

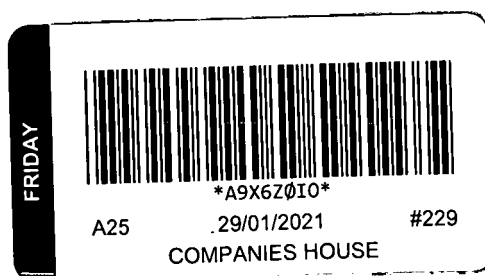
**Eastern Multi-Academy Trust**  
Empower - Motivate - Aspire - Transform

**EASTERN MULTI-ACADEMY TRUST**

(A company limited by guarantee)

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2020**



---

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

---

---

**CONTENTS**

---

|   | <b>Page</b>    |
|---|----------------|
| <b>Reference and administrative details</b>   | <b>1 - 2</b>   |
| <b>Trustees' report</b>   | <b>3 - 21</b>  |
| <b>Governance statement</b>   | <b>22 - 27</b> |
| <b>Statement on regularity, propriety and compliance</b>                              | <b>28</b>      |
| <b>Statement of Trustees' responsibilities</b>  | <b>29</b>      |
| <b>Independent auditors' report on the financial statements</b>                       | <b>30 - 32</b> |
| <b>Independent reporting accountant's report on regularity</b>                        | <b>33 - 34</b> |
| <b>Statement of financial activities incorporating income and expenditure account</b> | <b>35 - 36</b> |
| <b>Balance sheet</b>  | <b>37 - 38</b> |
| <b>Statement of cash flows</b>  | <b>39</b>      |
| <b>Notes to the financial statements</b>  | <b>40 - 72</b> |

---

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

---

---

**REFERENCE AND ADMINISTRATIVE DETAILS**

---

|  |  |
|--|--|
| <b>Members</b>                             | Derek Stringer<br>Robert Harrison<br>Julie Perry<br>Timothy Rounce<br>John Williamson  |
| <b>Trustees</b>                            | Duncan Ramsey, Chief Executive Officer (resigned 31 August 2020) and<br>Accounting Officer (resigned 19 March 2020)<br>Deborah Gates (resigned 20 December 2019)<br>Derek Stringer, Chair of the Board of Directors (resigned 23 September 2020)<br>Wendy Fisher<br>Julie Perry, Vice Chair of the Board of Directors until appointment to Chair of the<br>Board of Directors (appointed 24 September 2020)<br>Lady Kay Fisher<br>James Rowney<br>Jason Hall<br>Graham Pearson<br>David Wilde, Vice Chair of the Board of Directors (appointed 24 September 2020)<br>Julie Taylor (resigned 15 June 2020)<br>Ian Clayton (appointed 14 September 2020) |
| <b>Company registered<br/>number</b>       | 07338780   |
| <b>Company name</b>                        | Eastern Multi-Academy Trust  |
| <b>Principal and registered<br/>office</b> | Trust Offices<br>Queen Mary Road<br>King's Lynn<br>Norfolk<br>PE30 4QG   |

---

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

---

**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

**Senior leadership team**

Duncan Ramsey, Chief Executive Officer (resigned 31 August 2020)  
Alan Evans, Deputy Chief Executive and Chief Financial Officer (resigned 19 March 2020),  
Interim Managing Director and Accounting Officer (appointed 19 March 2020)  
Rosy Lord, Director of HR, Estates and Communication (resigned 31 December 2020)  
Paul Shanks, Director of Primary Education  
Kevin Blakey, Director of Secondary Education (resigned 31 August 2020)  
David Cousins, Chief Finance Office (appointed 19 March 2020)

**Independent auditors**

MA Partners Audit LLP  
Chartered Accountants and Statutory Auditors  
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

---

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

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

---

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

The Academy Trust currently operates 15 academies in Norfolk and Suffolk.

The current Trust Academies are:

King's Lynn Academy  
King Edward VII Academy  
Nelson Academy  
Eastgate Academy  
Southery Academy  
Upwell Academy  
North Wootton Academy  
Emneth Academy  
Norwich Road Academy  
Admirals Academy  
Diamond Academy  
Queensway Infants Academy  
West Row Academy  
Glade Academy  
Raleigh Academy

The academies have a combined pupil capacity of 6,150 and had a roll of 5,073 in the school census in October 2020, excluding nursery places.

**Structure, governance and management**

**a. Constitution**

The Academy Trust is a private charitable company limited by guarantee and an exempt charity. The charitable company was incorporated in the UK and is registered in England.

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 purposes of company law.

The charitable company operates as Eastern Multi-Academy Trust.

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

**b. Members' liability**

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

---

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

---

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

---

**Structure, governance and management (continued)**

**c. Trustees' indemnities**

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

**d. 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 Memorandum of Association.

Trustees are appointed as follows:

1. Up to ten Trustees elected by the Members of the Trust
2. The Chief Executive Officer only if Members choose to appoint under Article 57
3. Co-opted Trustees, appointed by Trustees 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 Trust Clerk and Chief Executive Officer.

The terms of office for all Trustees 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 22 January 2021 are listed on page 1.

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

1. Finance and Resources Committee
2. Audit Committee
3. HR and Performance Management Committee
4. Secondary Education Committee
5. Regional Education Committees for the two primary academy hubs
6. Academy Councils

---

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

---

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

---

**Structure, governance and management (continued)**

**e. Policies adopted for the induction and training of Trustees**

Trustees are appointed in accordance with the provisions detailed within the Articles of Association. New Trustees 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 Trustees are invited to visit schools and encouraged to ask for additional information prior to their appointment. The Trust has recently procured Trustee and Academy Council member training from the National Governors Association (NGA). In addition, the Local Authority training programme is available for all Trustees and Academy Council members.

The Trust has put in place training and awareness events for the benefit of Trustees, focusing on understanding the assessment of educational outcomes, preparations for Ofsted inspections and understanding new regulations.

Trustees undertook curriculum training to clarify the knowledge-based approach to learning and the pedagogical theory behind this.

Trustees also undertook Board self-evaluation training and completed a self-evaluation process.

All completed mandatory safeguarding training and several Trustees undertook Academy Ambassadors training courses.

---

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

---

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

---

**Structure, governance and management (continued)**

**f. Organisational structure**

The Academy Trust is governed by a Board of Trustees (Directors). The Trust Board retains 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 Trustees 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 standing committees, the Trust Board has set up Academy Councils ACs (previously referred to as Local Governing Bodies). Under certain circumstances, linked primarily to the need to achieve significant educational improvement, ACs may be suspended and Interim Executive Boards IEBs (whose membership is determined by the Trust) may be put in place.

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.

There were no IEBs in place during the year.

The role of the Academy Councils 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. provide guidance for the decision making process by taking account of local circumstances;
- iii. provide essential local representation of parents and the community.

As a principle, the Trust Board has three key responsibilities:

- Set the strategic direction of the Trust
- Hold senior school leadership to account
- Oversee the Trust's financial performance

Strategic planning days are held with the Senior Leadership Team to ensure that there is an understanding of risks facing the Academy Trust. Regular training events are in place to ensure directors understand the educational and governance aspects of multi-academy trusts.

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



---

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

---

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

---

**Structure, governance and management (continued)**

The Trust Senior Leadership Team is responsible for the day-to-day operations of the Trust. Academy Principals and the academy leadership teams are responsible for the operation of their academy.

The Trustees are responsible for the appointment of the Accounting Officer of the Academy Trust.

**g. Arrangements for setting pay and remuneration of 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.

**h. Engagement with employees (including disabled persons)**

During the year the Trust has met the requirement to engage with employees as follows:

- All EMAT Employees are kept informed on specific matters directly by the management teams.
- Regular Principals' briefings to consult on policy changes and to brief on proposed operational changes
- Regular updates on matters arising from the HR Team on matters including pay, personal use of payroll systems, advice on options available for well-being and counselling etc.
- Employees are regularly consulted by means of staff questionnaires which may be of a generic nature or more specific. Recently questionnaires have focused on staff wellbeing as a consequence of Covid 19.
- EMAT has a suite of HR policies available to all staff. The Trust Equal Opportunities Policy outlines the policies and procedures for the recruitment, retention and development of staff with disabilities
- Working closely with union representatives regarding all manner of topics to ensure employees best interests are met
- Regular updates provided by the Trust Leadership Team to Academy Principals on the key strategic plans used to define our core vision

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

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

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

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

---

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

---

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

---

**Structure, governance and management (continued)**

**i. Engagement with suppliers, customers and others in a business relationship with the Academy Trust**

At the heart of our relationships with suppliers and customers is our desire to ensure we receive and deliver a value for money outcome, treat everyone fairly and operate with full transparency.

We ensure good working relationships through:

- initial vetting of all customers and suppliers
- communicating in a business-like and professional manner
- operating solid procurement processes with a robust tendering process where necessary
- monitoring expenditure in line with budgets
- ensuring all goods and services follow the Finance Policy purchasing process
- prompt payment for goods and services
- engaging with customers to foster good relationships

---

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

---

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

---

**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 support these objectives. The Funding Agreements outline these responsibilities in greater detail and also specify the funding arrangements.

**b. Objectives, strategies and activities**

**Our Priorities**

Our ambition is for every pupil to attend a great school. In order to achieve this, the following objectives are identified:

- All pupils in every year group will be encouraged to love reading and to be able to read at the age appropriate level or better
- Support good progress for all groups of pupils in every year group
- Develop academy environments that value emotional well-being alongside academic attainment and a broad and balanced curriculum
- Have a world class training programme that empowers outstanding leadership at all levels and high-quality teaching and learning in every classroom
- Build our Trust on a strong, secure and sustainable financial basis
- Be willing to continuously challenge our practice, constantly striving to improve and develop in all areas

---

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

---

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

---

**Objectives and activities (continued)**

How the Trust shares its vision within each academy

In each academy we aim to develop our vision in the following ways:

- Using the assembly and PSHE programme to share how our values relate to each and every one of us.
- By using the EMAT Experience to provide a core offer of cultural capital that every child in our Trust will have the chance to develop.
- By means of assemblies and the values curriculum in PSHE, academies celebrate the Trust values in charity fundraising.
- By every academy having a least one prominent display dedicated to celebrating the Trust and its values.
- By having clear plans to share the EMAT vision with the local community through the academy website, academy newsletters, Trust newsletters and press releases.

Academy objectives for the year and future years, building upon the Trust priorities, 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.

**c. Public benefit**

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

**Strategic report**

**Achievements and performance**

**a. Key performance indicators**

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

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 total costs'.

The overall balance sheet position for the Academy Trust remains strong with adequate cash levels.

**b. Going concern**

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

**c. Promoting the success of the company**

The Companies (Miscellaneous Reporting) Regulations 2018 requires charitable companies to detail how they promote the success of the charity to achieve its charitable purposes.

