

20 12

ANNUAL REPORT AND FINANCIAL STATEMENTS



Practical Tax People
Association of
Taxation Technicians

TABLE OF CONTENTS

ANNUAL REPORT 2012

| | |
|---|----|
| Our vision | 2 |
| President's Statement | 3 |
| Annual Report of the Council | 5 |
| Council and Advisers | 9 |
| Public Benefit | 10 |
| Enforcement of Standards | 11 |
| Member Steering Group | 13 |
| Branches Report | 15 |
| Student Steering Group | 17 |
| Business Development Steering Group | 19 |
| Professional Standards Committee | 21 |
| Technical Steering Group | 23 |
| Treasurer's Report | 26 |
| Association Governance | 27 |
| Committees of Council | 30 |
| Statement of Directors' Responsibilities | 31 |
| Independent Auditor's Report | 32 |
| Financial statements | 33 |
| Biographies of Officers & Council Members | 43 |
| New members 2012 | 46 |
| Notice of Annual General Meeting | 50 |

OUR VISION

ANNUAL REPORT 2012

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.

To do this it:

- provides through examination a qualification “Taxation Technician” for persons engaged in tax compliance work;
- runs residential courses and one-day conferences;
- publishes (jointly with the Chartered Institute of Taxation) the monthly journal Tax Adviser;
- issues annotated copies of Finance Acts and other technical material;
- liaises with and makes submissions to the Revenue authorities and Government on the improvement and simplification of taxation compliance issues and relevant tax legislation;
- maintains standards of professional conduct for members;
- provides eligibility to take the examination of the Chartered Institute of Taxation.

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.



PRESIDENT'S STATEMENT

ANNUAL REPORT 2012

It is fair to say that 2012 has been an unprecedented year in the tax profession. Tax, and tax planning in particular, has become incredibly politicised and, as the economy struggles to recover, the tax affairs of individuals and corporates have been scrutinised and criticised. Tax avoidance, although legal, has suddenly become immoral.

By and large the Association has stayed out of the debate. Our views have not altered. We need clear and unambiguous legislation which is fair and even handed to all. If it can be delivered then many of the perceived abuses will simply melt away. We have no political agenda nor do we represent any particular interest group. We simply follow our Charitable aims to further the study and education of tax in all its forms. We have avoided becoming embroiled in what is often ill-informed debate as we see little purpose in this, but we have worked hard, through our Technical Steering Group in particular, to deliver good legislation for all. We leave moral judgements to each individual's conscience.

Against this challenging background I am delighted to report that our membership has continued to rise and by the end of 2012 we had over 12,500 Fellows, members and students. Student numbers are particularly encouraging, showing a 26% year on year increase which takes us over the 5,000 mark for the first time in our history. I believe this is down to a much more co-ordinated and, may I say, professional approach to the marketing of our qualification and the benefits of professional study. We have engaged with our stakeholders and taken on board their comments and suggestions. We will continue to do so; students are the future of the Association and I look forward to seeing these students becoming members over the coming years.

Not surprisingly our exam numbers have continued to rise in line with student numbers. We are almost back to pre-recession levels and this I believe is in no small part due to the tireless work put in by our dedicated examination teams. Our constant challenge is to ensure not only that our standards are consistent between sittings (and individual papers) but that the exams themselves meet the needs of students and their

employers. I am immensely proud of the positive feedback we receive but we continue to review our exams to ensure that we remain the gold standard for those engaged in tax compliance.

Staying with students, by far our greatest achievement this year has been the introduction of a Higher Apprenticeship in Professional Services, the tax pathway of which takes as its core the ATT exams. We worked with a number of partners to deliver within a very tight timescale what I believe to be a credible and cost effective way to study. Coupled with work experience the Apprenticeship will deliver a motivated workforce of tax practitioners. In these austere times this is exactly the sort of initiative we should be involved in as a Charity: opening up new ways of studying and access to the profession and with targeted government support creating job opportunities. I am immensely proud of what our team has delivered and I hope this will be a lasting legacy of my Presidential year.

But what sort of profession are our new students entering? Well there is little doubt that it is evolving and you need to look no further for evidence of this than HMRC's Tax Agent Strategy. We at the ATT continue to be heavily involved in this as we believe it is changing the landscape considerably and if HMRC get it wrong then it could be disastrous. Tax agents make the system work. As the leading professional body representing those dealing solely with tax compliance the ATT is in a unique position. We must use our experience and knowledge to bring about the right changes to ensure that it is a profession which will continue to attract the right people. Without this the tax system will grind to a halt; something which is in no one's interest.

In 2012 we took a critical look at our internal governance structure and instigated changes which have modernised our approach. I see this as an evolution rather than a revolution and a natural progression as we mature as a professional body. All members of Council were involved in this and brought their many years' experience to bear on the process. I believe this sets us up well to face the challenges of a modern professional body. Decisions are now

PRESIDENT'S STATEMENT

ANNUAL REPORT 2012

being made at the right level enabling Council to concentrate on strategy and ensuring we fulfil our Charitable aims.

