 and the Academies Accounts Direction 2016 to 2017 issued by the Education and Skills Funding Agency.

**BASIS OF 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 Auditor's 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 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.

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
EASTERN MULTI-ACADEMY TRUST**

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**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 Auditor's report thereon. Our opinion on the financial statements does not cover the 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 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' remunerations specified by law not made; or
- we have not received all the information and explanations we require for our audit.

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
EASTERN MULTI-ACADEMY TRUST**

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**RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the Statement of Trustees' responsibilities, 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.

**AUDITOR'S 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 Auditor's 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](http://www.frc.org.uk/auditorsresponsibilities). The description forms part of our Auditor's report.



Frank Shippam BSc FCA DChA (Senior statutory auditor)

for and on behalf of

**MA Partners LLP**

Chartered Accountants and Statutory Auditors

7 The Close  
Norwich  
Norfolk  
NR1 4DJ  
19 December 2017



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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON REGULARITY TO EASTERN  
MULTI-ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY**

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In accordance with the terms of our engagement letter dated 27 October 2017 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2016 to 2017, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Eastern Multi-Academy Trust during the year 1 September 2016 to 31 August 2017 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 Eastern Multi-Academy Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Eastern Multi-Academy Trust and the 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 Eastern Multi-Academy Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

**RESPECTIVE RESPONSIBILITIES OF EASTERN MULTI-ACADEMY TRUST'S ACCOUNTING OFFICER  
AND THE REPORTING ACCOUNTANT**

The Accounting Officer is responsible, under the requirements of Eastern Multi-Academy Trust's funding agreement with the Secretary of State for Education dated 31 August 2010 and subsequently modified, and the Academies Financial Handbook extant from 1 September 2016, 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 2016 to 2017. 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 2016 to 31 August 2017 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 2016 to 2017 issued by the 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.

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON REGULARITY TO EASTERN  
MULTI-ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY (continued)**

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Our procedures included, but were not limited to, the following:

- Reviewing the processes for identifying and declaring business interests, related parties and transactions with connected parties;
- Reviewing minutes of meetings and making enquiries of Trustees and management;
- Performing an evaluation of the general control environment;
- Sample testing of expenditure to ensure the Trust's lines of delegation and procurement policies have been adhered to, that employees have not personally benefitted from any transaction and that goods and services have been procured in an open and transparent manner;
- Sample testing of restricted income to ensure it has been spent as the purposes intended;
- Reviewing transactions which may not fall within the delegated authority of the Trust and ensuring any such transactions have been authorised and disclosed as necessary;
- Reviewing compliance with *Annex C: Schedule of requirements (the "musts")* of the Academies Financial Handbook 2016.

Where applicable, this work was integrated with our audit on the financial statements to the extent evidence from the conduct of the audit supports the regularity conclusion.

## **CONCLUSION**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the year 1 September 2016 to 31 August 2017 have not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

### **MA Partners LLP**

Chartered Accountants and Statutory Auditors

7 The Close  
Norwich  
Norfolk  
NR1 4DJ

19 December 2017

**EASTERN MULTI-ACADEMY TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 AUGUST 2017**

		Unrestricted funds 2017 £000	Restricted funds 2017 £000	Restricted fixed asset funds 2017 £000	Total funds 2017 £000	As restated Total funds 2016 £000
	Note					
<b>INCOME FROM:</b>						
Donations & capital grants:						
Donations - Transfer from Local Authority on conversion	2	219	(1,209)	6,079	5,089	744
Donations - Transfer in on existing academies joining the trust	2	560	(1,054)	8,770	8,276	-
Other donations and capital grants	2	17	12	1,292	1,321	1,196
Charitable activities	3	950	22,934	-	23,884	21,214
Other trading activities	4	433	9	-	442	427
Investments	5	5	-	-	5	3
<b>TOTAL INCOME</b>		<b>2,184</b>	<b>20,692</b>	<b>16,141</b>	<b>39,017</b>	<b>23,584</b>
<b>EXPENDITURE ON:</b>						
Raising funds:						
Voluntary income		-	-	-	-	40
Fundraising trading		308	-	-	308	265
Charitable activities		1,875	22,251	2,176	26,302	23,734
<b>TOTAL EXPENDITURE</b>	8	<b>2,183</b>	<b>22,251</b>	<b>2,176</b>	<b>26,610</b>	<b>24,039</b>
<b>NET INCOME / (EXPENDITURE) BEFORE TRANSFERS</b>		<b>1</b>	<b>(1,559)</b>	<b>13,965</b>	<b>12,407</b>	<b>(455)</b>
Transfers between Funds	20	825	(825)	-	-	-
<b>NET INCOME / (EXPENDITURE) BEFORE OTHER RECOGNISED GAINS AND LOSSES</b>		<b>826</b>	<b>(2,384)</b>	<b>13,965</b>	<b>12,407</b>	<b>(455)</b>
Actuarial gains/(losses) on defined benefit pension schemes	26	-	1,649	-	1,649	(3,195)
<b>NET MOVEMENT IN FUNDS</b>		<b>826</b>	<b>(735)</b>	<b>13,965</b>	<b>14,056</b>	<b>(3,650)</b>
<b>RECONCILIATION OF FUNDS:</b>						
Total funds brought forward		1,505	(6,281)	52,957	48,181	51,279
Prior year adjustment		-	-	-	-	552
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>2,331</b>	<b>(7,016)</b>	<b>66,922</b>	<b>62,237</b>	<b>48,181</b>

The notes on pages 29 to 64 form part of these financial statements.