---

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

---

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

---

**Strategic report (continued)**

**Achievements and performance (continued)**

EMAT delivers on this requirement through the Strategic Plan which focuses on "Educational Excellence" by:

- ensuring standards of education that prepare our students for further study and a pathway to being valuable members of society
- delivering a broad and balanced curriculum with opportunity to develop personal and interpersonal skills
- expecting a high standard of behaviour to support a good learning environment
- providing significant support to students who find the school environment to be difficult or challenging including support to those most vulnerable

In addition, the Trust ensures value for money is achieved throughout to ensure maximum resources are available to the core purpose of educating our students.

Through the use of staff surveys, we aim to understand how the Trust is performing in relation to ensuring we generate a good working environment and driving our strategic aim to be the employer of choice in our sector and region. This is delivered at both academy and Trust level.

**d. Achievements and performance**

The Trust's core ambition during the year was to 'Transform lives and communities' and we achieve this through providing a high-quality education to all children and students that attend an EMAT academy and through working with our local communities to develop collaborative approaches to tackle disadvantage.

The Coronavirus pandemic has proved the most significant challenge faced by the Trust and its academies in 2019/20. All academies closed to all children apart from children of key workers and those deemed vulnerable in March 2020 and only fully opened in September 2020. The hard work of our Principals ensured that all academies remained fully open to children of key workers and vulnerable children throughout the lockdown.

The numbers of children attending the academies during the lockdown varied, but Principals and teachers worked tirelessly to ensure that all children were provided with access to online lessons or learning packs that were matched as closely as possible to the planned curriculum offer. Take-up of work was high, with on average over 90% of children accessing the remote offer across all primary academies. Where children were not engaging with the remote offer available, academies were making regular contact, including home visits, to ensure that families and children were supported.

Before the Government's School Meal Voucher scheme started, all academies were providing food parcels and hampers to those children entitled to a free school meal and to vulnerable families. The take-up was very high with academies delivering meals to families who were shielding.

Prior to the pandemic, the key priorities for improvement were:

- All pupils in every year group to develop a love of reading and to be able to read at age appropriate levels
- To ensure all academies provided a broad and balanced curriculum that focused on the development of core knowledge and vocabulary
- Ensure all children receive high quality teaching
- Develop academy environments that value the well-being of all staff and pupils
- Develop an effective training programme that empowers outstanding leadership at all level

---

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

---

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

---

**Strategic report (continued)**

**Achievements and performance (continued)**

Primary academies

Our academies continued to make good progress, with the academies in Thetford now completing their third year with the Trust. Statutory assessments were postponed for children in all primary schools, but EMAT academies were on track for a highly successful year, which would have built on the successes of 2019. In particular, Norwich Road, Emneth and West Row were predicted to perform strongly in all measures.

The Trust continues to invest significantly in the academy estate, with significant capital investment at North Wootton, Norwich Road and Nelson to improve the conditions for learning and the overall environment.

During February 2020, Ofsted inspected North Wootton and Emneth Academies. North Wootton Academy achieved a 'Good' for overall effectiveness with 'Outstanding' for Leadership and Management and Personal Development.

Emneth Academy made significant improvement and was judged to 'Require Improvement', but with 'good' for Behaviour and Personal Development. The academy has continued to improve rapidly, even throughout the pandemic, and we look forward to welcoming Ofsted back to validate these improvements.

We anticipate Upwell Academy, Admirals Academy, Norwich Road Academy and Diamond Academy to be inspected in the next academic year.

The ambition for all children to develop a love of reading and to be able to read at age appropriate levels remained a core focus of the Trust's work with academies. Significant improvement was seen across all academies in terms of the quality of the teaching of phonics and early reading. The central team brokered support through the English Hubs and this was supported through central investment in reading books matched to the sounds being taught.

There has been significant investment in the professional development of those that teach reading and the approach across the Trust has been strengthened through the collaborations with the Hubs and the Hub model to teaching and learning. Phonics outcomes were predicted to be very strong in all academies and likely to be above the national average across the Trust had the assessments gone ahead.

Secondary academies

EMAT supports two secondary academies. These are Kings Lynn Academy (KLA) and King Edward VII Academy (KESA). We are unable to report on educational outcomes for the summer of 2020 in the normal manner as all the public examinations for the summer of 2020 were cancelled due to the COVID-19 pandemic.

Students had Centre Assessed Grades (CAG) provided by their teachers, with rigorous internal moderation, which were then awarded to the students in August 2020, after external moderation by the exam board and guidance from the DFE. These grades were then used for the applications to work, sixth form, college and university. The CAGs will not be published in the school performance tables, nor used by Ofsted to make judgments on schools.

From March 2020, both secondary academies were shut to all but the most vulnerable students and children of key workers. Home learning programmes were implemented and from June, small numbers of students were allowed back into the academies for face to face learning and support.

---

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

---

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

---

**Strategic report (continued)**

**Achievements and performance (continued)**

Both academies did keep a very close eye on all their vulnerable children through the summer, which included regular phone calls and home visits when needed. A small number of laptops were also provided by the DFE to be passed onto those students who needed them. Over the summer remote learning using IT was also started with key students.

In September 2019, KESA were judged to be Inadequate by Ofsted which led to a formal warning notice from the RSC, which is standard practice. The 6th form was judged to be good but the quality of education, the behaviour and attitudes of the students and leadership and management were all classed as Inadequate. Safeguarding was deemed to be effective.

Since then, real progress has been made in terms of the targets set post Ofsted and the academy has been subjected to both internal and external scrutiny. However, formal ratification by Ofsted of the progress made to move out of Special Measures has not been able to take place due to Covid 19 restrictions. The aim is to get to Good by September 2021 and we feel that we are well on the way to achieve this.

A detailed Post Ofsted Action Plan was then written and has been implemented over the academic year. Internal Trust evaluation and external reviews have shown that the academy has been making good progress towards meeting the targets set in the Post Ofsted Action Plan.

The Curriculum Reviews started in 2018-19 have been completed and the updated curriculum is now in place in both academies. Curriculum content is clear and details are available for parents to access via each academy website.

Both academies have been supported by a school improvement fund which has funded a range of activities aimed at improving the quality of education provided for their students, such as funding for cross academy posts, CPD, staff and resources.

At KLA, the formation of Forward Step alternative provision has been a real success over the year and has had a huge impact on the reduction in both fixed term and permanent exclusions. This provision helps to support vulnerable and challenging students to be able to be reintegrated back into the academy or to have specific and differentiated learning based on their needs.

Staff recruitment in both academies has been strong, despite the limitation on interviewing since March 2020. A large cohort of NQTs have been recruited for KLA and strong senior staff appointments were made at KESA.

---

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

---

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

---

**Strategic report (continued)**

**Achievements and performance (continued)**

**e. Operational Matters**

Trust Leadership Team

There has been significant change during the year within the Trust Leadership Team. The Trust Chief Executive Officer and the Director of Secondary Education both left the Trust on 31 August 2020. Interim arrangements to cover both posts have been in place to ensure continuity.

The Director of Human Resources left the Trust on 31 December 2020 and again, interim measures are in place to manage this exit.

The Board of Trustees and the Trust leadership team have worked tirelessly to review the structure of Trust leadership and have agreed the process for recruiting those posts deemed necessary to deliver the Trust Strategic Plan.

The recruitment of the Chief Executive Officer is ongoing with the completion of the process expected early in 2021.

Payroll Issue

During the Summer Term of 2019/20, the Trust Chief Finance Officer discovered an historic issue concerning the method by which the Trust calculates holiday pay entitlement.

The adopted method that the Trust had in place since September 2015 did not recognise the correct treatment for lower grade employees in relation to the Working Time Regulation 1998. This states a minimum of 5.6 weeks holiday must be paid to all term-time contract.

An exhaustive review of the historical impact on employees pay was undertaken and in conjunction with our external auditors, legal counsel and the ESFA, we calculated the impact for all employees with restitution of any arrears completed in October 2020. Trade Unions were also fully involved in the process and kept advised at all times of the Trust plans to address the matter. The impact to 31 August 2020 was accrued for within the result shown in these financial statements.

The new holiday pay calculator is now in place to ensure payroll is calculated correctly going forward.



---

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

---

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

---

**Strategic report (continued)**

**Achievements and performance (continued)**

**f. Other Items**

Capital Investment

Investment from the School Condition Allocation (SCA) and Devolved Capital Funding (DCF) have allowed the Multi Academy Trust to improve both secondary academies. Funding for ICT, buildings and capital investments continue to allow the academies to improve their facilities and teaching resources.

Safeguarding

As a Trust safeguarding is placed at the heart of our responsibility. During the year we set ourselves the target of being an example of good practice.

Within our school improvement model, we have a system where each academy receives an internal safeguarding audit as part of the challenge and support process.

This is strengthened through external audits led by independent safeguarding experts. Audits are undertaken across the academic year to ensure that academies are not only compliant but also develop a strong culture of safeguarding.

Audit reviews also improve approaches through key recommendations that are reported and monitored through the Education Committees of the Board of Trustees.

Recent inspections have validated this approach with all three academies receiving positive evaluations of the effectiveness of safeguarding within the academies.

People Development

Trustees would like to acknowledge the commitment and dedication of all staff during the year and in particular since the start of COVID-19 pandemic in March 2020.

The Trust recognises that its staff are its major strength. Whilst there has always been significant training, the Trust is enhancing its opportunities for staff development by developing a programme of opportunities for staff across the Trust.

---

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

---

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

---

**Strategic report (continued)**

**Financial review**

**a. Reserves policy**

The Trust Reserves Policy is that each academy should have available reserves equivalent to four weeks' expenditure. This has been reduced from six weeks reflecting the strong financial stability of the Trust as a whole.

Each academy is expected to deliver an in-year surplus in order to achieve its reserves target and, where this is not considered achievable, a three-year plan is put in place.

Reserves can only be used with the specific approval of the Trust Board.

The current reserves position is as follows:

| <u>Academy</u>           | <u>Reserves as at 31/8/20</u><br><u>£000's</u> | <u>Target</u><br><u>£000's</u> | <u>Reserves as at 31/8/19</u><br><u>£000's</u> |
|--------------------------|--|--------------------------------|--|
| King's Lynn Academy      | 110  | 391                            | 71   |
| Eastgate Academy         | 295  | 113                            | 257  |
| Nelson Academy           | 229  | 160                            | 218  |
| King Edward VII Academy  | 357  | 531                            | 688  |
| Southery Academy         | 70   | 40                             | 49   |
| North Wootton Academy    | 201  | 110                            | 171  |
| Upwell Academy           | 212  | 76                             | 214  |
| Emneth Academy           | 113  | 80                             | 121  |
| Admirals Academy         | 709  | 108                            | 665  |
| Diamond Academy          | 68   | 84                             | (28)   |
| Norwich Road Academy     | 270  | 136                            | 282  |
| Queensway Infant Academy | 130  | 77                             | 106  |
| West Row Academy         | 64   | 92                             | 57   |
| Glade Academy            | (7)  | 109                            | (36)   |
| Raleigh Academy          | <u>121</u>                                     | <u>91</u>                      | <u>1</u>                                       |
|                          | 2,942  | 2,198                          | 2,836  |

In total the reserves as at 31 August 2020 equate to 5.4 weeks, healthily ahead of the Trust's 4 week target. Of the 15 academies, 10 have reserves in excess of the 4 week target. Of the remaining 5 academies, 3 joined the Trust with low or negative reserves and the other 2 secondary academies have been investing in school improvement during the last 3 years.

