

Company Registration Number: 07542155 (England & Wales)

**The Tenax Schools Trust
(A Company Limited by Guarantee)**

Annual Report and Financial Statements

For the year ended 31 August 2019

The Tenax Schools Trust
(A Company Limited by Guarantee)

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The Tenax Schools Trust
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Reference and Administrative Details

Members

Lady (Jacqueline) Evans
Lord Bishop of Rochester (currently The Right Reverend James Langstaff)
Archdeacon of Tonbridge (currently The Venerable Julie Conalty)
Area Dean of Tunbridge Wells (currently Reverend Douglas Wren)
The Chichester Diocesan Board of Education (currently represented by Reverend
Dr Edward Dowler, Archdeacon of Hastings)

Trustees

Mr Ian Bauckham CBE, CEO
Mr Matthew Bedford¹
Lady (Jacqueline) Evans, Chair^{2,4,5}
Mr Andrew Cunningham (resigned 11 July 2019)^{3,4}
Mr Trevor Cristin (appointed 10 January 2019)⁵
Mr Simon Curtis⁵
Mr David Godfrey^{1,3}
Mrs Gillian Hargreaves (appointed 28 November 2019)
Canon Dr (Kathleen) Ann Holt OBE (resigned 28 September 2018)^{3,5}
Mr David Ralph JP^{1,3,4}
Ms Cherie Sargent^{4,5}
Mr James Shaw Hamilton³
Mrs Kate York (retired 18 August 2019)

- 1 Member of Finance & Audit Committee
- 2 Member of Finance & Audit Committee (Audit only)
- 3 Members of SCITT Governance Committee
- 4 Members of Pay & HR Committee
- 5 Member of Education Committee

Company registered number

07542155

Company name

The Tenax Schools Trust

Principal and registered office

Bennett Memorial Diocesan School, Culverden Down, Tunbridge Wells, Kent, TN4 9SH

Company secretary

Mrs Catherine Dottridge

Chief executive officer

Mr Ian Bauckham CBE

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Reference and Administrative Details (continued)
For the year ended 31 August 2019

Executive group

Mr Ian Bauckham, Chief Executive Officer/Accounting Officer
Mrs Catherine Dottridge, Chief Financial Officer
Mrs Rachel Green, Primary Lead Headteacher
Mr Jon Sparke, Secondary Headteacher

Independent auditors

Kreston Reeves LLP, Statutory Auditor, Chartered Accountants, 37 St Margaret's Street, Canterbury, Kent, CT1 2TU

Solicitors

Lee Bolton Monier Williams, 1 The Sanctuary, Westminster, London, SW1P 3JT

Stone King LLP, 91 Charterhouse Street, London, EC1M 6HR

Bankers

Lloyds Bank plc, 82 Mount Pleasant Road, Tunbridge Wells, TN1 1RP

Headteachers

Mr Matthew Clark (West Malling CE Primary School)
Mrs Jane Mallon (Head of School, Brenchley & Matfield CE Primary School)
Mrs Tina Holditch (Leybourne Ss Peter and Paul CE Primary School)
Mr Jon Sparke (Bennett Memorial Diocesan Secondary School)
Mrs Jacqueline Zadeh (Jarvis Brook Primary School)
Mrs Donna Weeks (Bishop Chavasse CE Primary School)
Mrs Sacha Strand (Sir Henry Fermor CE Primary School)
Mr Christopher Blackburn (Fordcombe CE Primary School)

The Tenax Schools Trust
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Trustees' Report
For the year ended 31 August 2019

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year 1 September 2018 to 31 August 2019. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

The Tenax Schools Trust is a Church of England Multi Academy Trust that exists to provide outstanding education in both primary and secondary schools in Kent and East Sussex. The Trust had a combined number of pupils of roll of 3,089 as at census date October 2019.