**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07338780**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2017**

	<b>Note</b>	<b>£000</b>	<b>2017 £000</b>	<b>2016 £000</b>
<b>FIXED ASSETS</b>				
Tangible assets	16		66,052	52,228
<b>CURRENT ASSETS</b>				
Stocks	17	1	1	
Debtors	18	1,006	1,343	
Cash at bank and in hand		6,454	3,634	
		<u>7,461</u>	<u>4,978</u>	
<b>CREDITORS:</b> amounts falling due within one year	19	(2,425)	(1,722)	
<b>NET CURRENT ASSETS</b>			<u>5,036</u>	<u>3,256</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>71,088</u>	<u>55,484</u>
Defined benefit pension scheme liability	26		(8,851)	(7,303)
<b>NET ASSETS INCLUDING PENSION SCHEME LIABILITIES</b>			<u><u>62,237</u></u>	<u><u>48,181</u></u>
<b>FUNDS OF THE ACADEMY</b>				
Restricted income funds:				
Restricted income funds	20	1,835	1,022	
Restricted fixed asset funds	20	66,922	52,957	
		<u>68,757</u>	<u>53,979</u>	
Restricted income funds excluding pension liability				
Pension reserve		(8,851)	(7,303)	
		<u>59,906</u>	<u>46,676</u>	
Total restricted income funds				
Unrestricted income funds	20		2,331	1,505
<b>TOTAL FUNDS</b>			<u><u>62,237</u></u>	<u><u>48,181</u></u>

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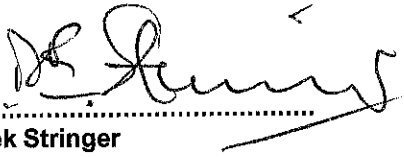
**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**BALANCE SHEET (continued)**  
**AS AT 31 AUGUST 2017**

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The financial statements on pages 25 to 64 were approved by the Trustees, and authorised for issue, on 15 December 2017 and are signed on their behalf, by:



**Derek Stringer**  
**Chair of Trustees**

The notes on pages 29 to 64 form part of these financial statements.

**EASTERN MULTI-ACADEMY TRUST**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

	Note	2017 £000	2016 £000
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	22	1,895	331
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		5	3
Purchase of tangible fixed assets		(1,151)	(1,289)
Capital grants from DfE/ESFA		1,292	1,098
Cash transferred on conversion		219	56
Cash transferred on transfer from existing Academy Trust		560	-
<b>Net cash provided by/(used in) investing activities</b>		<b>925</b>	<b>(132)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>2,820</b>	<b>199</b>
Cash and cash equivalents brought forward		3,634	3,435
<b>Cash and cash equivalents carried forward</b>	23	<b>6,454</b>	<b>3,634</b>

The notes on pages 29 to 64 form part of these financial statements.

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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**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 trust, which is a public benefit entity under FRS 102, have been prepared under the historical 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 2016 to 2017 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Eastern Multi-Academy Trust constitutes a public benefit entity as defined by FRS 102.

**1.2 Company status**

The Academy Trust is a private company limited by guarantee. The members and Trustees of the company are named on page 1. In the event of the Academy Trust being wound up, the liability in respect of the guarantee is limited to £10 per member of the Academy Trust.

**1.3 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 Trust 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 Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Academy Trust'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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**EASTERN MULTI-ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**1. ACCOUNTING POLICIES (continued)**

**1.4 Income**

All income is recognised once the Academy Trust has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities incorporating income and expenditure account 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 entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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

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

Sponsorship income provided to the Academy Trust which amounts to a donation is recognised in the Statement of financial activities incorporating income and expenditure account in the period in which it is receivable, where receipt is probable and it is measurable.

Donations are recognised on a receivable basis where receipt is probable and the amount can be reliably measured.

Other income, including the hire of facilities, is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.



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**1. ACCOUNTING POLICIES (continued)**

**1.5 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. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Academy Trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities are costs incurred on the Academy Trust's educational operations, including support costs and those costs relating to the governance of the Academy Trust appointed to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**1.6 Termination payments**

Termination payments are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Academy Trust recognises termination payments when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination payments as a result of an offer made to encourage voluntary redundancy.

**1.7 Tangible fixed assets and depreciation**

All assets costing more than £2,000 are capitalised 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 incorporating income and expenditure account 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 incorporating income and expenditure account. 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, at rates calculated to write off the cost of these assets, less their estimated residual value, over their expected useful lives on the following bases:

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**1. ACCOUNTING POLICIES (continued)**

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	based on the estimated remaining economic life
Long-term leasehold property	-	based on the estimated remaining economic life
Mechanical and engineering	-	based on the estimated remaining economic life
Fixtures and fittings	-	25% straight line
Computer equipment	-	25% straight line
Assets under course of construction	-	not depreciated

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 incorporating income and expenditure account.

As previously reported, upon conversion to an academy, King's Lynn Academy's long leasehold land and buildings were transferred initially on a tenancy at will, at a peppercorn rent, by Norfolk County Council, whilst capital investment project was undertaken. The final stages of the project are not yet finalised and, as a result, a long term lease is not yet put in place and the property is not included in fixed assets.

Land and buildings in relation to King Edward VII Academy have been made available to the Academy Trust under a supplemental agreement between the King Edward VII Trust, the Secretary of State for Education and the Academy Trust. The property is treated as a long-term leasehold property.

**1.8 Operating leases**

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

**1.9 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.

**1.10 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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**1. ACCOUNTING POLICIES (continued)**

**1.11 Liabilities and provisions**

Liabilities and provisions 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 Trust 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. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**1.12 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 basis 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 18. Prepayments are not financial instruments. Amounts due to the academy's wholly owned subsidiary are held at face value less any impairment. 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 costs as detailed in note 19. 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 instruments. Amounts due to the academy's wholly owned subsidiary are held at face value less any impairment.

**1.13 Taxation**

The Academy Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Academy Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

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**1. ACCOUNTING POLICIES (continued)**

**1.14 Pensions**

Retirement benefits to employees of the academy trust are provided by the Teachers' Pension Scheme ("TPS") and the Local Governments 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 Trust 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. As stated in note 26, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore 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 scheme and the assets are held separately from those of the Academy Trust 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 incorporating income and expenditure account 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.

**1.15 Conversion to an academy trust**

The conversion from a state maintained school to an academy trust involved the transfer of identifiable assets and liabilities and the operation of the school for £NIL consideration. The substance of the transfer is that of a gift and it has been accounted for on that basis as set out below.

The assets and liabilities transferred on conversion from Southery Primary School to an academy trust have been valued at their fair value. The fair value has been derived based on that of equivalent items. The amounts have been recognised under the appropriate balance sheet categories, with a corresponding amount recognised in Donations - transfer from local authority on conversion in the Statement of financial activities incorporating income and expenditure account and analysed under unrestricted funds, restricted general funds and restricted fixed asset funds.