The pension fund deficit currently stands at (£15,161k). This liability does not have an immediate cash flow impact for the Academy Trust.

A more detailed analysis of the Funds held by the Trust is shown in Note 18.

**b. Investment policy**

The Trustees considered that the risk averse approach continued to be appropriate and maintained the approach that investments would be made in high street banks fixed term deposits. The Trust currently has such an arrangement in place with its current bankers.

---

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

---

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

---

**c. Principal risks and uncertainties**

The risks facing any Academy Trust are varied and complex and the Board of Trustees 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 2020, this has been undertaken through the work of the Trust Board, the Finance and Resources Committee and the Audit Committee. The ongoing governance provided by the Education Committees continues to add to the process of risk management.

Risk Registers at Trust and academy level are updated regularly. The Trust Risk Register reflects those risks which may impact on all or a range of academies. It is reviewed by the Audit Committee which may then refer specific risks to a particular Trust Committee. Updated risk registers are also reviewed by the Trust Board.

Individual risk registers are created to address particular short-term projects. During the year the Trust undertook a significant project in IT infrastructure.

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

- completing the recruitment of the Trust leadership team
- ensuring continued academic improvements at King Edward VII Academy
- ensuring the required improvements in attainment for all pupils
- ongoing management of the COVID-19 pandemic situation
- preparation for future Ofsted inspections at academy and Trust levels
- developing financial plans for the current and future years, reflecting potential changes in funding levels, pupil numbers and demographic changes
- ensuring the investment in IT delivers the academic and operational improvements
- development of the expertise within Academy Councils

---

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

---

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

---

**d. Financial report for the year**

These financial statements include a full year for all fifteen academies.

The Trust financial position for 19/20 shows a surplus which differs from the original budget for the year.

There were three main reasons for the financial performance of the Trust.

1. The impact of COVID-19 on the financial performance of academies. Significant savings have been made on a number of expenditure items due to school closures.
2. Underspend on Secondary School Improvement Funds entirely related to the impact of COVID-19.
3. Lower than expected utilisation of centrally held school improvement funds.

The financial performance of the Trust for 19/20 will benefit 20/21 as the surpluses generated by most academies will facilitate significant school improvement investment.

The Board of Trustees have approved the use of a level of academy reserves to ensure the catch-up of education for all students. This is in addition to the government grants for COVID-19 Catch-up Funding.

The net current assets and cash position of the Academy Trust has increased slightly during the year, primarily due to capital funding remaining unspent as at 31 August 2020. The overall balance sheet position of the Trust and key indicators such as current ratio remain strong.

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 this was significantly impacted by the COVID-19 pandemic as access to school facilities by third parties was heavily restricted.

At KLA the rapid growth in the popularity of the academy and increase in pupil numbers increases the financial pressures. Lagged funding results in the academy not seeing the financial benefit until the following year and as a consequence the Trust allowed the use of reserves if required to ensure the academy was adequately resourced. That said, in 19/20 the Trust were successful in obtaining estimated funding for the academy in a year of significant pupil growth.

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 can then be released to be more specifically targeted to priority areas.

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.

During the financial year, the Trust invested heavily in IT infrastructure in the majority of its academies, and this programme continues in 20/21. The impact of this is reflected in the Fixed Asset notes in the Financial Statements.

Under Financial Reporting Standard 102 (FRS 102), it is necessary to charge projected deficits on the LGPS,

---

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

---

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

---

open to support staff, to the restricted fund. The current deficit has been calculated at £15,161k, after taking into account the actuarial movements 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 response to the introduction of Fair Funding, demographic changes, pupil number movements and increasing payroll costs.

### **Fundraising**

All academies raise funds for a number of registered charities. These funds are raised through sponsorships and donations. There is no obligation for any child / parent to donate. All funds / donations collected are given to the relevant charity in a timely manner.

### **Streamlined energy and carbon reporting**

The summary below states the Trust position on Carbon reporting.

Our energy broker has measured the intensity ratio within each academy to determine the average for the Trust. They have also concluded that the majority of their education customers fall between 0.20 and 0.27.

EMAT has generated a ratio of 0.26 emission tonnes per pupil.

This is somewhat skewed by the ratio at King Edward VII Academy which is calculated as 0.46 and is by far the highest in the Trust. This will be explained by the age and complexity of the academy building and the Grade II listed status of the main school.

In total, we have 6 academies above the upper end of the range seen by our brokers and 9 which fall below the lower end of the range.

The Trust is committed to reducing this outcome through utilising more cloud-based solutions for IT and investigation into funding for energy efficiency capital projects.

---

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

---

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

---

**Streamlined energy and carbon reporting (continued)**

The Academy Trust's greenhouse gas emissions and energy consumption are as follows:

|   | 2020         |
|---|--------------|
| Energy consumption used to calculate emissions (kWh)        | 6,695,882    |
| <b>Energy consumption breakdown (kWh):</b>                  |              |
| Gas   | 4,442,694    |
| Electricity   | 2,187,149    |
| Transport fuel  | 56,450       |
| <b>Scope 1 emissions (in tonnes of CO2 equivalent):</b>     |              |
| Gas consumption   | 817          |
| Owned transport   | 4            |
| <b>Total scope 1</b>  | <u>821</u>   |
| <b>Scope 2 emissions (in tonnes of CO2 equivalent):</b>     |              |
| Purchased electricity                                       | <u>510</u>   |
| <b>Scope 3 emissions (in tonnes of CO2 equivalent):</b>     |              |
| Business travel in employee-owned or rental vehicles        | <u>12</u>    |
| <b>Total gross emissions (in tonnes of CO2 equivalent):</b> | <u>1,343</u> |
| <b>Intensity ratio:</b>                                     |              |
| Tonnes of CO2 equivalent per pupil                          | <u>0.26</u>  |

The Academy Trust has followed and used the following quantification and reporting methodologies:

- the 2019 HM Government Environmental Reporting Guidelines;
- the GHG Reporting Protocol - Corporate Standard; and
- the 2020 UK Government's Conversion Factors for Company Reporting.

The chosen intensity ratio is total gross emissions in tonnes of CO2 equivalent per pupil, the recommended ratio for the sector. CO2 equivalent per pupil based on 5,159 students and total gross emissions in metric tonnes CO2 equivalent of 1,342.91 tonnes = 0.26 tonnes CO2 equivalent per pupil.

We have taken the following measures planned to improve energy efficiency:

- We have started to install smart meters across all sites to improve our understanding of energy consumption. This plan formed of the Trust-wide energy tenders over the last two years.
- As part of our electricity tender, we source our energy from green suppliers
- We have started to identify funding streams to look at ways to reduce our Carbon Footprint

---

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

---

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

---

**Plans for future periods**

A new chair, previously the Vice Chair, was appointed in September 2020. As a result, the Trust Strategic Plan has been reviewed and updated. The core purpose remains unchanged – providing outstanding all-round education and care for all children in our communities.

There is a relentless focus on raising educational standards. We will also work collectively to focus on Community Engagement, People Development, Operational Excellence and the highest standards of Governance and Compliance.

At present, the Trust has no immediate plans to expand further. Our goal is to continue the development of our 15 academies so that each and every one becomes a great school, secure within a supportive and responsive Trust network. Any modest growth that may happen in the primary sector will be carefully considered within the context of the Trust as a whole.

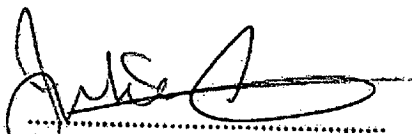
Further investment in IT, Data and Estates is essential for the strengthening of the Trust. During the academic year, the Trust invested heavily in IT infrastructure, mindful that the impact of COVID-19 on curriculum delivery would necessitate a more robust platform for online learning. The Trust has also used its capital grants effectively to improve the condition of many of its academies and this work continues in 20/21.

**Disclosure of information to auditors**

Insofar as the Trustees are aware:

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

The Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 22 January 2021 and signed on its behalf by:

  
.....  
**Julie Perry**  
Chair of Trustees

---

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

---

**GOVERNANCE STATEMENT**

---

**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 Interim Managing Director, 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.



---

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

---

**GOVERNANCE STATEMENT (CONTINUED)**

---

**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 8 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 |
|--|-------------------|-------------------|
| Duncan Ramsey, Chief Executive Officer (resigned 31 August 2020) and Accounting Officer  | 4                 | 4                 |
| Deborah Gates  | 1                 | 2                 |
| Derek Stringer, Chair of the Board of Directors  | 7                 | 8                 |
| Wendy Fisher   | 7                 | 8                 |
| Julie Perry, Vice Chair of the Board of Directors until appointment to Chair of the Board of Directors (appointed 24 September 2020) | 7                 | 8                 |
| Lady Kay Fisher  | 6                 | 8                 |
| James Rowney   | 4                 | 8                 |
| Jason Hall   | 7                 | 8                 |
| Graham Pearson   | 7                 | 8                 |
| David Wilde, Vice Chair of the Board of Directors (appointed 24 September 2020)  | 7                 | 8                 |
| Julie Taylor   | 3                 | 6                 |

The Board of Trustees carries out an annual review of its performance which includes looking at the skill composition of the Board. It has identified the requirement to strengthen educational experience and financial expertise and is actively looking to recruit. A new Trust Chair was appointed just after the end of the financial year when the previous Chair resigned as a Trustee which resulted in a realignment of responsibilities.

The introduction of three education committees has proved to be effective, enhancing the level of oversight and allowing the Trust Board to focus on strategic issues. The formation of the education committees has coincided with the streamlining of Academy reporting.

As part of the Board annual reviews, a number of strategy days are held throughout the year. These informal sessions allow the opportunity for Trustees and the Leadership Teams to exchange views and experiences on key developments.

The Academies Financial Handbook refers to the need to keep Members better informed – the Trust has already been doing this by holding termly update meeting with Members and Trustees in order to inform them of key developments.

**Finance and Resource Committee**

Following the appointment of Julie Perry as Trust Chair, the role of Chair of the Audit Committee has transferred to Jason Hall with effect from September 2020. At the same time Jason Hall stood down as Chair of the Finance & Resources Committee and the role transferred to Julie Perry.

The Finance and Resource Committee is a sub-committee of the main Board of Trustees and met 6 times during the year. Its purpose is to

1. be responsible for the detailed consideration as to the best means of fulfilling the Trust's responsibility to ensure sound management of the Academy Trust and academy finances and resources, including proper planning, monitoring and probity.

---

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

---

**GOVERNANCE STATEMENT (CONTINUED)**

---

**Governance (continued)**

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.

