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**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**HESTON COMMUNITY ACADEMY TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	Mrs Fran Hooker ( Vice Chair of Trustees) Mr Michael Lawton Mr Harinder Patter Mr John Jones (appointed 23 September 2024)
<b>Governors</b>	Mr Ranjit Berdesha, Head Teacher, Accounting Officer Mr Narinder Phull, Chair of Trustees, Community [Chair of Finance & General Purposes] Mrs Fran Hooker, Vice Chair, Community Mr Johnny Kyriacou, Community (Chair of Curriculum) (resigned 20 December 2024) Mrs Glynis Ross-Wood, Co-opted (Chair of Appraisal & Pay) Mr Waris Rajput, Parent Mr Samir Vohra, Parent Mrs Dominique Mann, Community Mr Talveer Calay, Co-opted (resigned 23 September 2024) Mr Keith Batten, Co-opted Mr Sam Saib, Staff Ms Mathilde Forrest, Staff Vacancy, Co-opted
<b>Company registered number</b>	07964015
<b>Company name</b>	Heston Community Academy Trust
<b>Principal and registered office</b>	Heston Community School Heston Road Hounslow United Kingdom TW5 0QR
<b>Senior management team</b>	Ranjit Berdesha, Headteacher Mike O'Hagan, Deputy Headteacher Beth Hart, Deputy Headteacher Ingrid Hall, Deputy Headteacher Matt Clayton, Assistant Headteacher Natalie D'Lima, Assistant Headteacher Janet MacDonald, Assistant Headteacher [Appointed 01 September 2023] Sunita Jassal, Associate Assistant Headteacher [01 September 2023] Saima Dad, Academy Business Manager
<b>Independent auditors</b>	BKL Audit LLP Chartered Accountants 35 Ballards Lane London N3 1XW

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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<b>Bankers</b>	Lloyds Bank PO Box 72 Bailey Drive Gillingham ME8 0LS
<b>Solicitors</b>	Irwin Mitchell LLP 2 Millsands Sheffield S3 8DT
<b>Internal auditors</b>	Buzzacott LLP 130 Wood Street London EC2V 6DL

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**GOVERNORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The Governors presented their Annual Report, together with the Financial Statements and independent Auditor's Report of the Charitable Company for the period 01 September 2023 to 31 August 2024. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under Company Law.

The Academy was incorporated on 24 February 2012, in the name of Heston Community Academy Trust, and commenced as an Academy on 01 November 2012.

The Trust operates an Academy serving a catchment area in Hounslow. It has a combined pupil capacity of 1,410 and had a roll of 1,328 in the October 2024 School Census.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the company's Memorandum and Articles of Association, applicable laws and 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.

### **Structure, governance and management**

#### **Constitution**

The Academy Trust is a company limited by guarantee and an exempt charity. The Charitable Company's Memorandum and Articles of Association are the primary governing documents of the Academy Trust. The Academy Trust was incorporated on 24 February 2012, in the name of Heston Community Academy Trust, and Heston Community School commenced as an Academy on 01 November 2012. The Academy Trust has entered into a funding agreement with the Department for Education [DfE] which provides the framework within which the Academy must operate.

The Governors are the Trustees of Heston Community Academy Trust and are also the Directors of the charitable company for the purposes of company law. The charitable company is known as Heston Community School.

In September 2021, Heston Community Academy Trust amended and adopted new Articles of Association to ensure a separation of Members and Trustees. The Trust will have a minimum of three and a maximum of five Members. Only one Member can be a Trustee.

Details of the Governors who served during the year are included in the Reference and Administrative Details on pages 1 to 2.

#### **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.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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

**Governors' Indemnities**

In accordance with the Articles of Association, subject to the provisions of the Companies Act 2006 and Article 6.3 every Trustee or other officer or auditor of the Company and every member of any Local Governing Body and/or Advisory Body [in so far as necessary] shall be indemnified out of the assets of the Company against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

**Method of recruitment and appointment or election of Governors**

The Academies Governing Body is made up of representatives from staff, parents and the community.

The Secretary of State for Education may appoint Governors in certain circumstances; no such appointments were made in the year under review.

The tenure of office for any Governor shall be four years, save that this time limit shall not apply to either the Headteacher or the Staff Governors. Subject to remaining eligible to be a particular type of Governor, any Governor may be re-appointed or re-elected.

A Governor shall cease to hold office if s/he resigns office by notice to the Academy [but only if at least three governors will remain in office when the notice of resignation is to take effect].

A Governor shall cease to hold office if he is removed by the person or persons who appointed him. The Article does not apply in respect of a Parent Governor. Co-opted Governors may be removed by resolution of the Governing Body provided that no Co-opted Governor may vote on the removal of another Co-opted Governor.

**Policies and Procedures Adopted for the Induction and Training of Governors**

Governors are provided with copies of all essential documentation needed to undertake their role, including the Memorandum and Articles of Association, Academy Trust Handbook and Academy Trust's Funding Agreement.

The Board of Governors subscribes to the Governing Bodies Support Service [GBS]. Development and Training provision from the London Borough of Hounslow and in-house training is organised as and when required. Governors are informed of external training opportunities.

**Principal Activities**

The Academy's objectives are specifically restricted to the following:

- a. to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum ["the Academy"]; and
- b. to promote for the benefit of individuals living in Heston and the surrounding area who have need by reason of their age, affinity or disability, financial hardship or social and economic circumstances or for the public at large the provision of facilities for recreation or other leisure time activities in the interests of social welfare and with the object of improving the condition of life of the said individuals.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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

**Organisational structure**

The Board of Governors of Heston Community School is constituted under the Memorandum and Articles of Association. The Board of Governors is responsible for ensuring high standards of corporate governance are maintained.

The Governors are responsible for the strategic direction of the Academy Trust, setting policy and agreeing the annual budget. Trustees are also responsible for monitoring the work of the Academy and ensuring the objectives of the Academy are achieved.

In addition to the full Board of Governors meetings, Heston Community School has a committee structure: the committees are Finance and General Purposes, Curriculum and Appraisal and Pay.

The management structure consists of three levels, the Trust Board, The Governing Body and its Committees and the Senior Leadership Team. The aim of this leadership structure is to devolve responsibility and encourage involvement in decision making at all levels.

The Trust is responsible for setting the general direction of the Academy. The Governing Body is responsible for setting general policy, adopting an Annual Plan and budgets, monitoring the work of the Academy, its use of budgets and making major decisions about the direction of the Academy, capital expenditure and senior staff appointments.

The Senior Leadership Team consists of the Headteacher, three Deputy Headteachers, three Assistant Headteachers, one Associate Assistant Headteacher and the Academy Business Manager. These Leaders control the Academy at an executive level, implementing the policies laid down by the Governors and reporting back to them. As a group, the Senior Leadership Team is responsible for the authorisation of spending within agreed budgets and the appointment of staff, through appointment panels. Appointments of Headteacher, Deputy Headteacher and Academy Business Manager will always involve at least one Governor. These leaders are also responsible for the day-to-day operation of the Academy, in particular, organising the Teaching Staff, Support Staff, facilities and students.

The Headteacher is the 'Accounting Officer' of Heston Community School. Mr Ranjit Berdesha was appointed as the Headteacher and is undertaking the responsibilities of the Accounting Officer.

**Arrangements for setting pay and remuneration of key management personnel**

The Governing Body has decided that the Key Management Personnel of Heston Community School comprises the Members, Governors and Senior Leadership Team [SLT]. Neither Members nor Governors receive any remuneration for this role.

All Teaching Staff are employed in accordance with the provisions of the School Teachers' Pay and Conditions [STP&C] document. In reviewing Pay Scales in the future the Governing Body will have regard to any changes to national pay bands contained within the STP&C document. The following pay arrangements have been agreed by the Governing Body using the flexibilities contained within the STP&C document. The Governing Body's Appraisal and Pay Committee meet to discuss all staff pay as detailed below. The Governing Body will honour pay awards agreed nationally and will apply such awards annually to the pay ranges detailed in this Policy.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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

**Headteacher**

The Governing Body will assign a seven-point Individual School Group based on the School Group Size, as determined by the STP&C document and ensure that there is no overlap of salary bands between the Headteacher and other leadership posts. The Governing Body will calculate the Headteacher Group Size at the start of each Academic Year and determine the appropriate Individual School Range [ISR] for the year. The Governing Body will determine the Group Size for the School in accordance with the provisions of the School Teachers' Pay and Conditions Document. On appointment, the Headteacher will be appointed on one of the first four points on the ISR. Progression on the ISR for the Headteacher will be subject to a review of the Headteacher's performance set against the annual appraisal review. The Governing Body will award one increment for sustained high quality performance. Where performance has not been of a sustained high quality the Governing Body may decide that there should be no pay progression. The Pay Review for the Headteacher will be completed by 31 December each year. The Governing Body will ensure that reasons for setting the ISR at a given level are recorded and that the process for the determination of the Headteacher's salary is fair and transparent.

**Discretionary Payments to the Headteacher**

The Governing Body may consider a discretionary payment not exceeding 25% of the Headteacher's salary, as determined above, for reasons not already taken into account in determining the ISR which are detailed in the pay policy.

**Other Leadership Posts**

The Governing Body will determine a five point pay range for all other Leadership Posts from within the Leadership Scale contained in the STP&C document. The range for individual posts will be determined according to the duties and responsibilities of the post and may vary between posts. A post with a designated Deputy role, in the absence of the Headteacher will be remunerated accordingly above the range for other leadership posts. The Governing Body will ensure that there is no overlap of pay points between the Headteacher and any other leadership post. On appointment, a teacher paid on the Leadership Scale will be appointed on one of the first three points on the pay range. The pay range for teachers paid on the Leadership Spine will be reviewed on 1 September each year or as soon after this date as possible or at any time during the year where there is a significant permanent change in the duties and responsibilities of the post or where it is necessary to consider a retention payment for a member of staff on the Leadership Spine.

Progression on the pay range for a member of staff paid on the Leadership Scale will be subject to a review of their performance set against the annual Appraisal Review. The Governing Body will award one increment for sustained high quality performance. Where performance has not been of a sustained high quality, the Governing Body may decide that there should be no pay progression. The Pay Review will be completed by 31 December.

Staff Governors are paid for their teaching or support staff roles in accordance with their contracts with all staff subject to annual performance review

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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

**Trade union facility time**

**Relevant union officials**

Number of employees who were relevant union officials during the year	<b>3</b>
Full-time equivalent employee number	<b>3</b>

**Percentage of time spent on facility time**

<b>Percentage of time</b>	<b>Number of employees</b>
0%	-
1%-50%	<b>3</b>
51%-99%	-
100%	-

**Percentage of pay bill spent on facility time**

	<b>£000</b>	
Total cost of facility time	<b>4,059</b>	
Total pay bill	<b>7,590,000</b>	
Percentage of total pay bill spent on facility time	-	%

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours	-	%
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**Related parties and other connected charities and organisations**

Heston Community School is a standalone Academy and through prudent financial management, reserves and forward planning, retains its independence. It exists as a single entity and is not part of a wider federation of academies. This allows it to retain its unique character as a Community School providing a broad and varied curriculum for all members of the community on a non-selective basis.

The School use services from the Local Authority and receives funding from the Authority for the School's Centre for the Deaf.

All Governors have disclosed their business and pecuniary interests via the required documentation and this has been recorded within the minutes of the meetings of the Full Governing Body and its Committees. In addition, all staff disclose any business and pecuniary interests at the start of each academic year. New staff, on joining the School, are also required to declare any business or pecuniary interests.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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## **Objectives and activities**

### **Objects and aims**

The charitable objectives for which the Charitable Company was established are set down in its governing document. These stated aims are:

1. To advance, for the public benefit, education in the United Kingdom; in particular, but without prejudice, to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum.
2. To promote, for the benefit of individuals living in Heston and the surrounding area who have need by reason of their age, infirmity or disability, financial hardship or social and economic circumstances, or for the public at large the provision of facilities for recreation or other leisure time activities in the interests of social welfare, and with the object of improving the condition of life of the inhabitants.

The principal activity of Heston Community Academy Trust is currently to provide the highest quality education it can for young people aged 11 to 19. Following a Section 5 Ofsted inspection in December 2022, Heston Community School was judged to be a "Good School with an Outstanding Sixth Form".

Ofsted commented, "Leaders' expectations for all pupils are high. Pupils have high aspirations and want to succeed in education. Leaders have established the right school climate for them to do so. Pupils achieve very well in a wide range of subjects in the main school and sixth form."

### **Objectives, Strategies and Activities**

The School's strategic priorities, agreed with Governors, are:

1. To ensure the learning outcomes for students and groups of students are improving and consistently above national benchmarks;
2. Serve the community by attracting, developing and retaining students in the community to become positive ambassadors for the school;
3. Ensure all functions of the organisation are effective and deliver best value.

The main priorities of the Senior Leadership Team are:

1. To develop and embed a curriculum that is:
  - Well-sequenced
  - Literacy focused
  - Career centred
  - Enriched
  - Society centred
2. To develop extra-curricular, cultural capital and careers curriculums; enabling our students to develop their individual interests, ambitions and talents
3. To drive the 'Kind Thoughts... Kind Words ...' campaign, to promote high expectations of behaviour and conduct.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Objectives and activities (continued)**

**Equal Opportunities and Disabled Persons Policies [Equalities Policy]**

The Academy Trust's policy on equal opportunities outlines the commitment of the Staff and Governors of Heston Community School to ensure that equality of opportunity is available to all members of the Trust community. For our Trust, this means, not simply treating everybody the same but, understanding and addressing the different barriers which could lead to unequal outcomes for different groups of students in the School. It also means celebrating and valuing the equal opportunity achievements and strengths of all members of the School community. These include:

Students  
Teaching staff  
Support staff  
Parents/carers  
Community Governors  
Multi-agency staff linked to the Trust  
Visitors to the Trust and academies  
Students on placement

The Governors believe that equality at the Trust should permeate all aspects of Trust life and is the responsibility of every member of the Trust and wider community. Every member of the Trust community should feel safe, secure, valued and of equal worth.