School Name	No on roll – Census Oct 2019	
Bennett Memorial Diocesan Secondary School	1,711	Founding School - 1 September 2015
Bishop Chavasse CE Primary School	158	New Free School - opened 1 September 2017
Brenchley & Matfield CE Primary School	177	Converted 1 May 2016
Jaris Brook Primary School	144*	Converted 1 March 2017
Leybourne Ss Peter and Paul CE Primary School	214	Converted 1 March 2017
Sir Henry Fermor CE Primary School	378	Converted 1 April 2016
West Malling CE Primary School	210	Joined 1 September 2017
Fordcombe CE Primary School	97	Joined 1 October 2018

*Plus a further 22 pupils in the pre-school

The Trust also includes:

- The Altius Teaching School Alliance, for which Bennett Memorial Diocesan is the designated Teaching School
- The Teach Kent & Sussex SCITT (School Centred Initial Teacher Training)

Structure, governance and management

a. Constitution

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

The charitable company's Articles of Association is the primary governing document of the Academy Trust.

The Trustees of The Tenax Schools Trust are also the directors of the charitable company for the purposes of company law.

The charitable company is known as The Tenax Schools Trust.

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

b. Members' liability

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

The Tenax Schools Trust
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Trustees' Report (continued)
For the year ended 31 August 2019

Structure, governance and management (continued)

c. Method of recruitment and appointment or election of Trustees

The management of the Academy Trust is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association and its Governance Plan. The members of the Tenax Schools Trust have appointed 10 trustees.

d. Policies adopted for the induction and training of Trustees

New Trustees receive an induction and all Trustees partake in an annual programme of training and development.

e. Organisational structure

Our governance structure and arrangements, including roles and responsibilities, are set out in our Governance Plan. The Board is accountable for all aspects of the Trust's work and monitors the performance of the schools through full Board of Trustees meetings held at least six times per year.

There are two committees of the Board of Trustees for monitoring the financial and educational performance: The Finance and Audit Committee and the Standards Committee (to be known as Education Committee from 1st September 2019). Each has a Terms of Reference, including details of delegation where applicable, and which is reviewed annually by the Board of Trustees.

The Finance and Audit Committee has the strategic oversight of all matters related to Audit, Finance & Capital Assets. The Committee seeks to: monitor internal scrutiny and the delivering of objectives, provide independent assurance over the suitability and compliance of financial systems and operational controls, and ensure that the Trust is operating within the Funding Agreement and in line with the Academies Financial Handbook. The Committee enables more detailed consideration for ensuring sound management of finances and capital assets, including proper planning, monitoring and probity.

The Education Committee acts as a scrutiny committee to assist the Board in discharging its standards related accountabilities. The role of this Committee is to ensure annual school improvement plans contain appropriately challenging targets on achievement and attendance for each school, to test the reliability and validity of monitoring information on end of Key Stage pupil performance. Where necessary to prevent underperformance it challenges headteachers, via the CEO, to propose and implement interventions and improvements, or challenges LGBs to discharge their responsibilities on standards more effectively.

In addition there is a Pay and HR Committee and further committees for specific purposes.

Each school in the Trust has a local governing body (LGB) which is accountable to the Board of Trustees. This will comprise in each case: The headteacher (ex officio), one further elected staff local governor (term: 3 years), two elected parent governors (term: 3 years); five or more governors appointed by the Trust Board (who may include trustees or employees from other schools in the trust selected on the basis of their skills or professional experience), each for a term of 3 years. The Board of Trustees may agree to co-opt one or more further local governors to address skills gaps, providing that governors appointed by the Trust Board continue to hold a majority of at least one on the LGB. The chair of each LGB is appointed by the Trust Board.

The CEO is, with the headteacher of the individual school, responsible for the overall leadership and management of the school. Each school has a leadership management team who are responsible for operational matters relating to curriculum, teaching, learning, student attainment, achievement, broader development, welfare, recruitment and finance.

The CEO is the Accounting Officer for the Trust.