Attendance during the year at meetings was as follows:

| Trustee   | Meetings attended | Out of a possible |
|---|-------------------|-------------------|
| Derek Stringer, Chair of the Board of Directors               | 6                 | 6                 |
| Jason Hall, Chair of the Finance & Resources Committee        | 6                 | 6                 |
| Duncan Ramsey, Chief Executive Officer and Accounting Officer | 3                 | 3                 |
| Graham Pearson  | 6                 | 6                 |
| David Wilde   | 5                 | 6                 |

**Audit Committee**

The Audit Committee is also a sub-committee of the main Board of Trustees and met 3 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.

---

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

---

**GOVERNANCE STATEMENT (CONTINUED)**

---

**Governance (continued)**

Attendance during the year at meetings was as follows:

| Trustee  | Meetings attended | Out of a possible |
|--|-------------------|-------------------|
| Julie Perry, Trust Vice-Chair and Chair of Audit Committee | 3                 | 3                 |
| Lady Kay Fisher  | 2                 | 3                 |
| James Rowney   | 3                 | 3                 |
| Jason Hall   | 2                 | 3                 |

**Review of value for money**

As Accounting Officer, the Interim Managing Director 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. Examples where the Accounting Officer for Academy Trust has delivered improved value for money include:

1. A major procurement process to update the IT infrastructure at Primary Academies.
2. A tendering process for the supply of Electricity for all Academies.
3. A tendering process for the outsourcing of Catering for some West Norfolk Academies although this process has been shelved until April 2021.

Similar initiatives are in place for 20/21.

**The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an on going process designed to identify and prioritise the risks to the achievement of 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 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements.

**Capacity to handle risk**

The Board of Trustees has reviewed the key risks to which the 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 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

---

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

---

**GOVERNANCE STATEMENT (CONTINUED)**

---

**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 decided to employ Larking Gowen as internal auditor.

The Board of Trustees has considered the work of the internal audit function and in particular wanted a provider who could demonstrate a risk-based approach with a remit which went beyond the auditing of core financial processes. Larking Gowen have been appointed as internal auditors for a three-year term and have recently completed their internal audit commitments – a review of Embeddedness of Policies and Financial Control. Neither audit revealed significant weaknesses in either of the subjects reviewed.

The reports for both audits and an overview of the work completed during 19/20 will be submitted as part of the Financial Statement completion process.

The Trust is very conscious that its Assurance Framework extends beyond the traditional financial areas. The ongoing audit programme examines other areas of the Trust's operation. The Trust have documented the Assurance Framework in order to assist in the development of the control framework and risk registers.

On a regular basis, the internal auditor reports to the Board of Trustees through the Audit Committee on the operation of the systems of control and on the discharge of the Trustees' financial responsibilities.

No material control issues have been identified as a result of the work undertaken up to the date of the preparation of these Financial Statements.

**Review of effectiveness**

As Accounting Officer, the Interim Managing Director 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 financial management and governance self-assessment process;
- the school resource management self-assessment tool;
- 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.

---

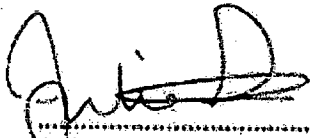
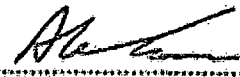
**EASTERN MULTI-ACADEMY TRUST**  
(A company limited by guarantee)

---

**GOVERNANCE STATEMENT (CONTINUED)**

---

Approved by order of the members of the Board of Trustees on 22 January 2021 and signed on their behalf by:

  
.....  
**Julie Perry**  
Chair of Trustees  
.....  
**Alan Evans**  
Accounting Officer

---

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

---

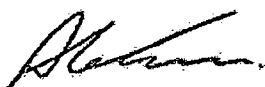
**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

---

As Accounting Officer of Eastern Multi-Academy Trust I have considered my responsibility to notify the Academy Trust Board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy Trust, 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 2019.

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of all 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 2019.

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



.....  
**Alan Evans**  
Accounting Officer  
Date: 22 January 2021

---

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

---

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

---

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

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

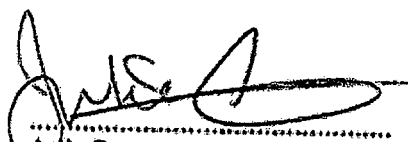
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting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

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

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

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

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



Julie Perry  
Chair of Trustees

---

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

---

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

---

**Opinion**

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

In our opinion the financial statements:

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

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Academy Trust 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 Trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.



---

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

---

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

---

**Other information**

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

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

**Matters on which we are required to report by exception**

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

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

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

---

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

---

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

---

**Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the Academy Trust 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 Trust'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 Trust or to cease operations, or have no realistic alternative but to do so.

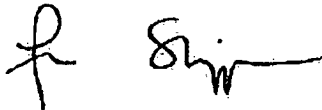
**Auditors' responsibilities for the audit of the financial statements**

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

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

**Use of our report**

This report is made solely to the Academy Trust'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 Trust's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Academy Trust and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Frank Shippam BSc FCA DChA (Senior statutory auditor)**

for and on behalf of

**MA Partners Audit LLP**

Chartered Accountants and Statutory Auditors

26 January 2021

---

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

---

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

---

In accordance with the terms of our engagement letter dated 23 October 2019 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Eastern Multi-Academy Trust during the year 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Eastern Multi-Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Eastern Multi-Academy Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Eastern Multi-Academy Trust and 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 the Academies Financial Handbook, extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

**Approach**

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

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

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

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

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;

---

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

---

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

---

- 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 *Part 8: Schedule of requirements (the "musts")* of the Academies Financial Handbook 2019.

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 suggest in all material respects the expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*MA Partners Audit LLP*

**MA Partners Audit LLP**

Chartered Accountants and Statutory Auditors

Date: 26 January 2021

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

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

|   |      | Unrestricted<br>funds<br>2020<br>£000 | Restricted<br>funds<br>2020<br>£000 | Restricted<br>fixed asset<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|---|------|---------------------------------------|-------------------------------------|--|--------------------------------|--------------------------------|
|   | Note |                                       |                                     |  |                                |                                |
| <b>Income from:</b>   |      |                                       |                                     |  |                                |                                |
| Donations and capital grants  | 3    | 18                                    | 2                                   | 1,645  | 1,665                          | 1,442                          |
| Charitable activities   | 4    | 585                                   | 27,398                              | -  | 27,983                         | 26,953                         |
| Other trading activities  | 5    | 271                                   | 46                                  | -  | 317                            | 415                            |
| Investments   | 6    | 10                                    | -                                   | -  | 10                             | 13                             |
| <b>Total income</b>   |      | <b>884</b>                            | <b>27,446</b>                       | <b>1,645</b>                                       | <b>29,975</b>                  | <b>28,823</b>                  |
| <b>Expenditure on:</b>  |      |                                       |                                     |  |                                |                                |
| Raising funds   | 8    | 338                                   | -                                   | -  | 338                            | 112                            |
| Charitable activities   |      | 682                                   | 28,657                              | 2,147  | 31,486                         | 31,028                         |
| <b>Total expenditure</b>  | 7    | <b>1,020</b>                          | <b>28,657</b>                       | <b>2,147</b>                                       | <b>31,824</b>                  | <b>31,140</b>                  |
| <b>Net expenditure</b>  |      | <b>(136)</b>                          | <b>(1,211)</b>                      | <b>(502)</b>                                       | <b>(1,849)</b>                 | <b>(2,317)</b>                 |
| Transfers between funds   | 18   | (298)                                 | (79)                                | 377  | -                              | -                              |
| <b>Net movement in funds before other recognised gains/(losses)</b> |      | <b>(434)</b>                          | <b>(1,290)</b>                      | <b>(125)</b>                                       | <b>(1,849)</b>                 | <b>(2,317)</b>                 |
| <b>Other recognised gains/(losses):</b>                             |      |                                       |                                     |  |                                |                                |
| Actuarial losses on defined benefit pension schemes                 | 25   | -                                     | (2,244)                             | -  | (2,244)                        | (3,860)                        |
| <b>Net movement in funds</b>  |      | <b>(434)</b>                          | <b>(3,534)</b>                      | <b>(125)</b>                                       | <b>(4,093)</b>                 | <b>(6,177)</b>                 |

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

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

|                                    | Unrestricted<br>funds<br>2020<br>£000 | Restricted<br>funds<br>2020<br>£000 | Restricted<br>fixed asset<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|------------------------------------|---------------------------------------|-------------------------------------|--|--------------------------------|--------------------------------|
| Note                               |                                       |                                     |  |                                |                                |
| <b>Reconciliation of funds:</b>    |                                       |                                     |  |                                |                                |
| Total funds brought forward        | 2,053                                 | (10,124)                            | 55,516   | 47,445                         | 53,622                         |
| Net movement in funds              | (434)                                 | (3,534)                             | (125)  | (4,093)                        | (6,177)                        |
| <b>Total funds carried forward</b> | <b>1,619</b>                          | <b>(13,658)</b>                     | <b>55,391</b>                                      | <b>43,352</b>                  | <b>47,445</b>                  |

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

The notes on pages 40 to 72 form part of these financial statements.

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

**BALANCE SHEET**  
**AS AT 31 AUGUST 2020**

|  | Note | 2020<br>£000         | 2019<br>£000         |
|--|------|----------------------|----------------------|
| <b>Fixed assets</b>                            |      |                      |                      |
| Tangible assets                                | 15   | 53,672               | 54,733               |
|  |      | <u>53,672</u>        | <u>54,733</u>        |
| <b>Current assets</b>                          |      |                      |                      |
| Debtors  | 16   | 1,183                | 1,159                |
| Cash at bank and in hand                       |      | 5,366                | 4,980                |
|  |      | <u>6,549</u>         | <u>6,139</u>         |
| Creditors: amounts falling due within one year | 17   | (1,708)              | (2,234)              |
| <b>Net current assets</b>                      |      | <u>4,841</u>         | <u>3,905</u>         |
| <b>Net assets excluding pension liability</b>  |      | <u>58,513</u>        | <u>58,638</u>        |
| Defined benefit pension scheme liability       | 25   | (15,161)             | (11,193)             |
| <b>Total net assets</b>                        |      | <u><u>43,352</u></u> | <u><u>47,445</u></u> |
| <b>Funds of the Academy Trust</b>              |      |                      |                      |
| <b>Restricted funds:</b>                       |      |                      |                      |
| Fixed asset funds                              | 18   | 55,391               | 55,516               |
| Restricted income funds                        | 18   | 1,503                | 1,069                |
|  |      | <u>56,894</u>        | <u>56,585</u>        |
| Restricted funds excluding pension asset       | 18   | 56,894               | 56,585               |
| Pension reserve                                | 18   | (15,161)             | (11,193)             |
| <b>Total restricted funds</b>                  | 18   | <u>41,733</u>        | <u>45,392</u>        |
| <b>Unrestricted income funds</b>               | 18   | 1,619                | 2,053                |
| <b>Total funds</b>                             |      | <u><u>43,352</u></u> | <u><u>47,445</u></u> |

The financial statements on pages 35 to 72 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

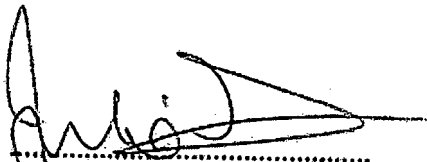
---

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

---

**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2020**

---



.....  
**Julie Perry**  
Chair of Trustees

Date: 22 January 2021

The notes on pages 40 to 72 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 2020**

---

|   | Note   | 2020<br>£000 | 2019<br>£000 |
|---|--------|--------------|--------------|
| <b>Cash flows from operating activities</b>             |        |              |              |
| Net cash provided by/(used in) operating activities     | 20     | 55           | (914)        |
| <b>Cash flows from investing activities</b>             | 21     | 331          | 165          |
| <b>Change in cash and cash equivalents in the year</b>  |        | 386          | (749)        |
| Cash and cash equivalents at the beginning of the year  |        | 4,980        | 5,729        |
| <b>Cash and cash equivalents at the end of the year</b> | 22, 23 | <u>5,366</u> | <u>4,980</u> |

The notes on pages 40 to 72 form part of these financial statements

---

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

---

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

---

**1. Accounting policies**

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

**1.1 Basis of preparation of financial statements**

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

**1.2 Going concern**

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Academy 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.

