

ANNUAL REPORT
AND FINANCIAL STATEMENTS
2019

Company No: 2418331
Registered Charity No: 803480



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OUR VISION

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The vision of the Association of Taxation Technicians (“The Association” or “ATT”) is to remain the leading educational body in the field of compliance tax law and practice.

The Association’s objects are:

- (a) to advance public education in and promote the study of the administration and practice of taxation and the principles of economic and political science in relation to taxation and public finance;
- (b) (i) to prevent crime and
(ii) to promote the sound administration of the law for the public benefit

by promoting and enforcing standards of professional conduct amongst those engaged in the provision of advice and services in relation to taxation and monitoring and supervising their compliance with money laundering legislation.

The Coat of Arms

The Arms granted to the Association in 1990 with Supporters granted in 1997. The shield shows a gold cross, the Roman X, indicating the tithe or tenth paid in former times. The wheat sheaves represent produce or income and the sword of the Crown’s officer is matched by the sword of the taxpayer’s adviser. The chequered surround signifies the Court of the Exchequer which used counters on a chequered table-cloth to check calculations. Above the helm is a closed book representing abstruse written law, surmounted by an owl of wisdom. The Arms are supported by a pair of mute Swans, representing constancy, while the plant thrift grows from the banks on which they stand.

To do this we:

- Set and administer tax examinations to become a Taxation Technician
- Liaise with and make submissions to the Revenue authorities and Government on the improvement and simplification of taxation compliance issues and relevant tax legislation
- Protect the public by monitoring Taxation Technicians’ compliance with regulations
- Provide grants to other bodies which have similar or parallel charitable objects
- Run conferences and training courses for members, students and the public
- Operate an anti-money laundering scheme under the Money Laundering Regulations 2017 for members in practice



PRESIDENT'S STATEMENT

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Not being American, 4 July has never really meant anything to me. However, in 2019, that all changed, as it was the date when I was appointed your President. To say I was proud to have been appointed as President of this body, the foremost body for tax compliance professionals in the UK, is an understatement. I was both excited and a little nervous to be leading the Association at a time when not only the Association, but the United Kingdom, faced an uncertain time of challenge and change.

One of the most recent and significant challenges has been the COVID-19 pandemic and how we as an Association responded to it. This is covered mainly in our Chief Executive Officer, Jane Ashton's Annual Report of Council, and elsewhere in this report. My statement below represents a traditional review of the year to December 2019.

30th anniversary

Earlier in 2019 we reached the milestone of our 30th anniversary. Our then President, Tracy Easman, hosted a reception at the London Transport Museum to celebrate our birthday. It is a humbling thought that we have grown from our original seven Founder Members in 1989 to over 9,000 members and Fellows and 5,000 students in those intervening years.

We were delighted that three of those Founder Members, Malcolm Gammie QC, Roy Jennings and Tony Ring, were able to attend the event and were presented with certificates and awards of appreciation. It was a delight to meet and talk to them and hear, first-hand, the history of how the Association came into being.

What shone through that evening was how dearly the members, old and new, hold the Association in their hearts. It was inspiring to learn that the formation of the Association was the culmination of over two years of planning and research. The foundations were well laid for an organisation that constantly looks forward, and which is proud to take a leading role in the field of tax compliance.

The event also provided me with an opportunity to remind myself of the charitable objects that provide the structural pillars on which this Association is based. Our objects remain noble, but the way in which we achieve them may have changed over the last 30 years.



Jeremy Coker

Advancement of public education

We are an educational charity. I used to sit on our Examination Steering Group, so I've seen first-hand the changes we have made to the nature and content of our examinations. We will continue to make changes in the years ahead to ensure that our qualification remains at the forefront for those involved in UK tax compliance.

In the midst of all these changes, it is right that we do all we can to make access to education as seamless as possible. Our Foundation Level Qualifications are a great example of this, and I was delighted to announce in July 2019 that we will be introducing a new Foundation Level Qualification in Transfer Pricing. Like the other Foundation Levels, this will be an online course. Students registering on the course will work through a series of modules before sitting the Final Certificate Examination.

Professional Conduct

Members of the ATT are committed to the highest standards of professional conduct. Our guidance, Professional Conduct in Relation to Taxation (PCRT), provides the primary, principal, practical most up-to-date guidance for a tax professional wishing to practise in the UK today.

Recent enhancements to PCRT cover areas which, unfortunately, are the ones which tend to be picked up by the press – artificial or contrived schemes. For the avoidance of doubt, we do not do these.

While PCRT is a collaboration between a number of professional bodies, the elephant in the room is

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the proliferation of agents, registered with HMRC, who are not members of any professional body and consequently end up not operating within similar guidelines.

At the moment, HMRC deal with all agents in the same manner, with resources that are continually being restricted each year. I do not believe that this is sustainable, and this may be one of the reasons we are seeing a lot more being passed on to the professional bodies.

Anti-Money Laundering

ATT has been an HM Treasury-approved anti-money laundering (AML) supervisor since 2007. The new Office for Professional Body Anti-Money Laundering Supervision (OPBAS) is a regulator set up by the government to strengthen the UK's AML supervisory regime and to ensure that the Professional Body AML supervisors provide consistently high standards of AML supervision. Our visit by OPBAS took place in December 2018 and we remain in regular contact with them to ensure we have the latest risks on our radar.

This may just be the start, and there is a real possibility of even more regulation to come. This means that we have to work even harder to ensure that the interests of members and the public are adequately represented.

Council Award

My Annual Luncheon, held at Clothworkers' Hall in September, provided a wonderful opportunity to welcome key figures from HMRC and HM Treasury, leading individuals from the tax profession, and representatives from other professional bodies.

It was my absolute pleasure to present the 2019 Council Award to two past Presidents of the Association, Natalie Miller and Yvette Nunn, both of whom have been hugely influential in developing ATT's strategic direction. Natalie has been actively involved in the education/examination function of ATT for many years and is a former chair of Examination Steering Group. She was instrumental in the development of the Tax Pathway and has been heavily involved in both the Higher and Trailblazer Apprenticeships. Yvette is a former chair of Technical Steering Group. In 2018 she was awarded the Memcom Unsung Hero of the Year Award for her contribution to the work of the Association and the help she has given HMRC to develop their services.



Tracy Easman with founder members Malcolm Gammie (QC), Roy Jennings and Tony Ring at the ATT 30th anniversary reception

In October I co-hosted with Glyn Fulleylove, the President of the Chartered Institute of Taxation, the second of this year's Joint Presidents' luncheons, held in the magnificent surroundings of City Hall, Cardiff. These regional events are an ideal opportunity to engage with key stakeholders and members of the devolved governments.

Goodbye

Ralph Pettengell stepped down from Council at the 2019 Annual General Meeting. Ralph was President 2016-17 and served on Council for 12 years. He was the first President with a background in the Financial Services Industry, and provided a valuable insight into the world of regulation of the Financial Sector. Helen Brookson stepped down from Council in November 2019. She was instrumental in setting up the Suffolk Branch and was a long-serving member of the Business Development Steering Group. My thanks to both Ralph and Helen for their support as fellow Trustees of the Association.

Andy Pickering

It was with great sadness that we learned of the death of Andy Pickering in November 2019. Andy was appointed Deputy Secretary of the ATT in 1993. In 1994 he became the second ATT Secretary/Company Secretary employed by the ATT and was appointed Executive Director in 2010, a position he held until his retirement in March 2016. He was frequently described as 'Mr ATT', and led the Association through its change from being very much a project of the CIOT to having its own individual identity.

PRESIDENT'S STATEMENT

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Thank you

I cannot perform my role as President without the support of my fellow Officers: Richard Todd, Deputy President; David Bradshaw, Vice President; and past Presidents, Graham Batty and Tracy Easman. Thank you also to all members of Council for your insightful contributions to our meetings. I also extend my thanks to all our other volunteers, be they Steering Group and Committee members, Branch Network volunteers or members who visit local school and college career fairs to promote tax as a profession or as part of HMRC's education initiative 'Junior Tax Facts'. Without your commitment and dedication the Association would simply not continue to function in the way it does. As a former Chair of London Branch, I am very aware of the valuable contribution the Branch Network makes to the work of the Association and our sister body, the Chartered Institute of Taxation.

Thanks are also due to our Head Office Team, headed by our Chief Executive, Jane Ashton, for their support during the last year.

Stay safe.

Jeremy Coker
President



Jeremy Coker, Natalie Miller (left) and Yvette Nunn (right) at The President's Luncheon, September 2019



From left to right, Glyn Fullelove, CIOT President; Rebecca Evans AM, Welsh Minister for Finance; Jeremy Coker; Lakshmi Narain, Chair, South Wales Branch. Joint Presidents' Lunch, October 2019.

ANNUAL REPORT OF COUNCIL

ANNUAL REPORT 2019



Jane Ashton
Chief Executive

The Council members (Trustees of the Charity and Directors of the Company) present their annual report to the members on the affairs of the Association together with the audited financial statements for the year ended 31 December 2019.

Reference and administrative details

The Association of Taxation Technicians is a registered charity in England and Wales, number 803480, and a company limited by guarantee, number 2418331. Its registered office is 30 Monck Street, London SW1P 2AP.

The names of all the Trustees, Chief Executive and professional advisers are listed on page 11.

Structure, Governance and Management

The Association's governing document is its Articles of Association.

A governance statement which includes details of compliance, organisation, Trustee elections and training, audit committee, internal controls and risk assessment is set out on pages 33-35.

Volunteers and staff

It is the Association's policy to train, develop and motivate volunteers and staff, ensuring equal opportunities for all.

Members are encouraged to become involved in our activities and there are over 80 unpaid volunteers on Council, Steering Groups, Committees, Sub-Committees, Branch Committees and Working Parties. The Association is grateful not only for the generous input from all its volunteers at meetings and other activities but also to their firms who may ultimately bear the financial cost. It is not possible to quantify exactly how many volunteer hours were provided in meetings during the year, but it is in excess of 6,000. In addition, office space and utilities have been donated for meetings. The value to be placed on these resources cannot reasonably be quantified in financial terms and is not therefore recognised in the Statement of Financial Activities.

Association staff are responsible for providing efficient and effective support to all Steering Groups and Committees. With the exception of the Chief Executive of the Chartered Institute of Taxation, all staff are jointly employed by the Association and the Institute. The average number of employees in the year was 85 (2018: 85).

The nature of the Association's activities means that employees and volunteers do not encounter many hazards in the work place. However, safety receives constant management attention and a general policy statement on health and safety at work is included in the staff handbook. Risks are regularly assessed and include independent checks on electrical and mechanical equipment and water quality.

Equality and Diversity

The Association is committed to providing equal opportunities to job applicants, staff, students and volunteers regardless of sex, sexual orientation, marital status, age, race, ethnic origin, religion or belief or disability. In 2019, 65% of our staff were female and 31% were from diverse backgrounds. 31% of staff worked part time and 65% worked remotely some or all of the time. The Association seeks to conduct all its activities in compliance with this principle and in full adherence to all applicable laws prohibiting discrimination in employment or service provision and developing and maintaining a diverse workforce of staff and volunteers at all levels within the Association. Online training on diversity is provided for all new staff.

Officers and Council members

Under Regulation 37.1, made under the provision of Article 27(a), up to 24 members of Council shall be elected by the members.

In accordance with Article 27(b), the Chartered Institute of Taxation is entitled to nominate one member of Council.

During 2019 the following changes took place:

Ralph Pettengell ATT (Fellow) FPFS ACII left on 4 July

Helen Brookson ATT (Fellow) TEP left on 15 November

The other members listed on page 11 served throughout the year.

The Officers appointed at the Council meeting held on 4 April 2019 to serve from 4 July 2019 to the Annual General Meeting to be held on 9 July 2020 were Jeremy Coker as President, Richard Todd as Deputy President and David Bradshaw as Vice President.

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Objectives, Activities and Achievements

The Association's objects are:

(a) to advance public education in and promote the study of the administration and practice of taxation and the principles of economic and political science in relation to taxation and public finance;

(b)

(i) to prevent crime and

(ii) to promote the sound administration of the law for the public benefit

by promoting and enforcing standards of professional conduct amongst those engaged in the provision of advice and services in relation to taxation and monitoring and supervising their compliance with money laundering legislation.

The Association had four key objectives for the year:

- **Technical**

We continue to be fully engaged with HMRC during the development of tax services for tax payers and their agents so we can ensure that the services provided are as good as they can be for the public benefit. We use our weekly email newsletter and technical section of the website to update our members on current issues and recent developments in tax.

During 2019 our Technical Team submitted 16 responses to public consultations.

- **Employers**

We continue to issue our monthly newsletter, Employer Focus, which is sent to over 3,000 employers and updates them on the latest developments relating to tax. Our employer engagement programme enables us to meet regularly with employers to ensure our qualification continues to meet their needs. During 2019 we met with 52 employers.

- **Examination**

The new Computer Based Examination (CBE) in Principles of Accounting, developed in conjunction with the Chartered Institute of Taxation (CIOT), was available from March 2019. ATT Paper 2: Business Taxation & Accounting Principles was renamed Paper 2: Business Taxation and examined from May 2019.

- **Apprenticeship**

Our first apprentices sat the End-Point Assessment in December 2018 and we have had 3 sittings of this during 2019. A total of 150 apprentices have sat the assessment. We are also working with HMRC to enable their apprentices to sit our End-Point Assessment.

Details of the Association's achievements and performance against objectives are given in the following reports:

President's Statement - Page 4

Public Benefit - Page 14

Steering Group and Committee Activities - Page 21

Treasurer's Report - Page 31-32

Financial Review

The net deficit before revaluations of investments for the year ended 31 December 2019 of £173,000 is shown in the Statement of Financial Activities on page 41. The gain on the revaluations of investment assets amounted to £114,000 (2018: £94,000 deficit). The Financial Statements and related notes are set out on pages 41-57.

During 2019 the portfolio delivered a total return of 15.7% for the year (2018: 5.2%). The Association has not placed any social, environmental or ethical restrictions on its investment advisers.

Donations, legacies and other incoming resources

The Association is solely supported by subscriptions and fees from members, students and the public.

Grant-making policy

The Association does not make donations to funds of political parties. Grants can be made only to organisations with common, parallel or related objectives and activities. During the year grants totalling £14,000 were paid to TaxAid, Tax Help for Older People and the Tax Advisers' Benevolent Fund. Interested parties are referred to the Association's website: www.att.org.uk

Reserves policy

The Council has assessed the risks involved in the activities of the Association and has agreed the following reserves policy:

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- To retain a sufficient level of reserves in order to provide financial stability and the means for the development of the Association's principal activity. The sum required is equivalent to nine months of committed budgeted expenditure, which has not been achieved; and
- To set aside designated sums to be used for future expenditure but retain the power to reallocate these funds within unrestricted funds unless and until expended. Unrestricted funds have been designated for the following purposes:

- **Disciplinary processes**

In view of the nature of professional advice given by members, we are aware that if, for whatever reason, action is brought against members, then the costs of dealing with such action can be considerable. Although we have no indication of any significant pending actions, we maintain a significant balance of reserves to cover such eventualities.