Further details of the transaction are set out in note 24.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**1. ACCOUNTING POLICIES (continued)**

**1.16 Agency arrangements**

The Academy Trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds. The trust can use a percentage of the allocation towards its own administration costs and this is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 31.

**1.17 Fund accounting**

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

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by 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 and include grants from the Education and Skills Funding Agency.

**1.18 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 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 (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 26, 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 2016 has been used by the actuary in valuing the pensions liability at 31 August 2017. 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.

In assessing the carrying value of tangible fixed assets the Trustees estimate the anticipated useful lives and residual values of the assets. There have been no significant revisions to these estimations in the current financial year.

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**2. INCOME FROM DONATIONS AND CAPITAL GRANTS**

	Unrestricted funds 2017 £000	Restricted funds 2017 £000	Restricted fixed asset funds 2017 £000	Total funds 2017 £000	Total funds 2016 £000
Donations - Transfer from Local Authority on conversion	219	(1,209)	6,079	5,089	744
Donations - Transfer in on existing academies joining the trust	560	(1,054)	8,770	8,276	-
Subtotal detailed disclosure	779	(2,263)	14,849	13,365	744
Donations	17	12	-	29	90
Capital Grants	-	-	1,292	1,292	1,106
Subtotal	17	12	1,292	1,321	1,196
	796	(2,251)	16,141	14,686	1,940
Total 2016	8	8	1,924	1,940	

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**3. FUNDING FOR ACADEMY'S EDUCATIONAL OPERATIONS**

	Unrestricted funds 2017 £000	Restricted funds 2017 £000	Total funds 2017 £000	Total funds 2016 £000
<b>DfE/ESFA grants</b>				
General annual grant (GAG)	-	20,545	20,545	18,595
Pupil Premium	-	1,219	1,219	1,121
16-19 Bursary	-	30	30	33
Pre 16 High Needs	-	100	100	100
Universal Infant Free School Meals	-	109	109	57
Insurance income	-	6	6	67
Sponsor Capacity Funding	-	140	140	-
Start-up grants	-	420	420	90
Other ESFA grants	-	152	152	84
	-	22,721	22,721	20,147
<b>Other government grants</b>				
SEN funding	-	147	147	124
Other LA funding	-	66	66	95
	-	213	213	219
<b>Other income from the Academy Trust's educational operations</b>				
Catering income	632	-	632	608
Educational visits	289	-	289	197
Nursery Income - parental contributions	3	-	3	-
Other income	26	-	26	43
	950	-	950	848
	950	22,934	23,884	21,214
<i>Total 2016</i>	823	20,391	21,214	

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**4. OTHER TRADING ACTIVITIES**

	Unrestricted funds 2017 £000	Restricted funds 2017 £000	Total funds 2017 £000	Total funds 2016 £000
Hire of facilities	50	-	50	57
Consultancy services	14	-	14	18
Miscellaneous income	113	9	122	118
Nursery income	62	-	62	76
School Swimming	155	-	155	116
Sports centre	39	-	39	42
	<u>433</u>	<u>9</u>	<u>442</u>	<u>427</u>
<i>Total 2016</i>	<u>400</u>	<u>27</u>	<u>427</u>	

**5. INVESTMENT INCOME**

	Unrestricted funds 2017 £000	Restricted funds 2017 £000	Total funds 2017 £000	Total funds 2016 £000
Investment income	5	-	5	3
	<u>3</u>	<u>-</u>	<u>3</u>	
<i>Total 2016</i>	<u>3</u>	<u>-</u>	<u>3</u>	



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**6. DIRECT COSTS**

	Total 2017 £000	Total 2016 £000
Educational supplies	648	617
Examination fees	307	338
Staff development	100	106
Educational consultancy	30	-
Other direct costs	45	6
Agency staff	680	769
Educational visits	281	218
Employment expenses	71	70
Start up expenditure	73	-
Wages and salaries	11,922	11,025
National insurance	1,106	918
Pension cost	1,894	1,714
	<hr/> 17,157 <hr/>	<hr/> 15,781 <hr/>
<i>At 31 August 2016</i>	<hr/> 15,781 <hr/>	

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**NOTES TO THE FINANCIAL STATEMENTS  
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**7. SUPPORT COSTS**

	Total 2017 £000	Total 2016 £000
FRS 102 Pension interest	172	142
Technology costs	522	409
Grounds maintenance	110	113
Building maintenance	351	183
Cleaning	315	171
Rent and rates	152	129
Energy costs	344	322
Insurance	140	181
Security and transport	16	20
Catering	571	472
Bank interest and charges	1	1
Other support costs	203	211
Other utilities	69	72
Uniform costs	9	9
Auditor's remuneration - audit	14	20
Auditors remuneration - other services	18	17
Professional fees	541	483
Wages and salaries	2,144	1,992
National insurance	150	118
Pension cost	1,136	655
Depreciation	2,167	2,233
	<u>9,145</u>	<u>7,953</u>
<i>At 31 August 2016</i>	<u>7,953</u>	

During the year ended 31 August 2017, the Academy Trust incurred governance costs of **£32k** (2016 - **£51k**).

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**8. EXPENDITURE**

	<b>Staff costs 2017 £000</b>	<b>Premises 2017 £000</b>	<b>Other costs 2017 £000</b>	<b>Total 2017 £000</b>	<i>Total 2016 £000</i>
Expenditure on raising voluntary income	-	-	-	-	40
Expenditure on fundraising	212	-	96	308	265
Educational activities:					
Direct costs	14,922	-	2,235	17,157	15,781
Support costs	3,430	2,255	3,460	9,145	7,953
	<u>18,564</u>	<u>2,255</u>	<u>5,791</u>	<u>26,610</u>	<u>24,039</u>
<i>Total 2016</i>	<u>16,672</u>	<u>1,830</u>	<u>5,537</u>	<u>24,039</u>	

**9. EXPENDITURE - ANALYSIS OF SPECIFIC EXPENSES**

Included within expenditure are the following transactions:

	<b>Total £000</b>	<b>Individual items above £5,000 Amount £000</b>	<b>Reason</b>
Fixed asset losses	9	9	See note 1 below

Note 1 - Expenditure accrued in prior year not incurred.