---

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

---

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

---

**1. Accounting policies (continued)**

**1.3 Income**

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

- **Grants**

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

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

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

- **Donations**

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

- **Other income**

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

**1.4 Expenditure**

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

This 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.

- **Charitable activities**

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

---

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

---

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

---

**1. Accounting policies (continued)**

**1.4 Expenditure (continued)**

All resources expended are inclusive of irrecoverable VAT.

**1.5 Interest receivable**

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

**1.6 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 Part 11, chapter 3 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.

**1.7 Tangible fixed assets**

Assets costing £2,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost of these assets, less their estimated residual value, over their expected useful lives.

---

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

---

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

---

**1. Accounting policies (continued)**

**1.7 Tangible fixed assets (continued)**

Depreciation is provided on the following bases:

|                              |  |
|------------------------------|--|
| Long-term leasehold property | - based on the estimated remaining economic life |
| Mechanical and engineering   | - based on the estimated remaining economic life |
| Furniture and Equipment      | - 25% straight line                              |
| Computer equipment           | - 25% straight line                              |

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

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.

King's Lynn Academy's land and buildings were transferred initially on a tenancy at will at a peppercorn rent, whilst the capital investment project was undertaken and remedial works addressed. To all intents and purposes the Trust and the Local Authority are operating on the basis that the 125 year lease is in place and the property is therefore treated as a long-term leasehold property.

**1.8 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.

**1.9 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.

**1.10 Liabilities**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Academy 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.

---

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

---

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

---

**1. Accounting policies (continued)**

**1.11 Financial instruments**

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

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

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

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

**1.12 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

---

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

---

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

---

**1. Accounting policies (continued)**

**1.13 Pensions**

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy 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. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy 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 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.

The Academy Trust is a member of a multi-employer plan. Where it is not possible for the Academy Trust to obtain sufficient information to enable it to account for the plan as a defined benefit plan, it accounts for the plan as a defined contribution plan.

**1.14 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 the funders where the asset acquired or created is held for a specific purpose.

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

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

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

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

**2. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 25, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

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.

**3. Income from donations and capital grants**

|                   | Unrestricted<br>funds<br>2020<br>£000 | Restricted<br>funds<br>2020<br>£000 | Restricted<br>fixed asset<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|-------------------|---------------------------------------|-------------------------------------|--|--------------------------------|--------------------------------|
| Donations         | 18                                    | 2                                   | -  | 20                             | 32                             |
| Capital Grants    | -                                     | -                                   | 1,645  | 1,645                          | 1,410                          |
| <b>Total 2020</b> | <b>18</b>                             | <b>2</b>                            | <b>1,645</b>                                       | <b>1,665</b>                   | <b>1,442</b>                   |
| <b>Total 2019</b> | <b>31</b>                             | <b>1</b>                            | <b>1,410</b>                                       | <b>1,442</b>                   |                                |



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

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

**4. Funding for the Academy Trust's Educational operations**

|   | Unrestricted<br>funds<br>2020<br>£000 | Restricted<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|---|---------------------------------------|-------------------------------------|--------------------------------|--------------------------------|
| <b>DfE/ESFA grants</b>  |                                       |                                     |                                |                                |
| General Annual Grant (GAG)  | -                                     | 22,896                              | 22,896                         | 22,606                         |
| Rates Relief  | -                                     | 106                                 | 106                            | 107                            |
| Pupil Premium   | -                                     | 1,562                               | 1,562                          | 1,528                          |
| 16-19 Bursary   | -                                     | 13                                  | 13                             | 14                             |
| Universal Infant Free School Meals                                  | -                                     | 428                                 | 428                            | 372                            |
| MAT Development Improvement Fund                                    | -                                     | -                                   | -                              | 81                             |
| School Improvement Fund   | -                                     | -                                   | -                              | 52                             |
| PE and Sports   | -                                     | 236                                 | 236                            | 236                            |
| Year 7 Catch Up   | -                                     | 22                                  | 22                             | 36                             |
| Teachers' Pay   | -                                     | 288                                 | 288                            | 191                            |
| Teachers' Pension Employer Contribution                             | -                                     | 814                                 | 814                            | -                              |
|   | -                                     | 26,365                              | 26,365                         | 25,223                         |
| <b>Other government grants</b>                                      |                                       |                                     |                                |                                |
| SEN Funding   | -                                     | 489                                 | 489                            | 310                            |
| LA Nursery Funding  | -                                     | 275                                 | 275                            | 229                            |
| Other LA Funding  | -                                     | 201                                 | 201                            | 209                            |
|   | -                                     | 965                                 | 965                            | 748                            |
| <b>Other income from the Academy Trust's educational operations</b> |                                       |                                     |                                |                                |
| Catering Income   | 332                                   | -                                   | 332                            | 502                            |
| Educational Visits  | 118                                   | -                                   | 118                            | 246                            |
| Nursery Income - Parental Contributions                             | 4                                     | -                                   | 4                              | 6                              |
| Extended Care Income  | 120                                   | -                                   | 120                            | 170                            |
| Other Income  | 11                                    | 68                                  | 79                             | 58                             |
|   | 585                                   | 68                                  | 653                            | 982                            |
| <b>Total 2020</b>   | 585                                   | 27,398                              | 27,983                         | 26,953                         |
| <b>Total 2019</b>   | 948                                   | 26,005                              | 26,953                         |                                |

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

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

**5. Income from other trading activities**

|                        | Unrestricted<br>funds<br>2020<br>£000 | Restricted<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|------------------------|---------------------------------------|-------------------------------------|--------------------------------|--------------------------------|
| Hire of facilities     | 45                                    | -                                   | 45                             | 47                             |
| Consultancy services   | 19                                    | -                                   | 19                             | 17                             |
| Catering - adult meals | -                                     | -                                   | -                              | 6                              |
| Miscellaneous income   | 55                                    | 46                                  | 101                            | 155                            |
| School swimming        | 143                                   | -                                   | 143                            | 158                            |
| Sports centre          | 9                                     | -                                   | 9                              | 32                             |
| <b>Total 2020</b>      | <b>271</b>                            | <b>46</b>                           | <b>317</b>                     | <b>415</b>                     |
| <i>Total 2019</i>      | <i>316</i>                            | <i>99</i>                           | <i>415</i>                     |                                |

**6. Investment income**

|                   | Unrestricted<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|-------------------|---------------------------------------|--------------------------------|--------------------------------|
| Investment income | 10                                    | 10                             | 13                             |
| <i>Total 2019</i> | <i>13</i>                             | <i>13</i>                      |                                |

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

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

**7. Expenditure**

|                             | <b>Staff Costs<br/>2020<br/>£000</b> | <b>Premises<br/>2020<br/>£000</b> | <b>Other<br/>2020<br/>£000</b> | <b>Total<br/>2020<br/>£000</b> | <i>Total<br/>2019<br/>£000</i> |
|-----------------------------|--------------------------------------|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Expenditure on fundraising: |                                      |                                   |                                |                                |                                |
| Direct costs                | 307                                  | 4                                 | 27                             | 338                            | 112                            |
| Educational activities:     |                                      |                                   |                                |                                |                                |
| Direct costs                | 19,480                               | -                                 | 1,497                          | 20,977                         | 20,692                         |
| Support costs               | 4,450                                | 2,685                             | 3,374                          | 10,509                         | 10,336                         |
|                             | <u>24,237</u>                        | <u>2,689</u>                      | <u>4,898</u>                   | <u>31,824</u>                  | <u>31,140</u>                  |
| <i>Total 2019</i>           | <u>22,893</u>                        | <u>2,750</u>                      | <u>5,497</u>                   | <u>31,140</u>                  |                                |

**8. Expenditure on raising funds**

**Fundraising trading expenses**

|  | <b>Unrestricted<br/>funds<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2020<br/>£000</b> | <i>Total<br/>funds<br/>2019<br/>£000</i> |
|--|---|--|--|
| Fundraising trading expense - educational operations | 31  | 31                                       | 13                                       |
| Fundraising trading expenses - wages and salaries    | 262   | 262                                      | 91                                       |
| Fundraising trading expenses - NI                    | 5   | 5  | 3  |
| Fundraising trading expenses - pension costs         | 40  | 40                                       | 5  |
|  | <u>338</u>                                      | <u>338</u>                               | <u>112</u>                               |
| <i>Total 2019</i>                                    | <u>112</u>                                      | <u>112</u>                               |  |

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

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

**9. Analysis of expenditure by activities**

|                                       | Activities<br>undertaken<br>directly<br>2020<br>£000 | Support<br>costs<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|---------------------------------------|--|----------------------------------|--------------------------------|--------------------------------|
| Expenditure on educational activities | 20,977   | 10,509                           | 31,486                         | 31,028                         |
| <i>Total 2019</i>                     | <i>20,692</i>  | <i>10,336</i>                    | <i>31,028</i>                  |                                |

**Analysis of direct costs**

|                         | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|-------------------------|--------------------------------|--------------------------------|
| Staff costs             | 18,994                         | 18,207                         |
| Educational supplies    | 921                            | 953                            |
| Examination fees        | 137                            | 159                            |
| Staff development       | 84                             | 133                            |
| Educational consultancy | 120                            | 97                             |
| Other direct costs      | 10                             | 11                             |
| Agency staff            | 486                            | 760                            |
| Educational visits      | 112                            | 260                            |
| Employment expenses     | 113                            | 112                            |
|                         | <b>20,977</b>                  | <b>20,692</b>                  |