- **Information technology**

The IT infrastructure and software constantly need to be kept up to date to meet members' and students' requirements and expectations.

- **Property**

We have used some of our property reserve on our move to Monck Street and are building up a property fund for use on the expiry of the current lease.

Investment policy

The Association's powers of investment are set out in the Articles of Association which states that monies of the Association not immediately required for any of its objects may be invested. The Council has assessed the risks involved in the activities of the Association and agreed the following:

- To take independent investment advice on all longer-term investments;
- To regularly review the value of funds the Association requires to be held in

investment, short-term deposits and cash, to ensure that they are adequate to meet its obligations;

- To regularly review with its investment advisers the performance of longer-term investments;
- To invest liquid assets in short-term low-risk investments; and
- To maintain an investment strategy with a medium risk profile (based on industry standards).

Payment of suppliers

The Association is committed to paying suppliers promptly and aims to pay within 30 days of receiving a valid invoice, unless other specific arrangements apply.

Strategy: Plans for 2020: Covid-19 Update

The bulk of this report was written before the emergence of the Covid-19 pandemic. Our strategic plans for 2020 have therefore been revisited as we have been responding to meet both member, volunteer, staff and public interest needs since the emergence of the Covid-19 pandemic. Many of our members have been supporting their clients with both tax concerns and support through the Government schemes. Our volunteer community, both tax technical and branches have worked tirelessly to deliver feedback, ideas and guidance to HMRC and local tax communities as the various government packages have emerged and operationalised. Our Covid-19 hub page has proved an invaluable technical resource for members, tax advisers and wider user groups. We have supported our staff with remote working arrangements ensuring we continue to deliver as seamless a service as possible.

All of our events have moved online, with many free webinars being made accessible to all. We have accelerated the delivery of online exams and by the end of the year all these will be online – this has been challenging and exciting. Throughout the crisis, serving our members, students, volunteers and staff has been our top priority.

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We have undertaken reforecasting and cash flow modelling as we navigate through an unstable period. We are mindful of course that the unfortunate economic impacts of the pandemic will be felt for some time and have therefore been cautious and conservative when reforecasting our income from members, employers and students. We hope that you will be able to support us as we continue to support you.

Notwithstanding, our focus is on innovation and change as we find new ways to deliver existing and new services to members, students, employers and the public. We are firmly focused on the knowledge and skills required of the Tax Technician of the future. We are developing new tools and resources to support existing and future members, students and employers. Our role in supporting and guiding the public remains critical, and we will seek to optimise and widen this through digital means, working with others to support those for whom digital engagement is not feasible.

Pay Policy of key management personnel

The pay of key management personnel is reviewed annually and normally increased in accordance with average earnings.

Public Benefit

The charity has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning future activities. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set. How the Association achieved its public benefit objectives can be found on page 14.

Money Laundering Regulations 2017

The Money Laundering Regulations 2017 list the Association as a supervisory authority for its members in practice. The Scheme was introduced in December 2007 and practising members have been registering since that date. During 2019 the Association continued to ensure that members in practice were fulfilling their obligations under the Regulations, which included visiting members

and checking their anti-money laundering policies and procedures. Following our inspection visit by The Office for Professional Body Anti-Money Laundering Supervision (OPBAS) in December 2018, we are working through the action plan, drawn up and agreed with OPBAS to ensure that we continue to provide consistently high standards of AML supervision.

Statement as to Disclosure of Information to the Auditor

The directors who were in office on the date of approval of the financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the directors has confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Annual General Meeting

A separate notice on page 65 of this report explains the business to be considered at the Annual General Meeting on 9 July 2020.

This report was approved by the Council on 5 June 2020.

By order of the Council

Jane E C Ashton

Chief Executive

COUNCIL AND ADVISERS

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President

Jeremy Coker BSc (Hons) ATT (Fellow) CTA FCCA ACA (2008) (E)

Deputy President

Richard Todd ATT (Fellow) CTA (2013) (E)

Vice President and Honorary Treasurer

David Bradshaw BSc ATT (Fellow) CTA FCA (2015) (E)

Council:

*Graham Batty BSc (Hons) ATT (Fellow) CTA ACA (2012) (E)

David Bird BSc (Hons) ATT CTA TEP Solicitor (2016) (E)

Nancy Cruickshanks BCom ATT (Fellow) CTA ACMA (2017) (E)

*Tracy Easman ATT (Fellow) CTA (Fellow) (2011) (E)

Richard Freeman LLB (Hons) ATT CTA Solicitor (2015) (E)

Simon Groom BSc ATT CTA FCA (2018) (E)

Jacqueline Hall BA (Hons) ATT CTA FCA (2016) (E)

Katharine Lindley BEng (Hons) MPhil ATT (Fellow) CTA CFPCM APFS (2012) (E)

Julian Millinchamp BA (Hons) ATT CTA ACA (2014) (E)

Kay Mind ATT (Fellow) (2015) (E)

Hayley Perkin BSc (Hons) ATT (2014) (E)

Senga Prior ATT (2017) (E)

*Michael Steed MA (Cantab) ATT (Fellow) CTA (Fellow) MAAT (2009) (E)

Jonathan Stride ATT (Fellow) MAAT CAT (2016) (E)

Tanya Wadeson ATT (Fellow) MAAT TEP (2009) (E)

Chief Executive

Jane Ashton ATT (Fellow)
MAPM AMBCS

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London SW1P 2AP

Tel. 020 7340 0551

Connected Charity:

The Chartered Institute
of Taxation
30 Monck Street
London SW1P 2AP

Bankers:

HSBC Plc
The Peak
333 Vauxhall Bridge
Road
London SW1V 1EJ

Registered Auditor:

Buzzacott LLP
130 Wood Street
London EC2V 6DL

Investment Advisers:

Investec Wealth &
Investment Ltd
30 Gresham Street
London EC2V 7QN

Solicitors:

Wilsons Solicitors LLP
St John's Street
Salisbury SP1 2SB

(E) – Elected Member

* – Indicates Past President

The year of appointment to Council is shown in brackets.

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STUDENT REGISTRATIONS



REGISTRATIONS FOR THE OVERSEAS VAT COMPLIANCE DIPLOMA



177

REGISTRATIONS FOR THE FOUNDATION QUALIFICATIONS

590 NEW MEMBERS

VOLUNTEERS AND EVENTS

80



7



6



300

VOLUNTEERS THROUGHOUT THE BRANCH NETWORK



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Over 30 Press Releases



8,500

RECIPIENTS OF THE WEEKLY ATT TECHNICAL NEWS EMAIL

3,000

RECIPIENTS OF EMPLOYER FOCUS

PUBLIC BENEFIT

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Public benefit

As a registered charity we have an obligation to operate for the public benefit. Our charitable aims are education in the study of the administration and practice of taxation, preventing crime and promoting the sound administration of the law by promoting and enforcing standards of professional conduct amongst those engaged in the provision of advice and services in relation to taxation.

Our Technical Steering Group (TSG) continues to work towards developing a simple and accessible tax system for all taxpayers, whether represented or not.

During the year the group submitted seventeen responses to public consultations on matters ranging from capital gains tax relief on private residences to off-payroll working and tax relief for R&D costs. The Technical section of our website carries copies of all submissions.

The publication in July 2019 of draft legislation for inclusion in the next Finance Bill provided an opportunity for the Association to suggest amendments which would improve the practicability of the eventual legislation or preserve safeguards for taxpayers.

TSG continued to be involved in a variety of HMRC-led groups relating to the full range of UK taxes, as well as meeting on an ad-hoc basis with HMRC to discuss specific issues such as Making Tax Digital (MTD).

The group produced over thirty press releases during the year. These were reported extensively in tax, accountancy and in-house publications, with some also being picked up by the mainstream media. Several of these were designed to draw attention to the implications for taxpayers of impending changes or changes that were under consideration. Such press releases can help taxpayers understand their compliance obligations and avoid errors.

TSG continues to promote education in tax, with members and technical officers presenting on a variety of subjects to the Branch Network around the country, as well as at our annual conferences and joint events with other bodies including the Institute of Chartered Accountants in Scotland (ICAS), the Chartered Institute of Payroll Professionals (CIPP) and the Association

of Accounting Technicians (AAT). The ATT website has also been updated with information to encourage and support members to volunteer in attending local schools to talk about tax.

In our monthly Employer Focus publication, we highlight matters which are of particular significance for employers and employees. During the year, topics included the implications of Brexit for employers, changes to eligibility for the employment allowance, company car taxation and salary sacrifice. Non-tax topics included family friendly employment policies, neurodiversity in the workplace and funding for apprenticeships.

Our open policy means that all of those who wish to register as students may do so, regardless of their previous academic record. We offer three routes into full ATT membership: the 'traditional' route, the Tax Pathway and the Level 4 Professional Tax Technician Apprenticeship. We also offer Foundation Level qualifications in Personal Tax, Business Tax and Value Added Tax for those requiring a tax qualification at a lower level. To help students to prepare for the examinations, we run Exam Focus and Skills Days prior to both the May and November examination sittings. These are a mix of classroom-based tuition and webinars and are designed to help students with their revision and work through past examination papers which helps students to identify issues and scenarios and produce an examination-standard answer.

We also aim to develop and provide high-quality education and training for our members, to enable them to meet their Continuing Professional Development (CPD) requirements, and for the general public. We meet this aim in a number of ways:

- The Branch Network produces a superb range of technical and social events across the United Kingdom and beyond. In addition to branches covering specific geographical areas, we also have branches centred on specific areas of work, e.g. Commerce & Industry and HMRC. The branch events are open to all members and students of both the Association and the Institute, members of other professional bodies, as well as members of the public.

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- Our series of conferences and seminars, some run jointly with other professional bodies (the AAT and the CIPP), were held in a total of 12 locations around the United Kingdom. As well as professional speakers, these events were attended by representatives from the Technical Team who had an opportunity to speak directly to delegates to gain an understanding of the problems they face on a day-to-day basis as tax practitioners.

We monitor delegate feedback from all our CPD events and our Conferences Working Party use this to plan future events.

Work is constant towards achieving our charitable aim of producing Taxation Technicians with the highest ethical standards by developing a code of conduct and guidance on their dealings with the revenue authorities and the general public. This gives a level of assurance to all those who interact with our members in any capacity that they will be dealt with in a professional manner by a member who is adequately qualified to carry out tax work. Should any member fall short of these standards, independent action can be taken to ensure the continued integrity of the ATT qualification.

We continue to strive to raise awareness of both the Association and our qualifications with employers, potential students working in the field of taxation, careers advisers in schools, colleges and universities and the general public.

Initiatives include:

- Our qualification tracker, which helps those who have already embarked on a career in finance, as well as those thinking about such a career, to identify the best options in terms of level of qualification and subjects to study.
- We have a specific careers resource pack which is available on request. We regularly attend careers events and give talks about careers in tax.
- We fully support HMRC's education initiative 'Junior Tax Facts' and have produced

supporting material for anyone wishing to visit schools to deliver this. This material can be found on our website and is also freely available on request.

By encouraging more young people to pursue a career in tax and become members of the Association we will have a better qualified profession, which will benefit the users of tax agents and the revenue authorities.

For more details of our charitable objectives, please refer to the Steering Group and Committee Activities Reports on pages 21-28.

LAY PUBLIC INTEREST COUNCIL OBSERVER ANNUAL REPORT 2019

Lay Observer report

The Council of the ATT extended my Term of Office as Lay Public Interest Observer this year. The role of the Lay Public Observer is to advise the Council of the ATT on the public interest regarding its activities and to support the Association's adherence to its charitable responsibilities. My job description asks me to report on the Council's conduct of business in relation to safeguarding the public interest, particularly as a charity, and commenting on Council's adherence to the Association's Articles and statutory obligations and functions.

This continues to be both an interesting and a rewarding appointment. It is therefore an embarrassment to me that, due to ill health, I missed two Council meetings. Such is the quality of the reports prepared for Council meetings, and the fullness of the minutes of the meetings, that I have kept up to speed.

Once again Council members have taken the opportunity to attend training on the role of Charity Trustees. It is a role taken very seriously by Council members. I hope it is clear to ATT students, members and Fellows, and to the third parties with whom and on whom the ATT relies, that this responsibility guides the ATT Council and its Officers in all their activities.

This was very clear during all of the debates at the Council's Strategy Day in October, when the Council sought to identify and to address in a strategic way the issues it thinks will be of most importance over the next three to five years. The detail and outcomes will be reported elsewhere. However, the discussions and decisions were greatly assisted by the detailed background papers prepared by the Chief Executive Jane Ashton, and the relevant officers and staff. They were exemplary in providing information and data in sufficient detail to inform debate, yet in a clear and accessible way that facilitated the task of reading and retaining the information. The day was well structured; everyone spoke and each opinion was respectfully heard.

This year the ATT formally joined the CIOT's newly established Equality, Diversity and Inclusion Working Group. I think this is an

important step for the ATT, and underlines the Council's commitment to Charity Governance Code Principle 6 regarding Diversity. It was heartening that a debate about recruiting new Council Members focused on the need for a greater diversity on gender, age and ethnic origin to bring fresh perspectives to the Council; I sympathise with the difficulty in achieving this when so few people feel they have the time or the support to contribute to their professional body's work. Having that debate is a good step on the road to the representative Council that the Council Members seek.

The ATT is well supported by a number of Steering Groups and Standing Committees, and well served by the non-Council members on them. This helps to ensure that the public interest is reflected in both debate and decision making. I was not able to fulfil my hope last year of observing some of them, and will endeavour to do so in the coming year.

The ATT Council continues to benefit from the advice and support of Chief Executive Jane Ashton and from the internal staff. The respectful and amicable relationship between Council and staff is appropriate. Some distance must be maintained in order for the Council to properly challenge staff reports and to ask searching questions when necessary. I look forward to the ATT enjoying another fruitful year in 2020.

Diane Burleigh OBE
Lay Public Interest Council Observer



Diane Burleigh OBE
Lay Public Interest Council Observer

ENFORCEMENT OF STANDARDS

ANNUAL REPORT 2019

In 2001 the CIOT and the ATT established the Taxation Disciplinary Board (TDB) as an independent body to handle complaints about alleged breaches of professional rules of conduct by members and students of the two bodies.

Public interest

The TDB is responsible for administering the Taxation Disciplinary Scheme (as amended 2016) (TDS), which sets out the principles and powers which underlie the participants' complaints and disciplinary procedures. The TDB is focussed on public duty to address both the incompetent adviser and the oppressive complainant. Members who conduct themselves in a professional manner are unlikely to face disciplinary proceedings.