**The Tenax Schools Trust
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**Trustees' Report (continued)
For the year ended 31 August 2019**

Structure, governance and management (continued)

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

The Board of Trustees annually review and agree a Pay Policy for the Trust with regards to setting key management personnel pay. All arrangements for setting pay and remuneration are overseen by the Trust's Pay & HR Committee with pay decisions determined on the basis of evidence supporting performance outcomes.

g. Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the year	4
Full-time equivalent employee number	4

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	3
1%-50%	-
51%-99%	-
100%	1

Percentage of pay bill spent on facility time	£
Total cost of facility time	57,004
Total pay bill	10,754,179
Percentage of total pay bill spent on facility time	1 %

Paid trade union activities

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

There are no related parties which either control or significantly influence the decisions and operations of the trust.

Bennett Memorial Diocesan School is fortunate enough to have both parental, past students and Church support; historically this led to the setting up of a charitable trust; "The Bennett Memorial Diocesan School Charity" which enable gifts to be given tax effectively to the charity; enabling the trustees to make grants to the school or others as appropriate in support of the school in the widest possible sense. The Trust is run by independent Trustees (headteacher, 1 nominated by the School Leadership Team and 3 appointed by the existing trustees) who receive bids from the school to fund particular projects or works. The charity is registered with the Charity Commission for England & Wales, to whom it reports.

i. Trustees' indemnities

Trustees (Directors) benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust.

The Tenax Schools Trust
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Trustees' Report (continued)
For the year ended 31 August 2019

Objectives and activities

a. Objects and aims

The Trust's object is to provide outstanding education in both primary and secondary schools in Kent and East Sussex. It offers a broad and balanced curriculum with the aim of raising the education standards of its pupils with underpinning ethical and personal development principles and with particular emphasis on teaching about Christian values, beliefs and traditions. It aims to provide value for money for the funds expended; to comply with all appropriate statutory and curriculum requirements; and to conduct business in accordance with the highest standards of integrity, probity, and openness.

b. Objectives, strategies and activities

Key objectives and activities are identified in the annual strategic plan and are informed by the significant challenges and opportunities arising from national developments in education policy and funding. These include:

- Tenax is a Church of England Trust with Christian values and principles at its heart.
- Tenax serves children of all ages and is centred in Kent and East Sussex.
- We have a mission to serve the wider community and are open to all schools which share our values and aspirations. We seek to comprise a mix of free schools, converter and sponsored academies.
- We expect high academic achievement for all through expert evidence-informed pedagogy and an appropriately challenging knowledge-based curriculum. We emphasise character development through and beyond the taught curriculum. We aspire to continue a national reputation for excellence.
- As a Teaching School trust, Tenax has a commitment to the professional development of all staff; as a SCITT, it has a commitment to the formation of new teachers and leaders both for the Trust and the wider system.
- While our Church of England schools place particular emphasis on teaching children and young people about Christian values, beliefs and traditions, all of our schools subscribe to our underpinning educational, ethical and personal development principles.
- We value diversity and will preserve the distinctive local character of each school. We welcome pupils and families from all backgrounds and from all faiths and none.

c. Public benefit

The principal public benefit arising from the Trust's charitable activities is the educational outcomes in terms of results and personal and faith development for the students educated at the schools operated by the Academy Trust. Both principles of public benefit identified on the Charity Commission website have been met: the benefits are identifiable in terms of educational outcome, it is clear what they are (for example examination results), they are related to the aims, and there is no identifiable detriment.

On the second principle, the beneficiaries are appropriate to the aims, in that the beneficiaries are pupils living in the locality of the Trust's schools; access to the public benefit of education is not restricted by ability to pay for it, no fees are charged for core educational activities, and the Trust has a wide ranging grants and concessions programme to enable those in poverty to take part in supplementary activities. As a result, children disadvantaged circumstances are able to benefit fully from the education the Trust offers. There are many practical examples of pupils from disadvantaged backgrounds who attended Trust schools and who have achieved excellent outcomes.