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

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

**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

|                           | <b>Activities</b> | <b>Total</b>  | <i>Total</i>  |
|---------------------------|-------------------|---------------|---------------|
|                           | <b>2020</b>       | <b>funds</b>  | <i>funds</i>  |
|                           | <b>£000</b>       | <b>2020</b>   | <i>2019</i>   |
|                           |                   | <b>£000</b>   | <i>£000</i>   |
| Pension finance costs     | 227               | 227           | 187           |
| Staff costs               | 4,450             | 4,450         | 3,827         |
| Depreciation              | 2,147             | 2,147         | 2,274         |
| Technology costs          | 617               | 617           | 681           |
| Grounds maintenance       | 89                | 89            | 113           |
| Building maintenance      | 362               | 362           | 409           |
| Cleaning                  | 343               | 343           | 332           |
| Rent and rates            | 206               | 206           | 195           |
| Energy costs              | 431               | 431           | 467           |
| Insurance                 | 116               | 116           | 157           |
| Security and transport    | 15                | 15            | 30            |
| Catering                  | 758               | 758           | 940           |
| Bank interest and charges | 1                 | 1             | 1             |
| Other support costs       | 98                | 98            | 125           |
| Other utilities           | 133               | 133           | 129           |
| Uniform costs             | 7                 | 7             | 8             |
| Legal fees                | 3                 | 3             | 6             |
| Governance costs          | 506               | 506           | 455           |
|                           | <u>10,509</u>     | <u>10,509</u> | <u>10,336</u> |
| <i>Total 2019</i>         | <u>10,336</u>     | <u>10,336</u> |               |

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

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

**10. Net expenditure**

Net expenditure for the year includes:

|                                       | 2020<br>£000 | 2019<br>£000 |
|---------------------------------------|--------------|--------------|
| Operating lease rentals               | 86           | 91           |
| Depreciation of tangible fixed assets | 2,147        | 2,274        |
| Fees paid to auditors for:            |              |              |
| - audit                               | 50           | 28           |
| - other services                      | 11           | 13           |
|                                       | <u>161</u>   | <u>406</u>   |

**11. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

|                           | 2020<br>£000  | 2019<br>£000  |
|---------------------------|---------------|---------------|
| Wages and salaries        | 17,029        | 16,705        |
| Social security costs     | 1,441         | 1,472         |
| Pension costs             | 5,183         | 3,789         |
|                           | <u>23,653</u> | <u>21,966</u> |
| Agency staff costs        | 486           | 760           |
| Staff restructuring costs | 98            | 167           |
|                           | <u>24,237</u> | <u>22,893</u> |

Staff restructuring costs comprise:

|                     | 2020<br>£000 | 2019<br>£000 |
|---------------------|--------------|--------------|
| Redundancy payments | 61           | 57           |
| Severance payments  | 37           | 110          |
|                     | <u>98</u>    | <u>167</u>   |

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

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £37k (2019: £110k). Individually, the payments were: <£1k, <£1k, £1k, £3k, £16k and £16k.

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

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

**11. Staff (continued)**

**c. Staff numbers**

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

|                            | <b>2020<br/>No.</b> | <b>2019<br/>No.</b> |
|----------------------------|---------------------|---------------------|
| Teachers                   | 267                 | 278                 |
| Administration and support | 584                 | 581                 |
| Management                 | 21                  | 22                  |
|                            | <u>872</u>          | <u>881</u>          |

The average headcount expressed as full-time equivalents was:

|                            | <b>2020<br/>No.</b> | <b>2019<br/>No.</b> |
|----------------------------|---------------------|---------------------|
| Teachers                   | 244                 | 255                 |
| Administration and support | 345                 | 344                 |
| Management                 | 21                  | 22                  |
|                            | <u>610</u>          | <u>621</u>          |

**d. Higher paid staff**

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

|                                 | <b>2020<br/>No.</b> | <b>2019<br/>No.</b> |
|---------------------------------|---------------------|---------------------|
| In the band £60,001 - £70,000   | 12                  | 14                  |
| In the band £70,001 - £80,000   | 1                   | 1                   |
| In the band £80,001 - £90,000   | 2                   | 3                   |
| In the band £90,001 - £100,000  | 3                   | 2                   |
| In the band £100,001 - £110,000 | 2                   | -                   |
| In the band £120,001 - £130,000 | -                   | 1                   |
| In the band £130,001 - £140,000 | 1                   | -                   |
|                                 | <u>1</u>            | <u>-</u>            |

**e. Key management personnel**

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

---

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

---

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

---

**11. Staff (continued)**

**e. Key management personnel (continued)**

pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £634k (2019 £551k).

**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
- Human resources systems
- Financial systems

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

8% of General Annual Grant for all academies.

In the prior year the central services were calculated as 6% of General Annual Grant for all academies.

The actual amounts charged during the year were as follows:

|                         | 2020<br>£000 | 2019<br>£000 |
|-------------------------|--------------|--------------|
| King's Lynn Academy     | 351          | 218          |
| Nelson Academy          | 124          | 90           |
| Eastgate Academy        | 97           | 74           |
| King Edward VII Academy | 454          | 359          |
| Southery Academy        | 34           | 23           |
| North Wooton Academy    | 89           | 68           |
| Upwell Academy          | 63           | 48           |
| Emneth Academy          | 63           | 47           |
| Admirals Academy        | 90           | 72           |
| Diamond Academy         | 69           | 50           |
| Norwich Road Academy    | 109          | 89           |
| Queensway Academy       | 60           | 48           |
| Glade Academy           | 88           | 61           |
| West Row Academy        | 69           | 54           |
| Raleigh Infant Academy  | 74           | 56           |
| <b>Total</b>            | <b>1,834</b> | <b>1,357</b> |



---

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

---

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

---

**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 staff members under their contracts of employment. The value of Trustees' remuneration and other benefits was as follows:

|                    |                            | 2020<br>£000 | 2019<br>£000 |
|--------------------|----------------------------|--------------|--------------|
| Duncan Ramsey, CEO | Remuneration               | 130 - 135    | 125 - 130    |
|                    | Pension contributions paid | 30 - 35      | 20 - 25      |

During the year ended 31 August 2020, expenses totalling £364 were reimbursed or paid directly to 2 Trustees (2019 - £85 to 1 Trustee) for travel and subsistence.

**14. Trustees' and Officers' insurance**

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

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

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

**15. Tangible fixed assets**

|                          | Long-term<br>leasehold<br>property<br>£000 | Furniture<br>and<br>equipment<br>£000 | Mechanical<br>and<br>engineering<br>£000 | Computer<br>equipment<br>£000 | Total<br>£000 |
|--------------------------|--|---------------------------------------|--|-------------------------------|---------------|
| <b>Cost or valuation</b> |  |                                       |  |                               |               |
| At 1 September 2019      | 50,403                                     | 541                                   | 11,938                                   | 2,105                         | 64,987        |
| Additions                | 340  | 54                                    | 425                                      | 267                           | 1,086         |
| At 31 August 2020        | 50,743                                     | 595                                   | 12,363                                   | 2,372                         | 66,073        |
| <b>Depreciation</b>      |  |                                       |  |                               |               |
| At 1 September 2019      | 4,338                                      | 456                                   | 4,128                                    | 1,332                         | 10,254        |
| Charge for the year      | 1,120                                      | 38                                    | 751                                      | 238                           | 2,147         |
| At 31 August 2020        | 5,458                                      | 494                                   | 4,879                                    | 1,570                         | 12,401        |
| <b>Net book value</b>    |  |                                       |  |                               |               |
| At 31 August 2020        | 45,285                                     | 101                                   | 7,484                                    | 802                           | 53,672        |
| At 31 August 2019        | 46,065                                     | 85                                    | 7,810                                    | 773                           | 54,733        |

**16. Debtors**

|                                | 2020<br>£000 | 2019<br>£000 |
|--------------------------------|--------------|--------------|
| <b>Due within one year</b>     |              |              |
| Trade debtors                  | 13           | 11           |
| Other debtors                  | 227          | 395          |
| Prepayments and accrued income | 943          | 753          |
|                                | 1,183        | 1,159        |

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

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

**17. Creditors: Amounts falling due within one year**

|  | <b>2020</b>  | <b>2019</b>  |
|--|--------------|--------------|
|  | <b>£000</b>  | <b>£000</b>  |
| Trade creditors                        | <b>763</b>   | <b>1,357</b> |
| Other creditors                        | <b>41</b>    | <b>39</b>    |
| Accruals and deferred income           | <b>904</b>   | <b>838</b>   |
|  | <b>1,708</b> | <b>2,234</b> |
|  | <b>2020</b>  | <b>2019</b>  |
|  | <b>£000</b>  | <b>£000</b>  |
| Deferred income at 1 September 2019    | <b>359</b>   | <b>302</b>   |
| Resources deferred during the year     | <b>289</b>   | <b>359</b>   |
| Amounts released from previous periods | <b>(359)</b> | <b>(302)</b> |
|  | <b>289</b>   | <b>359</b>   |

At the balance sheet date the Academy Trust had received the following income relating to the period after the balance sheet date:

- Universal Infant Free School Meals **£223k** (2019: £234k);
- SEN Cluster Funding **£nil** (2019: £8k);
- Rates Relief Funding **£nil** (2019: £46k);
- Trip income **£8k** (2019: £48k); and
- Various other income and grants **£58k** (2019: £23k).

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

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

**18. Statement of funds**

|  | Balance at 1<br>September<br>2019<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Gains/<br>(Losses)<br>£000 | Balance at<br>31 August<br>2020<br>£000 |
|--|---|----------------|---------------------|-----------------------------|----------------------------|---|
| <b>Unrestricted<br/>funds</b>            |   |                |                     |                             |                            |   |
| General Funds -<br>all funds             | 2,053                                     | 884            | (1,020)             | (298)                       | -                          | 1,619                                   |
| <b>Restricted<br/>general funds</b>      |   |                |                     |                             |                            |   |
| General Annual<br>Grant                  | 431                                       | 23,002         | (21,153)            | (1,398)                     | -                          | 882                                     |
| Pupil Premium                            | 92  | 1,562          | (1,577)             | -                           | -                          | 77                                      |
| 16-19 Bursary                            | 26  | 13             | (7)                 | -                           | -                          | 32                                      |
| Regional<br>Academy<br>Growth Fund       | 210                                       | -              | (87)                | -                           | -                          | 123                                     |
| Universal Infant<br>Free School<br>Meals | -   | 428            | (428)               | -                           | -                          | -                                       |
| Start-up grants                          | 36  | -              | (36)                | -                           | -                          | -                                       |
| SEN                                      | -   | 489            | (489)               | -                           | -                          | -                                       |
| Other Local<br>Authority funding         | 56  | 159            | (197)               | -                           | -                          | 18                                      |
| Donations                                | 8   | -              | (17)                | 9                           | -                          | -                                       |
| Non-government<br>grants                 | 39  | 69             | (31)                | -                           | -                          | 77                                      |
| Other trading<br>activities              | 12  | 48             | (11)                | -                           | -                          | 49                                      |
| Special<br>Resource Base                 | 2   | 41             | (43)                | -                           | -                          | -                                       |
| Nursery Funding                          | 61  | 275            | (275)               | -                           | -                          | 61                                      |
| Other ESFA<br>grants                     | 96  | 1,360          | (1,272)             | -                           | -                          | 184                                     |
| Pension reserve                          | (11,193)                                  | -              | (3,034)             | 1,310                       | (2,244)                    | (15,161)                                |
|  | <u>(10,124)</u>                           | <u>27,446</u>  | <u>(28,657)</u>     | <u>(79)</u>                 | <u>(2,244)</u>             | <u>(13,658)</u>                         |