Structure of TDB

Overall responsibility for the administration of the TDS rests with the Directors of the Board of the TDB. The Chairman of the Board is a joint appointee of the CIOT and the ATT. Des Hudson, the former Chief Executive of the Law Society, was appointed as the Chairman in November 2009 and resigned towards the end of 2019. Measures are currently in hand to identify and appoint a new Chairman. Two Directors, John Whiting (CIOT) and Brian Palmer (ATT), are individual appointments of the two participating bodies. In order to further enhance the independence of the TDB, and during 2017, two additional Lay Directors were appointed (see below). The committees and tribunals appointed by the Board are drawn from panels of lay persons, including lawyers (who are not tax professionals), and professional members who have no current involvement with the standards setting of the two participants. The Board employs a part-time Executive Director, Peter Douglas, who has day-to-day responsibility for the processing of complaints and the smooth running of the Board, and a part-time Clerk to the Disciplinary Tribunal, Nigel Bremner, responsible for the organising and conduct of the disciplinary hearings.

Recent changes

The Articles of Association of the TDB Ltd, and the TDS, were amended during 2017 to enable the TDB to appoint two additional Lay Directors.

Colin Wilby and Elizabeth Fullerton-Rome were appointed effective 1 June 2017.

The major change in the activity of the TDB in 2019 has been to deal with the very large number of referrals (160, previously usually c.4 or 5), from both ATT (64) and CIOT (96), in respect of late or incomplete member registration documentation due by 1 June 2018 (2018/2019) for Anti-Money Laundering supervision. Major contributing factors to this increase in numbers were the requirement for the provision by members of a DBS certificate and the stricter enforcement, than previously practised by ATT and CIOT, of the time by which submission of full documentation was required, occasioned by the regulation by the new body for AML supervisors, OPBAS.

In respect of the registrations due by 1 June 2019 (2019/2020), members had adjusted to a more stringent deadline and there was no requirement for a DBS certificate, and so as a consequence, the number of referrals from the ATT fell to 36.

All AML referrals are dealt with under the TDS administrative provisions, TDS Reg 3.11.

To recognise the changes in the regulatory regime of OPBAS and as a matter of renewal, a MOU between TDB/CIOT/ATT was put in place in December 2019.

As is the case every year, a full day's training was held for all panel members and directors, which was also attended by members of staff from ATT/CIOT.

Complaint cases dealt with in 2019

The TDS provides for the fair and independent investigation of every complaint referred to the TDB and fair treatment for any member against whom a complaint is made.

During 2019, the TDB received 37 new complaints (2018: 37), 10 involving ATT members (including students and joint membership) (2018: 15).

This is in addition to the ones that arose from the failure of members to submit the required Anti Money Laundering (AML) returns, in full and by the deadlines.

ENFORCEMENT OF STANDARDS

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During the year the Investigation Committee considered 18 complaints (4 involving ATT members, 2018: 5). All the complaints, bar one, were referred to the Disciplinary Tribunal.

During 2019, 13 cases (4 involving the same individual) were heard by Disciplinary Tribunals, 4 involving ATT members or students. 2 Interim Orders Panels were also held (1 ATT). 9 further cases, 4 involving ATT members (or students), were awaiting a hearing at the end of the year. Findings, in respect of cases heard by the Disciplinary Tribunal in 2019, resulted in 9 exclusions (including the individual with the 4 cases), 1 censure, 1 warning, 1 part heard and 1 suspension for 12 months. Costs were awarded to the TDB in respect of all Disciplinary Tribunal cases.

As of 31 December 2019, excluding the ATT AML cases, there were a total of 21 cases open and under investigation, of which one was a CIOT/ATT member, 4 were ATT members and the remainder CIOT members.

Peter Douglas
Executive Director
Taxation Disciplinary Board

BRANCHES REPORT

ANNUAL REPORT 2019

The Branch Network

The Branch Network continues to promote education in tax throughout the UK, enabling our members and members of the public to learn more about the Association's high standards and reputation for technical excellence. Led by over 300 volunteers within 40 local branches, branch committees have planned another well-respected annual Branch Programme of events that works on developing an active, strong and vibrant community of tax professionals.

Over 20% of members obtain their continuing professional development from branch events, which are set at a reasonable cost. Many of our branch events attract non-members; some branches report non-member attendance routinely at around or above 45%. This high level of attendance by the public throughout the network reflects branch volunteers as our ambassadors playing a key role in supporting the Association's primary educational purpose.

Our community of volunteers across the UK, Channel Islands and beyond have delivered over 300 events for members, students and the general public and are proud to be playing their part.

Details of all branch committees and events can be found online at www.att.org.uk/branchnetwork

Following a substantive piece of research and in support of the network, a 2019 - 2024 Branch Network Strategy document was launched in July 2019. The strategy's main focus is to provide volunteers with the support, infrastructure and environment to fulfil their duties, thereby promoting an engaged and knowledgeable community of tax professionals.

The key objectives of the strategy are set out as three main strands; Support, Growth and Engagement.

- **Support:** providing an administrative framework allowing branch volunteers to fulfil their duties; being clear with volunteers about their duties; supporting a balanced budget for all activities and improving resources available to the branch network.

- **Growth:** communicating effectively with members and encouraging involvement; supporting succession (finding volunteers); helping support new activities and collaborating with other bodies.

- **Engagement:** helping members develop a greater sense of engagement with their community; measuring and reporting on who attends events; finding new markets; conducting research amongst members, students and non-members to sense check needs and price points.

Work has already begun towards achieving these objectives. In support of our volunteers and aiming to be clear and transparent about our roles, we have conducted 15 branch visits, prepared a comprehensive volunteer guidance booklet as a tangible accompaniment to the branches handbook, and have successfully transferred the time-consuming task of branch accounting back to Head Office.

Engagement and growth are important strands in the strategy, helping us ensure the network remains a supportive hub for tax professionals and is an inclusive environment where all members from our Regions can connect with their Professional Body. Our new and improved platform for email marketing sits within our CRM system, and we are planning increased connectivity through our websites and events booking system to foster a more joined-up Branch Programme.

We have also spent a lot of our time in 2019 promoting the benefits of volunteering through our "call to action" literature. Our new 'exciting ways to join as a volunteer' campaign page has been included in the Branch Network Programme 2019/20 booklet, and newly qualified members have been targeted with a specific 'branch awareness and get involved' flyer. Both campaigns have had success with six members either having joined or been invited as observers with the New Tax Professionals, Birmingham & West Midlands, Cumbria & South West Scotland, Hampshire, Kent and Thames Valley Branch Committees.



Zoe Roberts and Jo Routier
Co-Chairs
Branches Network and Branches
Sub-Committee

BRANCHES REPORT

ANNUAL REPORT 2019

Branches Sub-Committee

The Sub-Committee met three times in 2019. Malachy McLernon, Northern Ireland Branch, stood down following three successful years as Branches Network Chair. During the May meeting, we were pleased to welcome new Co-Chairs Jo Routier, Jersey Branch, and Zoe Roberts, Sheffield Branch.

The tri-annual opportunity for Branch Network volunteers to come together specifically for the purpose of development and governance remains popular, with attendance rising year on year.

Branches Conference and Forum give volunteers an opportunity to network with peers, hear important technical updates and messages from Head Office and share best practice in relation to Branch events. This year, the Sub-Committee supported the principal agenda items of Finding New Volunteers, Communication and Branch Reporting returning to Head Office – all of which proved informative and productive.

If you would like to become a volunteer for your local branch, please contact the Branch Network Team at branches@tax.org.uk

Jo Routier

Zoe Roberts

Co-Chairs, Branches Network

Co-Chairs, Branches Sub-Committee

STEERING GROUP AND COMMITTEE ACTIVITIES

ANNUAL REPORT 2019

Business Development Steering Group

2019 saw a landmark year for ATT as we celebrated thirty years of the Association. We marked this momentous occasion by combining this year's President's Reception with 30th anniversary festivities. This included a video created especially for the occasion starring ATT staff detailing the past thirty years of UK tax. The event was also an opportunity to thank the seven ATT Founder Members.

Throughout the year, we have predominantly focused on the promotion of the Trailblazer Level 4 apprenticeship and Level 2 Foundation Qualifications, as well as increasing our employer engagement programme. In 2019, 227 students registered on the Level 4 apprenticeship programme, while there were 177 registrations for the Foundation Qualifications. During the year, we met with over 50 employers.

The Association has also seen its digital presence grow: there are now over 14,000 people following our social media channels and a 43% increase in website visitors. This year we introduced ATT case study videos across both our website and social media platforms. These included individuals sharing their experiences of studying the ATT Qualification and day-to-day life working in tax.

To continue raising the Association's profile and marketing the ATT qualifications, we have exhibited at the annual Tax Assist Accountants Conference, AAT Conference and Skills London. The ATT team and the Association's volunteers have attended over 30 career events and have distributed over 3,000 brochures to schools and universities across the UK.

We have used all of these opportunities to discuss what a career in tax entails and share information on what ATT offers.

In 2020, we will be exhibiting at Birmingham's 'What Career Live?', where we will be giving a presentation on careers in tax, showcasing our qualifications to careers advisers, parents and prospective students. We will also be producing more case studies and videos to promote the Association and increase our digital presence.

I would like to express my sincere gratitude to all members of the Business Development Steering Group. We welcomed Angelai Fong as a new member of the steering group during the year.

I would also like to thank Simon Groom and Stella Pickering who stepped down from the group earlier this year.

Kay Mind

Vice Chair



Kay Mind
Vice Chair
Business Development Steering Group



Delegates at the Annual Tax Assist Conference

STEERING GROUP AND COMMITTEE ACTIVITIES

ANNUAL REPORT 2019

Examination Steering Group

Congratulations to all those who passed their examinations during 2019. The pass rates and prizewinners can be found on pages 30-31. We are always delighted to meet prizewinners and their guests at our annual Prizewinners' Lunch when a number of our Past Presidents, after whom the medals are named, make the presentations.

Over 600 ATT students have now registered as Trailblazer Apprentices, and three End-Point Assessments have taken place in 2019, with 82 apprentices sitting in the most recent session. It is pleasing that apprentices continue to perform well in the examinations and we are looking forward to awarding the new Jean Jesty prize for the first time following the results of the November 2019 session. The prizewinners will be presented with their awards at the Prizewinners' Lunch in March 2020.

After careful consideration, the ATT decided to remove the option for students to re-register once their initial five-year registration period has lapsed. This means that all ATT students registering from 1 June 2019 have five years in which to successfully complete their written ATT papers and the three Computer Based Examinations required for membership. Any exemptions must be applied for during this five-year period. This policy was introduced to discourage students from failing and re-sitting examinations multiple times over many years. Students can, however, apply for an extension to their registration periods in exceptional circumstances.

Alongside the change to the policy on re-registrations, the ATT has amended how the Certificates of Competency affect registrations and exam pass validity. Any Certificates issued after 1 June 2019 will not extend the pass validity of the relevant paper nor the student registration period. Students can, however, still apply for a Certificate which will demonstrate to potential employers and clients that they have met the ATT's knowledge requirements for that specific area of taxation.

Once a current Certificate has lapsed, students can request another free of charge. Although this new Certificate will be valid indefinitely, as noted above, it will not extend a pass validity or student registration, as per the new rules.

As well as looking at policy changes, the ATT is pleased to announce the introduction of a new Foundation Qualification based on Transfer Pricing. The new qualification joins the three existing Foundation Qualifications and VAT Compliance Diplomas offered by the ATT.

Thank you to our Chief Examiner, Helen Stainton and our team of examiners, all of whom put in a tremendous amount of work in preparing, marking and reviewing the examination papers. Also to the Education Team at Monck Street, who deal with the day-to-day management and administration of the ATT examinations. The whole team offers great support to the Steering Group as we monitor and develop this central part of the ATT's offering.



Graham Batty
Chair
Examination Steering Group

Graham Batty
Chair

STEERING GROUP AND COMMITTEE ACTIVITIES

ANNUAL REPORT 2019

Member Steering Group

Member Steering Group met three times this year and discussed a wide range of issues, including the Branch Network, the website, communications with members, CPD opportunities, our annual tax conference and in-house webinars.

We continue to review the benefits that we provide to our members to ensure that they meet your needs and represent good value for money. During 2019 members received a mouse mat and tax tables, as well as hard copies of the Annotated Finance Act, Tolley's Tax Guide, Whillans' Tax Tables and Tax Adviser. The Annotated Finance Act and Tax Adviser are also supplied in digital format. We will continue to provide hard copies of all of these for 2020. However, with continuing changes in the way in which individuals choose to access information, we will survey all members in early 2020 to gather their views on digital vs hard copies of some of our publications. Please look out for this survey and let us have your views as it is important that we understand your preferences.

The weekly Tax News email continues to be well-received and provides our members with technical updates, as well as keeping them informed of ATT issues. This is regularly read by nearly a third of our members.

Our 2019 NPS (Net Promoter Score) survey of members produced a 14% response rate, almost double the numbers who responded in 2018, and an NPS score of 38%. The NPS is a measure of customer loyalty and these are excellent results of which many big high street names and well-known brands would be very envious.

We are fully aware that for some, passing the ATT examinations is viewed as a stepping-stone to the examinations of the Chartered Institute of Taxation, and this is particularly so for some students on the Tax Pathway – a streamlined route to achieve both the ATT and CTA qualification. With the help of our colleagues in Business Development, we have produced a pack outlining the benefits of ATT membership and have used this as part of a marketing exercise to contact all those on the Tax Pathway who have passed the ATT examination component of the pathway but have not taken up membership to encourage them to apply for membership. We

look forward to welcoming many of these into the 'ATT fold' in due course and celebrating their membership with them at our admission ceremonies. If you are aware of any such individuals in your office or local branch, please do encourage them to take up ATT membership.

Our Annual Tax Conference, held in Belfast, Birmingham, Bristol, Dunblane, Haydock, London and Newcastle this year attracted 550 delegates. Topics included the ever-popular Topical Tax Update, as well as Capital Gains Tax, Planning and Partnerships, Employment Tax Update and MTD for VAT. In addition to our Professional speaker, members from the Technical and Professional Standards Teams attended each conference to speak directly to members and, in the case of Professional Standards, to work through some real-life case studies.

We held three half-day events with the Chartered Institute of Payroll Professionals (CIPP) in Aberdeen, Inverness and Leeds. Members of our Technical Team gave an update on payroll, looking specifically at IR35, employment taxes and the gig economy and representatives from CIPP spoke about legislation matters affecting payroll including devolution, payslips and the National Minimum Wage. This new initiative proved very successful and we look forward to making this a permanent fixture in our CPD calendar.

Another successful 'Sharpen your Tax Skills' series of seminars in conjunction with the Association of Accounting Technicians was held in Birmingham, Exeter, London and York towards the end of 2019. During these, delegates had the opportunity to discuss a series of topical tax scenarios in small groups before coming together for a general discussion.

These events, along with the Branch Network, help to deliver cost-effective training to enable our members to meet their CPD requirements.

590 new members joined the Association in 2019 and we welcomed over 140 of them and their guests to our two admission ceremonies in May and October. As usual, these were held in the wonderful surroundings of the



Katharine Lindley
Chair
Member Steering Group

STEERING GROUP AND COMMITTEE ACTIVITIES ANNUAL REPORT 2019

Admission Ceremony, May 2019

Cholmondeley Room in the House of Lords. Our thanks to Lord Palmer of Childs Hill OBE and Lord McKenzie of Luton for graciously hosting these events. A full list of new members admitted during 2019 can be found on pages 61-63.