**10. NET INCOME/(EXPENDITURE)**

This is stated after charging:

	<b>2017 £000</b>	<b>2016 £000</b>
Depreciation of tangible fixed assets:		
- owned or leased	2,167	2,233
Auditors' remuneration - audit	14	20
Auditors' remuneration - other services	18	17
Operating lease rentals	68	60

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**11. STAFF COSTS**

Staff costs were as follows:

	<b>2017</b>	<b>2016</b>
	<b>£000</b>	<b>£000</b>
Wages and salaries	14,139	13,191
Social security costs	1,256	1,037
Operating costs of defined benefit pension schemes	3,030	2,369
	<u>18,425</u>	<u>16,597</u>
Apprenticeship levy	19	-
Staff restructuring costs	120	35
Value of donated services	-	40
	<u>18,564</u>	<u>16,672</u>

Staff restructuring costs comprise:

	<b>2017</b>	<b>2016</b>
	<b>£000</b>	<b>£000</b>
Redundancy payments	42	35
Severance payments	79	-
	<u>121</u>	<u>35</u>

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £78,904 (2016: £nil). Individually, the payments were: £100, £38,000 and £40,804.

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

	<b>2017</b>	<b>2016</b>
	<b>No.</b>	<b>No.</b>
Teachers	252	232
Administration and support	393	331
Management	41	24
	<u>686</u>	<u>587</u>

Average headcount expressed as a full time equivalent:

	<b>2017</b>	<b>2016</b>
	<b>No.</b>	<b>No.</b>
Teachers	216	206
Administration and support	263	214
Management	39	24
	<u>518</u>	<u>444</u>

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**11. STAFF COSTS (continued)**

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

	<b>2017</b>	<b>2016</b>
	<b>No.</b>	<b>No.</b>
In the band £60,001 - £70,000	<b>4</b>	<b>6</b>
In the band £70,001 - £80,000	<b>2</b>	<b>3</b>
In the band £80,001 - £90,000	<b>1</b>	<b>0</b>
In the band £100,001 - £110,000	<b>1</b>	<b>1</b>
In the band £110,001 - £120,000	<b>1</b>	<b>0</b>
In the band £120,001 - £130,000	<b>0</b>	<b>1</b>

Eight of the above employees participated in the Teacher's Pension Scheme. The other employee participated in the Local Government Pension Scheme.

The key management personnel of the Academy Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Academy Trust was **£1,138k** (2016 - £753k)

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**12. CENTRAL SERVICES**

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

- Educational support and challenge by the Director of Achievement and CEO
- Human resources services
- Financial and audit services

The Academy Trust charges for these services on the following basis:

4% of General Annual Grant.

The actual amounts charged during the year were as follows:

	<b>2017</b>	<b>2016</b>
	<b>£000</b>	<b>£000</b>
King's Lynn Academy	129	105
Downham Market Academy	258	228
Nelson Academy	57	49
Eastgate Academy	47	41
King Edward VII Academy	253	222
Southery Academy	16	7
North Wootton Academy	23	-
Upwell Academy	14	-
Emneth Academy	13	-
Admirals Academy	5	-
Diamond Academy	4	-
Norwich Road Academy	6	-
	<hr/>	<hr/>
Total	<b>825</b>	<b>652</b>
	<hr/>	<hr/>

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**13. TRUSTEES' REMUNERATION AND EXPENSES**

One or more Trustees has been paid remuneration or has received other benefits from an employment with the academy trust. The Principal and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of principal and other staff members under their contracts of employment, and not in respect of their role as Trustees. The value of Trustees' remuneration and other benefits was as follows:

		<b>2017</b>	<b>2016</b>
		<b>£000</b>	<b>£000</b>
Craig Morrison, Staff Trustee	Remuneration	<b>80-85</b>	<b>120-125</b>
	Pension contributions paid	<b>10-15</b>	<b>15-20</b>
Jonathan Ford, Staff Trustee	Remuneration	<b>55-60</b>	<b>105-110</b>
	Pension contributions paid	<b>0-5</b>	<b>15-20</b>
Louise Ward, Staff Trustee	Remuneration		<b>65-70</b>
	Pension contributions paid		<b>10-15</b>
Duncan Ramsey, CEO	Remuneration	<b>70-75</b>	
	Pension contributions paid	<b>10-15</b>	

During the year ended 31 August 2017, expenses totalling £2,272 (2016 - £NIL) were reimbursed to 2 Trustees (2016 - 0 ).

**14. TRUSTEES' AND OFFICERS' INSURANCE**

The Academy Trust has opted into the Department for 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 Trust 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.

**15. FRS 102 PENSION INTEREST**

	<b>2017</b>	<b>2016</b>
	<b>£000</b>	<b>£000</b>
Interest income on pension scheme assets	<b>229</b>	<b>303</b>
Interest on pension scheme liabilities	<b>(401)</b>	<b>(445)</b>
	<b>(172)</b>	<b>(142)</b>

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**16. TANGIBLE FIXED ASSETS**

	Freehold land and property £000	Long-term leasehold land and property £000	Mechanical and Engin'ring £000	Fixtures and fittings £000	Computer equipment £000
<b>Cost or valuation</b>					
At 1 September 2016	16,765	27,118	12,895	604	1,426
Additions	116	845	63	33	94
Disposals	-	-	-	-	-
Transfer on conversion	-	11,835	3,014	-	-
At 31 August 2017	16,881	39,798	15,972	637	1,520
<b>Depreciation</b>					
At 1 September 2016	830	1,611	2,509	368	1,271
Charge for the year	267	637	1,032	109	122
At 31 August 2017	1,097	2,248	3,541	477	1,393
<b>Net book value</b>					
At 31 August 2017	15,784	37,550	12,431	160	127
At 31 August 2016	15,935	25,507	10,386	236	155
				<b>Assets under constr'tion £000</b>	<b>Total £000</b>
<b>Cost or valuation</b>					
At 1 September 2016				9	58,817
Additions				-	1,151
Disposals				(9)	(9)
Transfer on conversion				-	14,849
At 31 August 2017				-	74,808
<b>Depreciation</b>					
At 1 September 2016				-	6,589
Charge for the year				-	2,167
At 31 August 2017				-	8,756
<b>Net book value</b>					
At 31 August 2017				-	66,052
At 31 August 2016				9	52,228