The Trustees have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission, including the guidance 'Public benefit: running a charity (PB2)'. in exercising their powers and duties.

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**Trustees' Report (continued)
For the year ended 31 August 2019**

Objectives and activities (continued)

d. Equal Opportunities

The Board of Trustees recognise that equal opportunities should be an integral part of good practice within the work place. The Trust aims to establish equal opportunity in all areas of its activities including creating a working environment in which the needs and contribution of all people are fully valued.

e. Disabled persons

All schools in the Trust have provision for disabled persons. The policy of the Trust is to promote the recruitment and retention of all students and employees with disabilities. Each school does this by having an Accessibility Plan, which includes adapting the physical environment, making support resources available and through training and development.

Strategic report

Achievements and performance

2018/19 was a very successful year for Tenax and the pupils in our schools.

Student outcomes - Secondary

Academic outcomes at Bennett Memorial were exceptionally strong in 2019, especially at GCSE. The headlines are as follows:

- At GCSE exceptional overall achievement is demonstrated by indicative Progress 8 score of +0.89 (the national average is -0.03). This was achieved with a challenging curriculum, as indicated by the very high EBacc entry percentage of 82.1%, and places the school statistically 'well above average' for progress in the Department for Education's published performance tables.
- 88% achieved a standard pass in GCSE English, 86% a standard pass in GCSE mathematics
- 81% of students achieved 'standard' GCSE passes at grade 4 or above in both English and mathematics.
- 56.4% of students achieved the 'strong pass' threshold achieving grade 5 and above in both English and mathematics. 75% achieved a strong pass in English and 67% in mathematics
- 30% of the GCSE cohort achieved 5 or more 9-7 (A*/-A) grades and 75% achieved 5 or more grades 9-5 (A*- B)
- The school's Attainment 8 score is 54.21 points, which means students achieved an average of grade 5+ (B) in their subjects
- A level results were very strong for the school with A*-B, 52% A*-C at 79%, and 99% A*-E.

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Trustees' Report (continued)
For the year ended 31 August 2019

Strategic report (continued)

Achievements and performance (continued)

Student outcomes - Primary

The table below shows the strong performance of Tenax's primary schools in headline outcomes in Year 1 Phonics and KS2 Reading and Mathematics in 2019. Where there are areas of relative underperformance in individual cases robust action is being taken to address any shortfalls. West Malling school has a unit for children with learning difficulties where places are directly commissioned by the Local Authority. It should also be noted that in some schools the cohort size represented by these figures is very small.

	Percentage passing the Year 1 Phonics test	Percentage reaching Age Related Expectations in Key Stage 2 Reading	Percentage reaching Age Related Expectations in Key Stage 2 Mathematics
National 2019	82	73	79
Bishop Chavasse Primary School	91	n/a	n/a
Brenchley and Matfield CE Primary School	70	74	70
Fordcombe CE Primary School	67	80	100
Jarvis Brook Primary School	73	71	89
Leybourne Ss Peter and Paul CE Primary School	87	81	84
Sir Henry Fermor CE Primary School	88	74	77
(excl SEND unit) West Malling CE Primary School	80	89	75
(incl SEND unit) West Malling CE Primary	73	87	68

Key performance indicators

The Board of Trustees have identified that the following are the key performance indicators for the Trust which are tracked and monitored through standard monitoring reports:

- School performance and quality of education as judged by Ofsted
- Latest performance outcomes – in line or above national expectations
- School improvement targets met or exceeded
- Pupil attendance figures
- Percentage of income received through General Annual Grant (GAG) spent on total staff costs – aim for 85%
- Pupil numbers (leading directly to ESFA funding level) – aim to reach full capacity
- Financial stability – aim for income to match expenditure each year with sufficient cash reserves

The Board of Trustees have been pleased that expectations for all key performance indicators listed above have been successfully met during the year.