The new Office for Professional Body Anti-Money Laundering Supervision (OPBAS) came into being in April 2018. The aim of this new body is to ensure consistency and quality of approach to the supervisory role and to drive up standards across Professional Body Anti-Money Laundering (AML) Supervisors in the UK. With OPBAS has come additional demands on us as an AML Supervisor, not least in the sum we pay towards the functioning of OPBAS. Unfortunately this will result in a significant increase in the fees we will be charging our supervised population in 2020. However, we continue to work with OPBAS and the Financial Conduct Authority, responding to all consultations regarding fees to ensure that the fees paid by the Professional Body Supervisors are fair and proportionate to the number of firms we supervise and affordable by our supervised population.

Member Steering Group would not be able to function without our volunteers. During 2019 we welcomed Charlotte Chapman, Angelai Fong and Abbie West-Kelsey to the group. All bring their own skill set to the group to ensure that it continues to reflect the membership of the Association as a whole. Sadly, we said goodbye to two long-serving members of the group during the year: Simon Groom stepped down to join Finance Steering Group, and Stella Pickering left due to health reasons. My thanks to both for their support and enthusiasm.

I would like to take this opportunity to thank all members of the Steering Group for their lively and insightful discussions during the year and also to the Member Services Team at Head Office for their support to me in my role as Chair.

Katharine Lindley

Chair



Admission Ceremony, October 2019



STEERING GROUP AND COMMITTEE ACTIVITIES

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Professional Standards Committee

As in previous years, the joint Professional Standards Committee continues to play a significant role in helping the ATT meet its objective -

“to prevent crime and to promote the sound administration of the law for the public benefit by promoting and enforcing standards of professional conduct amongst those engaged in the provision of advice and services in relation to taxation and monitoring and supervising their compliance with money laundering legislation.”

Where possible, ATT liaises with other relevant professional bodies (as well as HMRC and other government departments if appropriate) to achieve a consistent approach in updating its guidance and recommendations of best practice. This occurred with its publication in January 2019 of a new Engagement Letter Schedule on getting clients ready for Making Tax Digital for VAT which was prepared by the joint professional bodies working party (AAT, ACCA, ATT, CIOT and STEP) and in liaison with ICAEW. The working party will continue to keep the main guidance and engagement letters schedules under review in 2020.

In addition, ATT, in conjunction with AAT, ACCA, CIOT, ICAS, ICAEW and STEP, published the latest version of Professional Conduct in Relation to Taxation (PCRT) in March 2019 in a digital format. PCRT, which is mandatory for all ATT members and students to observe, now comprises the Fundamental Principles and the Standards for Tax Planning. It is supported by supplementary help sheets designed to help members in applying the standards set out in PCRT.

In response to a request from members working in the R&D sector we are developing guidance in conjunction with R&D specialists on the application of professional standards to the provision of R&D tax credit services.

We have also agreed a Memorandum of Understanding with the Taxation Disciplinary Board (TDB), which acknowledges the TDB's independence and enshrines commitments designed to ensure that ATT can be satisfied as to the effectiveness of the disciplinary process operating in the public interest.

A significant amount of the Professional Standards team's time has been spent on anti-money laundering (AML) issues:

Guidance

The tax sector appendix to the AML Guidance for the Accountancy Sector (AMLGAS) was developed in conjunction with CIOT, ICAEW, ACCA, ICAS and HMRC and approved by HMT. It was published in July 2019 and focuses on the interaction between Anti-Money Laundering (AML) compliance and tax offences as well as covering the issues that a tax practitioner is most likely to encounter in practice.

Additionally, to help sole practitioners or those in smaller practices, we devised pro forma policies and procedures and risk assessment templates for members to adapt for their own practices.

Compliance

We have 524 members registered for AML supervision and have increased the number of visits/desk based reviews (i.e. remote visits) of supervised firms to 19 in 2019 with plans to increase this further in 2020. ATT take compliance with AML obligations extremely seriously and failures to comply (for example, not submitting/late submission of AML registration form) will be referred to the Taxation Disciplinary Board (TDB). In 2019, 53 ATT-supervised firms were fined by TDB.

Regulations

We participated in the consultation on the update of the Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 following the 5th Money Laundering Directive. The revised regulations are due to be implemented in January 2020.



Richard Todd
Chair
Professional Standards Committee

STEERING GROUP AND COMMITTEE ACTIVITIES

ANNUAL REPORT 2019

The Office for Professional Body Anti-Money Laundering Supervision (OPBAS)

Further to their inspection visit to ATT in December 2018, we received a report from OPBAS of their findings in June 2019 which predominantly focussed on our relationship and communication with TDB. As a consequence, we submitted an Action Plan to OPBAS which they approved. ATT provide bi-monthly progress updates to OPBAS.

National Risk Assessment

Through the Home Office and HM Treasury, the UK are conducting a further National Risk Assessment in 2020. ATT have completed a questionnaire that all AML Supervisors had to complete in respect of the risks and vulnerabilities in our sector. HMT will be using the information they receive from the questionnaires to help identify the risks for the UK in combating AML and terrorist financing.

Thank you

I would like to thank the vice chair, Ruth Cook, all the ATT volunteers and staff members of the joint Professional Standards Committee for their continuing contribution and valuable support to the work of the Committee. In particular, I would like to thank Alistair Cliff, who was my predecessor as chair, for the leadership he showed and for the significant contribution he continues to make to the work of the Committee. Sadly, Tina Riches, Helen Brookson, Rosey Blundell and Gary Ashford all stood down this year and I would like to thank them for all their support and participation during their time on the Committee.

Richard Todd
Chair

STEERING GROUP AND COMMITTEE ACTIVITIES

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Technical Steering Group

2019 has seen some changes in the composition of the Technical Steering Group (TSG). During the year, we welcomed Sofia Thomas as a new member and said goodbye and thank you to Kevin Slevin. Michael Steed and Jon Stride remain as Co-Chairs.

TSG meets four times a year to discuss topical issues and oversee the work of the ATT towards ensuring that the tax system works for all. Highlights from meetings this year include representatives of the Office of Tax Simplification (OTS) attending on two occasions to discuss their latest projects and a presentation by TSG member Arnold Homer on his practical and extensive experience of HMRC enquiries.

The discussions at TSG meetings feed into the drafting of responses to consultations and draft legislation and enable identification of points to be made at meetings, conferences and branch events.

A particular area of focus in 2019 has been the introduction of Making Tax Digital (MTD) for VAT. The ATT has engaged extensively with HMRC throughout the year with the aim of making MTD work for taxpayers and their agents. This has included formal working groups and ad hoc discussions with senior members of HMRC. Alongside the practical aspects of MTD, another area of focus has been the scope and availability of exemptions for the digitally excluded.

TSG's VAT Sub-Group has continued to provide an excellent forum for the identification of VAT-related issues. The group draws strongly on the wide practical experience of its members. The enthusiasm and expertise of the members who have joined the group over the last two years has been very welcome. Early in the year, the group noted with sadness the passing of Bob Davies who had been a longstanding member.

The technical team continues to engage with the wider ATT membership on technical issues. Over 30 members act as contributors, providing their views on consultations, draft legislation and similar tax matters. Several members have volunteered to carry out testing of a new HMRC system for reporting capital gains tax due on the disposal of residential property. As always, the

practical insight and expertise of members has been very much appreciated.

Promoting education in tax remains a key focus. Members of the technical team presented at all seven of the Association's Annual Tax Conferences in the Spring. These events provide an excellent opportunity to engage with members and inform them of the ATT's technical work and how they can contribute. Members of TSG and the technical team also attended and spoke at the six joint AAT/ATT Masterclasses.

In 2019, the ATT held its first joint events with the Chartered Institute of Payroll Professionals (CIPP) with the ATT technical officers speaking on employment taxes at three half-day events in Scotland and Leeds. ATT technical officers joined up with ICAS to present a series of Current Tax updates in Scotland. The technical officers also presented at local ATT/CIOT branches from Newcastle to Yeovil and Swansea to Ipswich and this will continue in 2020.

The technical team are working to promote understanding of tax more widely outside the profession. In July, ATT Technical Officer Helen Thornley visited a local primary school armed with HMRC's Junior Tax Facts to teach them about tax. The ATT website now has a dedicated Junior Tax Facts page, including lesson plans, which it is hoped will encourage more volunteers to get involved with local schools.

In addition to their regular commitments to Tax Adviser, the technical team continues to contribute regularly to Accountancy Age and AccountingWEB. Articles by technical officers have also featured in Taxation and Accountancy Daily.

Political and legislative uncertainty has resulted in an unusual year without a formal Budget. However, technical work during the year has been varied, with TSG responding to 16 formal consultations and engaging with HMRC informally on a number of issues, including off-payroll working, changes to capital gains tax private residence relief,



Michael Steed
Co-Chair
Technical Steering Group



Jon Stride
Co-Chair
Technical Steering Group

STEERING GROUP AND COMMITTEE ACTIVITIES

ANNUAL REPORT 2019

amendments to tax returns, and corporate R&D relief. These submissions are a key part in the ATT's work towards developing a simple and accessible tax system for all taxpayers, whether represented or not. In order to ensure that responses took account of a broad range of views, two membership surveys were carried out during the year, and telephone conferences were used to discuss key consultation responses.

The technical team prepared over 30 press releases on technical topics during 2019, many of which were relevant to the wider public in addition to tax professionals. These were reported extensively in tax, accountancy and in-house publications, with some also being picked up by the mainstream media, including the Financial Times, The Times, Scottish Daily Mail and BBC online. ATT Technical Officer Emma Rawson appeared on the BBC Radio 5Live Wake up to Money show early in the year to discuss MTD.

The technical team issues a monthly ATT Technical Round-up email to ATT Council members, TSG members and contributors. The aim of these monthly emails is to provide a short insight into the work of TSG and the technical team in the past month and highlight any areas where additional input would be particularly welcome.

Overall the technical team have had a productive and successful year, and look forward to carrying this into the next decade.

In the early part of 2020, the group's focus will be on any new announcements and consultations arising from the Budget (which is expected to be held shortly after the General Election). The timing of the Budget may result in a great deal of activity in a relatively short time frame ahead of the start of the 2020/21 tax year. The potential tax implications of Brexit and the further roll out of MTD are likely to be areas of focus in the coming year.

Michael Steed

Jonathan Stride

Co-Chairs

EXAMINATION RESULTS

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2019 Examinations – May	No. of candidates	No. passing	Pass rate
Personal Taxation	743	522	70%
Business Taxation	536	428	80%
Business Compliance	143	131	92%
Corporate Taxation	207	152	73%
Inheritance Tax, Trusts & Estates	77	66	86%
VAT	80	50	63%
Computer Based Examination: Professional Responsibilities & Ethics (9 Mar 2018 – 28 Feb 2019)	531	436	82%
Computer Based Examination: Law (9 Mar 2018 – 28 Feb 2019)	899	502	56%

May 2019 prizes and medals were awarded as follows:

Association Medal (<i>best overall performance</i>)	Richard Coldham
Ivison Medal (<i>Personal Taxation paper</i>)	Meera Desai
Jennings Medal (<i>Business Taxation paper</i>)	Elspeth Jamieson
Collingwood Medal (<i>Business Compliance paper</i>)	Katrina Sutherland
Stary Medal (<i>Corporate Taxation paper</i>)	Elspeth Jamieson
Kimmer Medal (<i>IHT, Trusts & Estates paper</i>)	Celia Northern
Gravestock Medal (<i>VAT paper</i>)	Emma Robinson
Johnson Medal (<i>Computer Based Examinations in Professional Responsibilities & Ethics and Law</i>)	Amelia Hay
Tolley Prize (<i>highest total mark when taking all three papers at one sitting</i>)	Elouise Everett
President's Medal (<i>at the discretion of the President</i>)	Lilly-Ann Walters

EXAMINATION RESULTS

ANNUAL REPORT 2019

2019 Examinations – November	No. of candidates	No. passing	Pass rate
Personal Taxation	515	297	58%
Business Taxation	434	331	76%
Business Compliance	112	91	81%
Corporate Taxation	223	175	78%
Inheritance Tax, Trusts & Estates	68	59	87%
VAT	65	50	77%
Computer Based Examination: Professional Responsibilities & Ethics (7 Mar - 1 Dec 2019)	428	359	84%
Computer Based Examination: Law (7 March - 1 Dec 2019)	429	288	67%
Computer Based Examination: Principles of Accounting (7 Mar - 1 Dec 2019)	363	200	55%

November 2019 prizes and medals were awarded as follows:

Ivison Medal (<i>Personal Taxation paper</i>)	Emily Carlton
Jennings Medal (<i>Business Taxation & Accounting Principles paper</i>)	Jasmin Sykes
Collingwood Medal (<i>Business Compliance paper</i>)	Marcelle Bone
Stary Medal (<i>Corporate Taxation paper</i>)	Maxine Walker
Kimmer Medal (<i>IHT, Trusts & Estates paper</i>)	Helen Clark
Gravestock Medal (<i>VAT paper</i>)	Jessica Nash
Johnson Medal (<i>Computer Based Examinations in Professional Responsibilities & Ethics, Principles of Accounting and Law</i>)	Sophie Western
Tolley Prize (<i>highest total mark when taking all three papers at one sitting</i>)	Emma Bentley
President's Medal (<i>at the discretion of the President</i>)	Michael McLeish

TREASURER'S REPORT

ANNUAL REPORT 2019

Overview

I am pleased to present my annual report as the Association's Honorary Treasurer and Chair of the Finance Steering Group. Throughout the year, we have continued to focus on delivering our core activities of promoting the ATT and providing support to our members. Our prudent approach to your Association's finances and providing good value for money remains central to our financial strategy.

Investments

The Association's investment portfolio was valued at £1,417,000 as at 31 December 2019 (2018: £1,188,000), an increase of £229,000. We also receive income from the portfolio, which remains satisfactory. The Finance Steering Group meets regularly with our investment managers, Investec and our investment strategy was reviewed at our Strategy Day on 1 October 2019.

One consequence of the Covid-19 pandemic has been that world stock markets have experienced significant volatility and falls since the balance sheet date.

It is estimated that the market value of investments has reduced by £121,000 (or 8.5%) at the date of approving these accounts.

Results for the Year

The Operating Deficit for the year before investment gains was £173,000 (2018: deficit of £129,000). The funds of the charity at the end of 2019 amounted to £2,420,000 (2018: £2,479,000).

Income

The income for the year was £3,021,000 (2018: £2,795,000).

Membership subscriptions, examination fees and investment income grew in 2019. With regard to membership subscriptions and fees, it remains our policy to keep any increases to the minimum necessary to achieve the Association's budgetary objectives.

Expenditure

Expenditure for the year amounted to £3,194,000 (2018: £2,924,000). This includes expenditure of £13,000 (2018: £56,000) on the office move to our premises in Monck Street and this amount has been covered by an equal sum transferred from the Property Reserve.