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**17. STOCKS**

	2017 £000	2016 £000
Uniforms	1	1

**18. DEBTORS**

	2017 £000	2016 £000
Trade debtors	45	48
VAT recoverable	278	209
Other debtors	8	32
Prepayments and accrued income	675	1,054
	<u>1,006</u>	<u>1,343</u>

**19. CREDITORS: Amounts falling due within one year**

	2017 £000	2016 £000
Trade creditors	899	631
Other taxation and social security	736	567
Other creditors	1	-
Accruals and deferred income	789	524
	<u>2,425</u>	<u>1,722</u>

	2017 £000	2016 £000
<b>Deferred income</b>		
Deferred income at 1 September 2016	266	244
Resources deferred during the year	291	266
Amounts released from previous years	(266)	(244)
Deferred income at 31 August 2017	<u>291</u>	<u>266</u>

At the balance sheet date the Academy Trust had received grant funding and trip income relating to the next academic year.

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**20. STATEMENT OF FUNDS**

	Balance at 1 September 2016 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2017 £000
<b>Unrestricted funds</b>						
General Funds	1,505	2,184	(2,183)	825	-	2,331
<b>Restricted funds</b>						
General Annual Grant	971	20,545	(18,590)	(1,655)	-	1,271
Insurance	-	6	(6)	-	-	-
Pupil Premium	24	1,219	(1,198)	-	-	45
16-19 Bursary	19	30	(15)	-	-	34
Regional Academy Growth Fund	-	140	(10)	-	-	130
Universal Infant Free School Meals	-	109	(109)	-	-	-
Start-up grants	-	420	(84)	-	-	336
Other ESFA grants	-	152	(152)	-	-	-
SEN	-	147	(147)	-	-	-
Other Local Authority funding	(8)	18	(16)	-	-	(6)
Donations	2	12	(8)	-	-	6
Non-government grants	16	7	(7)	-	-	16
Special Resource Base	(2)	150	(145)	-	-	3
Pension reserve	(7,303)	(2,263)	(1,764)	830	1,649	(8,851)
	<u>(6,281)</u>	<u>20,692</u>	<u>(22,251)</u>	<u>(825)</u>	<u>1,649</u>	<u>(7,016)</u>
<b>Restricted fixed asset funds</b>						
Restricted fixed assets	52,957	15,468	(2,176)	-	-	66,249
Section 106 funding	-	156	-	-	-	156
CIF unspent as at 31 August 2017	-	517	-	-	-	517
	<u>52,957</u>	<u>16,141</u>	<u>(2,176)</u>	<u>-</u>	<u>-</u>	<u>66,922</u>
Total restricted funds	<u>46,676</u>	<u>36,833</u>	<u>(24,427)</u>	<u>(825)</u>	<u>1,649</u>	<u>59,906</u>
Total of funds	<u><u>48,181</u></u>	<u><u>39,017</u></u>	<u><u>(26,610)</u></u>	<u><u>-</u></u>	<u><u>1,649</u></u>	<u><u>62,237</u></u>

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**20. STATEMENT OF FUNDS (continued)**

**STATEMENT OF FUNDS - PRIOR YEAR**

	<i>Balance at 1 September 2015 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Transfers in/out £000</i>	<i>Gains/ (Losses) £000</i>	<i>Balance at 31 August 2016 £000</i>
<b>Unrestricted funds</b>						
General Funds	1,580	1,234	(1,309)	-	-	1,505
	<u>1,580</u>	<u>1,234</u>	<u>(1,309)</u>	<u>-</u>	<u>-</u>	<u>1,505</u>
<b>Restricted funds</b>						
General Annual Grant	592	18,695	(17,562)	(754)	-	971
Pupil Premium	-	1,121	(1,097)	-	-	24
16-19 Bursary	-	33	(14)	-	-	19
UIFSM	-	57	(57)	-	-	-
Insurance	-	67	(67)	-	-	-
Start-up grants	-	90	(90)	-	-	-
Other ESFA grants	-	84	(84)	-	-	-
SEN	-	124	(124)	-	-	-
Other Local Authority funding	-	95	(105)	-	-	(10)
Donations	-	90	(88)	-	-	2
Non-government grants	-	25	(9)	-	-	16
Other trading activities	-	27	(27)	-	-	-
Pension reserve	(3,568)	(82)	(1,173)	715	(3,195)	(7,303)
	<u>(2,976)</u>	<u>20,426</u>	<u>(20,497)</u>	<u>(39)</u>	<u>(3,195)</u>	<u>(6,281)</u>
<b>Restricted fixed asset funds</b>						
Restricted fixed assets	53,227	1,924	(2,233)	39	-	52,957
	<u>53,227</u>	<u>1,924</u>	<u>(2,233)</u>	<u>39</u>	<u>-</u>	<u>52,957</u>
Total restricted funds	<u>50,251</u>	<u>22,350</u>	<u>(22,730)</u>	<u>-</u>	<u>(3,195)</u>	<u>46,676</u>
Total of funds	<u>51,831</u>	<u>23,584</u>	<u>(24,039)</u>	<u>-</u>	<u>(3,195)</u>	<u>48,181</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**20. STATEMENT OF FUNDS (continued)**

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

The General Annual Grant (GAG) must be used for the normal running costs of the academies and the Academy Trust. Costs incurred for this purpose have been offset against this income.

The additional funding received through the Pupil Premium helps to ensure that that processes are in place that consistently tracks student performance, identifies under-performance and provides support to those most in need of it. Additional support includes increased provision in Numeracy and Literacy.

The Start-Up grants must be used to meet the start-up costs of the Academy Trust. Costs incurred for this purpose have been set off against this income.

SEN funding is received from the Local Authority and was used to provide additional support to those students identified as having additional needs.