At Heston Community School, equality is a key principle for treating all people the same irrespective of their gender, ethnicity, disability, religious beliefs, sexual orientation, age or any other recognised area of discrimination.

Heston Community School is an Equal Opportunities Employer and is committed to the employment of people with disabilities and guarantees an interview for those who meet minimum selection criteria. The Academy Trust provides training and development for all its employees, including people with disabilities, tailored, where appropriate, to ensure they have the opportunity to achieve their potential. If an Academy Trust employee becomes disabled while in our employment, the Academy Trust will do its best to retain them, including consulting them about their requirements, making reasonable and appropriate adjustments and providing alternative suitable provisions.

**Public benefit**

In setting the objectives and planning the activities of the Academy, the Governors have given careful consideration to The Charity Commission's general guidance on public benefit.

Charity laws give a wide meaning to education and does not limit it to education by a teacher in classroom, playground or sports field. Broadly, education in Charity Law means to give knowledge to, or develop the abilities of, somebody by teaching, training or instruction or to bring up children or young people in particular manners, habits or ways of life. Similarly, education might commonly be taken to mean the systematic instruction, schooling or training of children and young people, or by extension, the development of mental or physical powers and the moulding of some aspects of character.

The Governors are required to assess the activities undertaken at Heston Community School and to confirm whether the aims of the Academy are for the public benefit.

Heston Community School plays a key role as a member of the local community and actively seeks to work closely with that community in a variety of ways.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Objectives and activities (continued)**

The School gained Academy status in November 2012 and discussions did take place about whether it would be appropriate to change the name of the School to reflect its new status. Governors wanted the School to remain the School of choice for its tight-knit community and its name to reflect that desire, as well as its pride in the community.

The Governors, through a framework of senior school leadership and termly committee meetings, discuss the curriculum, local community and school environment and have taken due regard to the Charity Commission guidance. They can demonstrate that the Academy's aims and activities are purely for the advancement of education, the development of the student cohort and the satisfaction of the parent body.

The local community is very important to the School and many links exist including:

- Primary schools whose students move to Heston
- Local businesses who supply the School and offer work experience for our students
- Local Charities who are regularly supported either through the fundraising activities at the School or with more practical help from our students' community service work
- The wider community who use our facilities, such as the Sports Hall, its grounds, buildings or classrooms or who attend evening or weekend classes

The Governors have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

**Employee Information Policy**

Heston Community School includes two staff Governors on its Board and has the Headteacher as ex-officio Governor. This ensures that:

- a. Employees' views are taken into account on decisions affecting their interests and there is a common awareness on the part of all employees of all factors that affect the Academy Trust's performance
- b. Heston Community School also undertakes discussions with employees and their unions when making decisions that affect employee interests to ensure that employees' views are reflected in decisions made and their interests are protected both in their daily working environment and the future direction of the school.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Strategic report**

**Achievements and performance**

**KS4 Student Outcomes**

	2020	2021	2022	2023	2024
<b>Attainment</b>	55.02	53.17	51.24	47.85	47.7
<b>9-4 EM</b>	76%	75%	77%	73%	71%
<b>9-5 EM</b>	60%	49%	60%	52%	50%
<b>EBACC</b>	5.30	5.12	5.07	4.52	4.46

**Post 16 Student Outcomes**

Heston has a Sixth Form that is a fully integrated into the school community providing all students with provision up to the age of 19. The Sixth Form draws students from a diverse range of ethnic and socio-economic backgrounds and regularly recruits between 20 – 50 external students.

Examinations returned in 2022 after two years of Teacher Assessed Grades and Centre Assessed Grades. The School enjoyed an exceptionally strong set of results.

ALPS GRADE	2020	2021	2022	2023	2024
<b>A Level</b>	1	1	2	2	3
<b>BTEC</b>	3	3	4	4	6

ATTAINMENT	A*-B	A*-C	BTEC D*-D	BTEC D*-M
<b>2024</b>	53%	84%	40%	88%

**Quality of Education**

Our Curriculum Intent is to have an ambitious and inclusive curriculum that empowers our students to become life-long learners and successful global citizens.

By preparing students effectively for the challenges of further education and employment, we create successful, responsible and well-informed young adults, willing and able to make a positive contribution to society. In 2023, 97% of our Key Stage 4 students continued in education or training [94% National Average 2022] and 94% stayed in education or employment [83% National Average 2022].

Our curriculum is underpinned by our five key curriculum aims:

- Well-sequenced
- Literacy focused
- Careers centred
- Enriched
- Society centred

**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

Our curriculum ensures that all our students, including SEND, LAC and disadvantaged students, have access to wide ranging experiences that broaden and deepen their understanding of their subjects. Our students follow the full National Curriculum at Key Stage 3 and the EBACC is the bedrock of our Key Stage 4 Curriculum Offer, with +70% of students following the EBACC pathway.

Curriculum Leaders have guided their teams to reflect on the coherent sequencing and rationale of their curriculum and to develop Schemes of Learning designed to ensure learners gain secure knowledge and skills. A dynamic and flexible approach to curriculum design allows curriculum teams to respond to the findings from rigorous exam analysis, formative and summative assessment and our Quality Assurance Programme.

Curriculum development is a continued cycle of improvement and reflection, driven by professional pedagogical conversations between subject experts, with a focus on improving the 'pedagogical content knowledge' of subject/curriculum teams. Our staff have an in-depth and rich understanding of their specialisms and promote a love of their subject through high quality pedagogical techniques. OFSTED 2022 commented, 'Subject Leaders have thought carefully about what pupils should know, do and understand in each subject' and praised our clear, highly ambitious and inclusive curriculum.

We promote a love of reading, develop a rich vocabulary and strong disciplinary literacy in our students, recognising the importance of literacy in accessing the curriculum, improving mental well-being and as a crucial foundation for future life success. We believe that a Literacy focused curriculum is one of the most effective strategies in closing the attainment and opportunity gap for disadvantaged students. Our rationale is reinforced by well-established evidential links, published by the Educational Policy Institute and Education Endowment Foundation. DEAR, Word of the Week, our subject specific literacy drive and bespoke programmes to support struggling readers, meets the needs of the demographics of our school. Locating the Learning Resource Centre in the Quadrangle has placed it in the heart of the School.

A Careers centred curriculum is a necessity for social mobility and so, as part of an extensive whole school CEIAG programme, students receive subject specific guidance to raise their aspirations and understanding of the world of work, allowing them to make informed decisions about their future.

90% of our students identify as British Ethnic Minorities, with heritage descended from over 40 different countries and 50+ different languages. We enrich learning, developing students' cultural capital and driving curiosity, beyond the National Curriculum by exposing our students to a wide range of real-life applications, current affairs and historical associations. The School embraces opportunities to celebrate diversity, whilst ensuring our students receive a comprehensive SMSC and British Values education. Examples include promoting democracy in our History curriculum or respect and tolerance in the study of bioethics or social responsibility in Business and Economics. This is in line with our Hestonian Values, as part of our Society Centred curriculum aim.

We employ Focus Groups, Student attainment data, Learning Walks, Work Scrutinies, Lesson Visits and Learning Conversations to monitor the implementation and impact of our curriculum intent. The vast majority of teachers are specialists in their subject and have strong subject knowledge, an enthusiasm to share their expertise and deliver well-sequenced lessons. Many teachers demonstrate excellent pedagogical practice: clearly presenting new subject matter, systematically checking understanding, identifying misconceptions and providing clear and direct feedback.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

Our Quality Assurance allows us to identify and address individual teacher, subject specific and whole-school areas of development. In 2023-24, there was a significant investment on external pedagogical consultants to support the curriculum design and delivery in Computer Science, French, Art and Graphics. These subjects will continue to be a focus in the coming year, to embed the identified improvements. Effective Assessment for Learning strategies, a focus on embedding prior knowledge and consistent, high-quality delivery of Disciplinary DEAR at KS3 continue to be whole-school key priorities.

We provide our staff with extensive professional development opportunities including literacy development, pedagogical content knowledge, PSHE delivery and safeguarding for all colleagues and a bespoke programme of support to address emerging needs. This coming year, we will be focusing on developing teachers as reflective practitioners; professionals who are able to identify and discuss their own areas of strength and development. As part of our continued drive to improve whole school pedagogical practice, teachers will be given structured support to develop their practice in identified areas. The establishment of a Teaching and Learning Team will provide additional, bespoke support to colleagues that do not meet our high expectations.

As an active member of the Hounslow Education Partnership, we engage with the Senior Teaching and Learning group, Subject Network Meetings and the Develop Your A-Level Teaching Programme, acting as leads and facilitators in multiple subjects. We are committed to developing new teachers as part of the Early Careers Framework, ensuring they feel challenged yet supported.

Since 2022, the School has experienced a downward trajectory for GCSE Attainment and Progress. Our Quality of Education Improvement Plan for 2024-25 will centre on a drive to raise standards across the board. Disadvantaged, lower ability and male learners are a priority. Whilst our attendance across all groups is significantly above the National average, the importance of high attendance is highlighted by the difference in the P8 scores of students, with varying attendance. Students >95% achieved an average P8 of 0.5, whilst those with <85% attendance achieved -1.0 [SISRA collaboration data].

	2019	2022	2023	2024
Progress 8	0.81	0.56	0.46	0.24
Progress 8 PP	0.45	0.13	0.00	0.13
Progress 8 Upper	0.86	0.13	0.16	0.10
Progress 8 Mid	0.71	0.58	0.42	0.34
Progress 8 Lower	0.77	0.76	0.71	0.15
Attainment 8	52.0	51.5	48.1	47.7
9-4 EM	73%	78%	73%	71%
9-5 EM	53%	60%	52%	50%

Staff well-being is an integral part of every Curriculum Area Improvement Plan, along-side appropriate whole school assessment strategies, to ensure opportunities are created to share good practice, expertise and resources to help manage workload.

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**HESTON COMMUNITY ACADEMY TRUST**  
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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**POST 16**

Our whole school curriculum intent and key curriculum aims also underpin our Key Stage 5 provision, where we provide a broad offer of academic and vocational courses including the T-Level qualifications. Our inclusive provision includes the opportunity for students to retake English Language and Mathematics GCSE. A Level 2 in Marketing 'progression route' is provided for student that require greater support before commencing Level 3 studies.

Our internal Quality Assurance and OFSTED 2022 report recognised, not only the strength of our curriculum intent at Post 16, but also the high-quality implementation and highly skilled practitioners. This contributed to the 'Outstanding' Sixth Form judgement.

The 2024 outcomes demonstrate the positive impact of our well-sequenced curriculums and strong classroom delivery, resulting in our seventh year as ALPS +3 for A-Level. With 88% of students achieving +Merit in our first year, our T-Level Results compare very favourably to National outcomes. There was a decrease in our BTEC Results for the National Diplomas in Applied Science and Business.

	2019	2022	2023	2024
A Level ALPS	3	3	2	3
A*-B	45%	67%	66%	54%
BTEC ALPS	4	4	4	6
D*-D	48%	57%	59%	40%
T Level Merit	-	-	-	88%

The School believes the Quality of Education can be further improved by focusing on the following:

**AREAS OF DEVELOPMENT**

**Priority 1: Raising Expectations and Standards**

- Offer a structured academic support programme at KS3, KS4 and KS5
- Continue a programme of staff development involving Raising Standards meetings, mentoring programmes, training on the effective use of data and successful Raising Standards classroom strategies
- Review and refine a coordinated programme of progress meetings and support workshops to improve parental engagement in their child's progress and success

**Priority 2: Teaching and Learning**

- Develop 'Reflective Practitioners' that can identify their areas of strength and development and are supported by a clear personalised action plan on how to improve
- Establish a Teaching and Learning Team to improve pedagogical practice
- Review and improve the use of assessment to identify academic gaps
- Review and improve the use of PCK initiative as a vehicle to improving subject specific pedagogical practice
- Increase the capacity of our Reading Mentor Programme to support the development comprehension skills in our lowest 20% of readers

**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**Priority 3: Recruitment, retention and absence management**

- Proactive recruitment of high-quality staff
- High levels of engagement with ITT providers to support staff new to the profession
- Highlight staff well-being opportunities and support to staff

**Behaviour and Attitudes**

The School's expectations for all its students are high. The positives captured by the December 2022 OFSTED Report remain a good reflection of the vast majority of our students' behaviour. Our students **"have high aspirations and want to succeed in education"**. [Ofsted December 2022] The vast majority value education and are willing partners in building the School's positive and inclusive ethos. Students are committed to learning and **"achieve very well across a wide range of subjects in the main school"**. [Ofsted December 2022] Over time, the attitude of our students has ensured that they have made excellent progress, consistently securing a positive Progress 8 score. We have developed students' resilience and commitment, encouraging good study habits that achieve strong progress from all starting points, which were broadly average on entry. The Ofsted Report in December 2022 commented; **"Students behave exceptionally well in lessons and listen carefully to teachers' explanations. This has a very positive effect on their learning. They enjoy warm and positive relationships among themselves and with their teachers"**. After interacting with our students, visitors to the School have frequently commented on our students' pride in their achievements and the warm positive relationships observed between staff, and students. Strong attendance data across all year groups further evidenced these positive relationships.