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Trustees' Report (continued)
For the year ended 31 August 2019

Strategic report (continued)

Achievements and performance (continued)

a. Going concern

After making appropriate enquiries, the board of Trustees has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies. Although there has been a net deficit in funds during the year this is mainly due to actuarial gains/(losses) on defined benefit pension schemes and as such the Board of Trustees continue to adopt the going concern basis.

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Trustees' Report (continued)
For the year ended 31 August 2019

Strategic report (continued)

Achievements and performance (continued)

b. Review of activities

During this year the Trust grew from seven to eight schools: Fordcombe CE Primary School joined the Trust on 1st October 2018, as a converted academy.

In addition an Academy Order has been received for another local primary school to join the Trust.

The SCITT finished its second operational year successfully. It operated within budget, and all 28 newly qualified primary and secondary teachers secured jobs locally. 42 new trainees have begun their training in September 2019 which represents continued growth of this SCITT. The SCITT received part 1 of its two part Ofsted inspection in the summer term of 2019 and part 2 in the autumn term of 2019 and the judgement, not published at the time of this report, is expected to be very positive.

In February 2019 Sir Henry Fermor CE Primary School received a Section 5 Ofsted inspection. Fermor was a fast track sponsored academy when it joined the Trust and was graded as 'requiring Improvement'. It has been the focus on intensive improvement work and in the 2019 inspection was judged 'good' in all categories. This is the first time in a decade the school has been graded 'good' and this represents a substantial achievement for the Trust and the school's leadership and staff.

In addition, Brenchley and Matfield CE Primary School received a Section 8 Ofsted inspection in November 2018 at which it was judged that the school continued to be 'good'. In October 2019 Jarvis Brook Primary School received an Ofsted Section 8 inspection and the result is that the school continues to be good.

The Trust and its Teaching School Alliance is completing the leadership of two large DfE Strategic School Improvement Fund grants for improving secondary and primary mathematics in local schools. The secondary project has now been completed and has been rated 'green' (successful) by the DfE.

The Trust, in collaboration with other schools and organisations, continues to be a licensee and strategic partner in the operation of two National Professional Qualifications: the National Professional Qualifications for Headship and Executive Leadership, respectively. Recruitment to these programmes continues to be strong.

Our CEO continues to be recognised as a respected leader of education, and this year advised the DfE on a number of areas, including Relationships and Sex Education (RSE) and PSHE, the implementation of the EBacc, and the implementation of Teaching School Hubs and the reform of National Leaders of Education. He continues to serve on the Boards of Ofqual and NFER.

The past year has seen the Trust continue to develop in terms of all aspects of business and financial management. Financial processes, controls and reporting formats are at a sector leading standard and have been successfully embedded. Wider central support services have been further strengthened including HR and project management.

We have enhanced our governance arrangements during the year too: including bespoke training delivered for both Trustees and Governors; strengthened the Board's work on risk control and mitigation; produced standard monitoring reports, templates and guidance notes in key areas and a self evaluation for the Board and LGBs. We have also strengthened the Trust Board with the appointment of two new effective and experienced trustees.

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Trustees' Report (continued)
For the year ended 31 August 2019

Strategic report (continued)

Financial review

a. Reserves policy

The Finance & Audit Committee considers the maintenance of a minimum working reserve in order to minimise any financial risks facing the Trust, such as delays between spending and receipt of grants or unexpected emergencies, and:

- Regularly reviews the level of reserves and the nature of income and expenditure streams and the need to match income with commitments
- Discloses the reserve funds for each school, with individual schools to normally spend these as determined by the school and CFO
- Allows a surplus balance brought forward into the Trust by a joining school to be normally deployed at discretion of the school in agreement with the CFO
- Ensures schools are maintaining balanced 3 year budgets where in year income matches expenditure
- Maintains the appropriate level of free reserves at Trust level currently approved by Trustees to be between 2-5% of annual revenue income (to be reviewed and agreed annually)
- Considers the set aside of funds for significant projects that cannot be met by future income alone
- Allows sinking funds for specific regeneration projects, for example the allweather pitch, to fall outside of the general reserves balance and agree these annually by the Finance & Audit Committee with level of contributions derived from associated trading profits.