The Association shares staff and other administrative services with the CIOT which

The expenditure of the Association is in furtherance of its charitable objectives and in addition to delivering examination and Continuing Professional Development (CPD) programmes, grants of £14,000 (2018: £2,000) were made in the year to charities that are aligned to our objectives.

We continue to provide our members with supportive educational resources including Tolley's Tax Guide, Whillan's Tax Tables, Tax Adviser and an Annotated Copy of the Finance Act.

Taxation Disciplinary Board

The professional delivery of taxation-related services requires an effective and independent disciplinary scheme to maintain the confidence of HM Government, HMRC, the business sector and the public in our Association. The Taxation Disciplinary Board ('TDB') administers the Taxation Disciplinary Scheme for both the ATT and the CIOT. Expenditure of £46,000 was incurred in 2019 (2018: £46,000) as the Association's contribution to the TDB's costs, and comprise part of Member Services expenditure in the financial statements.

The Association maintains a designated reserve to be called upon should the TDB be facing unusually complex and costly cases.

Reserves

General reserves are held to provide the Association with the financial security to meet its obligations and liabilities, but also to enable investment in new initiatives in the furtherance of its charitable objectives. The Reserves Policy set by Council requires the level of general reserves to be equivalent nine months' committed costs. General Reserves at the end of 2019 amounted to £2,019,000 (2018: £2,065,000) which was equivalent to 7.8 months' targeted running costs. Total Unrestricted Reserves at the end of 2019 were £2,420,000 (2018: £2,479,000). The shortfall in actual reserves compared to the targeted level is £312,000 and is partly due to the operating loss reported for the year. The Association keeps its activities and expenditure under regular review, and any necessary action will be taken to ensure operational efficiency and value for money. The Trustees are confident that this approach will provide sustainable finances in support of its charitable aims over the medium to long term.



David Bradshaw
Treasurer

TREASURER'S REPORT

ANNUAL REPORT 2019

enables both organisations to benefit from economies of scale and efficiencies.

Covid-19 Update

The onset of the Covid-19 pandemic and the resulting emerging impact on the economy has brought a great deal of uncertainty. The ATT has taken action by cancelling all face-to-face meetings, events and physical examination sittings for the rest of 2020.

We have replaced the face-to-face meetings and events with a programme of online meetings and webinars. We have accelerated the delivery of our online examination programme and all our examinations will be held remotely by the end of 2020.

The effect of the pandemic on our membership numbers remains uncertain, but the long-term nature of membership provides some reassurance. The Association is also planning other cost saving measures. So whilst income streams have and will be affected, they are partly mitigated by cost savings and together, these factors have informed the reforecasting exercise that the Association has recently carried out, projecting through to December 2021.

The ATT has substantial reserves, standing at £2,420,000 at 31 December 2019. These reserves have been built-up over the years to provide financial stability for the Association to continue its charitable purposes in just such circumstances as this pandemic, and the financial assets held by ATT can be readily converted into cash.

Since the pandemic struck, the financial markets have been increasingly volatile and the ATT investment portfolio has fallen in value from £1,417,000 at 31 December 2019 to £1,296,000 at 28 May 2020, a fall of £121,000 or 8.5%. No withdrawals or additions to investments have been made since the balance sheet date.

The financial statements are prepared on a going concern basis as the Trustees are satisfied that there is a reasonable expectation that there are

adequate resources to continue in operational existence for the foreseeable future.

Details of the Association's reserves are shown in Note 1 Accounting Policies in the Financial Statements.

Thank you

I would like to record my thanks to the members of the Finance Steering Group who served during the year.

David Bradshaw
Treasurer

ASSOCIATION GOVERNANCE

ANNUAL REPORT 2019

Compliance statement

The Association operates within the terms of its Articles of Association and its management is under the control of the Council of the Association. The Association is committed to business integrity and high ethical values in all its activities and the Council has overall responsibility for the Association's internal controls. The Council has considered the guidance published by the Charity Commission and concluded that the Charity's core activity satisfactorily addresses the principles of identifiable public benefit and demonstrates that the charity has fulfilled the public benefit requirement under Section 17 of the Charities Act 2011.

Council

As at 31 December 2019 the Council comprised 18 Trustees. They provide a wide range of skills and experience. The majority are tax practitioners working in the accountancy and legal professions. They fulfil both executive and non-executive roles such that no individual or small group of individuals can dominate Council decisions. The roles of the President, Deputy President and Vice President are separate and clearly defined. The Council considers that its non-Council committee members are independent.

The Council met four times during the year to deal with Trustee business, review financial performance, strategy and risk at which there were formal agendas of matters specifically reserved to it for decision. Council papers, including an agenda, Council and committee minutes and briefing papers, are sent to Council members in advance of each meeting. Council members achieved an overall attendance rate of 89% (2018: 94%) at Council meetings. Council and committee members are required to make declarations of interest in any matter arising at meetings whenever appropriate. A Register of Council and committee members' interests is kept. Members of Council have access to the advice and services of Association staff and may take independent professional advice at the expense of the Association. There are a number of standing committees of Council to which implementation of the Association's strategy has been delegated. Standing committees adopt

the same approach to the preparation and distribution of papers for meetings. Membership of the committees as of 31 December 2019 is set out on pages 36 and 37.

Election to Council

Election of up to 24 members of Council is by the Members of the Association at the Annual General Meeting. The Chartered Institute of Taxation is entitled to nominate one member of Council. Council is responsible for processing nominations for election to Council and for the election of the Honorary Officers.

New Council members, who must also be Members of the Association, are selected for what they can contribute to the Association and they must sign a declaration that they are not disqualified from acting as a Trustee as detailed in Section 178 of the Charities Act 2011. They are also required to confirm that there is no matter which they should bring to the attention of the Association which might bring the Association into disrepute. In addition, a background check is conducted by an independent company. There is a Trustee (Council Member) Code of Conduct, which they agree to adhere to. Trustee training is provided each year for new and existing Trustees and a Trustees' Handbook has been issued to all Trustees.

Audit Committee

The Audit Committee, a joint committee of the Association and the Chartered Institute of Taxation, has a formal constitution and a separate budget. Its members are appointed by the Councils of the Association and the Institute and comprise a serving member of each Council, a nominee from each of the Association and the Institute and two other independent members. The Chief Executive attends all meetings. Members of the Committee receive no remuneration for their services although travel expenses are reimbursed, operate independently from the Council, have both accountancy and taxation qualifications and recent and relevant experience. The Committee acts as a catalyst in relation to matters that affect the Association's financial controls, reporting requirements and risk management and is authorised to seek any information it requires from members of the Council, the external auditor and the staff. In this

ASSOCIATION GOVERNANCE

ANNUAL REPORT 2019

role it reviews: financial control policies and their practical implementation; the changes in the external environment and the procedures used to respond to them; and the management of any prospective risk. It has a specific responsibility for making a recommendation to Council on the appointment and removal of the external auditor. It met twice during the year and requests and receives reports from management and from the external auditor on the audit. It considers annually a wide range of audit-related subjects and reports directly to the Council and comments on perceived weaknesses. No major weaknesses in internal control systems have been identified.

Council member remuneration

Council members receive no remuneration for their services as Trustees although their expenses incurred on Association business are reimbursed. There is provision in Article 6 of the Articles of Association for up to six members of the Council or former members who have served on the Council in the last three years to receive remuneration for their services as a lecturer or examiner. During 2019 one member of Council was paid for their services as a lecturer at the annual tax conferences and the joint conferences with the Association of Accounting Technicians (2018: one).

Internal controls

The respective responsibilities of the Council and auditor in connection with the financial statements are explained on pages 38 to 40. The Council's statement on going concern is set out below. There were no non-audit services provided by the auditor during the year.

The Council is responsible for the Association's system of internal control and for taking such steps as are reasonably open to it to safeguard the assets of the Association and to prevent and detect fraud and other irregularities. The guidance refers to internal controls in the widest sense, including financial, operational and compliance controls and risk management.

Responsibility for managing the business of the Association rests, ultimately, with Council. However, management of the day-to-day

activity is delegated to the Chief Executive and the Officers. Certain powers of the Council are delegated to committees and to the Chief Executive who are also entrusted with carrying out appropriate aspects of the Association's strategy. An annual letter of assurance is signed by Association Executives with responsibility for the preparation of financial statements and the adequacy of internal financial compliance and non-financial controls.

Key financial and operational measures are reported on a quarterly basis and are measured against both budget and interim forecasts that have been approved and reviewed by the Council. The Council has established a clear organisational structure with defined authority levels.

The Council acknowledges that it is responsible for the Association's system of internal control and for reviewing its effectiveness. As with all such systems, internal control is designed to manage rather than eliminate the risk of failure to achieve strategic objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Council reviews the effectiveness of the Association's system of internal controls on a regular basis by monitoring the reports from the Audit Committee and other committees.

The Council keeps under review the need for an internal audit function at the Association. The Council's current view, supported by the Audit Committee, is that a separate function is not required given the size and nature of the Association, the close management supervision exercised, and the attention paid to the adequacy of financial and operational controls.

Fundraising

The ATT does not raise funds for itself through asking for public donations in any form.

Risk management

Council has delegated responsibility for the maintenance of the Association's Risk Register to the Leadership Team. The Register has the objectives of increasing stakeholders' confidence in the integrity of the Association, strengthening

ASSOCIATION GOVERNANCE

ANNUAL REPORT 2019

the ongoing process of risk assessment of uncertainty throughout the Association, and providing a valuable management tool or framework for mitigating risks which might otherwise prevent the Association from achieving its charitable objectives.

We have identified the following as our principal risks:

- Qualification fails to meet the requirements of employers and students - the examination syllabus is reviewed annually, and we have embarked on a programme of employer engagement to ensure that the qualification remains attractive and relevant.
- Our public voice is ignored – we have strengthened our Technical Team and regularly meet with HMRC and HMT. We contribute to consultations on the development of the UK tax system to ensure that, for the general public, it is workable and as fair as possible.
- Significant loss of income, particularly from members – we survey members and employers of our members on a regular basis to ensure that we are providing the services they want.
- IT system development – the costs associated with moving into a digital world are constantly monitored and controlled.
- The introduction of the Office for Professional Body Anti-Money Laundering Supervision (OPBAS) increases our costs disproportionately – we are in contact with the Financial Conduct Authority to ensure that costs imposed on us are fair and proportional to our size.

The development and maintenance of the Association's Risk Register is a continuing process of refinement and integration into the management process.

Going concern

The Council has reviewed the Association's budget for 2020 and beyond and the timing of expenditure relating to its strategy and is satisfied that it is appropriate to prepare the financial statements on the going concern basis.

Jane Ashton
Chief Executive

COMMITTEES OF COUNCIL

ANNUAL REPORT 2019

* Co-opted member

Leadership Team

Jeremy Coker <i>Chair</i>	David Bradshaw	Richard Todd
Graham Batty	Tracy Easman	

Business Development Steering Group

Hayley Perkin <i>Chair</i>	Richard Freeman	Kay Mind
Colin Bruce *	Hilary Hart *	Samantha Perkin *
Nic Byrne *	Georgiana Head *	Seb Purbrick *
Angelai Fong *	Andrew McKenzie-Smart *	

Examination Steering Group

Graham Batty <i>Chair</i>	Jackie Hall	Natalie Miller *
Becky Hayes *	Angela Petty *	Tracy Easman
Vicky Hulse *	Chris Reynolds *	

Finance Steering Group

David Bradshaw <i>Chair</i>	Simon Groom	Julian Millinchamp
Jeremy Coker	Katharine Lindley	Chris Pimblott *

Member Steering Group

Katharine Lindley <i>Chair</i>	Georgiana Head *	Seb Purbrick *
Colin Bruce *	Sarah Hewson *	Amanpreet Purewall *
Charlotte Chapman *	Andrew McKenzie-Smart *	Tanya Wadeson
Angelai Fong *	Banin Oozeerally *	Abbie West-Kelsey *
Richard Freeman	Samantha Perkin *	

Technical Steering Group

Michael Steed/Jonathan Stride <i>Co Chairs</i>	Abigail Holland *	Senga Prior
Trevor Blackmur *	Arnold Homer *	Nichola Ross Martin *
Adela Cebotari *	Gillian McClenahan *	Stephen Taylor *
Ann Elmer *	Yvette Nunn *	Sofia Thomas *
Matthew Herring *	Hayley Perkin	

VAT Sub-Group

Stephen Taylor * <i>Chair</i>	Jamie Jarrett *	Arif Punjani *
Nancy Cruickshanks	Christopher Lewis *	Nichola Ross Martin *
Glyn Edwards *	Julian Millinchamp	Michael Steed
Becky Hayes *	Hugh Mitchell *	

COMMITTEES OF COUNCIL

ANNUAL REPORT 2019

Joint Officers and Senior Staff Forum (joint with the Institute)

* Co-opted member

Chair alternates between Presidents

Graham Batty	Jeremy Coker	Richard Todd
David Bradshaw	Tracy Easman	

Professional Standards Committee (joint with the Institute)

Richard Todd <i>Chair</i>	Tracy Easman	Kay Mind
David Bird	Lisa Macpherson *	David Stedman *
Nancy Cruickshanks	Anthony Thomas *	Peter Davis *

Audit Committee (joint with the Institute)

Laura Kaye Tomlinson <i>Chair</i>	Graham Batty	Peter Newsam *
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Performance and Remuneration Committee (joint with the Institute)

Vincent Oratore <i>Chair</i>	Ralph Pettengell *
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Representations on committees of the Institute

Officers Group

Jeremy Coker

Technical Committee

Michael Steed, Jonathan Stride

Education Committee

Jeremy Coker

Examination Committee

Graham Batty

Finance & Operations Committee

David Bradshaw

Tax Adviser Sub Committee

Yvette Nunn *

STATEMENT OF DIRECTORS' RESPONSIBILITIES

ANNUAL REPORT 2019

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors 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 charity and of the income and expenditure of the charity for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS102);
- make judgements 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the Directors. The Directors' responsibility also extends to the on-going integrity of the financial statements contained therein.

INDEPENDENT AUDITOR'S REPORT

ANNUAL REPORT 2019

Opinion

We have audited the financial statements of The Association of Taxation Technicians (the 'charitable company') for the year 31 December 2019 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2019 and of its income and expenditure for the year then ended 31 December 2019;
- 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.

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 auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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.

Emphasis of matter - effects of Covid-19

We draw attention to the information contained in the trustees' report, principal accounting policies and note 17 to these financial statements, which describe the disruption the charitable company is facing as a result of the Covid-19 pandemic and resultant enforced lockdown. In particular, the operations of the charity have needed to be adapted and there are financial challenges created because of the cancellation of face-to-face meetings, events and examinations and replacement with online content and examinations, uncertainty over the impact of the pandemic on membership numbers, and the impact on the charity's investment portfolio. Our opinion is not modified in respect to this matter.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. 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.