Whilst the everyday experience of our students is generally positive, there has been a noticeable increase in more challenging student behaviour. Along with staff in other schools across the country, a discernible increase in defiant and argumentative behaviour from some of our students, alongside lateness and a lack of urgency in moving swiftly to lessons has been observed. It had become more common for a small number of students to question the reasonable expectation that staff have for respectful conduct.

Evidence from the 2024 Spring Term Staff Survey, feedback from student focus groups and the behaviour data all highlighted that student behaviours and parental attitudes had dipped below our expectations. This has not been a sudden downturn, but rather a tipping of the scales in the wrong direction. Our behaviour data shared with Governors further illustrated that negative conduct from a minority of students, was occurring more frequently, across a larger number of students.

The School used the Summer Term of 2024 to visit neighbouring schools, consult teachers, Middle Leaders, support staff, students and parents to identify concerns and strategies to execute a 'behaviour reset'. The following two priorities were identified and actioned:

- Right Place, Right Time
- Following Instructions First Time, Every Time

Strategies implemented have included:

- The launching of a centralised detentions system, using Trackit Light, to reduce staff admin
- The creation of a Withdrawal Room and Internal Alternative Provision with clear protocols
- Engaging parental support through:
  - face-to-face meetings with the top 10 students from each Year Group impacted by the initiative
  - face-to-face meetings with every Year 10 and the new intake for Year 7 to further reinforce our expectations

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

- Targeted letters focusing on students with above average behaviour points across Year Group
- Year Group assemblies setting out expectations and potential consequences
- Developing and launching a new Behaviour Policy to reflect the challenges
- Liaison with Inclusion Team to address SEND factors affecting behaviour choices/actions
- Staff INSETs – including input from SEND building confidence in implementing new behaviour protocols and developing staff skills to de-escalate with 'Teacher First' strategies
- Development of PHSE lessons to support student understanding why we need rules, how they improve the learning environment and consequences of not meeting expectations

An external consultant's student focus groups completed in early October 2024, spoke positively of the impact on learning following our 'behaviour reset'. As a result, the assessment that **pupils' behaviour and attitudes to learning are exceptional** [Ofsted December 2022] is beginning to feel more accurate. The behaviour reset has encouraged students to be able to speak proudly about 'Hestonian Values', such as kindness, honesty, resilience and equality. These values remain embedded in the day-to-day life of the school. They continue to provide a shared language for teachers and pupils, inspiring them to be the best that they can be.

The School continues to encourage student engagement and aspirations with visual displays and a Heston Alumni network, influencing our School Community by celebrating the achievement of generations of Heston students. These strategies support students to connect to a culture of achievement and success, celebrating the value of education. There is a real sense of community based on both geographical location and family tradition. Large numbers of siblings from the same families come to our School - often over three or four generations. The high level of parental support for the recently relaunched Celebrations Evening in early October 2024 further evidences family engagement supporting student achievement.

The student body mixes well across the Year Groups. The Ofsted Report in December 2022 commented; **"Living by Hestonian values ... means pupils rarely experience bullying of any type. They are safe and feel at home in all parts of the school. They know there is an adult they trust that they can turn to at any time. If any bullying should occur, it would be dealt with seriously and competently by caring staff."** The day-to-day experiences of the majority of our students are overwhelmingly positive. Our annual Parent/Student Survey [November 2023] revealed that they feel safe [98% / 99%] and know there is always an adult they trust and can turn to at any time. There is a sense of respectfulness and fairness that supports a culture of inclusiveness. When students fall short of our expectations, a well-developed pastoral system supports students to make better choice.

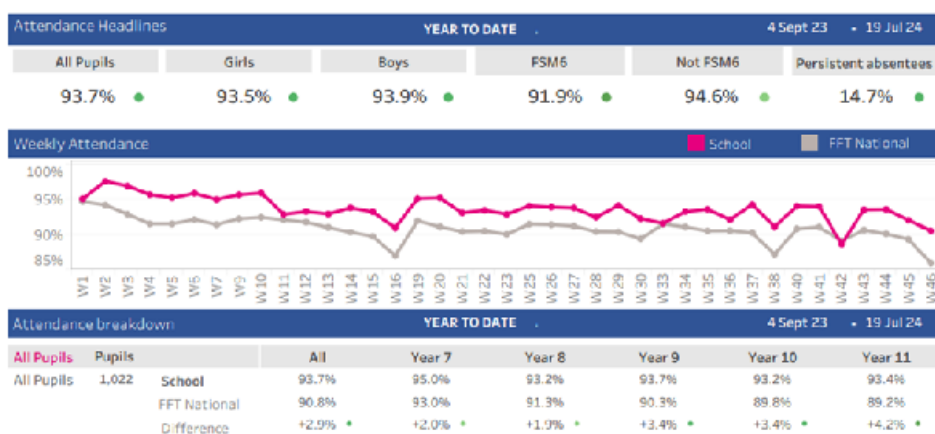
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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

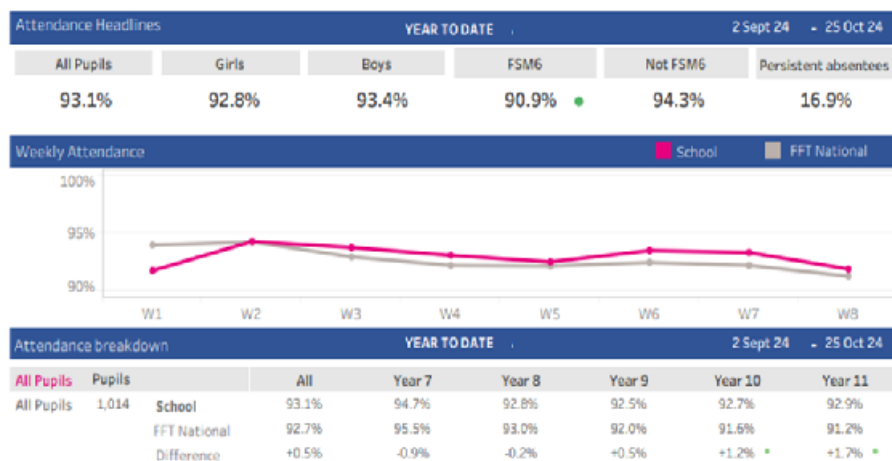
**Strategic report (continued)**

**Achievements and performance (continued)**

**ACADEMIC YEAR 2023 2024**



**ACADEMIC YEAR 2024 TO DATE**



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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

Greater levels of resilience, ambition and academic independence will be required from our young people, to overcome the challenges arising post pandemic. Heston has a strong foundation of some excellent behaviours and attitudes on which it can build. However, we are acutely aware that students, parents and indeed our staff have returned to a changed world, where we recognise the need to revisit strategies and goals previously thought embedded.

The School has invested heavily to create a Well-being Hub and an Internal Alternative Provision, recognising importance of mental health and students' well-being. The support provided by a multi-disciplined team, including a full time Counsellor, Learning Mentor, two Family Engagement Officers working alongside our Safeguarding Lead, supports the creation of positive learning environments. We use these resources as a proactive, targeted, preventative strategy to develop resilience, as well as establishing an important safety net for those with specific needs.

The School continues to build its response to the June 2021 OFSTED Report investigating sexual harassment and violence within schools started from a position of strength and in-house expertise with a detailed, well planned and carefully sequenced RSHE embedded in PSHE programme. Student focus groups help to ensure their voices are at the heart of our response to the issues raised. We are mindful of the Report's recommendations and our strategy accepts all schools are facing these documented challenges. Greater awareness continues to be raised within both the student and staff bodies, which has been, reflected in revisions to our PHSE curriculum and assembly programmes.

Our Kind Thoughts... Kind Words initiative, focuses upon extracurricular opportunities and the drive to improve student punctuality and uniform embodies our Hestonian values. They create opportunities for us to remind our students of the positive School influences and habits that should be part of their everyday experience. The School recognises the value of reinforcing these crucial elements to enhance students' experiences beyond the academic and vocational aspects. Preparing them for life beyond Heston.

**POST 16**

Heston's Post 16 cohorts is a similar profile to Key Stage 4. On entry, prior attainment at Key Stage 5 is broadly in line with the national average. Resilience and commitment are developed to encourage good study habits that achieve excellent progress from their starting points [ALPS 3]. The focus on mastering study skills to meet the demands of A Levels, as well as prepare students for the challenges of further and higher education, has had a significant impact on attainment. This has been further supported by the dedicated sixth form study facilities, resources, timetabled Independent Study lessons, subject specific Independent Learning Guides and Extended School. These all ensure that students develop their independent study skills and the 'AO1 is for me' strategy.

Celebrating student achievement and destinations has strengthened the sense of engagement with the School and community. Students are committed to the value of education. They are receptive to guidance on how they can make the best use of the opportunities provided, in order to help them to achieve their academic and employment goals. This has supported the ever-increasing numbers that choose to go to university, access high quality apprenticeships and degree apprenticeships and/or employment. This has contributed to our exceptionally low level of NEETS, which in the last academic year stood at under 1%. [Internal Data]

The School's high expectations of its students helps to create a positive and respectful culture towards learning. Strong attendance at Post 16 [currently 93%] and positive student relationships, both within peer groups and toward staff reflect these successes.

**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

The School has invested time and effort in supporting students understanding of the value of continued studies in our Sixth Form. This has supported the sense of purposefulness and direction evident in the Sixth Form Centre as well as in all areas of the school. At Post 16, students who join us from other schools easily integrate into the Heston family and our substantive Induction Programme ensures that students are clear about the high expectations that support achievement and a cohesive learning environment.

We strongly believe that an empathetic and caring community is fostered by ensuring that all students understand the importance of giving back. Therefore, all Post 16 students participate in our Community Service Programme. This supports our cohesive and inclusive community, as all students contribute to the school, through activities such as supporting literacy and numeracy in the lower school. This allows for tolerance and inclusiveness to be enhanced. This is particularly important as a proportion of our students also have the opportunity to contribute to the wider community by supporting community projects as well as literacy and numeracy in our feeder schools and at KS3.

The School believes it can further improve Heston's behaviour and attitudes by focusing on the following:

**AREAS OF DEVELOPMENT**

- Establish an Internal Alternative Provision Hub to meet the complex needs of targeted students
- Encourage a culture of parental engagement that supports:
  - I. independent study
  - II. transition
  - III. career aspirations and ambition
  - IV. positive student conduct and decision making [including punctuality and attendance].
- Continue the drive of our 'Kind thoughts... Kind Words' and 'Teacher First' philosophy
- Develop a shared understanding of a good student through a taught behaviour curriculum
- Ensure de-escalation and restorative practice form the foundation of good behaviour management and constructive relationships
- Ensure the Withdrawal Room protocols minimise disruption to learning and provide students self-reflection opportunities.

**Personal Development**

We prioritise a curriculum that extends beyond the academic, technical or vocational, enabling learners to discover and pursue their interests and talents. This is exemplified particularly by the careers, enriched and society centred curriculum aims that underpin our curriculum design in all subjects.

OFSTED 2022 recognised personal development as outstanding and the PSHE programme was lauded for being well sequenced, ambitious and well taught. We are confident that our PSHE programme provides an excellent starting point for health and well-being education, focusing on enabling students to make well-informed, positive choices for themselves. Our Pastoral Programme creates opportunities for students to develop and express themselves as active British citizens by equipping them with Hestonian values which encourage responsibility, respectfulness and tolerance of others. There has been a significant investment in training with external providers to ensure that all teachers can confidently deliver the most sensitive topics in RSE.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

The PSHE programme, staff training and the 'Well-Being Hub' work together to support students' development. Student resilience, confidence and independence have all benefited from the support provided, as well as the School's focus on physical and mental health.?? The School is proud that 23% of girls at Key Stage 4 are now participating in a range of sports enrichment activities. This is a significant improvement on previous years; however, we recognise that there is still work to do. The addition of a range of external providers to our offer, including personal training sessions in the school gym, has contributed to the increased uptake.

The 2022 OFSTED report highlights the exceptionally strong extracurricular life of the school. Students have access to a wide array of enrichment opportunities from writing and editing to music, sport and use of the school's gym facilities. Over 70 clubs and societies are available for students to pursue their talents and interests; most students in each year group, including SEND, PPG and the More Able, have engaged with the offer. The School has continued to work collaboratively with external providers offering multi-sports and karate. Hounslow Music Services and the school's thriving Music Department have broadened the range of music and singing lessons available to students. Spring and summer concerts are now a staple in the school calendar. The School has invested to create a diverse and inclusive enrichment offer which includes learning to be a DJ to Mock Magistrates and chess. Enrichment uptake for the last academic year is as listed:

<b>YG</b>	<b>Percentage Uptake</b>	<b>SEN</b>	<b>PPG</b>
<b>7</b>	47%	36%	54%
<b>8</b>	40%	45%	48%
<b>9</b>	33%	25%	29%
<b>10</b>	29%	19%	29%

The School is a multicultural community where students mix well together and appreciate the diversity of West London; they recognise the value of what they have in common, whilst respecting differences. There are a range of both formal and informal opportunities for students to develop their understanding of the fundamental British values of democracy, the rule of law, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs. Our success is evidenced by the harmonious nature in which students from different backgrounds coexist.

Expertise is embedded within key pastoral roles across the School that support students in preparing for future success. Good experiences and positive relationships have built trust and students appreciate the advice and guidance they can access. The high-quality pastoral support enhances students' spiritual, moral, social and cultural development, supporting students engagement with views, beliefs and opinions that are different from their own.