At 31 August 2019, total funds comprised £10,178,977 consisting of unrestricted funds of £1,976,304 and a restricted fund deficit of £4,111,187. At 31 August 2019 the total funds also included restricted fixed asset funds of £12,313,860.

The in year surplus before actuarial losses on defined benefit pension scheme of £578,414 includes Condition Improvement Funding for various capital projects and will be partially reversed in future periods when the depreciation of the associated assets is charged to the Statement of Financial Activities.

The unrestricted funds and restricted fixed asset funds are held for future improvements and capital projects.

The deficit of £4,263,000 included in the restricted funds relates to the trust's Local Government Pension Scheme fund liability. This deficit is not an immediate liability and so funds would not have to be made available to cover this balance at short notice. The deficit on the pension reserve relates to the non teaching staff pension scheme where, unlike the teachers scheme, separate assets are held to fund future liabilities as discussed in note 26. The deficit can be met in the longer term from any combination of increased employer and employee contributions, increased government funding or changes to scheme benefits. The restricted funds will be spent in accordance with the terms of the particular funds. Unrestricted funds are for use on the general purposes of the Academy Trust, at the discretion of the Trustees. The aim of the Trustees is to increase this reserve to meet future working capital requirements

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Trustees' Report (continued)
For the year ended 31 August 2019

Strategic report (continued)

Financial review (continued)

b. Investment policy

The Finance & Audit Committee considers the management of the Trust's funds bearing in mind the responsibilities that come with the receipt of central government funding and:

- Regularly monitors cash flow and current account balances to ensure immediate financial commitments can be met (payroll and payments runs) and that the current account has adequate balances to meet forthcoming commitments
- Maintains a working balance to respond to unexpected financial demands
- Ensures schools' accounts are not overdrawn
- Keeps the automatic transfer facility for current accounts in operation to maximise interest in deposit accounts bearing higher interest rate
- Reviews periodically interest rates and compares with other investment opportunities

c. Principal risks and uncertainties

The Trust practices through its Board, namely the Board of Trustees and the constituted sub committees, robust risk management principles. It formally reviews its risk management regularly and considers whether risks are appropriately assessed and whether the mitigation strategies identified for each is proportionate to the gravity of the risk. Risks are assessed, graded and prioritised in terms of their likelihood and their seriousness, should they occur.

The Board has a risk register which is presented and considered regularly at Board meetings. Key risks and associated controls in place are set out below:

Recruitment and Retention of key staff: Trust fails to keep/attract staff in critical roles needed to meet our objectives/strategy. Mitigated by identification/mapping of key roles and critical individuals; key person emergency coverage plans and talent pipeline in place.

Failure to comply with statutory safeguarding requirements. Mitigated by controls in place including – defined roles and responsibilities for named safeguarding governor and Trustee; Designated Safeguarding Leads and nominated governors required to complete at least an annual report to the LGB; and the safeguarding Trustee provides an annual report to the Trust Board.

Insufficient funds to deliver the services to the appropriate level. Mitigated by robust financial planning and budgeting systems to match resources to priorities, alertness to alternative grant and bidding income streams or grants; cautious budgeting to ensure future income not overestimated; discipline and restraint in pay policy to ensure value for money in staff salary costs; scale benefits, shared resourcing and efficiencies achieved through benefits of Trust working.

Failure in Corporate Governance. Mitigated by clear terms of reference established for all committees; clear accountabilities set and understood; whistleblowing and conflict of interest policies regularly reviewed; training/upskilling/induction programme in place for new Trustees and governors; regular review of governance effectiveness, openness to constructive (external) critique.