Opinions 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, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic

INDEPENDENT AUDITOR'S REPORT

ANNUAL REPORT 2019

report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibility of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

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

Catherine Biscoe (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor

130 Wood Street

London

EC2V 6DL

FINANCIAL STATEMENTS

ANNUAL REPORT 2019

Statement of Financial Activities (including income and expenditure account) for year ended 31 December 2019

	Note	Unrestricted Funds 2019 £'000	Unrestricted Funds 2018 £'000
Income:			
Charitable activities	2a	2,957	2,746
Income from other trading activities	2b	3	1
Investment Income	2c	61	48
Total income		3,021	2,795
Expenditure			
Cost of raising funds	2d	9	12
Expenditure on charitable activities	2d	3,185	2,912
Total expenditure		3,194	2,924
Operating (loss)/gain		(173)	(129)
Net gains/(losses) on investments	5	114	(94)
Net (expenditure)	3	(59)	(223)
Net movement in funds		(59)	(223)
Reconciliation of funds			
Total funds brought forward at 1 January	12	2,479	2,702
Total funds carried forward at 31 December	12	2,420	2,479

The above results are derived from continuing activities and all gains and losses recognised in the year are included above. The notes on pages 44 to 56 form part of these financial statements.

FINANCIAL STATEMENTS

ANNUAL REPORT 2019

Registered Company Number 02418331

Balance Sheet as at 31 December 2019

	Note	2019 £'000	2018 £'000
Fixed Assets:			
Tangible Fixed Assets	4	0	1
Intangible Fixed Assets	4	5	6
Investments	5	1,417	1,188
Total Fixed Assets		1,422	1,195
Current Assets			
Debtors	6	199	260
Cash at bank and in hand	7	2,058	2,143
Total Current Assets		2,257	2,403
Liabilities			
Creditors falling due within one year	8	(1,078)	(915)
Net Current Assets/(Liabilities)		1,179	1,488
Total assets less current liabilities		2,601	2,683
Creditors falling due after more than one year	9	(181)	(204)
Net Assets		2,420	2,479
Funds of the charity:			
Restricted		0	0
Unrestricted	11	2,420	2,479
Total Funds		2,420	2,479

Approved and authorised for issue by the Council on 5 June 2020 and signed on its behalf by:



J. Coker, *President*

FINANCIAL STATEMENTS

ANNUAL REPORT 2019

Cash flow statement for the year ended 31 December 2019

	Note	2019 £'000	2018 £'000
Net cash (used in)/provided by operating activities	Table A	(31)	(422)
Cash flows from investing activities			
Dividends and interest from investments		61	48
Purchase of fixed assets		0	(6)
Purchase of investments		(333)	(130)
Proceeds from sale of investments		218	104
Net cash provided by investment activities		(54)	16
(Decrease)/Increase in cash and cash equivalents in year	Table B	(85)	(406)
Cash and cash equivalents at 1 January		2,143	2,549
Cash and cash equivalents at 31 December		2,058	2,143

Table A

	2019 £'000	2018 £'000
Reconciliation of net income/expenditure to cash flow from operating activities		
Net (expenditure)/income as per the SOFA	(59)	(223)
Adjustments for:		
Depreciation and amortisation	2	0
Dividend interest and investment	(61)	(48)
Loss/(Gains) on investments	(114)	94
Decrease in stock	0	34
Decrease/(increase) in debtors	61	(93)
Increase/(decrease) in creditors	140	(186)
Net cash (Used in)/provided by operating activities	(31)	(422)

Table B

	2019 £'000	2018 £'000
Analysis of cash and cash equivalents		
Cash in hand	18	53
Notice deposits (less than 3 months)	2,040	2,090
Total cash and cash equivalents	2,058	2,143

NOTES TO FINANCIAL STATEMENTS

ANNUAL REPORT 2019

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation of accounts

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

The financial statements for the year to 31 December 2019 are presented in sterling and rounded to the nearest thousand pounds. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Association of Taxation Technicians is a company limited by guarantee and registered as a charity with the Charity Commission. The Association of Taxation Technicians meets the definition of a public benefit entity under FRS 102.

In the opinion of the trustees there were no judgements made that have a significant effect on the amounts recognised in the financial statements nor any key assumptions or estimates made which might cause a material adjustment to the carrying value of assets and liabilities.

The Chartered Institute of Taxation of 30 Monck Street, London SW1P 2AP is a connected charity but it is not subordinate to the Association and therefore consolidated financial statements have not been prepared. Further information on the relationship can be found in note 16.

Critical Accounting Estimates and Judgements

Preparation of the financial statements requires the trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include;

- Estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge;
- Estimating the useful economic life of intangible fixed assets for the purpose of determining the annual amortisation charge;
- Estimating the value of gifts in kind; and
- Allocation of support costs across charitable activities.
- In addition to the above, the full impact of the recent emergence of the global Covid-19 pandemic is still unknown. It is therefore not currently possible to evaluate all the potential implications for the charity's activities, beneficiaries, members, suppliers and the wider economy. Estimates used in the accounts are therefore subject to a greater degree of uncertainty and volatility.
- As set out in these accounting policies under "Going Concern", the Trustees have considered the impact of the pandemic on the charity's financial position and going concern. They have concluded that, although there is uncertainty related to this, it is appropriate for the charity to continue to prepare its accounts on the going concern basis.

Going Concern

As detailed in the Statement of Directors' responsibilities, the Trustees are required to prepare the accounts on a going concern basis unless it is inappropriate to presume that the charity will continue in business. In making this assessment, the Trustees have considered the potential impact and uncertainty of the Covid-19 pandemic on the operations of the charity and prepared financial forecasts to December 2021.

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The coronavirus pandemic is likely to have an impact on ATT's finances in the year to 31 December 2020 and potentially beyond that into the following year. This is likely to be felt in the following areas:

- Income. Examinations will be delivered on-line, but numbers sitting are likely to be reduced. Membership renewals are likely to be lower. Events income will be reduced as a result of cancelling all face-to-face events.
- Expenditure. There will be cost-savings as a result of cancelling all travel, face-to-face events, physical examination sittings and meetings. All discretionary expenditure has ceased. Other cost saving measures will be implemented.
- Cash flows. As a result, net cash inflows will be reduced. However, liquid reserves are sufficient to cover the reduction.

The Trustees conclude that the ATT has sufficient resources to continue in operational existence, and accordingly continue to prepare the accounts on a going concern basis.

Income Recognition

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met and it is probable that the income will be received and the income can be reliably measured.

Student registration fees are not refundable and are credited to income over the period of the registration with 40% recognised in the first year and 15% in each subsequent year. For Tax Pathway students, the registration fees are credited to income over the period of registration with 50% recognised in the first year and 12.5% in each subsequent year.

Subscriptions, sponsorship, examination fees and registration income are credited to income over the period to which they relate with that portion relating to subsequent years included in creditors. The date to which examination fees relate is deemed to be the date of the examination. Investment income from the Association's portfolio of investments is credited on an earnings basis each year.

Expenditure Recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on raising funds comprise the costs of commercial trading including investment management costs.
- Expenditure on charitable activities includes, but is not limited to, the cost of member services, student services, education, governance and grants.
- Other expenditure represents those items not falling into any other heading.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, and conditions associated with the donated item have been met, the receipt of economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised. Please refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Allocation of support costs

Support costs are central administration costs that assist the work of the charity but are not directly allocated to charitable activities. These costs are allocated across the categories of charitable expenditure and governance costs.

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The basis of allocation is given in note 2d to the financial statements. Governance costs, now included as a part of support costs rather than a separate category, include those incurred in the governance of the charity and are primarily associated with organisational administration, and constitutional and statutory requirements.

Reserves

In 2019 the target for reserves was composed as follows:

	2019 £'000
9 months' committed costs to provide financial stability and enable the Association to meet its commitments for a reasonable period in the event of adverse operating conditions.	2,331
To cover (i) the unpredictable future costs of investigations and disciplinary hearings by the Taxation Disciplinary Board; (ii) the cost of improvements to our IT systems and website; and (iii) the property costs	401
	2,732
Actual reserves at 31 December 2019 (excluding restricted funds)	2,420
Deficit in target level of reserves	312

Fixed Asset Investments

Investments have been valued at fair value at 31 December 2019. The fair value of investments quoted on a recognised stock exchange is the quoted bid price. Account is therefore taken of both realised and unrealised gains in the Statement of Financial Activities.

Intangible and Tangible Fixed Assets and Depreciation and Amortisation

All single purchases of less than £1,000 (inc VAT) are written off in full to the Statement of Financial Activities in the year of purchase unless forming part of a bulk purchase where the total is £1,000 (inc VAT) or more, which is capitalised.

Depreciation and amortisation are calculated to write off the cost of fixed assets over their estimated useful lives on a straight line basis as follows:

Office equipment 25%

Intangible assets relating to digitalisation of the ATT coat of arms 20%

Debtors

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.

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.

Creditors and Provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments and are not considered to be of a financing nature. Such financial instruments, except for investments classified at fair value through profit or loss, are initially recognised at the transaction value and subsequently measured at their settlement value.

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Pension Costs

Members of staff are eligible to join the Association's defined contribution retirement benefit scheme. The scheme provides individual pension plans which are managed by independent pension providers. The amounts charged to the statement of financial activities in respect of pension costs is the actual contribution payable in the year as part of the shared cost agreement.

Foreign Currencies

Monetary assets and liabilities in foreign currencies are translated into Sterling at the rates ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate set at the date of the transaction. All differences are taken to the Statement of Financial Activities.

Taxation

The Association meets the definition of a charity in Schedule 6 Finance Act 2010 and accordingly is entitled to exemptions set out in Part 11 Corporation Tax Act 2010 and section 256 Taxation of Chargeable Gains Act 1992 to the extent that its income and gains are applied for charitable purposes.

Fund Accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

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2. Analysis of income and expenditure

2a. Income from Charitable Activities

	2019 £'000	2018 £'000
Membership subscriptions	1,435	1,301
Entrance fees	56	30
Student registrations	203	315
Examination Fees	906	764
Conference and event fees	128	132
Anti Money Laundering Fees	94	72
Sale of books and journal	109	116
Grant Income	0	4
Other Income	26	12
	2,957	2,746

The income from charitable activities was £2,957k (2018:£2,746k) of which all was unrestricted (2018: all).

2b. Income from Other Trading Activities

	2019 £'000	2018 £'000
Sponsorship	3	1

2c. Income from Investments

	2019 £'000	2018 £'000
Dividend income	42	40
Deposit account interest	19	8
	61	48

2d. Breakdown of expenditure

	Activities undertaken directly £'000	Support Costs £'000	Grant funding of activities £'000	Total 2019 £'000
Charitable activities				
Member Services	696	763	14	1,473
Student Services	765	820		1,585
Promotion	60	67		127
	1,521	1,650	14	3,185
Raising funds				
Investment management costs	9			9
2019	1,530	1,650	14	3,194

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	Activities undertaken directly £'000	Support Costs £'000	Grant funding of activities £'000	Total 2018 £'000
Charitable activities				
Member Services	598	598	2	1,198
Student Services	807	807		1,614
Promotion	50	50		100
	1,455	1,455	2	2912
Raising funds				
Investment management costs	12			12
2018	1,467	1,455	2	2,924

Support costs (including governance costs) are central administration costs allocated to each activity on the same proportional basis as expenditure incurred directly and are analysed as follows:

	2019 £'000	2018 £'000
Support costs comprising:		
Staff costs	807	794
Operating costs	259	137
Property	416	361
Governance costs comprising:		
Audit fee	13	11
Legal and professional fees	8	7
Council meetings (inc. Council members' expenses)	36	44
Property	35	31
Staff costs	76	70
	1,650	1,455

Grants payable in respect of charitable activities

	2019 £'000	2018 £'000
Grants payable to tax and other charities to help meet the core operating costs of providing free tax advice to persons who cannot afford to pay for professional help or training and to promote public understanding of tax matters		
Tax Advisers Benevolent Fund (registered Charity no. 1049658)	2	(4)
Tax Aid (registered Charity no. 10622852)	6	6
Tax Volunteers (registered Charity no. 1102276)	6	0
	14	2

3. Net income/(expenditure) for the year

This is stated after charging:		
Fair value losses/(gains) on investments	(114)	94
Auditors' Remuneration	13	11

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4. Fixed Assets

	Office equipment	Total Tangible Fixed Assets £'000	Intangible Fixed Assets £'000	Total Fixed Assets £'000
Cost at 1 January 2019	1	1	7	8
Additions/(Disposals)	0	0	0	0
Cost at 31 December 2019	1	1	7	8
Depreciation at 1 January 2019	0	0	1	1
Charge for the year	1	1	1	2
Disposals	0	0	0	0
Depreciation at 31 December 2019	1	1	2	3
Net book value at 31 December 2019	0	0	5	5
Net book value at 31 December 2018	1	1	6	7

All tangible fixed assets are held for charitable purposes.

The depreciation charge for office equipment for 2019 is £641 (2018: £296).

5. Fixed Asset Investments

	2019 £'000	2018 £'000
Fair value at 1 January 2019	1,188	1,256
Disposal Proceeds	(218)	(104)
Acquisitions	333	130
Unrealised gain/(loss) on investment assets	114	(97)
Realised (loss)/gain on sale of investments	0	3
Fair Value at 31 December 2019	1,417	1,188
Historical cost	1,156	1,125
Listed investments held at 31 December comprised the following:		
Fixed interest	113	134
Listed UK equities	668	651
Listed International equities	455	259
Other Assets	181	144
	1,417	1,188

At 31 December 2019, an investment in an exchange traded fund tracking the performance of the US equity market by replicating the composition of the S&P 500 index, original cost £53,530 now has a value of £85,503 which represents 6% of the total value of investments. At 31 December 2018 there was no single investment representing more than 5% of the portfolio valuation.

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6. Debtors

	2019 £'000	2018 £'000
Trade debtors	1	66
Other debtors	23	1
Prepayments	29	30
Accrued income	146	148
Other Taxes Due	0	15
	199	260

7. Analysis of changes in cash and short-term deposits

	2019 £'000	2018 £'000
Cash at bank	18	53
Cash on short-term deposit	2,040	2,090
	2,058	2,143

8a. Creditors: Amounts falling due within one year

	2019 £'000	2018 £'000
Trade creditors	22	26
Accruals	52	68
The Chartered Institute of Taxation	371	318
Other Taxes	44	0
Deferred income (fees and subscriptions received in advance)	589	503
	1,078	915

Deferred income includes subscriptions, examination fees and conference fees paid in 2019 but relating to future events.