In order to continue to deliver sustained high outcomes for our students, the school recognises the importance of a positive home school partnership. In light of this, we have pursued a robust programme of parental engagement, at all transition phases, to ensure that families have the necessary support and information to help their children achieve well at school. One-to-one meetings in the Summer Term allowed the School to develop positive relationships with our new Year 7 parent/carers. The continued use of one-to-one meetings for families of Year 9 and 10 parent/carers provides an invaluable opportunity to discuss the demands of GCSEs and provide resources to support good independent study habits.

**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

The School has appointed two Family Engagement Officers to our Pastoral Support Team, recognising the changing nature of our community and parental attitudes. This is in an attempt to facilitate a range of early interventions with our families by providing bespoke support to enable children to thrive at school. The refurbished Fire Station provides an inviting and less formal environment for the FEO to build meaningful relationships with families; offering guidance to fully understand the expectations of the School and the role parent/carers play in their children's progress and attainment. The Family Engagement Officers provide support to families from Key Stage 3 and 4 to improve attendance, punctuality and the completion of homework.

Our extensive modernisation of the School's facilities has further helped to secure a learning environment that values students' personal development. Whilst this may not lead to immediate obvious benefits, it provides opportunities for greater social interaction and pride in their environment. Recent improvements include:

- The construction of the new Pavilion toilet block
- The refurbishment and re-purposing of the Fire Station as the Family Engagement Hub
- The re-roofing and ventilation of the of the 'Bubble'
- The upgrading of the heat distribution system in the Sutton Building
- The refurbishment of Access Arrangement classrooms.

**POST 16**

The Post 16 pastoral programme recognises the benefits of continued development of literacy and oracy skills and the implications this has as students transition to their Post 18 destinations. A well sequenced programme of high-quality literacy and oracy activities including Moral Maze discussions equips students with the skill-set to critique their own opinions and to respect the opinions of others.

We believe that success at Post 16 and preparation for further and higher education is succinctly linked to the access of information that broadens and deepens understanding. All students have access to the full complement of Hodder Review Magazines and The Financial Times to promote wider reading and an understanding of the world they live in.

We embrace the philosophy of healthy bodies and healthy minds. Students are encouraged to participate in football, basketball, athletics clubs and all have access to the School's state of art gym and the services of qualified personal trainers to promote their physical and mental wellbeing. Our extracurricular offer also includes student run Medical, Economics and Debating societies. Post 16 students are encouraged to take part in challenging national competitions, such as the Science Olympiads and the Senior Maths Challenge.

At Heston, Student Voice is integral to school improvement and our thriving student council and Post 16 Senior Student team make an invaluable contribution on behalf of their peers. We regularly collect evidence about the student learning experience over the course of the academic year through surveys and focus groups. This information is used to ensure that learning and teaching is responsive to student input and meets the needs of all students.

Students are given the opportunity to hone their leadership skills and build confidence by applying to become a part of the Senior Student Team. Each year there is significant interest in the leadership positions on offer. Students are supported with leadership training and are encouraged to use their initiative to develop a range of projects to contribute to the school community. Furthermore, students have the opportunity to apply for and complete training to serve as Learning Mentors, supporting the mental health and well-being of younger students and peers.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

The School encourages a sense of community and citizenship through its Community Service Programme, allowing students to build confidence, communication and employability skills. All Post 16 students have the opportunity to work with students in their own school or to be deployed to community-based projects or local primary schools supporting numeracy and literacy programmes.

We are proud that approximately 70% of our students decide to remain with us to pursue Post 16 Study. We have robust practices in place that support transition from KS4 to KS5. Key Stage 4 students are invited to join the clubs and societies run by sixth formers to provide opportunities to explore their academic or vocational pathways so that they make better informed decisions. Students and their parents are provided with high quality information about Post 16 options. Teachers provide guidance and support about subject choices best suited to career aspirations, along with impartial advice about neighbouring colleges and apprenticeship programmes.

To support the transition from KS5 to higher education we have a comprehensive UCAS application support programme. Our partnerships with Royal Holloway University and University of Roehampton help expose our students to university life. Our most able students are given additional, bespoke, support from UCAS Application Consultant, Peter Rawlings. This includes the opportunity for mock Oxbridge interviews by senior staff, in collaboration with Eton College.

Students have regular, independent, careers advice and guidance through our in-house Careers Advisor. Our annual Careers Evening event is open to all young people across the Borough, hosting over 50 delegates to inspire and guide our students. The School has actively sought to partner with outside agencies to support the delivery of a wide range of work experience and internship opportunities to meet the needs of all students, irrespective of their programme of study. We are currently supported by UPTREE and The Brokerage who provide ongoing seminars, mentoring and other opportunities across a range of disciplines to expose our students to potential career opportunities. The School has partnered with Amazing Apprenticeships and Ask Apprenticeships to ensure that students have an excellent understanding of the various pathways open to them at Post 18. They are provided with opportunities, through this partnership, including mentoring and internships, supporting them to make the better decisions.

The Post 16 Team have partnered with outside agencies to ensure that students have access to impartial support and advice on making applications. Students are supported in-house with interview preparation and CV writing to ensure that they are well equipped for the world of employment. The introduction of T Levels in September 2022 has provided access to local employers and facilitated better working partnerships. These are used to broaden the scope that young people have to varying places of employment and the requirements of the workplace

The School believes it can further improve Heston's student's personal development by focussing on the following:

**AREAS OF DEVELOPMENT**

- Continue to promote physical wellbeing at Key Stage 4 and 5 through access to the newly refurbished gym
- Introduce Key Stage 3 female fitness circuit training to promote physical and mental well being
- Embed the role of the Family Engagement Officer to address the challenges facing some students
- Ensure the recent initiative of Good Student at Heston ...is embedded and reflects the notion of 'Our School'
- Developing subject curriculums to enrich and extend student learning – improving students' 'cultural capital' and increasing SMSC links
- Extending opportunities to develop students interests and talents – the curriculum beyond academic subjects

**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**Leadership and Management**

Our Curriculum Intent, to have an ambitious and inclusive curriculum that empowers our students to become life-long learners and successful global citizens, is driven by our consistently high standards and expectations and is effectively communicated through our shared Hestonian values and policies.

Ofsted commended our strong intent and our well sequenced, literacy focused, careers centred, enriched and society centred curriculum aims. Our area of development is to ensure our intended curriculum is delivered consistently and effectively so that learning is truly embedded and academic gaps are identified and addressed. Our implementation strategy will focus on developing teachers as 'reflective practitioners'; professionals who are able to identify and discuss their own areas of strength and development. The role of recruitment and staff development is fully understood and the School is proactive in identifying training needs. The sharing of good practice, within and between Curriculum Areas is valued and embedded within the Appraisal System.

With a proven track record of strong outcomes at GCSE over time, we are confident that a renewed focus on the impact of the curriculum and raising standards will lead to a return to historical levels of success within three years. The School aims to significantly improve examination results by adopting a triangulated approach: raise student engagement and aspirations, secure parental support and improve the quality of teaching and learning.

Our 'Behaviour Reset' strategy, underpins our drive to improve the Quality of Education and improved outcomes by creating conditions conducive to success. Strategies have included the creation of a Withdrawal Room, a new centralised, same day detention system, the creation of the new AC Hub in September 2024 and promotion of the 'Teacher First' initiative. Staff will be upskilled in having restorative conversations, de-escalating potential confrontation and re-engaging students in their learning.

We are committed to supporting all learners in completing their programme of study. Driven by our Attendance and Welfare Manager and our Data Manager, our robust reporting system ensures Senior Leaders are fully aware of leavers and learner destinations.

We are proud of the strong and productive relationships we have established with our community including parents, carers, other local schools and services. Parental surveys evidence that parents feel that the School is an extremely positive and safe environment for their children. The introduction of increased parental transition meetings, the recruitment of the Family Engagement Officers and the creation of the Family Engagement Hub demonstrate our commitment to nurturing a productive home-school partnership. In the coming year we will investigate the use of Parental Apps to support our communication strategy.

Our successful partnership with the Virtual College means that Looked After Children thrive at Heston. Our impressive annual careers event, held with the support of Connexions, also demonstrates our commitment to engaging with employers. As a reflective and outward looking School, we embrace opportunities for further school improvement, collaborating with the Hounslow Education Partnership and educational consultants.

We recognise the pressures that can be evident in the teaching profession and our aim of easing staff workload underpins every policy in the School. This filters down through our Whole School SIP into every Curriculum Area Improvement Plan. It is the responsibility of all Senior and Middle Leaders to regularly review efforts to reduce pressures on staff, whilst maintaining high standards and implementing improvements. Regular focus groups, with a wide range of staff, guide Senior Leaders on measures that can be taken to ease staff stress or workload. The 'Behaviour Reset' strategy is an example of our responsive and dynamic approach to supporting staff well-being. Harassment and bullying of staff will not be tolerated and is rapidly dealt with.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

Governors hold Senior Leaders to account: questioning strategy, quality of education, fulfilment of statutory duties and effective resource management through regular, minuted meetings. An agreed Scheme of Delegation, Terms of Reference, work planner and policy schedule support effective Governance. Our annual Governor Day allows Trustees full access to the everyday practice in the School and the opportunity to meet students and staff.

Significant site investment supports our whole school improvement priorities. Over the last five years, these include a new Learning Resource Centre, a new Sixth Form Centre, six new science laboratories, new student toilet facilities, a new Dance Studio, refurbished Drama Studio, Wudu wash stations, improved classroom facilities, refurbished male and female changing rooms, cricket nets, refurbished gymnasium and infrastructure projects to improve wiring, heating and ventilation.

Finally, a culture of safeguarding is promoted through extensive training for all staff, trainee teachers and Trustees, explaining how to identify and support learners in need of help or at risk of neglect, abuse, grooming or exploitation. Ofsted commented, 'Leaders ensure no stone is left unturned in order to keep pupils safe and well'. Fortnightly Safeguarding meetings focus on the safety and progression of our most vulnerable students. We will continue to remodel our pastoral programme, PSHE curriculum and Behaviour Policy, and upskill our staff, to address sexual harassment, online sexual abuse, sexual violence and child on child abuse.

Our safer recruitment practices and clear and effective allegations procedures further support our commitment to safeguarding children.

**AREAS OF DEVELOPMENT**

The areas of development for Quality of Education, Behaviour and Attitudes and Personal Development are detailed above. In addition, the School believes it can further improve Heston's Leadership and Management by focusing on the following:

- Continued site development, including applications for CIF
- Investigating the use of technology to improve communication with Parents
- Continued promotion of a dynamic approach to staff wellbeing, where Senior and Middle Leaders listen to concerns and provide solutions and support
- Enhance the ability of trustees to hold senior leaders to account
- Increase the capacity of the School to train and recruit ITTs through AO, SCITT and PGCE routes
- Strategic utilisation of TLRs to support retention and deliver school improvement priorities
- Ensure that safeguarding remains the priority through the introduction of a calendared safeguarding CPD cycle.

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**Key performance indicators**

The Academy Trust has established KPIs for the financial year ended 31st August 2024. They include:

- Overall percentage of funds spent on staffing to remain below 84% of income [excluding Fixed Assets] for 2023-2024.
- Reduce whole school expenditure [excluding Fixed Assets] through efficiency savings and procurement improvements – for 2023-2024 this has been achieved by maintaining a focus on staffing and other key budget areas and re-tendering key contracts as they arose.

**Going concern**

Going Concern is a fundamental accounting concept that underlies the preparation of financial statements of all UK companies. Under the going concern concept it is assumed that a company will continue in operation and that there is neither the intention to liquidate it nor to cease trading. It is a requirement that Governors should make a rigorous assessment of whether the company is a going concern when preparing annual financial statements.

To this end, the Governors have assessed and reviewed the Academy Trust's financial data for the year ended 31 August 2024. In addition, the SLT has prepared and evaluated, and Governors have discussed the Academy Trust's financial plan at the Summer 2024 Finance and General Purposes Committee meeting. After making appropriate enquiries, the Governing Body has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence in its current format for the foreseeable future. For this reason, it continues 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 Statement of Accounting Policies.

**Financial review**

Most of the Academy's income is obtained from the Education and Schools Funding Agency [ESFA] formerly known as the Education Funding Agency [EFA]. This is in the form of the General Annual Grant [GAG] and related grants, the use of which is restricted to educational expenditure. The grants received from the ESFA during the year ended 31 August 2024 are shown as restricted funds in the Statement of Financial Activities.

During the year ended 31 August 2024 total expenditure of £11,446k [2023: £11,476k] was covered by GAG funding from the ESFA together with other incoming resource. The excess of income over expenditure for the year was £361k [2023: £518k]. Good financial management along with accurate budgeting and review of the purchasing process all account for the small surplus.

At 31 August 2024, the net book value of fixed assets was £23,491k [2023: £23,858k]. Movements in tangible fixed assets are shown in note 13. The assets are used exclusively for providing education and the associated support services to the students of the Academy.

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**HESTON COMMUNITY ACADEMY TRUST**  
**(A company limited by guarantee)**

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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Strategic report (continued)**

The net current assets of The Academy at 31 August 2024 were £2,497k [2022: £1,847k] which included a cash balance of £3,156k including £798k of current investments [2023: £753k].

The Academy has received notification from the London Borough of Hounslow that the Local Government Pension Scheme deficit as of 31 August 2024 was valued at £34k [2023: £335k]. The Academy inherited a pension deficit from The London Borough of Hounslow relating to its support staff and the Local Government Pension Scheme. The nature of this scheme is such that the deficit is linked to the demographic profile of the staff rather than to individual's liabilities and will change with staff resignations and appointments. The deficit is lower for the Academy as an independent academy than it was for the School when it was part of the local authority, and is not considered a material risk to the Academy.