Other restricted income was received during the year and the costs associated with these activities have been set off against the income.

The Pension reserve represents the Academy Trust's net liability in respect of the Local Government Pension Scheme.

A transfer of £830k has been made from the GAG fund to the Pension reserve being the employer contributions to the Local Government Pension Scheme.

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2017.

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**20. STATEMENT OF FUNDS (continued)**

**ANALYSIS OF ACADEMIES BY FUND BALANCE**

Fund balances at 31 August 2017 were allocated as follows:

	<b>Total 2017 £000</b>	<b>Total 2016 £000</b>
King's Lynn Academy	713	678
Downham Market Academy	328	514
Eastgate Academy	215	207
Nelson Academy	151	85
King Edward VII Academy	985	781
Southery Academy	55	11
North Wootton Academy	70	-
Upwell Academy	94	-
Emneth Academy	105	-
Admirals Academy	516	-
Diamond Academy	(152)	-
Norwich Road Academy	286	-
Central funds	800	251
Total before fixed asset fund and pension reserve	4,166	2,527
Restricted fixed asset fund	66,922	52,957
Pension reserve	(8,851)	(7,303)
Total	62,237	48,181

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

<b>Name of academy</b>	<b>Amount of deficit £000</b>
Diamond Academy	152

Diamond Academy was transferred from Academy Transformation Trust with a deficit. The deficit was reduced slightly in August 2017 resulting in a year end position slightly better than at the point of transfer.

The Academy Trust is taking the following action to return the academies to surplus:

The Academy has some significant academic performance issues which need addressing. We are currently developing a three year plan to address the financial position.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**20. STATEMENT OF FUNDS (continued)**

**ANALYSIS OF ACADEMIES BY COST**

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

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding deprec'n £000	Total 2017 £000	Total 2016 £000
King's Lynn Academy	2,224	606	72	829	3,731	3,545
Downham Market Academy	4,543	877	199	1,760	7,379	7,159
Eastgate Academy	920	263	44	283	1,510	1,332
Nelson Academy	1,292	279	50	267	1,888	1,893
King Edward VII Academy	4,549	744	214	1,425	6,932	6,929
Southery Academy	270	57	12	98	437	225
North Wootton Academy	439	64	28	134	665	-
Upwell Academy	273	58	13	71	415	-
Emneth Academy	252	60	11	52	375	-
Admirals Academy	71	8	-	7	86	-
Diamond Academy	46	5	2	4	57	-
Norwich Road Academy	104	14	-	7	125	-
Central	152	394	3	302	851	723
	<u>15,135</u>	<u>3,429</u>	<u>648</u>	<u>5,239</u>	<u>24,451</u>	<u>21,806</u>

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds 2017 £000	Restricted funds 2017 £000	Restricted fixed asset funds 2017 £000	Total funds 2017 £000
Tangible fixed assets	-	-	66,052	66,052
Current assets	2,448	3,931	1,081	7,460
Creditors due within one year	(117)	(2,096)	(211)	(2,424)
Provisions for liabilities and charges	-	(8,851)	-	(8,851)
	<u>2,331</u>	<u>(7,016)</u>	<u>66,922</u>	<u>62,237</u>

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**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR**

	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Restricted fixed asset funds</i>	<i>Total funds</i>
	<b>2016</b>	<b>2016</b>	<b>2016</b>	<b>2016</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Tangible fixed assets	-	-	52,228	52,228
Current assets	1,581	2,389	1,006	4,976
Creditors due within one year	(76)	(1,367)	(277)	(1,720)
Provisions for liabilities and charges	-	(7,303)	-	(7,303)
	<u>1,505</u>	<u>(6,281)</u>	<u>52,957</u>	<u>48,181</u>

**22. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2017</b>	<b>2016</b>
	<b>£000</b>	<b>£000</b>
Net income/(expenditure) for the year (as per Statement of Financial Activities)	12,407	(455)
<b>Adjustment for:</b>		
Depreciation charges	2,167	2,233
Dividends, interest and rents from investments	(5)	(3)
Loss on the sale of fixed assets	9	-
Decrease/(increase) in debtors	338	(4)
Increase/(decrease) in creditors	702	(56)
Capital grants from DfE and other capital income	(1,292)	(1,098)
Defined benefit pension scheme obligation inherited	2,263	82
Defined benefit pension scheme cost less contributions payable	762	316
Defined benefit pension scheme finance cost	172	142
Assets from local authority on conversion	(6,298)	(826)
Assets from existing Academy Trust	(9,330)	-
<b>Net cash provided by operating activities</b>	<u>1,895</u>	<u>331</u>

**23. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	<b>2017</b>	<b>2016</b>
	<b>£000</b>	<b>£000</b>
Cash in hand	6,454	3,634
<b>Total</b>	<u>6,454</u>	<u>3,634</u>

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**24. CONVERSION TO AN ACADEMY TRUST**

On 1 March 2017 Upwell Community Primary School converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to Eastern Multi-Academy Trust from Norfolk County Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the Balance sheet under the appropriate headings with a corresponding net amount recognised as a net gain in the Statement of financial activities incorporating income and expenditure account as Donations - transfer from local authority on conversion

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of financial activities incorporating income and expenditure account.

	Unrestricted funds £000	Restricted funds £000	Restricted fixed asset funds £000	Total funds £000
Tangible fixed assets				
- Leasehold land and buildings	-	-	1,225	1,225
- Other tangible fixed assets	-	-	267	267
Budget surplus/(deficit) on LA funds	84	-	-	84
LGPS pension (deficit)	-	(268)	-	(268)
Net assets	<u>84</u>	<u>(268)</u>	<u>1,492</u>	<u>1,308</u>

The above net assets include £84k that were transferred as cash.



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**NOTES TO THE FINANCIAL STATEMENTS  
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On 1 March 2017 North Wootton Community School converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to Eastern Multi Academy Trust from Norfolk County Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the Balance sheet under the appropriate headings with a corresponding net amount recognised as a net gain in the Statement of financial activities incorporating income and expenditure account as Donations - transfer from local authority on conversion

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of financial activities incorporating income and expenditure account.