IT breach resulting in confidential data theft or corruption. Mitigated by disaster recovery plans in place, and the comprehensive data protection review and training programme carried out during the last year, including updated suite of policies and processes in line with GDPR.

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Trustees' Report (continued)
For the year ended 31 August 2019

Strategic report (continued)

Financial review (continued)

Material event occurs within one of our schools that compromises pupil, staff or public safety. Mitigated by monitoring compliance with all Safeguarding and Health & Safety statutory requirements to reduce likelihood of material event; critical incident plans in place to ensure swift response to material event, limiting scale of impact and enabling normal operations to be resumed as quickly as possible.

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

Fundraising

The Trust recognises the vital contribution made by its supporters, with voluntary donations accounting for approximately 1.15% of the Trust's incoming resources. Without this support it would not be possible for the Trust to continue to undertake its full and enriched level of activity, which would have an adverse impact on the children that we seek to provide for.

We believe that giving to charity should be a positive experience, and to help ensure that this is the case the Trust has put in place a policy that seeks to ensure that the highest possible standards of fundraising practice are being adopted. This policy acknowledges the damaging impact an excessively aggressive approach to fundraising can have on vulnerable people, whether from unreasonably persistent approaches being made or undue pressure to give being applied, and great care is undertaken to ensure that such practices are not adopted by the Trust. The Trust complies with all aspects of the Fundraising Regulator's Code of Practice. All fundraising activity is carried out within the Trust and it does not utilise the services of any external commercial fundraisers.

The Trust welcomes feedback on its fundraising approach and seeks to make improvements wherever it can. Any complaints received in respect of our fundraising activities are taken very seriously and are acted upon immediately. We are pleased to report that during the year no complaints were received in respect of our fundraising activity.

Plans for future periods

The strategic plan for the Trust envisages further growth in converter and sponsored academies, as well as new schools and expansions where demand for places exceeds current supply or where high quality provision is absent or insufficient. The Trust will continue to grow sustainably and will continue to make the case locally and nationally for Church of England schools, whilst also fulfilling its mission to incorporate non denominational schools which share the Trust's values and approach to education. The Trust aims to articulate its Church of England underpinnings in all that it does.

The Trust will continue to ensure that in all schools the curriculum is rigorously designed and sequenced so as to ensure that all pupils are able to access the cultural capital intended for mediation, and that evidence-informed and effective pedagogy is at the heart of teacher practice and professional development.

As part of the Altius Teaching School Alliance, the Trust will continue to develop the work and contribution of the Trust to the mission of Teaching Schools to improve the quality of education received by pupils in schools within its ambit.

We will actively promote teacher development opportunities through the Trust as well as Altius and our SCITT, Teach Kent and Sussex.

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Trustees' Report (continued)
For the year ended 31 August 2019

Plans for future periods (continued)

The Trust will continue to communicate its approach to the development of resilience and character in young people both through the taught curriculum, by explicit understanding on the part of teachers on how to achieve this, and through planned activities and opportunities beyond the taught curriculum.

Finally, we will continue to make a distinctive and high profile contribution to education at national level through participation in national debate, review work and support for school improvement and national initiatives and projects.

All of these link to the charitable purposes set out above.

Employee involvement and employment of the disabled

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

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

- Equal opportunities policy
- Staff Code of Conduct
- Health & safety policy

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

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

Disclosure of information to auditors

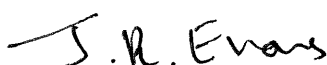
Insofar as the Trustees are aware:

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

Auditors

The auditors, Kreston Reeves LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

The Trustees' Report, incorporating a strategic report, was approved by order of the board of Trustees, as the company directors, on 5 December 2019 and signed on its behalf by:



Lady (Jacqueline) Evans
Chair of Trustees