The pension scheme deficit relates solely to the Local Government Pension scheme and is in respect of support staff only. The valuation provided at 31 August 2024, calculates the liability based on the demographic profile of the scheme members as well as assumptions on fund returns. The liability is specifically entered onto the balance sheet as a restricted general fund, as it is intended to be funded through a restricted income source, likely to be funding devolved from the EFA and via increased employer contributions funded directly by the General Annual Grant. Therefore, the liability is a long term one to be repaid.

**Reserves policy**

The Governors review the reserve levels of the Academy Trust at each month end when the reports are sent to the Chair of Finance and General Purposes Committee. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of restricted and unrestricted reserves.

The Academy Trust has three types of reserves, namely Unrestricted, Restricted and Restricted Fixed Assets.

The Governors determined that the appropriate level of Reserves should ideally be at least £650k with an aim of accumulating reserves to cover one month's total staffing cost. The reserves balance at 31 August 2024 stands at £26,454k.

This contingency provides a financial cushion to deal with unexpected emergencies such as urgent maintenance or building works required to keep the Academy operational.

Unrestricted Funds which are surplus funds from fundraising activities outside of grants will be used by the Trust, where necessary, to help fund school improvement projects

The Academy Trust held fund balances at 31 August 2024 of

Restricted Funds	£1,584k [2023: £861k]
Restricted Fixed Assets	£24,154k [2023: £24,571k]
Unrestricted Funds	£716k [2023: £438k]
LGPS Deficit	£34k [2023: £335k]

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**HESTON COMMUNITY ACADEMY TRUST**  
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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Investment policy**

While the Academy still requires continual capital investment in its premises and infrastructure, there is unlikely to be any long-term build-up of capital. Surpluses, therefore, are only invested in bank deposit accounts and not in other financial instruments.

The Trustees agree all investments made by the Academy Trust are in line with the Charity Commission guidance.

**Fundraising**

The Academy does not use any commercial participators / professional fundraisers. Fundraising for the Academy takes the following forms:

- students and staff engaging in fundraising for external charities

The Academy aims to meet the fundraising Code of Practice and has not received any fundraising complaints. All fundraising is reported to the Governors Finance and General Purposes Committee.

**Financial risks and uncertainties**

The Governors regularly assess the risk to which the Academy is exposed, in particular those relating to specific teaching, provision of facilities and other operational areas of the Academy, and its finances. The Governors have implemented a number of systems and procedures to manage the risk that the Academy faces, especially in key operational areas such as the vetting of new staff, maintenance and supervision of the School site and grounds as well as Health and Safety. Where significant financial or operational risk still remains, the Governors have ensured that there is adequate insurance cover in place.

The Governors continue to monitor the considerable financial pressures placed upon the School by historic unfunded salary increases, cost of energy and inflation impacting on all aspects of the School activities.

Given the nature of Heston Community School as an Academy, the financial instruments that the Academy primarily deals with are largely bank balances, cash and trade creditors, with limited trade [and other] debtors. Consequently, there are limited risks in the Academy's financial and business activities and they do not materially affect the assessment of the Academy's assets.

Liquidity risks are managed by maintaining sufficient cash reserves to maintain its independence and to deal with unexpected matters arising [see Reserves Policy]. Reserves are not invested in volatile instruments in line with its current agreements but in major banks as deposit accounts. The Academy currently has healthy reserves and the liquidity risk credit risk and cash flow risk to the Academy is extremely low.

The recruitment of high-quality staff remains challenging. The School has a proactive strategy to manage risk by overstaffing in key curriculum areas. Furthermore, the School is heavily involved in training new teachers via the PGCE, SCITT and Assessment Only Route. The Board of Governors recognises and supports a range of strategies to attract and retain skilled staff.

The School is currently full, however, Governors are aware of the expected reduction in secondary aged students in Hounslow. The School remains confident that it can adjust the curriculum and staffing structure to manage the anticipated fall in student numbers.

The Governors maintain an up-to-date Risks Register through which considerable risks to the School are managed.

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**HESTON COMMUNITY ACADEMY TRUST**  
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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Plans for future periods**

The Academy will continue working to improve the levels of student performance and continue to direct its efforts to ensure all students achieve their potential. The School Improvement Plan and the Self Evaluation set out the Academy's vision and ambition for the future in terms of the curriculum and quality of education.

In addition, the Academy maintains a rigorous Asset Management Plan which outlines the main building and refurbishment projects planned for subsequent years based on a comprehensive and up to date site condition survey.

The Governors' report, incorporating a strategic report, was approved by order of the Board of Governors, as the company directors, on 24/12/2024 and signed on its behalf by:



**Narinder Phull**  
**Chair of Trustees**



**Ranjit Berdesha**  
**Accounting Officer**

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**HESTON COMMUNITY ACADEMY TRUST**  
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**GOVERNANCE STATEMENT**

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**Scope of responsibility**

As Governors we acknowledge we have overall responsibility for ensuring that Heston Community 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 Governors has delegated the day-to-day responsibility to the Headteacher, as Accounting Officer, for ensuring financial controls conform to 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 Heston Community Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the Board of Governors any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Governors' report and in the Statement of governors' responsibilities. The Board of Governors has formally met 3 times during the year.

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

Governor	Meetings attended	Out of a possible
Mr R Berdesha, Head Teacher	3	3
Mr N Phull (Chair of Board and Chair of FGP Committee)	3	3
Mrs F Hooker (Vice Chair)	3	3
Mrs G Ross- Wood [Chair A&P Committee]	2	3
Mr J Kyriacou[Chair Curriculum Committee]	2	3
Mr S Vohra	2	3
Miss M Forrest	2	3
Mr K Batten	1	3
Mrs D Mann	3	3
Mr T Calay	2	3
Mr S Saib	3	3
Ms W Rajput	3	3
Vacancy, Co-opted	0	0

There have been no structural changes to the Board in the year. There have been no changes to the Board Members during the year.

The Finance and General Purposes Committee is a sub-committee of the main Board of Governors.

Attendance at meetings in the year was as follows:

Governor	Meetings attended	Out of a possible
Mr R Berdesha [Headteacher]	3	3
Mr S Saib	3	3
Mr N Phull [Chair FGP Committee]	3	3
Mr K Batten	2	3
Mr S Vohra	2	2

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**HESTON COMMUNITY ACADEMY TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of value for money**

As Accounting Officer, the Headteacher has responsibility for ensuring 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, as well as estates safety and management, achieved in return for the tax payers' resources received.

The Accounting Officer considers how the Trust's use of resources has provided good value for money and can use benchmarking data where available. The Accounting Officer for the Academy Trust has delivered improved value for money during the year by:

1. Sustaining High Quality Educational Results

Examination results and the progress of all groups of pupils remains strong within the context of the efficient use of School resources. Heston Community School offers a broad and challenging curriculum across all the school years and this is achieved through close monitoring of the teaching group sizes and staffing costs.

Comparison with similar schools both locally and nationally shows that Heston Community School is performing well confirming the efficiency of this school.

2. Financial Governance and Oversight

The Academy benefits from an internal audit by Buzzacott and an external audit by BKL, its auditors to ensure that its duties and obligations are being correctly fulfilled. BKL reviews key financial policies, systems and procedures including the use of tenders and produces monthly management accounts to the Chair of Finance and General Purposes Committee. The internal audit reports from Buzzacott show that the School has succeeded in its financial aims of compliance and smooth running of the accounts. The monthly management accounts show further improvements in the running of the finances of the School resulting in a healthy operating balance along with significant reserves held in a separate savings account. The high level of communication and exchange of information between the Chair of the Financial and General Purposes committee to ensure openness and accountability in terms of finances is key to this success. Financial procedures and authorisation limits are regularly reviewed by the Governing Body.

3. Ensuring the Operation of the Academy demonstrates good value for money and efficient use of resources.

Heston Community School uses competitive tendering processes for ensuring value for money when it comes to capital expenditure. The Academy has a strict limit for authorisations. In this financial year, the School obtained permission from the Governing Body to tender for one capital expenditure item to take place:

- Energy [Electricity] Price Fix

All major projects were subject to the Academy's purchasing procedures with final contracts being awarded after careful consideration by the purchasing group of which one member was a Governor with oversight for Procurement.

In addition, during the course of the year a number of contracts and purchases were reviewed to ensure the existing contracts provided best value for the School.

4. Income Generation

The management of Sports Hall lettings was brought in-house in March 2017. The operating model of the Sports Hall was changed from being a fully managed service to a self-service.

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**HESTON COMMUNITY ACADEMY TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of value for money (continued)**

School Lettings, have been maintained over the year primarily through very limited classroom rentals and the Main Hall. Further areas for increasing rental income have been established, including providing conference room facilities and improving the School Gym.

Three successful CIF Bids to ensure fire and electrical compliance are now complete. Both projects have reduced the School's carbon footprint, improved the learning environment and reduced the risk to life, damage to building and disruption to the operation of the School.

A further CIF Bid has funded the upgrade of the heating and ventilation of the Sports Hall allowing for its use all year.

The DfE Energy Efficiency Grant part funded the installation of double glazed window in the New Sutton and New Osterley buildings. This upgrade will result in a reduction in the Schools carbon footprint, energy costs and noise reduction.

**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 Heston Community Academy Trust for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and accounts.

**Capacity to handle risk**

The Board of Governors 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 Governors is of the view that there is a formal process in place for identifying, evaluating and managing the Academy Trust's significant risks. This has been in place for the period 1 September 2020 to 31 August 2023 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Board of Governors.

**The risk and control framework**

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

- A dedicated Academy Business Manager with responsibility for ensuring compliance, accurate budgeting and accounting and overall financial responsibility in the role of Chief Financial Officer for the Trust, in line with the requirements of the Academies Financial Handbook
- Comprehensive budgeting and monitoring systems with an annual budget and monthly financial reports which are reviewed by the Chair of Finance and General Purposes
- Setting targets to measure financial and other performance
- Clearly defined purchasing [asset or capital investment] guidelines
- Identification and management of risks

The Board of Governors has decided to employ [Input name] as internal auditor.

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**HESTON COMMUNITY ACADEMY TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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**The risk and control framework (continued)**

The Governing Body has considered the need for a specific internal audit function as per the guidelines the Academies Trust Handbook and appointed an external audit company, Buzzacott, to the role of the Responsible Officer during 2023-2024. The role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. In particular, the checks carried out in the current year included:

- A review of Monthend and Financial Process
- A review of Year End Procedures

There is a standing agenda item on the Full Governing Body for the internal audit items to be reported on receipt of the completed report.

**Review of effectiveness**

As Accounting Officer, the Headteacher 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 financial management and governance self-assessment process or the school resource management self-assessment tool
- the work of the external auditor
- 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 Full Governing Body, in addition to the Finance and General Purposes Committee, an on-going plan is already in place continue to address potential weaknesses and to ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Governors on 24/12/2024  
on their behalf by:

and signed



**Narinder Phull**  
**Chair of Trustees**



**Ranjit Berdesha**  
**Accounting Officer**

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**HESTON COMMUNITY ACADEMY TRUST**  
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**STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE**

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As accounting officer of Heston Community Academy Trust, I have considered my responsibility to notify the Academy Board of Governors and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management, under the funding agreement between the Academy and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2023, including responsibilities for estates safety and management.

I confirm that I and the Academy Board of Governors are able to identify any material irregular or improper use of all funds by the Academy, or material non-compliance with the terms and conditions of funding under the Academy's funding agreement and the Academy Trust Handbook 2023.

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 Governors and ESFA.

Financial issues

- The Trust migrated its financial system from Corero to IRIS in the financial year. During the transfer, the Trust experienced issues in relation to some of the transfer of the financial data. The error was identified during the year and rectified as part of the audit process.

Non-financial issues

- Related party transactions — two Trustees did not disclose directorships in other companies and charities, the directorships were for organisations in the non-educational sector. The Trust has confirmed they never engaged in any transaction, or any other activities, with these organisations.

*R S Berdesha*

**Ranjit Berdesha**  
**Accounting Officer**

Date: 24/12/2024

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**HESTON COMMUNITY ACADEMY TRUST**  
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**STATEMENT OF GOVERNORS' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Governors' 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 Governors to prepare financial statements for each financial year. Under company law, the Governors 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 Governors 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 2023 to 2024;
- 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 Governors 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 Governors 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 Governors 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 Governors on  
24/12/2024 and signed on its behalf by:



**Narinder Phull**  
**Chair of Trustees**

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**HESTON COMMUNITY ACADEMY TRUST**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
HESTON COMMUNITY ACADEMY TRUST**

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**Opinion**

We have audited the financial statements of Heston Community Academy Trust (the 'academy') for the year ended 31 August 2024 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 2023 to 2024 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy's affairs as at 31 August 2024 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 2023 to 2024 issued by the Education and Skills Funding Agency.

**Basis for opinion**

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

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Academy's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Governors with respect to going concern are described in the relevant sections of this report.

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**HESTON COMMUNITY ACADEMY TRUST**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
HESTON COMMUNITY ACADEMY TRUST (CONTINUED)**

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**Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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; and
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the Academy and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' 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 Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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**HESTON COMMUNITY ACADEMY TRUST**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
HESTON COMMUNITY ACADEMY TRUST (CONTINUED)**

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**Responsibilities of trustees**

As explained more fully in the Statement of governors' responsibilities, the Governors (who are also the directors of the Academy for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors 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 Governors are responsible for assessing the Academy's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the Academy or to cease operations, or have no realistic alternative but to do so.