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8b. Deferred Income

	2019 £'000	2018 £'000
Student Registration Fees		
Amount brought forward	342	332
Fees received in year	191	168
Fees released to income in year	(220)	(158)
Amount carried forward	313	342
Subscription and other fees	457	365
Total Deferred Income	770	707
Representing:		
Within one year	589	503
After one year	181	204
	770	707

9. Creditors: Amounts falling due after one year

	2019 £'000	2018 £'000
Student registration fees	181	204

10. Financial Instruments

	2019 £'000	2018 £'000
Financial Assets		
Debt Instruments measured at amortised cost	24	66
Instruments measured at fair value through profit and loss	1,417	1,188
Amount carried forward	1,441	1,254
Financial Liabilities		
Measured at amortised cost	453	344
Amount carried forward	453	344

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11. Income Funds: Unrestricted

	At 01.01.19 £'000	Income £'000	Expenditure £'000	Transfer £'000	At 31.12.19 £'000
Unrestricted					
General	2,065	3,135	(3,194)	13	2,019
Designated					
Property	189	0	0	(13)	176
Disciplinary procedures	150	0	0	0	150
Technology	75	0	0	0	75
	2,479	3,135	(3,194)	0	2,420

	At 01.01.18 £'000	Income £'000	Expenditure £'000	Transfer £'000	At 31.12.18 £'000
Unrestricted					
General	2,232	2,795	(3,018)	56	2,065
Designated					
Property	245	0	0	(56)	189
Disciplinary procedures	150	0	0	0	150
Technology	75	0	0	0	75
	2,702	2,795	(3,018)	0	2,479

12. Analysis of net assets between funds

	Unrestricted Fund £'000	2019 Designated Fund £'000	Total £'000
Tangible Fixed Assets	0	0	0
Intangible Fixed Assets	5	0	5
Investments	1,417	0	1,417
Cash on short-term deposit and at bank	1,657	401	2,058
Other net current (liabilities)	(879)	0	(879)
Creditors falling due after more than one year	(181)	0	(181)
	2,019	401	2,420

	Unrestricted Fund £'000	2018 Designated Fund £'000	Total £'000
Tangible Fixed Assets	1	0	1
Intangible Fixed Assets	6	0	6
Investments	1,188	0	1,188
Cash on short-term deposit and at bank	1,729	414	2,143
Other net current (liabilities)	(655)	0	(655)
Creditors falling due after more than one year	(204)	0	(204)
	2,065	414	2,479

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The total unrealised gains at 31 December 2019 constitute movements on revaluation and are as follows;

	2019 £'000	2018 £'000
Unrealised gains included above:		
On investments	185	63
Total unrealised gains at 31 December	185	63
Reconciliation of movements in unrealised gains:		
Unrealised gains at 1 January	63	226
Add/(less) in respect to disposals in year	0	(66)
	63	160
Add/(less) gains/(losses) arising on revaluations in year	122	(97)
Total unrealised gains at 31 December	185	63

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds comprise funds that have been set aside by the trustees for a particular purpose. The property fund will be held until December 2028, the end of the lease on the Monck Street premises. The disciplinary fund will be used and added to over time for the purpose of the Taxation Disciplinary Board. The technology fund will be used for significant investment in technology as determined by the trustees. The next significant investment will be moving examinations online over the next three to five years.

13. Capital Commitments

At 31 December 2019 there were no capital commitments contracted or authorised but not contracted (2018: none).

14. Financial Commitments

Financial Commitments authorised but not contracted for at 31 December 2019 £nil (2018: £nil).

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15. Personnel

All members of staff, with the exception of the Chief Executive of the Chartered Institute of Taxation, who is employed by the Institute, are jointly employed by the Chartered Institute of Taxation and the Association of Taxation Technicians. All costs are initially disbursed by the Institute and an agreed proportion is attributed to the Association.

The Association has maintained liability insurance throughout the year to pay on behalf of the Association or its Council, committee members and staff, any claims for wrongful acts arising out of the conduct of the Association's business, or committed in their capacity as officers. The insurance premium paid by the Association covering both claims against the Association and the Trustees personally amounts to £13,811 (2018: £12,674).

There was an outstanding pension contribution at the year end of £nil (2018: £43,059).

The average number of employees is 84 (2018: 84) and the number whose salary and benefits in kind, including termination payments, fell within the following scales is as follows

	2019	2018
£60,001 - £70,000	6	3
£70,001 - £80,000	4	2
£80,001 - £90,000	4	1
£90,001 - £100,000	0	1
£100,001 - £110,000	1	1
£110,001 - £120,000	1	0

Total staff costs:

	2019 £'000	2018 £'000
Salaries	3,633	3,748
National Insurance	370	368
Pension costs	317	362
	4,320	4,478

The breakdown of total staff costs between salaries and pension costs for 2018 has been re-stated to correct the salary-sacrifice pay that had been included in pension costs amounting to £146,000. Total staff costs for 2018 of £4,478,000 remains unchanged.

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the entity directly or indirectly. The key management personnel of the Association of Taxation Technicians comprised Chief Executive, Director of Education and Chief Financial Officer. The total employee benefits and remuneration of the key management personnel during the year was £402,929 (2018: £378,204).

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16. Related party transactions

Council members receive no remuneration for their services as Trustees. The Articles of the Association state that reasonable and proper remuneration can be made to any member or former member in his capacity as an examiner or lecturer, providing no more than six persons, being members of the Council or former members who served in the Council in the previous three years, shall benefit from this provision in any calendar year. Council members' remuneration for the year was £3,850 (2018: £11,340). Details of the individual Council members' remuneration can be obtained on written request to the registered office on page 11. Council members' travelling expenses are reimbursed in respect of expenses incurred on Association business.

In the year ended 31 December 2019 15 Council members claimed reimbursement of expenses of £15,267 (2018: 17 claimed a total of £18,820 in the year). In addition £12,296 (2018: £2,577) was paid directly to third parties in relation to trustees accommodation and subsistence. Expenses waived by trustees in 2019 were immaterial (2018: immaterial).

Council members pay subscriptions on the same basis as other members.

The Chartered Institute of Taxation

The Institute is a connected charity in that it has common, parallel or related objects and activities and unity of administration with the Association. All employees, with the exception of the Chief Executive of the Chartered Institute of Taxation, who is employed by the Institute, are jointly employed by the Institute and the Association. Labour, operating and overhead costs borne by the Institute on behalf of the Association are charged to the Association on a quarterly basis using a simple and equitable formula agreed by both parties.

At a meeting of the Officers of both parties it was agreed that the current formula would continue with a review annually. The total allocation for the year is £1,677,141 (2018: £1,624,789) and the balance outstanding due to the Institute at the balance sheet date was £371,364 (2018: £317,850).

The Taxation Disciplinary Board

The Association and the Institute have an agreement with the Taxation Disciplinary Board, a company limited by guarantee managed by and independent board of directors. Neither the Association nor the Institute exercise any significant influence over the operating and financial policy of the Board whose object is to administer the Taxation Disciplinary Scheme. The Association's contribution to costs in the year was £45,781 (2018: £46,394). The amount due to the Taxation Disciplinary Board from the Association of Taxation Technicians at the balance sheet date was £nil (2018: £nil).

17. Post Balance Sheet Events: Covid-19

The bulk of this report was written before the emergence of the Covid-19 pandemic. The ATT has been responding to meet both member, volunteer, staff and public interest needs since the emergence of this pandemic. Many of our members have been supporting their clients with both tax concerns and claiming money through the Government schemes. Our volunteer community, both tax technical and branches have worked tirelessly to deliver feedback, ideas and guidance to both HMRC and local tax communities as the various government packages have emerged and operationalised. We have supported our staff with remote working arrangements, ensuring we continue to deliver as seamless a service as possible. All of our events have moved online, with many free webinars and panel discussions being made accessible to all. The acceleration of delivering online exams has been challenging and exciting, our Covid-19 hub-page has proved an invaluable technical resource for members, tax advisers and wider user-groups. Throughout the crisis, serving our members, students, volunteers and staff has been our top priority.

We have revisited our strategic and operational plans, undertaking reforecasting and cash flow modelling as we navigate through an unstable period. One consequence of the Covid-19 pandemic has been that world stock markets have experienced significant volatility and falls since the balance sheet date. It is estimated that the market value of investments has reduced

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by £121,000 (or 8.5%) at the date of approving these accounts.

We are pleased to advise that our efforts over the last several years to future-proof the Association mean that we were as financially prepared as possible when the pandemic hit. We are mindful of course that the unfortunate economic impacts of the pandemic will be felt for some time and have therefore been cautious and conservative when reforecasting our income from members, employers and students. We hope that you will be able to support us, as we continue to support you.

Notwithstanding, our focus is on innovation and change as we find new ways to deliver existing and new services to members, students, employers and the public. We are firmly focused on the knowledge and skills required of the Tax Technician of the future. We are developing new tools and resources to support existing and future members, students and employers. Our role in supporting and guiding the public remains critical, and we will seek to optimise and widen this through digital means and working with others to support those for whom digital engagement is not feasible.

BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

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Graham Batty

Age 63. Graham joined Council in 2012 and is a past President of the Association. He chairs Examination Steering Group and serves on Audit Committee. He is a former Chair of both the Leeds and Birmingham and West Midlands Branches. He became a member of the Association in 2005 and was appointed a Fellow in 2015. Graham qualified as a chartered accountant in 1983 and became a member of the Chartered Institute of Taxation in 1986. He is an Associate Director at RSM, specialising in the taxation of charities and other not for profit bodies.

David Bird

Age 54. David joined Council in 2016. He serves on Professional Standards Committee and is a former Chair of the Hampshire Branch. He became a member of the Association in 2016. David qualified as a solicitor and became a member of the Chartered Institute of Taxation in 1994. David specialises in tax law, trusts and succession law and practice.

David Bradshaw

Age 64. David joined Council in 2015. He is the Association's Vice President and Honorary Treasurer. He chairs Finance Steering Group and serves on the Joint Branches Sub-Committee. At various intervals over the past 10 years David has been Chair, Treasurer and Secretary of the North East England Branch. He became a member of the Association in 2015 and qualified as a Chartered Tax Adviser in 1984. He has spent time with all four of the world's largest accountancy practices and has specialised in taxation in both the SME marketplace and large corporate tax departments. He now provides in-house tax services acting as a part time Tax Director for a number of North East businesses.

Jeremy Coker

Age 56. Jeremy joined Council in 2008 and is the Association's President. He serves on Finance Steering Group. Jeremy is a former Chair of the London Branch. He became a member of the Association in 2008 and was appointed a Fellow in 2017. He qualified as a Chartered Tax Adviser in 2000 and also holds the ACA qualification. Jeremy works in practice with Oury Clark, a multi-discipline practice consisting of an accountancy practice and law firm which specialises in inward investment, assisting overseas companies set up and do business in the UK. Jeremy deals with all aspects of tax relating to private clients, high net worth individuals, owner managed businesses and small and medium sized enterprises.

Nancy Cruickshanks

Age 60. Nancy joined Council in 2017. She serves on Professional Standards Committee and VAT Sub-Group where she represents ATT on HMRC's Joint VAT Consultative Committee. She became a member of the Association in 1993 and was appointed a Fellow in 2011. She qualified as a Chartered Tax Adviser in 1995. She is VAT Partner at Shipleys.

Tracy Easman

Age 54. Tracy joined Council in 2011 and is the Association's immediate past President. She also serves on CIOT Council. She is a former Chair of the Joint Professional Standards Committee and still serves on this committee. Tracy is a former Secretary and Chair of Sussex Branch. She became a member of the Association in 1993 and was appointed a Fellow in 2012. She qualified as a Chartered Tax Adviser in 2000. Tracy started her career with the Inland Revenue and has worked for two tax consultancy firms. She now runs her own practice in West Sussex.

BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

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Richard Freeman

Age 44. Richard joined Council in 2015. He serves on Business Development and Member Steering Groups. Richard currently chairs the HMRC Branch and is a former Chair of Birmingham and West Midlands Branch. He became a member of the Association in 2015. Richard qualified as a solicitor in 2000, and as a Chartered Tax Adviser in 2003. Richard has worked in leading legal and accounting firms and now works for HMRC, where he is a senior tax professional providing technical support to operational teams across the whole range of employment duties and share schemes.

Simon Groom

Age 56. Simon joined Council in 2018. He serves on Finance Steering Group and is a former member of Business Development and Member Steering Groups and Audit Committee. He became a member of the Association in 2003. Simon qualified as a chartered accountant in 1987 and as a Chartered Tax Adviser in 1991. He has spent many years training students for the ATT and CTA examinations and is Director of Tolley Learning at LexisNexis.

Jacqueline Hall

Age 58. Jacqueline joined Council in 2016. She serves on Examination Steering Group and is a former Chair of Hull Branch and still serves on the Branch Committee. She became a member of the Association in 2016 and is also a Chartered Tax Adviser and Chartered Accountant. Jacqueline is a Partner with RSM, providing business and tax advisory and compliance services to owner managed businesses, large employers and individuals.

Katharine Lindley

Age 46. Katharine joined Council in 2012. She chairs Member Steering Group and serves on Finance Steering Group. She became a member of the Association in 1999 and was appointed a Fellow in 2012. Katharine is a Chartered Tax Adviser, a Chartered Financial Planner and

Certified Financial Planner. She specialises in the provision of strategic financial advice to high net worth clients and has worked in the financial planning teams of PwC, Towers Watson and Tilney Bestinvest. She is now Client Director at EQ Investors.

Julian Millinchamp

Age 63. Julian joined Council in 2014. He serves on Finance Steering Group and VAT Sub-Group. Julian is a former Chair of Severn Valley Branch. He became a member of the Association in 2014 and qualified as a Chartered Tax Adviser in 2000. Julian started his career with Spicer and Pegler in Birmingham and has spent some time as a lecturer. He is currently a Senior VAT Manager with Hazlewoods in Cheltenham.

Kay Mind

Age 53. Kay joined Council in 2015 and serves on Business Development Steering Group. Kay became a member of the Association in 1990 and was appointed a Fellow in 2011. She started her career with the Inland Revenue and has worked in the Private Client Groups at Saffery Champness and BDO. She currently works for Haysmcintyre.

Hayley Perkin

Age 34. Hayley joined Council in 2014. She chairs Business Development Steering Group and serves on Technical Steering Group. She also represents ATT on HMRC's Employment and Payroll Group. Hayley became a member of the Association in 2009. She is a Senior Manager at KPMG, specialising in employment taxes.

Senga Prior

Age 55. Senga joined Council in 2017 and is ATT's spokesperson for Scottish taxes. She serves on Technical Steering Group and represents ATT at the Scottish Devolved Taxes Collaborative and attends quarterly meetings between ATT, CIOT, ICAS and the Scottish Government. Senga became a member of the Association in 2002 and a Fellow in 2017. She works in practice as a

BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

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tax manager for Johnston Carmichael specialising in personal tax. She has a particular interest in technology and accounting software.

Michael Steed

Age 66. Michael joined Council in 2009. He is a past President of the Association and co-Chairs Technical Steering Group. Michael became a member of the Association in 2009 and was appointed a Fellow in 2013. He qualified as a Chartered Tax Adviser in 1995. He has practised in all areas of taxation and specialises in SMEs and indirect taxation. He is Head of Tax for BPP Professional Development and a partner in an OMB practice in Kent.

Jonathan Stride

Age 58. Jonathan joined Council in 2016. He co-Chairs Technical Steering Group and is Vice Chair of the Joint Working Together Committee and the ATT representative on the Issues Overview Group. He is a member of the Somerset and Dorset Branch Committee. Jonathan became a member of the Association in 2005 and was appointed a Fellow in 2016. He also holds the AAT and ACCA CAT qualifications. He is a Tax Senior with a firm in Dorset.