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

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

**18. Statement of funds (continued)**

|   | Balance at 1<br>September<br>2019<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Gains/<br>(Losses)<br>£000 | Balance at<br>31 August<br>2020<br>£000 |
|---|---|----------------|---------------------|-----------------------------|----------------------------|---|
| <b>Restricted<br/>fixed asset<br/>funds</b> |   |                |                     |                             |                            |   |
| Restricted fixed<br>assets                  | 54,733                                    | -              | (2,147)             | 1,086                       | -                          | 53,672                                  |
| SCA 19-20                                   | 633                                       | -              | -                   | (633)                       | -                          | -                                       |
| Academy DFC                                 | 94  | 129            | -                   | 18                          | -                          | 241                                     |
| Central FAF                                 | 56  | -              | -                   | (2)                         | -                          | 54                                      |
| SCA 20-21                                   | -   | 1,500          | -                   | (76)                        | -                          | 1,424                                   |
| Priority School<br>Building<br>Programme    | -   | 16             | -                   | (16)                        | -                          | -                                       |
|   | <u>55,516</u>                             | <u>1,645</u>   | <u>(2,147)</u>      | <u>377</u>                  | <u>-</u>                   | <u>55,391</u>                           |
| <b>Total Restricted<br/>funds</b>           | <u>45,392</u>                             | <u>29,091</u>  | <u>(30,804)</u>     | <u>298</u>                  | <u>(2,244)</u>             | <u>41,733</u>                           |
| <b>Total funds</b>                          | <u>47,445</u>                             | <u>29,975</u>  | <u>(31,824)</u>     | <u>-</u>                    | <u>(2,244)</u>             | <u>43,352</u>                           |

---

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

---

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

---

**18. 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 transfers from the GAG include the following: £1,310k to restricted pension reserve representing the cost of employer contributions towards the Local Government Pension Scheme and £377k for capital expenditure from the GAG fund. A further transfer was made from restricted funds to the GAG fund of £9k to clear deficit balances. Unrestricted funds of £298k were transferred to GAG to clear deficits.

Free school meals funding is used to provide every pupil in Reception and years 1 and 2 with a free school meal.

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.

The Bursary Funding has been provided to fund additional resources required to teach 16-19 year old pupils.

Year 7 catch up funding is used to provide additional support to students that did not receive the expected standard of reading or maths at the end of key stage 2.

The PE Grant represents funding received towards the cost of improving PE provision.

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

Nursery Funding is utilised to employ appropriate staff for the Nursery on site at Nelson Academy, Norwich Road Academy, Queensway Infant Academy & Nursery and Raleigh Infant Academy.

Schools Condition Allocation of £1,500k was received from the ESFA to improve and maintain the Trust's estate (buildings and grounds).

Devolved Formula Capital funding is received for minor capital works and ICT replacement within the Trust.

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 deficit at the year end was £15,161k and represents the Trust's share of the deficit of the relevant Local Government Pension Schemes.

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

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

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

**18. Statement of funds (continued)**

**Total funds analysis by academy**

Fund balances at 31 August 2020 were allocated as follows:

|  | <b>2020</b>   | <b>2019</b>   |
|--|---------------|---------------|
|  | <b>£000</b>   | <b>£000</b>   |
| King's Lynn Academy                                | 110           | 71            |
| Eastgate Academy                                   | 295           | 257           |
| Nelson Academy                                     | 229           | 218           |
| King Edward VII Academy                            | 357           | 688           |
| Southery Academy                                   | 70            | 49            |
| North Wootton Academy                              | 201           | 171           |
| Upwell Academy                                     | 212           | 214           |
| Emneth Academy                                     | 113           | 121           |
| Admirals Academy                                   | 709           | 665           |
| Diamond Academy                                    | 68            | (28)          |
| Norwich Road Academy                               | 270           | 282           |
| Queensway Infant Academy                           | 130           | 106           |
| West Row Academy                                   | 64            | 57            |
| Glade Academy                                      | (7)           | (36)          |
| Raleigh Infant Academy                             | 121           | 1             |
| Central Funds                                      | 180           | 286           |
|  | <hr/>         | <hr/>         |
| Total before fixed asset funds and pension reserve | 3,122         | 3,122         |
| Restricted fixed asset fund                        | 55,391        | 55,516        |
| Pension reserve                                    | (15,161)      | (11,193)      |
|  | <hr/>         | <hr/>         |
| <b>Total</b>                                       | <b>43,352</b> | <b>47,445</b> |
|  | <hr/> <hr/>   | <hr/> <hr/>   |

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

|               | <b>Deficit</b> |
|---------------|----------------|
|               | <b>£000</b>    |
| Glade Academy | (7)            |
|               | <hr/> <hr/>    |

Glade Academy transferred with no reserves and was subject to staffing changes in the first 18 months of joining the Academy Trust.

The Trust has set surplus targets in the latest three year financial forecasts and continues to pursue tight budgetary control to ensure the academy returns to surplus reserves.

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

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

**18. Statement of funds (continued)**

**Total cost analysis by academy**

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

|                          | Teaching<br>and<br>educational<br>support<br>staff costs<br>£000 | Other<br>support<br>staff costs<br>£000 | Educational<br>supplies<br>£000 | Other costs<br>excluding<br>depreciation<br>£000 | Total<br>2020<br>£000 | Total<br>2019<br>£000 |
|--------------------------|--|---|---------------------------------|--|-----------------------|-----------------------|
| King's Lynn Academy      | 3,335  | 446                                     | 164                             | 730  | 4,675                 | 4,316                 |
| Eastgate Academy         | 981  | 182                                     | 22                              | 157  | 1,342                 | 1,402                 |
| Nelson Academy           | 1,513  | 204                                     | 50                              | 187  | 1,954                 | 1,902                 |
| King Edward VII Academy  | 4,768  | 411                                     | 322                             | 916  | 6,417                 | 6,687                 |
| Southery Academy         | 319  | 43                                      | 13                              | 79   | 454                   | 486                   |
| North Wootton Academy    | 961  | 80                                      | 58                              | 226  | 1,325                 | 1,295                 |
| Upwell Academy           | 634  | 88                                      | 28                              | 114  | 864                   | 875                   |
| Emneth Academy           | 645  | 101                                     | 40                              | 141  | 927                   | 896                   |
| Admirals Academy         | 889  | 114                                     | 31                              | 187  | 1,221                 | 1,289                 |
| Diamond Academy          | 652  | 85                                      | 27                              | 146  | 910                   | 872                   |
| Norwich Road Academy     | 1,198  | 108                                     | 34                              | 297  | 1,637                 | 1,701                 |
| Queensway Infant Academy | 674  | 70                                      | 21                              | 150  | 915                   | 899                   |
| West Row Academy         | 765  | 76                                      | 36                              | 179  | 1,056                 | 1,056                 |
| Glade Academy            | 1,015  | 83                                      | 23                              | 183  | 1,304                 | 1,265                 |
| Raleigh Infant Academy   | 731  | 68                                      | 32                              | 164  | 995                   | 1,144                 |
| Central Funds            | 707  | 2,291                                   | 20                              | 663  | 3,681                 | 2,781                 |
| <b>Academy Trust</b>     | <b>19,787</b>  | <b>4,450</b>                            | <b>921</b>                      | <b>4,519</b>                                     | <b>29,677</b>         | <b>28,866</b>         |



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

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

**18. Statement of funds (continued)**

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

|                                    | <i>Balance at<br/>1 September<br/>2018<br/>£000</i> | <i>Income<br/>£000</i> | <i>Expenditure<br/>£000</i> | <i>Transfers<br/>in/out<br/>£000</i> | <i>Gains/<br/>(Losses)<br/>£000</i> | <i>Balance at<br/>31 August<br/>2019<br/>£000</i> |
|------------------------------------|---|------------------------|-----------------------------|--------------------------------------|-------------------------------------|---|
| <b>Unrestricted funds</b>          |   |                        |                             |                                      |                                     |   |
| General Funds - all funds          | 2,236   | 1,308                  | (654)                       | (837)                                | -                                   | 2,053   |
| <b>Restricted general funds</b>    |   |                        |                             |                                      |                                     |   |
| General Annual Grant               | 738   | 22,649                 | (22,292)                    | (664)                                | -                                   | 431   |
| Pupil Premium                      | 38  | 1,529                  | (1,475)                     | -                                    | -                                   | 92  |
| 16-19 Bursary                      | 21  | 14                     | (9)                         | -                                    | -                                   | 26  |
| Regional Academy Growth Fund       | -   | -                      | (151)                       | 361                                  | -                                   | 210   |
| Universal Infant Free School Meals | -   | 372                    | (372)                       | -                                    | -                                   | -   |
| Start-up grants                    | 439   | -                      | (28)                        | (375)                                | -                                   | 36  |
| SEN                                | -   | 310                    | (310)                       | -                                    | -                                   | -   |
| Other Local Authority funding      | 56  | 154                    | (154)                       | -                                    | -                                   | 56  |
| Donations                          | 8   | -                      | -                           | -                                    | -                                   | 8   |
| Non-government grants              | 24  | 31                     | (16)                        | -                                    | -                                   | 39  |
| Other trading activities           | 1   | 102                    | (87)                        | (4)                                  | -                                   | 12  |
| Special Resource Base              | 2   | 119                    | (119)                       | -                                    | -                                   | 2   |
| Nursery Funding                    | 57  | 229                    | (225)                       | -                                    | -                                   | 61  |
| Other ESFA grants                  | 62  | 596                    | (556)                       | (6)                                  | -                                   | 96  |
| Pension reserve                    | (6,286)   | -                      | (2,418)                     | 1,371                                | (3,860)                             | (11,193)  |
|                                    | (4,840)   | 26,105                 | (28,212)                    | 683                                  | (3,860)                             | (10,124)  |

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

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

**18. Statement of funds (continued)**

|                                     | <i>Balance at<br/>1 September<br/>2018<br/>£000</i> | <i>Income<br/>£000</i> | <i>Expenditure<br/>£000</i> | <i>Transfers<br/>in/out<br/>£000</i> | <i>Gains/<br/>(Losses)<br/>£000</i> | <i>Balance at<br/>31 August<br/>2019<br/>£000</i> |
|-------------------------------------|---|------------------------|-----------------------------|--------------------------------------|-------------------------------------|---|
| <b>Restricted fixed asset funds</b> |   |                        |                             |                                      |                                     |   |
| Restricted fixed assets             | 55,749  | -                      | (2,274)                     | 1,258                                | -                                   | 54,733  |
| SCA 19-20                           | -   | 1,024                  | -                           | (391)                                | -                                   | 633   |
| SCA 18-19                           | 269   | -                      | -                           | (269)                                | -                                   | -   |
| Academy DFC                         | 122   | 386                    | -                           | (414)                                | -                                   | 94  |
| Central FAF                         | 56  | -                      | -                           | -                                    | -                                   | 56  |
| Donation                            | 30  | -                      | -                           | (30)                                 | -                                   | -   |
|                                     | <u>56,226</u>                                       | <u>1,410</u>           | <u>(2,274)</u>              | <u>154</u>                           | <u>-</u>                            | <u>55,516</u>                                     |
| <b>Total Restricted funds</b>       | <u>51,386</u>                                       | <u>27,515</u>          | <u>(30,486)</u>             | <u>837</u>                           | <u>(3,860)</u>                      | <u>45,392</u>                                     |
| <b>Total funds</b>                  | <u><u>53,622</u></u>                                | <u><u>28,823</u></u>   | <u><u>(31,140)</u></u>      | <u><u>-</u></u>                      | <u><u>(3,860)</u></u>               | <u><u>47,445</u></u>                              |