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

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the School's internal control.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the School's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the School to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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**HESTON COMMUNITY ACADEMY TRUST**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
HESTON COMMUNITY ACADEMY TRUST (CONTINUED)**

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**Use of our report**

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

*Carly Pinkus*

**Carly Pinkus (Senior statutory auditor)**

for and on behalf of

**BKL Audit LLP**

Chartered Accountants  
Statutory Auditor

35 Ballards Lane  
London  
N3 1XW

Date: 24/12/2024

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**HESTON COMMUNITY ACADEMY TRUST**  
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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO HESTON  
COMMUNITY ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY**

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In accordance with the terms of our engagement letter dated 24 April 2024 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2023 to 2024, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Heston Community Academy Trust during the year 1 September 2023 to 31 August 2024 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 Heston Community Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Heston Community 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 Heston Community Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of Heston Community Academy Trust's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Heston Community Academy Trust's funding agreement with the Secretary of State for Education dated 1 November 2012 and the Academy Trust Handbook, extant from 1 September 2023, 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 2023 to 2024. 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 2023 to 31 August 2024 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 Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw to our conclusion includes:

- review of management reporting documents
- review of Trustees/Governors meeting minutes;
- consideration of whether any personal benefit has been derived from the Academy Trust's transactions by staff or related parties;
- consideration of the Academies Trust Handbook regularity requirements and related documents; and
- review of internal controls.

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**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

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

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**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 2023 to 31 August 2024 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*BKL Audit LLP*

**Reporting Accountant**

**BKL Audit LLP**

Chartered Accountants  
Statutory Auditor

35 Ballards Lane  
London  
N3 1XW

Date: 24/12/2024

**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2024**

	Note	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Restricted fixed asset funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
<b>Income from:</b>						
Donations and capital grants	3	3	-	582	585	1,957
Other trading activities	5	208	-	-	208	210
Investments	6	76	-	-	76	35
Charitable activities	4	-	10,900	-	10,900	9,787
Teaching schools		-	38	-	38	5
<b>Total income</b>		<b>287</b>	<b>10,938</b>	<b>582</b>	<b>11,807</b>	<b>11,994</b>
<b>Expenditure on:</b>						
Raising funds		-	6	-	6	5
Charitable activities	7	9	10,029	1,404	11,442	11,435
Teaching schools		-	(2)	-	(2)	36
<b>Total expenditure</b>		<b>9</b>	<b>10,033</b>	<b>1,404</b>	<b>11,446</b>	<b>11,476</b>
<b>Net income/(expenditure) before net gains on investments</b>		<b>278</b>	<b>905</b>	<b>(822)</b>	<b>361</b>	<b>518</b>
Net gains on investments		-	-	-	-	50
<b>Net income/(expenditure)</b>		<b>278</b>	<b>905</b>	<b>(822)</b>	<b>361</b>	<b>568</b>
Transfers between funds	18	-	(405)	405	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>278</b>	<b>500</b>	<b>(417)</b>	<b>361</b>	<b>568</b>
<b>Other recognised gains/(losses):</b>						
Actuarial gains on defined benefit pension schemes	25	-	223	-	223	905
<b>Net movement in funds</b>		<b>278</b>	<b>723</b>	<b>(417)</b>	<b>584</b>	<b>1,473</b>

**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

Note	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Restricted fixed asset funds 2024 £000	Total funds 2024 £000	<i>Total funds 2023 £000</i>
<b>Reconciliation of funds:</b>					
Total funds brought forward	438	861	24,571	25,870	24,397
Net movement in funds	278	723	(417)	584	1,473
<b>Total funds carried forward</b>	<u>716</u>	<u>1,584</u>	<u>24,154</u>	<u>26,454</u>	<u>25,870</u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 45 to 73 form part of these financial statements.

**HESTON COMMUNITY ACADEMY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07964015**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2024**

	Note	2024 £000	2023 £000
<b>Fixed assets</b>			
Tangible assets	13	23,491	23,858
Investment property	14	500	500
		<u>23,991</u>	<u>24,358</u>
<b>Current assets</b>			
Debtors	15	351	402
Investments	16	798	753
Cash at bank and in hand		2,108	1,894
		<u>3,257</u>	<u>3,049</u>
Creditors: amounts falling due within one year	17	(760)	(1,202)
<b>Net current assets</b>		<u>2,497</u>	<u>1,847</u>
<b>Total assets less current liabilities</b>		<u>26,488</u>	<u>26,205</u>
<b>Net assets excluding pension liability</b>		<u>26,488</u>	<u>26,205</u>
Defined benefit pension scheme liability	25	(34)	(335)
<b>Total net assets</b>		<u><u>26,454</u></u>	<u><u>25,870</u></u>
<b>Funds of the Academy</b>			
<b>Restricted funds:</b>			
Fixed asset funds	18	24,154	24,571
Restricted income funds	18	1,618	1,196
		<u>25,772</u>	<u>25,767</u>
Restricted funds excluding pension liability	18	25,772	25,767
Pension reserve	18	(34)	(335)
<b>Total restricted funds</b>	18	<u>25,738</u>	<u>25,432</u>
<b>Unrestricted income funds</b>	18	716	438
<b>Total funds</b>		<u><u>26,454</u></u>	<u><u>25,870</u></u>

The financial statements on pages 41 to 73 were approved by the Governors, and authorised for issue on 24/12/2024 and are signed on their behalf, by:

**Narinder Phull**  
**Chair of Trustees**



The notes on pages 45 to 73 form part of these financial statements.

**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

	<b>Note</b>	<b>2024</b> <b>£000</b>	<i>2023</i> <i>£000</i>
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	20	<b>638</b>	127
<b>Cash flows from investing activities</b>			
	21	<b>(379)</b>	(209)
<b>Change in cash and cash equivalents in the year</b>		<b>259</b>	(82)
Cash and cash equivalents at the beginning of the year		<b>2,647</b>	2,729
<b>Cash and cash equivalents at the end of the year</b>	22, 23	<b>2,906</b>	2,647

The notes on pages 45 to 73 form part of these financial statements

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**HESTON COMMUNITY ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**1. Accounting policies**

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

**1.1 Company information**

Heston Community Academy Trust is a private company limited by guarantee, domiciled and incorporated in England and Wales. The registered office and principal place of business is Heston Community School, Heston, Heston Road, Hounslow, TW5 0QR.

**1.2 Basis of preparation of financial statements**

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: 'Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2022 to 2023 issued by the ESFA, the Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

**1.3 Going concern**

The trustees assess whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company ("School") 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.

At the balance sheet date, the School's statement of financial activities included a surplus of £19k, and the balance sheet as a whole reflected net assets of £26,112k,.

At the time of approval of these financial statements, the School remains almost fully subscribed and further growth is planned next year, thus improving the efficiencies of the School further. The School has produced forecasts which reflect increased operational efficiencies associated with the planned increase in the number of pupils and also take into account the effect of the increased cost of living crisis in the UK economy.

Therefore, the financial statements have been prepared on a going concern basis.

**1.4 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.

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**HESTON COMMUNITY ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**1. Accounting policies (continued)**

**1.4 Income (continued)**

• **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 period is deducted from income and recognised as a liability.

Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance in the restricted fixed asset fund. 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 period it is receivable and to the extent the academy trust has provided the goods or services.

**1.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in a 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 the support costs involved in undertaking each activity. Direct costs attributable to a single activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with use of resources.

• **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.

All resources expended are inclusive of irrecoverable VAT.

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**HESTON COMMUNITY ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**1. Accounting policies (continued)**

**1.6 Tangible fixed assets**

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

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

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

Land & buildings	- 10 to 50 years
Furniture and equipment	- 5 years
Plant and machinery	- 5 years
Computer equipment	- 3 years
Motor vehicles	- 5 years

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.

**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 the 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 and services it must provide.

**1.7 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 basis are as follows:

Cash and cash equivalents include cash in hand, deposits held at call with banks, and other short-term liquid investments with original maturities of three months or less.

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments

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**HESTON COMMUNITY ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**1. Accounting policies (continued)**

**1.7 Financial instruments (continued)**

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.

**1.8 Leased Assets**

Rentals under operating leases are charged on a straight line basis over the lease term.

**1.9 Investments property**

Investment properties are initially measured at transaction price excluding transaction costs.

Consequently, this is then reviewed annually by Governors by using number of factors including market knowledge, recent market movements, recent sales of similar properties, historical knowledge and rent levels to determine whether an uplift or impairment is necessary. Transaction costs are expensed to profit or loss as incurred. Changes in fair value are recognised in other comprehensive income except to the extent that a gain reverses a loss previously recognised in profit or loss, or a loss exceeds the accumulated gains recognised in equity; such gains and loss are recognised in profit or loss.

**1.10 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.

**1.11 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.

**1.12 Cash at bank and in hand**

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

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**HESTON COMMUNITY ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**1. Accounting policies (continued)**

**1.13 Pensions**

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

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

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

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

**1.14 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 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 Education and Skills Funding Agency/Department for Education.

**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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

Estimates and judgements 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

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 2022 has been used by the actuary in valuing the pensions liability at 31 August 2024. 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.

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

	<b>Unrestricted funds 2024 £000</b>	<b>Restricted fixed asset funds 2024 £000</b>	<b>Total funds 2024 £000</b>
Donations	3	-	<b>3</b>
Capital Grants	-	582	<b>582</b>
	3	582	<b>585</b>
		<i>Restricted fixed asset funds 2023 £000</i>	<i>Total funds 2023 £000</i>
Capital Grants		1,957	1,957

**HESTON COMMUNITY ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**4. Funding for the Academy's charitable activities**

	<b>Restricted funds 2024 £000</b>	<b>Total funds 2024 £000</b>
<b>DfE/ESFA grants</b>		
General Annual Grant (GAG)	7,134	<b>7,134</b>
Other DfE/ESFA grants		
Pupil premium	337	<b>337</b>
ITT Bursaries Grant	1,977	<b>1,977</b>
Mainstream school additional grant	253	<b>253</b>
Teachers' pension grant	150	<b>150</b>
Teachers' pay grant	130	<b>130</b>
Others	43	<b>43</b>
	10,024	<b>10,024</b>
<b>Other Government grants</b>		
Local authority grants	777	<b>777</b>
<b>Other income from the Academy's educational operations</b>		
<b>COVID-19 additional funding (DfE/ESFA)</b>		
Catch-up Premium	75	<b>75</b>
	75	<b>75</b>
	10,900	<b>10,900</b>

**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**4. Funding for the Academy's charitable activities (continued)**

	<i>Restricted funds 2023 £000</i>	<i>Total funds 2023 £000</i>
<b>DfE/ESFA grants</b>		
General Annual Grant (GAG)	6,679	6,679
Other DfE/ESFA grants		
Pupil premium	317	317
ITT Bursaries Grant	1,774	1,774
Others	616	616
	9,386	9,386
<b>Other Government grants</b>		
Local authority grants	257	257
Other government grants	33	33
	290	290
<b>Other income from the Academy's educational operations</b>	17	17
<b>COVID-19 additional funding (DfE/ESFA)</b>		
Other	94	94
	9,787	9,787

**5. Other trading activities**

	<b>Unrestricted funds 2024 £000</b>	<b>Total funds 2024 £000</b>
Lettings income	150	<b>150</b>
Other income	58	<b>58</b>
	208	<b>208</b>

**HESTON COMMUNITY ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**5. Other trading activities (continued)**

	<i>Unrestricted funds 2023 £000</i>	<i>Total funds 2023 £000</i>
Lettings income	168	168
Other income	42	42
	210	210
	210	210

**6. Investment income**

	<b>Unrestricted funds 2024 £000</b>	<b>Total funds 2024 £000</b>
Short term deposits	76	76
	76	76

	<i>Unrestricted funds 2023 £000</i>	<i>Total funds 2023 £000</i>
Short term deposits	35	35
	35	35

**HESTON COMMUNITY ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**7. Expenditure**

	<b>Staff Costs</b>	<b>Premises</b>	<b>Other</b>	<b>Total</b>
	<b>2024</b>	<b>2024</b>	<b>2024</b>	<b>2024</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure on raising voluntary income:				
Direct costs	-	-	6	<b>6</b>
Educational Operations:				
Direct costs	7,256	1,350	655	<b>9,261</b>
Allocated support costs	1,060	777	344	<b>2,181</b>
Teaching school	-	-	(2)	<b>(2)</b>
	<u>8,316</u>	<u>2,127</u>	<u>1,003</u>	<u><b>11,446</b></u>
	<u><u>8,316</u></u>	<u><u>2,127</u></u>	<u><u>1,003</u></u>	<u><u><b>11,446</b></u></u>
	<i>As restated</i>		<i>As restated</i>	<i>As restated</i>
	<i>Staff Costs</i>	<i>Premises</i>	<i>Other</i>	<i>Total</i>
	<i>2023</i>	<i>2023</i>	<i>2023</i>	<i>2023</i>
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Expenditure on raising voluntary income:				
Direct costs	-	-	5	<b>5</b>
Educational Operations:				
Direct costs	6,553	1,251	917	<b>8,721</b>
Allocated support costs	1,043	1,101	570	<b>2,714</b>
Teaching school	-	-	36	<b>36</b>
	<u>7,596</u>	<u>2,352</u>	<u>1,528</u>	<u><b>11,476</b></u>
	<u><u>7,596</u></u>	<u><u>2,352</u></u>	<u><u>1,528</u></u>	<u><u><b>11,476</b></u></u>

**HESTON COMMUNITY ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2024 £000</b>	<b>Support costs 2024 £000</b>	<b>Total funds 2024 £000</b>
Educational Operations	9,261	2,181	<b>11,442</b>

	<i>Activities undertaken directly 2023 £000</i>	<i>Support costs 2023 £000</i>	<i>Total funds 2023 £000</i>
Educational Operations	8,721	2,714	<b>11,435</b>