Richard Todd

Age 53. Richard joined Council in 2013. He is the Association's Deputy President. He chairs the Joint Professional Standards Committee and a former Chair of the Northern Ireland Branch. Richard became a member of the Association in 1996 and qualified as a Chartered Tax Adviser in 1998. He began his tax career with the Inland Revenue in London and Central Scotland before returning to Northern Ireland in 1998. He currently works in practice in Belfast.

Tanya Wadeson

Age 43. Tanya joined Council in 2009. She serves on Member Steering Group and is a former Secretary of Sussex Branch. She became a member of the Association in 2003 and was appointed a Fellow in 2019. She specialises in Trust Tax at a firm of solicitors on the South Coast.

Chief Executive: Jane Ashton

Age 52. Jane became a member of the Association in 1993 and was appointed a Fellow in 2011. She is a former member of the Association's Council. Jane was previously with HMRC where over a 30-year period she held various posts gaining considerable experience in both tax and change programmes.

NEW MEMBERS

ANNUAL REPORT 2019

Adamson Rachael
Adithian Danitha
Afari Shadell
Agbeko Lucy
Aguiar Steven
Ahmad Javed
Ahmad Naveed
Akhtar Sonia
Al-Attar Yasmin
Ali Aamna
Ali Rahmat
Anderson Andrew
Anderson Joanna
Aparicio Lopez Antonio
Applewhite Amelia
Arezoo Hamid
Armstrong Liam
Arthur Jordan
Ashford Ross
Aulak Divpreet
Aust Christopher
Back Martin
Bailey Damien
Bailey Ellen
Bal Rajpal
Balasingam Anusha
Balogun Samuel
Bansal William
Barclay Jean
Barnfield Harry
Barratt Jonathan
Barron Brian
Barrows Amy
Barton Shawn
Basaran Altay
Bates Kirstie
Baxter David
Bayliss Lindsay
Belim Lucas
Bell Edwin
Bell Graeme
Ben-Nathan Adam
Beresford Annette
Bergs Michael
Bevan Gareth
Bilkhu Rajan
Bilverstone Kelly
Bird Thomas
Birdee Dalvir
Blakemore Bethany

Bleasdale Thomas
Blythe Daniel
Bolster Lorna
Bouron Lucie
Bowers Ryan
Boyle Sarah
Boynton Michael
Bozian Florina
Brace Rose
Bradbury Wayne
Bradley Kevin
Brady Bonnetta
Branch Charlotte
Breheny James
Brett Rachel
Bridges Carl
Bridgwater Liam
Bristol Isobelle
Broadhurst Christian
Brockley Ezmi
Broderick Conor
Brown Dakota
Brown Daniel
Brown Emily
Brown Rachael
Bruce Karen
Brunst Anna
Bryant Chloe
Burgess Robert
Butler Kit
Byrne Jake
Cadman Paul
Calacius Doshana
Cameron Steven
Cannings Jamie
Cardwell Katerina
Carp Mihaela
Cassiday Emily
Catchpool Elsa
Caucean Calin
Chan May
Chan Shueh
Chaudhary Lynette
Chauhan Ravi
Chawla Anisha
Cheng Kong Yau
Chetter Inneka
Choi Man
Choudhury Kaniz
Chowdhury Saidur

Christie Ellen
Christodoulou Mary
Chrysostomou Prodromos
Clark Samantha
Clarke James
Clarke Nicholas
Clarke Scott
Clement-Smith Kieron
Clews Katherine
Clinton Lauren
Collier Sarah
Corkery Elizabeth
Cornett Andrew
Cornick Ross
Costin Alexander
Cox Shona
Craven Calum
Cross Joseph
Cunningham Siobhan
Dalais Veronique
Daniels Peter
Darby Elizabeth
Davies Abbie
Davies Kaitlyn
Davis Ben
Davis Loic
Day Stephen
Denning Jemma
Dennis Heidi
Devishankar Sharuka
Dharamsi Samihah
Disley Andrew
Dixon Nicole
Dodd Samantha
Dokka Lakshmi
Donald Peter
Donneaux Jennifer
Donnelly David
Dopran Sharon
Douglas James
Draycott Joshua
Drummond Jane
Duff Gavin
Duff Megan
Duggan Peter
Duignan Eugene
Dunning Joseph Jade
Edwards Claire
Eldridge Stephen
Ellis Rozi

NEW MEMBERS

ANNUAL REPORT 2019

Ellis Theodore
Essam Abigail
Fantini Loredana
Fantis Sophie
Fellows Charles
Fenlon Sarah
Ferguson Jennifer
Field Coriann
Fleming Andrew
Fletcher Sarah
Flockhart Zoe
Follows Bradley
Forde Emma-Leigh
Forrest Ian
Foster Ben
Foster Charlie
Fox Samuel
Freke Ryan
Fryers Josie
Fung Sing To
Gabriel Bradley
Gallen Niamha
Galloway Alice
Gammon Charlotte
Ganeva Aleksandra
Ganie Metna
Gareze Jane
Gargett Claire
Garthwaite Lauren
Gearing Catherine
Gibson-Long Charles
Gill Jordan
Gill Natalie
Gislingham Sean
Goddard Richard
Godwin Harry
Goldie Dale
Golding Christopher
Gordon Amie
Gorelova Liudmila
Gould Edward
Graham Amy
Gray Heather
Greco Olivia
Gristwood Rachel
Grosvenor-Smith James
Grunewald Gemma
Hall Lydia
Hampton Holly
Hann Jessica

Hanrahan Alice
Hardwick Claire
Harrell Charlotte
Harris James
Harrison Emily
Harrison Lucy
Hart Andrew
Harvey George
Hashmi Lubna
Henry Jonathan
Heron Grant
Hillman Sophia
Hnin Su
Hodgson Laura
Hodgson Rebecca
Hodkinson Lara-Jayne
Holland Celia
Holm Alexander
Holmes Jamie
Holmes Sinead
Hooke Christina
Hopkins Jasmine
Hopper Jane
Hough Sophie
Hoult Alex
Houston Emily
Howell Evangeline
Hu Xinyi
Hughes Ben
Hughes Mari
Humphrey Amy
Hurren Jack
Hussain Altaf
Hussain Arslan
Hussain Omar
Huyton James
Ilchenko Valerii
Imir Marcus
Iorwerth Awen
Isborne Kalli
Jabbar Muhammad
Jacklin Daniel
Jackson Shirley
Jackson Suzanne
Jacob Ferly
Jamela Funiwe
James Bethan
James Harriet
James Peter
Jay Stephen

Jeffreys Georgia
Jones Ann
Jones Charlotte
Jones Zara
Joyce Samuel
Jozan Veronika
Juneviciene Natalja
Kafizas Monique
Kainth Kamaljit
Kalispera Christy
Kambli Krishna
Kampira Regina
Karsznia Anna
Kawecki Oktawiusz
Kazmi Nida
Keane Andrew
Kearns Benjamin
Kelly Steven
Kennedy Beth
Kerr Ashleigh
Khan Anial
Khan Mukarram
Khan Usman
Kimber Rachel
Kirkham Alison
Kite Adam
Kozhuharov Severino
Kresin Alexander
Krupa T Divya
Kulkarni Snehal
Kundi Arun
Lam Christopher
Lam Henry
Lamb Adam
Lamb Rachael
Langley Robert
Lavin Chloe
Lawson David
Lee Sophie
Lee Yin
Lee Jia Yuan Matthew
Leese Gareth
Leitch Kevin
Lelecka Ewelina
Leslie Christopher
Lewis-Jones Sophie
Liddell Claire
Liddiard Sean
Lines Natasha
Lubinsky Joseph

NEW MEMBERS

ANNUAL REPORT 2019

Lynn Marcus
MacDonald Penelope
MacGowan Rosita
Mackenzie Andrew
MacPhee Oliver
MacTaggart Thomas
Madan Indra
Madden Matthew
Maddocks Abby
Malik Umber
Mannan Malik
Marquardt Roxanne
Marshall Ashley
Marshall William
Martin Tracy
Massey Matthew
Mayer Patrick
McAdam Jane
McBrearty Sarah
McCann Katie
McCann Matthew
McFarlane Jack
McGaw James
McKeon Melissa
McLoughlin William
Mee Victoria
Merritt Patrick
Millar Rob
Miller Angela
Millington Kieran
Misiewicz Simon
Misurnov Ioana
Miteva Emilia
Mitford Elisabeth
Moffat Sarah
Molloy Dexter
Molnar Adrienn
Money Christopher
Montoya Mark
Moore Jack
Moore Jessica
Moore Laurence
Moreton Nick
Morgan Abbie
Morgan Dale
Morgan Emily
Morris Ann
Morris Owen
Morrison Saskia
Moseley Jack

Mukhopadhyay Anirban
Munjayi Tendai
Murrell George
Musgrove Ashleigh
Mustafa Azeem
Musty Jonathan
Myers Matthew
Nadir Humna
Nagy Klaudia
Ncube David
Neville-Lister Marley
Newman Catherine
Nguyen Duc
Nguyen Quoc
Nguyen Thi Ha Phuong
Nicholls Laura
Nicholson Samantha
Nobbs Georgie
Norcross Gabrielle
Northcott Naomi
Nurgat Abdurrahman
Oakman Douglas
Oba Sachiko
O'Connell Declan
Odeley Emmanuel
Olasupo Azizah
Oliver Joe
O'loughlin Aisling
Omair Tahoorra
Orange Daniel
O'reilly Aimee
Ortega-Gutierrez Lorena
Ouanji Kamshu Sandrine
Pack Hilary
Paget Tim
Painter Claudia
Painter Lucy
Pandit Dhruv
Panigrahi Basanta
Parfitt Craig
Parikh Ravi
Partyka Tatiane
Patel Naeem
Paul Arpita
Payarira Gilda
Pearcey Jazz
Pearson Natalie
Peck Andrew
Peck William
Perry Ezekiel

Persaud Alicia
Phillips Ceri
Pieper Kim
Pigeon Lauren
Pitcher Abigail
Piu Carla
Poole Toby
Pope Daniel
Porter Adele
Porter Max
Potter Stephen
Poulter Bohuslava
Poza-Riqueni Maria
Pratschke Sinead
Price Fabian
Qasim Uzair
Rahman Mohammad Oliur
Raja Zainab
Ramazanova Zana
Rampton Scarlett
Rana Jason
Raynes Alexander
Raziq Nadeem
Reay Laura
Redfearn Bradley
Reed Suzanna
Reilly Melissa
Rest Natalie
Reynolds Gregory
Rhynas Mark
Rice Anthony
Richardson Rianna
Richardson Sarah
Richardson Susan
Rimington Stephen
Ring Amy
Ritina Rita
Roach Katharine
Robinson Andrew
Robinson Daniel
Robinson Paul
Robinson Pauline
Rodgers Emma
Rogers Amy
Rogers David
Romanczuk Iwona
Romanyuk Nadiya
Rossiter Matthew
Rowe Andrew
Rushton Nigel

NEW MEMBERS

ANNUAL REPORT 2019

Russell Jade
Rylance Amy
Sahota Manjot
Sahotay Jivan
Sampson Kelly
Sanghera Harsimrat
Sarai Dalveer
Sarjant Harry
Savage Emma
Schooley-Frame Ross
Scott Georgina
Scullion Shanley
Sears Nicholas
Seligman Deborah
Selvendran Cowsiga
Sembi Jaspal
Seven John
Shabir Naihla
Shadbolt Robert
Shah Akshi
Shah Aneela
Shah Nowsherwan
Shah Urvi
Shah Waqar
Shaker Ahmad
Shala Granit
Shankara Prashanth
Sheldon Daniel
Shepherd Richard
Shore Amy
Shrosbery Simon
Sikaria Shilpa
Simper Daniel
Singh Ravindar
Smalley Oliver
Smith Ben
Smith Daniella
Smith David
Smith Robyn
Smith Steven
Smith-Langridge Henry
Song Lei
Sorokina Anzelika
Sorrell Mark
Spence Timothy
Spendlicek Kamil
Squire Fiona
Squire Nicola
Staicu Andreea
Stainton Helen

Stanford Harry
Stanley Keeley
Stantschew Ellen
Stephenson Richard
Stevens Francis
Stewart Emma
Stewart Louise
Stockwell Kevin
Stoker Rebecca
Stoller Ashley
Stone Patricia
Stylianou Stephanie
Sudbury Christopher
Sutton Brandon
Swift Jessica
Sylvester Joseph
Taskova Natalia
Taylor Adam
Taylor Sarah
Tchorz Magdalena
Terry James
Thang Daniel
Thomas Amber
Thomas Bethan
Thompson Glen
Thomson Michael
Thurgood Sandra
Tidy Jessica
Tilley Amy
Townsend Gemma
Tripathi Richa
Tucker Stuart
Tyrrell Luke
Uramoto Ai
V Vishakha
Varden Jade
Vargas Andrew
Velayuthan Pradeepan
Verity Jodie
Vermundsen Daniel
Vernon Michael
Viljoen Donay
Walker Helen
Walker Maria
Walkerdine James
Wallace Niamh
Waller Paul
Wallis Joshua
Walsh Christopher
Walton Sophie

Wan Hok
Wan Jodie
Wan Xin
Ward Ryan
Washington Lisa
Watkins Daniel
Watkins Evie
Watkins Matthew
Watts Caroline
Way Courtney
Webb Rocky
Webb Sophie
Wei Wei
Weldon Aaron
Whelan Connor
Whiteley Rebecca
Whittle Annalisa
Wild Alison
Wilkinson Charlene
Willcox Sophie
Williams Emily
Williams Sophie
Williams Teresa
Willis Jamie
Wilson Emily
Wilson Hannah
Winter Rebecca
Winterton Henry
Wise Louise
Wishart Niall
Wood Alice
Wood Deborah
Woodgate Jonathan
Wright Kimberly
Wright Tamsin
Yusuf Naeem
Zhang Hongwei
Zhang Jurong

NOTICE OF ANNUAL GENERAL MEETING

ANNUAL REPORT 2019

Notice is hereby given that the thirtieth Annual General Meeting of the Association of Taxation Technicians will be held on Thursday 9 July 2020 at 1400.

To register for this virtual meeting, please visit: www.att.org.uk/agm2020

Ordinary Business

1. To receive and adopt the Report for Council for 2019.
2. To receive and adopt the audited Financial Statements of the Association for the year ended 31 December 2019.
3. To re-elect as Members of Council Graham Batty, David Bradshaw, Richard Freeman and Kay Mind, who retire under Regulation 43.
4. To appoint Buzzacott LLP as the auditor of the Association.

By order of the Council

Jane E C Ashton
Chief Executive
30 Monck Street
London SW1P 2AP

19 March 2020

Notes

(a) A person entitled to attend and vote is entitled to appoint a proxy or proxies to attend and on a poll to vote instead of him or her. A proxy must be a Member of the Association.

(b) A person who has been appointed a proxy may nevertheless attend the meeting and vote, in which case any votes cast by the proxy will be superseded.