**19. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

|  | <b>Unrestricted<br/>funds<br/>2020<br/>£000</b> | <b>Restricted<br/>funds<br/>2020<br/>£000</b> | <b>Restricted<br/>fixed asset<br/>funds<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2020<br/>£000</b> |
|--|---|---|---|--|
| Tangible fixed assets                  | -   | -   | 53,672  | <b>53,672</b>                            |
| Current assets                         | 1,660   | 3,170   | 1,719   | <b>6,549</b>                             |
| Creditors due within one year          | (41)  | (1,667)                                       | -   | <b>(1,708)</b>                           |
| Provisions for liabilities and charges | -   | (15,161)                                      | -   | <b>(15,161)</b>                          |
| <b>Total</b>                           | <u><u>1,619</u></u>                             | <u><u>(13,658)</u></u>                        | <u><u>55,391</u></u>  | <u><u><b>43,352</b></u></u>              |

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

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

**19. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior period**

|  | <i>Unrestricted<br/>funds<br/>2019<br/>£000</i> | <i>Restricted<br/>funds<br/>2019<br/>£000</i> | <i>Restricted<br/>fixed asset<br/>funds<br/>2019<br/>£000</i> | <i>Total<br/>funds<br/>2019<br/>£000</i> |
|--|---|---|---|--|
| Tangible fixed assets                  | -   | -   | 54,733  | 54,733                                   |
| Current assets                         | 2,101   | 3,255   | 783   | 6,139                                    |
| Creditors due within one year          | (48)  | (2,186)                                       | -   | (2,234)                                  |
| Provisions for liabilities and charges | -   | (11,193)                                      | -   | (11,193)                                 |
| <b>Total</b>                           | <b>2,053</b>                                    | <b>(10,124)</b>                               | <b>55,516</b>   | <b>47,445</b>                            |

**20. Reconciliation of net expenditure to net cash flow from operating activities**

|   | <b>2020<br/>£000</b> | <b>2019<br/>£000</b> |
|---|----------------------|----------------------|
| Net expenditure for the period (as per Statement of financial activities) | <b>(1,849)</b>       | <b>(2,317)</b>       |
| <b>Adjustments for:</b>   |                      |                      |
| Depreciation  | <b>2,147</b>         | <b>2,274</b>         |
| Capital grants from DfE and other capital income                          | <b>(1,645)</b>       | <b>(1,410)</b>       |
| Interest receivable   | <b>(10)</b>          | <b>(13)</b>          |
| Defined benefit pension scheme cost less contributions payable            | <b>1,497</b>         | <b>860</b>           |
| Defined benefit pension scheme finance cost                               | <b>227</b>           | <b>187</b>           |
| Decrease in debtors   | <b>214</b>           | <b>42</b>            |
| Decrease in creditors   | <b>(526)</b>         | <b>(537)</b>         |
| <b>Net cash provided by/(used in) operating activities</b>                | <b>55</b>            | <b>(914)</b>         |

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

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

**21. Cash flows from investing activities**

|  | 2020<br>£000 | 2019<br>£000 |
|--|--------------|--------------|
| Dividends, interest and rents from investments   | 10           | 13           |
| Purchase of tangible fixed assets                | (1,086)      | (1,258)      |
| Capital grants from DfE Group                    | 1,407        | 1,410        |
| <b>Net cash provided by investing activities</b> | <b>331</b>   | <b>165</b>   |

**22. Analysis of cash and cash equivalents**

|  | 2020<br>£000 | 2019<br>£000 |
|--|--------------|--------------|
| Cash in hand                           | 3,847        | 3,467        |
| Notice deposits (less than 3 months)   | 1,519        | 1,513        |
| <b>Total cash and cash equivalents</b> | <b>5,366</b> | <b>4,980</b> |

The notice deposit has a 32 day notice period and investment income is received at a rate of 0.75% per annum.

**23. Analysis of changes in net debt**

|                          | At 1<br>September<br>2019<br>£000 | Cash flows<br>£000 | At 31<br>August 2020<br>£000 |
|--------------------------|-----------------------------------|--------------------|------------------------------|
| Cash at bank and in hand | 4,980                             | 386                | 5,366                        |
|                          | <b>4,980</b>                      | <b>386</b>         | <b>5,366</b>                 |

**24. Contingent liabilities**

There are no contingent liabilities as at the year end. During the previous year, a redundancy payment of £15k was awarded to a member of staff which was contingent upon the employee not taking up additional employment prior to 31 December 2019.

---

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

---

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

---

**25. Pension commitments**

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

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

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

**Teachers' Pension Scheme**

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

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

**Valuation of the Teachers' Pension Scheme**

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

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

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

---

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

---

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

---

**25. Pension commitments (continued)**

The employer's pension costs paid to TPS in the year amounted to £2,376k (2019 - £1,617k).

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

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £1,750k (2019 - £1,709k), of which employer's contributions totalled £1,310k (2019 - £1,371k) and employees' contributions totalled £340k (2019 - £338k). The agreed contribution rates for future years are 19.9 - 29.9 per cent for employers and 5.5 - 12.5 per cent for employees.

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

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

**Principal actuarial assumptions**

|   | 2020 | 2019 |
|---|------|------|
|   | %    | %    |
| Rate of increase in salaries, Norfolk                       | 2.9  | 2.6  |
| Rate of increase for pensions in payment/inflation, Norfolk | 2.2  | 2.3  |
| Discount rate for scheme liabilities, Norfolk               | 1.7  | 1.9  |
| Rate of increase in salaries, Suffolk                       | 2.9  | 2.6  |
| Rate of increase for pensions in payment/inflation, Suffolk | 2.2  | 2.3  |
| Discount rate for scheme liabilities, Suffolk               | 1.7  | 1.9  |

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

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

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

**25. Pension commitments (continued)**

|                             | 2020<br>Years | 2019<br>Years |
|-----------------------------|---------------|---------------|
| <i>Retiring today</i>       |               |               |
| Males (Norfolk, Suffolk)    | 21.9, 21.7    | 21.1, 21.3    |
| Females (Norfolk, Suffolk)  | 24.1, 23.9    | 23.5, 23.5    |
| <i>Retiring in 20 years</i> |               |               |
| Males (Norfolk, Suffolk)    | 22.7, 22.8    | 22.4, 22.3    |
| Females (Norfolk, Suffolk)  | 25.6, 25.5    | 25.0, 24.9    |

**Sensitivity analysis**

|                             | 2020<br>£000 | 2019<br>£000 |
|-----------------------------|--------------|--------------|
| Discount rate -0.1%         | 818          | 724          |
| Salary rate +0.1%           | 71           | 112          |
| Pension increase rate +0.1% | 734          | 597          |

**Share of scheme assets**

The Academy Trust's share of the assets in the scheme was:

|                                     | 2020<br>£000  | 2019<br>£000  |
|-------------------------------------|---------------|---------------|
| Equities                            | 8,692         | 7,646         |
| Corporate bonds                     | 5,913         | 5,520         |
| Property                            | 1,868         | 1,971         |
| Cash and other liquid assets        | 710           | 447           |
| <b>Total market value of assets</b> | <b>17,183</b> | <b>15,584</b> |

The actual return on scheme assets was £275k (2019 - £754k).

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

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

**25. Pension commitments (continued)**

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

|   | 2020<br>£000   | 2019<br>£000   |
|---|----------------|----------------|
| Current service cost  | (2,807)        | (2,109)        |
| Past service cost   | -              | (122)          |
| Interest income   | 308            | 394            |
| Interest cost   | (535)          | (581)          |
| <b>Total amount recognised in the Statement of financial activities</b> | <b>(3,034)</b> | <b>(2,418)</b> |

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

|                        | 2020<br>£000  | 2019<br>£000  |
|------------------------|---------------|---------------|
| <b>At 1 September</b>  | <b>26,777</b> | <b>19,622</b> |
| Interest cost          | 535           | 581           |
| Employee contributions | 340           | 338           |
| Actuarial losses       | 2,211         | 4,220         |
| Benefits paid          | (326)         | (215)         |
| Past service costs     | -             | 122           |
| Current service cost   | 2,807         | 2,109         |
| <b>At 31 August</b>    | <b>32,344</b> | <b>26,777</b> |

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

|                          | 2020<br>£000  | 2019<br>£000  |
|--------------------------|---------------|---------------|
| <b>At 1 September</b>    | <b>15,584</b> | <b>13,336</b> |
| Interest income          | 308           | 394           |
| Actuarial (losses)/gains | (33)          | 360           |
| Employer contributions   | 1,310         | 1,371         |
| Employee contributions   | 340           | 338           |
| Benefits paid            | (326)         | (215)         |
| <b>At 31 August</b>      | <b>17,183</b> | <b>15,584</b> |



---

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

---

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

---

**26. Operating lease commitments**

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

|  | 2020<br>£000 | 2019<br>£000 |
|--|--------------|--------------|
| Not later than 1 year                        | 60           | 71           |
| Later than 1 year and not later than 5 years | 71           | 131          |
|  | <u>131</u>   | <u>202</u>   |

**27. 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.

---

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

---

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

---

**28. Related party transactions**

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

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 2018, the charity had income **£5,482** (2017: £8,581), expenditure of **£333** (2017: £6,788), and net assets of **£20,765** (2017: £15,616).

King Edward VII School King's Lynn Foundation Charity is a registered charity that aims to promote the education of persons under the age of 25 years who are attending as a pupil at the school/academy and are in need of financial assistance and in or towards providing such special benefits of any kind which are not provided out of public funds for the school. For the year ended 31 March 2020, the charity had income **£5,167** (2019: £26,436), expenditure of **£1,855** (2019: £33,380), and net assets of **£9,628** (2019: £6,316).

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 2019 the charity had income of **£5,518** (2018: £6,216), expenditure of **£5,049** (2018: £4,776), and net assets of **£5,825** (2018: £5,356).

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 2020 the charity had net income of **£5,673** (2019: £10,570), net expenditure of **£10,798** (2019: £13,380) and net assets of **£2,125** (2019: £7,250).

Friends of West Row Community School PFA is a registered charity that supports West Row Academy in providing additional educational resources. For the year ended 31 July 2019 the charity had net income of **£9,627** (2018: £6,129), net expenditure of **£14,289** (2018: £5,665) and net assets of **£1,652** (2018: £6,314).