**Analysis of direct costs**

	<b>Educational Operations 2024 £000</b>	<b>Total funds 2024 £000</b>
Staff costs	7,080	<b>7,080</b>
Depreciation	1,404	<b>1,404</b>
Educational supplies	258	<b>258</b>
Educational consultancy	20	<b>20</b>
Examination fees	148	<b>148</b>
Technology costs	20	<b>20</b>
Other direct costs	84	<b>84</b>
Staff restructuring costs	12	<b>12</b>
Other staff costs	71	<b>71</b>
Teaching supply costs	164	<b>164</b>
	<u>9,261</u>	<u><b>9,261</b></u>

**HESTON COMMUNITY ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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

**Analysis of direct costs (continued)**

	<i>As restated</i> <i>Educational</i> <i>Operations</i> 2023 £000	<i>As restated</i> <i>Total</i> <i>funds</i> 2023 £000
Staff costs	6,172	6,172
Depreciation	1,383	1,383
Educational supplies	347	347
Educational consultancy	36	36
Examination fees	176	176
Technology costs	51	51
Other direct costs	105	105
Other staff costs	70	70
Teaching supply costs	381	381
	<b>8,721</b>	<b>8,721</b>
	<b>8,721</b>	<b>8,721</b>

**Analysis of support costs**

	<b>Educational</b> <b>Operations</b> 2024 £000	<b>Total</b> <b>funds</b> 2024 £000
Pension finance cost	9	9
Staff costs	1,147	1,147
Repairs and maintenance	213	213
Energy	336	336
Cleaning	167	167
Security and transport	(2)	(2)
Other premises costs	57	57
Technology costs	58	58
Other staff costs	17	17
Other support costs	70	70
Governance	45	45
Legal and professional	151	151
Non cash pension costs	(87)	(87)
	<b>2,181</b>	<b>2,181</b>
	<b>2,181</b>	<b>2,181</b>

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

**Analysis of support costs (continued)**

	<i>As restated</i> <i>Educational</i> <i>Operations</i> 2023 £000	<i>As restated</i> <i>Total</i> <i>funds</i> 2023 £000
Pension finance cost	43	43
Staff costs	1,029	1,029
Repairs and maintenance	490	490
Rates	(37)	(37)
Energy	370	370
Cleaning	162	162
Security and transport	28	28
Other premises costs	88	88
Technology costs	70	70
Other staff costs	26	26
Other support costs	220	220
Governance	67	67
Legal and professional	144	144
Non cash pension costs	14	14
	<u>2,714</u>	<u>2,714</u>

**9. Net income/(expenditure)**

Net income/(expenditure) for the year includes:

	<b>2024</b> <b>£000</b>	2023 £000
Depreciation of tangible fixed assets	<b>1,404</b>	1,339
Fees paid to auditors for:		
- audit	<b>21</b>	16
- other services	<b>6</b>	9
	<u>1,431</u>	<u>1,364</u>

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**10. Staff**

**a. Staff costs and employee benefits**

Staff costs during the year were as follows:

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Wages and salaries	6,179	5,198
Social security costs	672	565
Pension costs	1,200	1,057
	<u>8,051</u>	<u>6,820</u>
Agency staff costs	164	381
Staff restructuring costs	12	-
	<u>8,227</u>	<u>7,201</u>

Staff restructuring costs comprise:

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Severance payments	12	-
	<u>12</u>	<u>-</u>

**b. Severance payments**

The Academy paid 1 severance payments in the year (2023 - -), disclosed in the following bands:

	<b>2024</b>	<b>2023</b>
	<b>No.</b>	<b>No.</b>
£0 - £25,000	1	-
	<u>1</u>	<u>-</u>

**c. Special staff severance payments**

Included in staff restructuring costs is a special severance payment of £12,000 (2023: £Nil).

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**10. Staff (continued)**

**d. Staff numbers**

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

	<b>2024</b>	2023
	<b>No.</b>	No.
Teachers	<b>81</b>	78
Administration and support	<b>64</b>	59
Management	<b>7</b>	7
	<u><b>152</b></u>	<u>144</u>

**e. Higher paid staff**

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

	<b>2024</b>	2023
	<b>No.</b>	No.
In the band £60,001 - £70,000	<b>14</b>	9
In the band £70,001 - £80,000	<b>3</b>	2
In the band £80,001 - £90,000	<b>3</b>	2
In the band £110,001 - £120,000	<b>-</b>	1
In the band £120,001 - £130,000	<b>1</b>	-
	<u><b>1</b></u>	<u>-</u>

**f. Key management personnel**

The key management personnel of the Academy comprise the Governors and the senior management team as listed on page 1. The total amount of key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy was £1,104,404 (2023 - £1,306,274).

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**11. Governors' remuneration and expenses**

One or more Governors has been paid remuneration or has received other benefits from an employment with the Academy. The principal and other staff Governors 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 Governors' remuneration and other benefits was as follows:

		<b>2024</b>	<i>2023</i>
		<b>£000</b>	<i>£000</i>
Mr Ranjit Berdesha, Head Teacher	Remuneration	<b>125 - 130</b>	<i>110 - 115</i>
	Pension contributions paid	<b>30 - 35</b>	<i>25 - 30</i>
Saib Shameet (Staff)	Remuneration	<b>30 - 35</b>	<i>25 - 30</i>
	Pension contributions paid	<b>5 - 10</b>	<i>5 - 10</i>
Mathilde Forrest (Staff)	Remuneration	<b>45 - 50</b>	<i>50 - 55</i>
	Pension contributions paid	<b>10 - 15</b>	<i>10 - 15</i>

During the year ended 31 August 2024, no Governor expenses have been incurred (*2023 - £NIL*).

**12. Governors' and Officers' insurance**

In accordance with normal commercial practice the academy has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £2,000,000 on any one claim. The cost of this insurance is included in the total insurance cost

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**13. Tangible fixed assets**

	Freehold property £000	Furniture and equipment £000	Plant and machinery £000	Computer equipment £000	Motor vehicles £000	Total £000
<b>Cost or valuation</b>						
At 1 September 2023	25,150	1,038	3,143	778	26	30,135
Additions	443	33	465	54	42	1,037
Disposals	-	-	-	-	(23)	(23)
At 31 August 2024	<u>25,593</u>	<u>1,071</u>	<u>3,608</u>	<u>832</u>	<u>45</u>	<u>31,149</u>
<b>Depreciation</b>						
At 1 September 2023	3,856	620	1,107	668	26	6,277
Charge for the year	530	179	641	50	4	1,404
On disposals	-	-	-	-	(23)	(23)
At 31 August 2024	<u>4,386</u>	<u>799</u>	<u>1,748</u>	<u>718</u>	<u>7</u>	<u>7,658</u>
<b>Net book value</b>						
At 31 August 2024	<u>21,207</u>	<u>272</u>	<u>1,860</u>	<u>114</u>	<u>38</u>	<u>23,491</u>
At 31 August 2023	<u>21,294</u>	<u>418</u>	<u>2,036</u>	<u>110</u>	<u>-</u>	<u>23,858</u>

**14. Investment property**

	Freehold investment property £000
<b>Valuation</b>	
At 1 September 2023	500
At 31 August 2024	<u>500</u>

In 2018, the Governors designated a non-educational residential building on the school site to be used for the purposes of rental income and capital appreciation. The building and attached land have been transferred from tangible fixed assets at net book value, and revalued to fair value as at 31 August 2018. The fair value gain was recognised in the statement of financial activities.

The fair value of the investment property has been arrived by the Governors through the review of the recent market for the year ended 31 August 2024.

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**14. Investment property (continued)**

The historical cost of the property is estimated to be £173,580 on the basis of the ESFA's valuation of the Academy's land and buildings.

**15. Debtors**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
<b>Due within one year</b>		
Trade debtors	3	3
Other debtors	63	292
Prepayments and accrued income	285	107
	351	402
	351	402

**16. Current asset investments**

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Current asset investments	798	753
	798	753

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

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Trade creditors	482	304
Other creditors	3	-
Accruals and deferred income	275	898
	760	1,202
	760	1,202

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Deferred income at 1 September 2023	299	30
Resources deferred during the year	276	299
Amounts released from previous periods	(299)	(30)
	276	299
	276	299

At the balance sheet date the academy trust deferred grant income received in advance for Local authority income for the year 2024/25.

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**18. Statement of funds**

	Balance at 1 September 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2024 £000
<b>Unrestricted funds</b>						
General Funds	438	287	(9)	-	-	716
<b>Restricted general funds</b>						
General Annual Grant (GAG)	1,196	7,134	(6,307)	(405)	-	1,618
ITT Bursaries grant	-	1,977	(1,977)	-	-	-
Pupil premium	-	137	(137)	-	-	-
Other DfE/ESFA grants	-	851	(851)	-	-	-
Local authority grants	-	777	(777)	-	-	-
General funds	-	24	(24)	-	-	-
Teaching school	-	38	(38)	-	-	-
Pension reserve	(335)	-	78	-	223	(34)
	<b>861</b>	<b>10,938</b>	<b>(10,033)</b>	<b>(405)</b>	<b>223</b>	<b>1,584</b>
<b>Restricted fixed asset funds</b>						
Inherited on conversion	22,346	-	(1,404)	405	-	21,347
DfE/ESFA capital grants	213	582	-	-	-	795
Capital expenditure from GAG	2,012	-	-	-	-	2,012
	<b>24,571</b>	<b>582</b>	<b>(1,404)</b>	<b>405</b>	<b>-</b>	<b>24,154</b>
<b>Total Restricted funds</b>	<b>25,432</b>	<b>11,520</b>	<b>(11,437)</b>	<b>-</b>	<b>223</b>	<b>25,738</b>

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

	Balance at 1 September 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2024 £000
<b>Total funds</b>	<b>25,870</b>	<b>11,807</b>	<b>(11,446)</b>	<b>-</b>	<b>223</b>	<b>26,454</b>

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

***General annual grant***

This includes all monies received from ESFA to carry out the objectives of the academy trust. It includes the School Budget Share and education services grants.

Under the funding agreement with the Secretary of State, the academy trust was not subject to a limit on the amount of GAG that it could carry forward as at 31 August 2024.

***Offer restricted Funds***

Other restricted funds include funding received from the DfE and Local Education Authorities for specific purposes and other sundry sources of restricted income and expenditure from various sources.

***Pension Reserve***

This represents the negative reserve in respect of the liability on the LGPS defined benefit pension scheme.

***Fixed Asset Fund***

This fixed asset fund includes gifted assets received from the DfE and other sources to finance the development and building of the academy and other tangible fixed assets, and the annual charges for depreciation of these assets.

***Capital expenditure from GPG***

The capital expenditure from GAG is a fixed asset fund has been set up to recognise the tangible assets purchased by the academy following conversion that have been funded from the GAG. This fund has been created by a transfer of an amount equal to the cost of the academy asset management plan from the GAG fund.

***Unrestricted Funds***

Unrestricted 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.

***Transfers between funds***

Transfers from the Unrestricted Fund to the General Annual Grant Fund of £ were made in order to utilise unrestricted funds against the restricted fund deficit.

The employer contribution paid into the LGPS defined benefit pension fund of £309 is represented by a transfer of GAG reserves into the pension reserve.

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

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

	<i>Balance at 1 September 2022 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Gains/ (Losses) £000</i>	<i>Balance at 31 August 2023 £000</i>
<b>Unrestricted funds</b>					
General Funds	237	245	(44)	-	438
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	<i>Balance at 1 September 2022 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Gains/ (Losses) £000</i>	<i>Balance at 31 August 2023 £000</i>
<b>Restricted general funds</b>					
General Annual Grant (GAG)	1,327	6,679	(5,976)	(834)	1,196
Other DfE/ESFA COVID-19 funding	(578)	94	484	-	-
Other restricted funds	3	-	(3)	-	-
Other grants	1,522	3,019	(4,541)	-	-
Pension reserve	(1,183)	-	(57)	905	(335)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1,091	9,792	(10,093)	71	861
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	<i>Balance at 1 September 2022 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Gains/ (Losses) £000</i>	<i>Balance at 31 August 2023 £000</i>
<b>Restricted fixed asset funds</b>					
Inherited on conversion	20,217	-	(1,239)	3,368	22,346
DfE/ESFA capital grants	767	1,957	(27)	(2,484)	213
Capital expenditure from GAG	2,085	-	(73)	-	2,012
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	23,069	1,957	(1,339)	884	24,571
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Restricted funds</b>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	24,160	11,749	(11,432)	955	25,432
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total funds</b>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	24,397	11,994	(11,476)	955	25,870
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

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

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

	<b>Unrestricted funds 2024 £000</b>	<b>Restricted funds 2024 £000</b>	<b>Restricted fixed asset funds 2024 £000</b>	<b>Total funds 2024 £000</b>
Tangible fixed assets	-	-	23,491	<b>23,491</b>
Investment property	-	-	500	<b>500</b>
Current assets	716	2,378	163	<b>3,257</b>
Creditors due within one year	-	(760)	-	<b>(760)</b>
Provisions for liabilities and charges	-	(34)	-	<b>(34)</b>
<b>Total</b>	<b>716</b>	<b>1,584</b>	<b>24,154</b>	<b>26,454</b>

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

	<i>Unrestricted funds 2023 £000</i>	<i>Restricted funds 2023 £000</i>	<i>Restricted fixed asset funds 2023 £000</i>	<i>Total funds 2023 £000</i>
Tangible fixed assets	-	-	23,858	23,858
Investment property	-	-	500	500
Current assets	438	2,398	213	3,049
Creditors due within one year	-	(1,202)	-	(1,202)
Provisions for liabilities and charges	-	(335)	-	(335)
<b>Total</b>	<b>438</b>	<b>861</b>	<b>24,571</b>	<b>25,870</b>

