

SENAD Group Tax Strategy

Scope

This strategy applies to the SENAD Group; the group of companies headed by Senad Investments Limited in accordance with section 16 (2) of Schedule 19 of the Finance Act 2016. A list of the entities to which it applies is set out in the appendix to this strategy. In this strategy, references to 'SENAD' or the 'Group' are to these entities.

This Tax Strategy is published on 31 August 2018.

Purpose

The aim of this strategy is to document the SENAD Group approach to tax compliance, tax risk management and governance, tax planning and dealing with HMRC.

SENAD pays tax on its profits, properties, in employing people, in environmental levies, as well as other local taxes. The most significant taxes we collect for government are employee payroll-related taxes.

Tax Objectives

SENAD's core tax objectives are to pay the right amount of tax, at the right time, and to comply with all relevant tax legislation, in all Group entities.

SENAD is committed to full compliance with all statutory obligations and full disclosure to tax authorities. The Group's tax affairs are managed in a way which takes into account SENAD's wider reputation in line with maintaining overall high standards of governance.

Approach to Risk Management and Governance

Responsibility for the tax strategy sits with the Board, and the board of directors is ultimately accountable in respect of all tax matters.

The Board provides oversight in ensuring that tax is considered within the wider context of the business and in how tax risk is managed across the Group. The Finance Director is responsible for ensuring that the approach in this document is adhered to and reports all tax matters of significance to the Board, on which the Finance Director also sits.

Tax risk can arise from changes in law, difference in interpretation of law and the failure to comply with the applicable rules and procedures.

SENAD manages this risk through robust controls and procedures to identify and communicate any issues on a timely basis.

Staff receive technical updates to maintain their awareness of any changes in law and regulations, and appropriate training as necessary.

In addition tax specialists from reputable professional firms are engaged to monitor changes in the law and interpretation of law, particularly in any areas of complexity, uncertainty or materiality, to support us in complying with the Group's tax strategy.

Attitude to tax planning and level of risk

SENAD manages risks to ensure compliance with legal requirements in a manner which ensures the right amount of tax is paid.

SENAD does not support or implement tax planning that is believed to be aggressive or artificial. However, SENAD does take appropriate and responsible steps to reduce tax liabilities and make use of available reliefs and incentives, where it reflects the commercial and economic activity of the business.

SENAD has no defined level of acceptable risk, it is assessed on a case-by-case basis taking a balanced approach in the interest of all stakeholders, including shareholders, purchasers of our services, service users, pupils and their families, tax payers and government.

Relationship with HMRC

SENAD seeks to engage with HMRC with professionalism, honesty and respect.

Where possible we seek to achieve early guidance and agreement on issues and certainty, and with support from advisors have in the past sought, and will continue to seek, transparent resolutions of any enquiries, or pre-clearance on any areas where appropriate.

SENAD discloses any relevant facts and identifies issues where it considers that there is potential for the tax treatment to be uncertain.

Any inadvertent errors in submissions made to HMRC are fully disclosed as soon as reasonably practicable after they are identified.

Appendix:

SCHEDULE OF COMPANIES COVERED BY THIS STRATEGY

	Company Name
1.	Senad Investments Limited
2.	Aran Hall School Limited
3.	Ecclesbourne Plant Centre Limited
4.	Hanson Line Limited
5.	Principal Care Services Limited
6.	Rowden House School Limited
7.	Senad Community Limited
8.	Senad Holdings Limited
9.	Senad Limited
10.	Teme Valley Investments Limited
11.	The Senad Group Limited
12.	Winslow Court Limited