	Unrestricted funds £000	Restricted funds £000	Restricted fixed asset funds £000	Total funds £000
Tangible fixed assets				
- Leasehold land and buildings	-	-	2,327	2,327
- Other tangible fixed assets	-	-	751	751
Budget surplus/(deficit) on LA funds	53	-	-	53
LGPS pension (deficit)	-	(618)	-	(618)
	<hr/> 53	<hr/> (618)	<hr/> 3,078	<hr/> 2,513
Net assets	<hr/> <hr/> 53	<hr/> <hr/> (618)	<hr/> <hr/> 3,078	<hr/> <hr/> 2,513

The above net assets include £53k that were transferred as cash.

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On 1 April 2017 Emneth Community Primary School converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to Eastern Multi Academy Trust from Norfolk County Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the Balance sheet under the appropriate headings with a corresponding net amount recognised as a net gain in the Statement of financial activities incorporating income and expenditure account as Donations - transfer from local authority on conversion

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of financial activities incorporating income and expenditure account.

	Unrestricted funds £000	Restricted funds £000	Restricted fixed asset funds £000	Total funds £000
Tangible fixed assets				
- Leasehold land and buildings	-	-	1,320	1,320
- Other tangible fixed assets	-	-	189	189
Budget surplus/(deficit) on LA funds	82	-	-	82
LGPS pension (deficit)	-	(323)	-	(323)
Net assets	<u>82</u>	<u>(323)</u>	<u>1,509</u>	<u>1,268</u>

The above net assets include £82k that were transferred as cash.

**25. CAPITAL COMMITMENTS**

At 31 August 2017 the academy had capital commitments as follows:

	2017 £000	2016 £000
Contracted for but not provided in these financial statements	<u>-</u>	<u>13</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**26. PENSION COMMITMENTS**

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2012 and of the LGPS 31 March 2016.

Contributions amounting to £338K were payable to the schemes at 31 August 2017 (2016 - £258K) and are included within creditors.

**Teachers' Pension Scheme**

**Introduction**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers 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. 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 2012 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 9 June 2014. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 16.48% of pensionable pay, including a 0.08% employer administration charge (currently 14.1%)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £191,500 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £176,600 million giving a notional past service deficit of £14,900 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations
- the assumed real rate of return is 3.0% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.75%. The assumed nominal rate of return is 5.06%.

During the previous year the employer contribution rate was 14.1%. The TPS valuation for 2012 determined an employer rate of 16.4%, which was payable from September 2015. The next valuation of the TPS is currently underway based on April 2016 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 April 2019.

The employer's pension costs paid to TPS in the period amounted to £1,443K (2016 - £1,354K).

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**26. PENSION COMMITMENTS (continued)**

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website ([www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx](http://www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx)).

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit scheme, with assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2017 was £1,085K (2016 - £891K), of which employer's contributions totalled £830K (2016 - £666K) and employees' contributions totalled £255K (2016 - £225K). The agreed contribution rates for future years are 18.8% - 21.3% for employers and 5.5% - 12.5% for employees.

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.

Norfolk Pension Fund - Downham Market Academy, Eastgate Academy, King Edwards VII Academy, Emneth Academy, North Wootton Academy, Upwell Academy, Admirals Academy, Diamond Academy and Norwich Road Academy.

Principal actuarial assumptions:

	<b>2017</b>	<b>2016</b>
Discount rate for scheme liabilities	<b>2.50 %</b>	<b>2.10 %</b>
Rate of increase in salaries	<b>2.70 %</b>	<b>3.10 %</b>
Rate of increase for pensions in payment / inflation	<b>2.50 %</b>	<b>2.10 %</b>

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

	<b>2017</b>	<b>2016</b>
Retiring today		
Males	<b>22.1</b>	<b>22.1</b>
Females	<b>24.4</b>	<b>24.3</b>
Retiring in 20 years		
Males	<b>24.1</b>	<b>24.5</b>
Females	<b>26.4</b>	<b>26.9</b>

Norfolk Pension Fund - Kings Lynn Academy, Nelson Academy and Southery Academy.

Principal actuarial assumptions:

	<b>2017</b>	<b>2016</b>
Discount rate for scheme liabilities	<b>2.50 %</b>	<b>2.00 %</b>
Rate of increase in salaries	<b>2.70 %</b>	<b>3.10 %</b>
Rate of increase for pensions in payment / inflation	<b>2.40 %</b>	<b>2.10 %</b>

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**26. PENSION COMMITMENTS (continued)**

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

	<b>2017</b>	<b>2016</b>
Retiring today		
Males	<b>22.1</b>	<b>22.1</b>
Females	<b>24.4</b>	<b>24.3</b>
Retiring in 20 years		
Males	<b>24.1</b>	<b>24.5</b>
Females	<b>26.4</b>	<b>26.9</b>

	<b>At 31 August 2017 £000</b>	<i>At 31 August 2016 £000</i>
<b>Sensitivity analysis</b>		
Discount rate -0.1%	<b>593</b>	<b>443</b>
Salary rate +0.1%	<b>130</b>	<b>141</b>
Pension increase rate +0.1%	<b>452</b>	<b>289</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**26. PENSION COMMITMENTS (continued)**

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

	<b>Fair value at 31 August 2017 £000</b>	<i>Fair value at 31 August 2016 £000</i>
Equities	8,521	5,960
Corporate bonds	3,436	2,583
Property	1,512	1,192
Cash and other liquid assets	275	198
Total market value of assets	<u>13,744</u>	<u>9,933</u>

The actual return on scheme assets was £577K (2016 - £1,341K).