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

	<b>2024</b>	<i>2023</i>
	<b>£000</b>	<i>£000</i>
Net income for the period (as per Statement of financial activities)	<b>361</b>	<i>568</i>
<b>Adjustments for:</b>		
Depreciation	<b>1,404</b>	<i>1,339</i>
Capital grants from DfE and other capital income	<b>(582)</b>	<i>(1,957)</i>
Interest receivable	<b>(76)</b>	<i>(35)</i>
Defined benefit pension scheme cost less contributions payable	<b>(87)</b>	<i>14</i>
Defined benefit pension scheme finance cost	<b>9</b>	<i>43</i>
Decrease in debtors	<b>51</b>	<i>60</i>
(Decrease)/increase in creditors	<b>(442)</b>	<i>145</i>
Gains on investment	<b>-</b>	<i>(50)</i>
<b>Net cash provided by operating activities</b>	<b>638</b>	<i>127</i>

**21. Cash flows from investing activities**

	<b>2024</b>	<i>2023</i>
	<b>£000</b>	<i>£000</i>
Dividends, interest and rents from investments	<b>76</b>	<i>35</i>
Purchase of tangible assets	<b>(1,037)</b>	<i>(2,201)</i>
Capital grants from DfE Group	<b>582</b>	<i>1,957</i>
<b>Net cash used in investing activities</b>	<b>(379)</b>	<i>(209)</i>

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

	<b>2024</b>	<i>2023</i>
	<b>£000</b>	<i>£000</i>
Cash in hand and at bank	<b>2,108</b>	<i>1,894</i>
Current investments	<b>798</b>	<i>753</i>
<b>Total cash and cash equivalents</b>	<b>2,906</b>	<i>2,647</i>

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

	At 1 September 2023 £000	Cash flows £000	At 31 August 2024 £000
Cash at bank and in hand	1,894	214	2,108
Current asset investments	753	45	798
	2,647	259	2,906
	2,647	259	2,906

**24. Capital commitments**

	2024 £000	2023 £000
<b>Contracted for but not provided in these financial statements</b>		
Expenditure contracted for but not provided in the accounts	-	794
	-	794

**25. Pension commitments**

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

The latest valuation of the TPS related to the period ended 31 March 2020 and the latest triennial valuation for LGPS related to the period ended 31 March 2022. The Trust has received an actuarial report relating to the valuation of the LGPS as at 31 August 2024.

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.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**25. Pension commitments (continued)**

**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 ensure scheme costs are recognised and managed appropriately and the review specifies 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 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million.

The result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

The employer's pension costs paid to TPS in the year amounted to £878,000 (2023 - £751,000).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the Academy has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy has set out above the information available on the scheme.

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2024 was £413,000 (2023 - £391,000), of which employer's contributions totalled £323,000 (2023 - £309,000) and employees' contributions totalled £90,000 (2023 - £82,000). The agreed contribution rates for future years are 25.9 per cent for employers and 6.6 per cent for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on [GOV.UK](https://www.gov.uk).

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**25. Pension commitments (continued)**

**Principal actuarial assumptions**

London Borough of Hounslow Pension Fund

	<b>2024</b>	<i>2023</i>
	%	%
Rate of increase in salaries	<b>3.80</b>	3.90
Rate of increase for pensions in payment/inflation	<b>2.80</b>	2.90
Discount rate for scheme liabilities	<b>5.10</b>	5.30

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

	<b>2024</b>	<i>2023</i>
	Years	Years
<i>Retiring today</i>		
Males	<b>20.7</b>	20.7
Females	<b>23.3</b>	23.2
<i>Retiring in 20 years</i>		
Males	<b>22.0</b>	22.0
Females	<b>24.7</b>	24.6

**Sensitivity analysis**

London Borough of Hounslow Pension Fund

	<b>2024</b>	<i>2023</i>
	£000	£000
Discount rate -0.1%	<b>197</b>	255
Mortality assumption - 1 year increase	<b>247</b>	219
0.1% increase in the Salary	<b>238</b>	212
0.1% increase in the Pension	<b>288</b>	219

**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**25. Pension commitments (continued)**

**Share of scheme assets**

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

	<b>At 31 August 2024</b>	<i>At 31 August 2023</i>
	<b>£000</b>	<i>£000</i>
Equities	<b>2,976</b>	<i>2,515</i>
Gilts	<b>1,310</b>	<i>825</i>
Bonds	<b>-</b>	<i>197</i>
Property	<b>178</b>	<i>157</i>
Absolute return portfolio	<b>90</b>	<i>79</i>
Other assets	<b>160</b>	<i>157</i>
<b>Total market value of assets</b>	<b>4,714</b>	<i>3,930</i>

The actual return on scheme assets was £296,000 (2023 - £224,000).

The amounts recognised in the Statement of Financial Activities are as follows:

	<b>2024</b>	<i>2023</i>
	<b>£000</b>	<i>£000</i>
Current service cost	<b>(231)</b>	<i>317</i>
Interest income	<b>216</b>	<i>(160)</i>
Interest cost	<b>(225)</b>	<i>209</i>
<b>Total amount recognised in the Statement of Financial Activities</b>	<b>(240)</b>	<i>366</i>

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

	<b>2024</b>	<i>2023</i>
	<b>£000</b>	<i>£000</i>
<b>At 1 September</b>	<b>4,265</b>	<i>4,889</i>
Current service cost	<b>231</b>	<i>317</i>
Interest cost	<b>225</b>	<i>209</i>
Employee contributions	<b>90</b>	<i>82</i>
Actuarial losses/(gains)	<b>73</b>	<i>(1,223)</i>
Benefits paid	<b>(136)</b>	<i>(9)</i>
<b>At 31 August</b>	<b>4,748</b>	<i>4,265</i>

**HESTON COMMUNITY ACADEMY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**25. Pension commitments (continued)**

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

	<b>2024</b>	<i>2023</i>
	<b>£000</b>	<i>£000</i>
<b>At 1 September</b>	<b>3,930</b>	<i>3,706</i>
Interest income	<b>211</b>	<i>160</i>
Actuarial gains/(losses)	<b>296</b>	<i>(318)</i>
Employer contributions	<b>323</b>	<i>309</i>
Employee contributions	<b>90</b>	<i>82</i>
Benefits paid	<b>(136)</b>	<i>(9)</i>
<b>At 31 August</b>	<b>4,714</b>	<i>3,930</i>

**26. Operating lease commitments**

At 31 August 2024 the Academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2024</b>	<i>2023</i>
	<b>£000</b>	<i>£000</i>
Not later than 1 year	<b>29</b>	<i>31</i>
Later than 1 year and not later than 5 years	<b>21</b>	<i>58</i>
	<b>50</b>	<i>89</i>

**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.

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**HESTON COMMUNITY ACADEMY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**28. Related party transactions**

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

There is a common Governor at Heston Primary School and Heston Community Academy. Both schools share a common site and during the year there was £nil (2023: £2,236) in relation to the cost of shared utility bills charged to Heston Primary School, of which £nil was outstanding at the year end (2023: £nil).

An amount of £nil (2023: £29,877) was paid to London Borough of Hounslow in relation to the provision of general administrative services to Heston Community Academy Trust. An amount of £nil due back to London Borough of Hounslow remained outstanding at the year- end (2023: £20,000).

In entering into these transactions, the Academy Trust has complied with the requirements of the Academy Trust Handbook 2023.

# ***Heston Community Academy Trust***

*Heston Road Heston Hounslow TW5 0QR*

24/12/2024

Date: .....

Your ref: **HES001**

BKL Audit LLP  
35 Ballards Lane  
London  
N3 1XW

Dear Sirs

## **Heston Community Academy Trust**

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the academy trust's financial statements and, as relevant, your assurance engagement on regularity for the year ended 31 August 2024. These enquiries have included inspection of supporting documentation where appropriate. All representations are made to the best of our knowledge and belief.

### **General**

1. We have fulfilled our responsibilities as Trustees as set out in the terms of your engagement letter, under the Companies Act 2006 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.
2. All the transactions undertaken by the academy trust have been properly reflected and recorded in the accounting records.
3. All the accounting records have been made available to you for the purpose of your audit and regularity assurance engagement. We have provided you with unrestricted access to all appropriate persons within the academy trust, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with the Education and Skills Funding Agency, Department for Education and the Charity Commission.
4. The financial statements are free of material misstatements, including omissions.
5. We approve all adjustments as set out in Appendix A, and all decisions on issues requiring the exercise of judgement. We believe that those uncorrected misstatements identified during the audit are immaterial both individually and in aggregate to the financial statements as a whole. A list of these items will also be included in Appendix A, if applicable, together with our reasons for not correcting them.

### **Internal Control and Fraud**

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error and which conform to the requirements both of propriety

and good financial management. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.

7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.
8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

#### **Assets and Liabilities**

9. The academy trust has satisfactory title to all assets and there are no liens or encumbrances on the academy trust's assets, except for those that are disclosed in the notes to the financial statements.
10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
11. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.
12. We consider that the actuarial assumptions made in connection with the valuation of the deficit on the local government defined benefit pension scheme, are appropriate and representative of the scheme members.

#### **Accounting Estimates**

13. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
14. All accounting policies adopted are appropriate for the academy trust and are adequately disclosed.

#### **Loans and arrangements**

15. The academy trust has not granted any advances or credits to, or made guarantees on behalf of directors other than those disclosed in the financial statements.

#### **Legal claims**

16. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.

#### **Laws and regulations**

17. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.
18. All relevant correspondence with the academy trusts regulators, including serious incident reports, has been made available to you.

#### **Related parties**

19. Related party relationships and transactions, comply with the academy trust's financial regulations, relevant requirements of the Academy Trust Handbook and have been appropriately accounted for and

disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with the requirements and guidance set out in the Companies Act 2006, the Charities SORP and the Academies Accounts Direction issued by the Education and Skills Funding Agency.

**Subsequent events**

20. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

**Going concern**

21. We believe that the academy trust's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the academy trusts needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the academy trust's ability to continue as a going concern need to be made in the financial statements.

**Grants and donations**

22. Grants made by the Department of Education and Education and Skills Funding Agency have been applied for the purposes intended and the Accounting Officer has ensured regular and proper use and value for money of monies received from government.

23. All other grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

24. The academy trust has not been in receipt of any income relating to the year ended 31 August 2024 other than that recorded within the books.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

We confirm that so far as we are aware, there is no relevant other information needed by you in connection with preparing your reporting accountant's assurance report on regularity of which you are unaware.

Each Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make themselves aware of any relevant audit other information and to establish that you are aware of that information.

Yours faithfully



.....  
**Heston Community Academy Trust**

Signed on behalf of the Board of Trustees

# ***Heston Community Academy Trust***

*Heston Road Heston Hounslow TW5 0QR*

24/12/2024

Date: .....

Your ref: **HES001**

BKL Audit LLP  
35 Ballards Lane  
London  
N3 1XW

Dear Sirs

## **Heston Community Academy Trust**

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as I consider necessary in connection with your assurance report on regularity to Heston Community Academy Trust and the Education and Skills Funding Agency (ESFA) for the year ended 31 August 2024. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy me that I can make each of the following representations. All representations are made to the best of my knowledge and belief.

### **General**

1. I have fulfilled my responsibilities as accounting officer under the requirements of the funding agreement between Heston Community Academy Trust and the Secretary of State for Education the Academy Trust Handbook 2023.
2. I acknowledge my personal responsibility to Parliament for the regularity and propriety of the public finances for which I am answerable; for the keeping of proper accounts; for effective internal controls; for prudent and economical administration; for the avoidance of waste and extravagance; for achieving value for money; and for the efficient and effective use of all the resources in my charge.
3. I acknowledge my responsibility to notify the Trustee Board and the ESFA of any instances of material irregularity or impropriety, or non-compliance with the terms of the academy trust's funding agreement and have had due regard to the requirements of the Academy Trust Handbook 2023 in performing this duty.
4. Any instances of material irregularity, impropriety, or non-compliance discovered to date have been notified to the governing body and the ESFA.

5. Significant matters of which you should be aware have been brought to your attention including any instances of irregularity, impropriety or non-compliance with laws and regulations specific to the academy trust's authorising framework.
6. Full and free access has been granted to all records, correspondence, information and explanations that you have considered necessary to enable you to perform your work.

Yours faithfully

*RS Berdesha*

.....  
**Accounting Officer**  
**Heston Community Academy Trust**

# ***Heston Community Academy Trust***

*Heston Road Heston Hounslow TW5 0QR*

## **Subsequent Events Confirmation**

As part of our completion work for the audit of the trust, we are required to obtain confirmation regarding subsequent events following the balance sheet date. Therefore, we would be grateful if you could confirm whether there are any events or conditions including, but not limited to, any potential legal proceedings against the trust which have been brought to your attention following 31 August 2024. Events/conditions could also include fraud within or external to the trust.

Please either state **N/A** or **enter details below**.

*Please note the text will be enlarged at the point of typing, but this will appear smaller once submitted.*

*RS Berdesha*

.....  
**Accounting Officer**  
**Heston Community Academy Trust**











# HES001\_2024\_08\_31 - Final Accounts preparation to go


Final Audit Report

2024-12-24

Created:	2024-12-19
By:	Majella Brooks (Majella.Brooks@bkl.co.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAyjC5Y_bBOb_ooUT6mEpsv1m1U5_lmS0E

## "HES001\_2024\_08\_31 - Final Accounts preparation to go" History


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 Signer carly.pinkus@bkl.co.uk entered name at signing as BKL Audit LLP

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