The amounts recognised in the Statement of financial activities incorporating income and expenditure account are as follows:

	<b>2017 £000</b>	<b>2016 £000</b>
Current service cost	(1,592)	(1,032)
Interest income	229	303
Interest cost	(401)	(445)
Total	<u>(1,764)</u>	<u>(1,174)</u>

Movements in the present value of the defined benefit obligation were as follows:

	<b>2017 £000</b>	<b>2016 £000</b>
Opening defined benefit obligation	17,236	11,122
Upon conversion	2,033	245
Transferred in on existing academies joining the trust	2,565	-
Current service cost	1,592	1,032
Interest cost	401	444
Employee contributions	255	228
Actuarial (gains)/losses	(1,301)	4,233
Benefits paid	(178)	(68)
Closing defined benefit obligation	<u>22,603</u>	<u>17,236</u>

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**26. PENSION COMMITMENTS (continued)**

Movements in the fair value of the academy's share of scheme assets:

	2017 £000	2016 £000
Opening fair value of scheme assets	9,933	7,554
Upon conversion	824	163
Transferred in on existing academies joining the trust	1,511	-
Interest income	229	303
Return on plan assets (excluding net interest on the net defined pension liability)	348	1,038
Employer contributions	830	715
Employee contributions	255	228
Benefits paid	(178)	(68)
	<u>13,752</u>	<u>9,933</u>
Closing fair value of scheme assets	<u>13,752</u>	<u>9,933</u>

**27. OPERATING LEASE COMMITMENTS**

At 31 August 2017 the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases was:

	2017 £000	2016 £000
<b>Amounts payable:</b>		
Within 1 year	64	49
Between 1 and 5 years	187	81
After more than 5 years	14	-
	<u>265</u>	<u>130</u>
Total	<u>265</u>	<u>130</u>

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**28. RELATED PARTY TRANSACTIONS**

Owing to the nature of the Academy Trust's operations 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 Academy Trust has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy Trust's financial regulations and normal procurement procedures.

The College of West Anglia ("the College") was the Sponsor of the CWA Academy Trust. During the year the Academy Trust purchased educational services amounting to £33,861 (2016: £89,225) from the College. The balance owing as at 31 August 2017 was £Nil (2016: £Nil).

The Academy Trust purchases the services of its Chief Executive Officer from the College. In addition, the Academy Trust entered into a formal 2 year contract with the College of West Anglia Marketing Team for the provision of marketing services for all its academies. The value of these transactions for the year ended 31 August 2017 was £103,610 (2016: £113,283). The sponsorship arrangement with The College of West Anglia ceased on 15 May 2017. From this date this entity was no longer considered a related party.

In the prior year the Trust invoiced Gayton Primary School £1,482 for swimming lessons and PE Inset Training. Local Governor Lynda Newell is a Governor of Gayton Primary School.

In the prior year the Trust invoiced North Wootton Primary School £2,681 for swimming lessons. As at 31 August 2016 £312 was outstanding. North Wootton Primary School is now part of the MAT.

In the prior year the Trust invoiced Southery Playgroup £1,072 for the hire of the Annexe. Local Governors Catherine Robson and Catherine Tofts are committee members of Southery Playgroup.

In the prior year the Trust received a 50% contribution of £4,395 towards the installation of a wall mounted canopy at the rear of the leisure centre from Alive Management Limited, a company in which Deborah Gates (a trustee of the Trust) is a Director. During the year the Trust also hired facilities from the company totalling £19,878 (2016: £14,532). At the year end the Trust owed the company £Nil (2016: £103).

King Edwards VII Academy Friends is a registered charity that aims to advance the education of pupils in the school in particular by: developing effective relationships between staff, parents and others associated with the school and secondly by engaging in activities or providing facilities or equipment which support the school and advance the education of the pupils. For the year ended 31 August 2017, the charity had income £8,581 (2016: £10,988), expenditure of £3,659 (2016: £7,314), and net assets of £13,824 (2016: £8,902).

Friends of Eastgate School is a registered charity that supports Eastgate Academy in providing activities / materials which are over and above the normal curriculum. For the year ended 31 December 2016 the charity had income of £7,125 (2015: £8,902), expenditure of £1,456 (2015: £9,221), and net assets of £7,978 (2015: £2,309).

North Wootton Academy PTA is a registered charity that supports North Wootton Academy in providing activities / materials which are over and above the normal curriculum. For the year ended 31 August 2017 the charity had net expenditure of £1,112, and net assets of £10,320.



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**29. 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.

**30. POST BALANCE SHEET EVENTS**

Downham Market Academy transferred out of the Trust on 31 October 2017.

**31. AGENCY ARRANGEMENT**

The Academy Trust distributes 16-19 bursary funds to vulnerable students as an agent for ESFA. In the accounting period ending 31 August 2016 the trust received £1,200 and disbursed £1,200 from the fund. An amount of £Nil is included in other creditors relating to undistributed funds that is repayable to ESFA. There was no such funding received in the accounting period ending 31 August 2017.

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**32. TRANSFER OF EXISTING ACADEMIES INTO THE ACADEMY**

**Admirals Academy**

	Value reporting by transferring trust £000	Fair value adjustments £000	Transfer in recognised £000
<b>Tangible fixed assets</b>			
Long-term leasehold property	-	2,649	2,649
Mechanical and Engin'ring	-	147	147
Cash in bank and in hand	483	-	483
<b>Pensions</b>			
Pensions - pension scheme assets	-	350	350
Pensions - pension scheme liabilities	-	(570)	(570)
<b>Net assets</b>	<b>483</b>	<b>2,576</b>	<b>3,059</b>

**Diamond Academy**

	Value reporting by transferring trust £000	Fair value adjustments £000	Transfer in recognised £000
<b>Tangible fixed assets</b>			
Long-term leasehold property	-	2,903	2,903
Mechanical and Engin'ring	-	1,335	1,335
Cash in bank and in hand	(190)	-	(190)
<b>Pensions</b>			
Pensions - pension scheme assets	-	254	254
Pensions - pension scheme liabilities	-	(425)	(425)
<b>Net assets</b>	<b>(190)</b>	<b>4,067</b>	<b>3,877</b>

**Norwich Road Academy**

	Value reporting by transferring trust £000	Fair value adjustments £000	Transfer in recognised £000
<b>Tangible fixed assets</b>			
Long-term leasehold property	-	1,411	1,411
Mechanical and Engin'ring	-	325	325
Cash in bank and in hand	267	-	267
<b>Pensions</b>			
Pensions - pension scheme assets	-	907	907
Pensions - pension scheme liabilities	-	(1,570)	(1,570)
<b>Net assets</b>	<b>267</b>	<b>1,073</b>	<b>1,340</b>