We cannot operate in isolation and we have always ensured that we work closely with other professional bodies wherever possible. I was delighted therefore to sign a Memorandum of Understanding with the Irish Taxation Institute. We are looking at how we may work more closely on a global basis to further both bodies' interests on the world stage, in particular promoting the Technician brand. It is early days but I will be interested to see how this develops over the coming months, particularly for the benefit of current and future members of both bodies.

As I step down as President it is right that I thank a number of people who have ensured that we have remained the leading professional organisation representing those individuals engaged in tax compliance. Firstly to my fellow members of Council: they have provided invaluable support in the many initiatives in which we have been involved and shown significant enthusiasm throughout the year. We have a fantastic mix of experience, ages and technical skills which means we bring many and varied views to the table. But ultimately we come together with a shared view of what is best for the Association and its members and ensure that initiatives are progressed in the right way.

To my fellow officers, Yvette Nunn and Natalie Miller: their counsel and wisdom has been appreciated and never taken for granted. With the rest of the Leadership Team I feel we have helped to steer the Association through some choppy waters and I wish them both well as they progress in their time as future Presidents.

The staff at Artillery House have been fantastic and have amazed me as to how focused and committed they are to the Association; in particular Andy Pickering and Sue Fraser who have been there to provide support and guidance whenever it was needed.

My thanks also go to all the branch and committee volunteers up and down the country who give of their time so freely and without expectation of reward; just to give something

back to a profession which has been good to them. You are the lifeblood of the Association and you should never underestimate just how important you are in everything we do.

And finally, thank you to all the members, students and Fellows of the Association who gave me the honour, for an all too brief time, of being your President. It has been a privilege to serve you and an experience I will never forget.

Stuart McKinnon

ANNUAL REPORT OF COUNCIL

ANNUAL REPORT 2012

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 2012.

Reference and administrative details

The Association of Taxation Technicians is a registered charity in England and Wales, number 0803480, and a company limited by guarantee, number 02418331. Its registered office is Artillery House, 11-19 Artillery Row, London SW1P 1RT.

The names of all the Trustees, Executive Director and professional advisers and their addresses are listed on page 9.

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 page 27.

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 54 unpaid volunteers on Council, committees, sub-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 estimated that over 3,500 volunteer hours were provided in meetings during the year. In addition, office space and utilities have been donated for meetings. Where possible, where the value to be placed on these resources can reasonably be quantified in financial terms, they are recognised in the Statement of Financial Activities.

Association staff are responsible for providing efficient and effective support to all 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 and the average number of employees in the year was 60 (2011 - 56).

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.

Officers and Council members

In accordance with Article 27 (a), the Chartered Institute of Taxation is entitled to nominate one member of Council. Under Regulation 37, made under the provision of Article 27 (b), up to 24 members of Council shall be elected by the members.

During 2012 the following changes took place:

- Graham Batty BSc(Hons) ATT CTA ACA joined on 3 January
- Stephen Coleclough LLB(Hons) CTA(Fellow) FITT FInstCPD FRSA Solicitor left on 15 May
- Anne Fairpo MA(Oxon) CTA(Fellow) ATT Barrister joined on 15 May
- Katharine Lindley BEng(Hons) MPhil ATT(Fellow) CTA CFPCM APFS joined on 5 July
- Brian Palmer ATT(Fellow) FMAAT left on 5 July.

The other members listed on page 30 served throughout the year.

The officers appointed at the Council meeting held on 13 December 2011 to serve until 31 December 2012 were Stuart McKinnon as President, Yvette Nunn as Deputy President and Natalie Miller as Vice-President. The officers appointed at the Council meeting held on 13 December 2012 to serve from 1 January 2013 to 31 March 2014 were Yvette Nunn as President, Natalie Miller as Deputy President and Michael Steed as Vice-President.

ANNUAL REPORT OF COUNCIL

ANNUAL REPORT 2012

Chris Jones, Katharine Lindley and Natalie Miller, Elected Members of Council, retire under Regulation 38 and offer themselves for re-election.

Trevor Blackmur, Simon Braidley, Tanya Hiscock, Ralph Pettengell and Michael Steed, Elected Members of Council, retire under Regulation 43 and offer themselves for re-election.

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:

- Implementation of the new examination structure and to develop, in conjunction with others, a higher level apprenticeship in professional services.
- Increase our engagement with the employers of our members.
- To implement a revised governance structure.
- To take a leading role in the development of HMRC's Tax Agent Strategy.

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

- President's Statement – Page 3

- Member Steering Group – Page 13
- Student Steering Group – Page 17
- Business Development Steering Group – Page 19
- Professional Standards Committee – Page 21
- Technical Steering Group – Page 23

Financial Review

The net incoming resources before revaluations of investments for the year ended 31 December 2012 of £255,000 are shown in the Statement of Financial Activities on page 33. Gains on revaluations of investment assets amounted to £55,000. A review of the Association's financial position is given on page 26.

During 2012 our investments increased in value by approximately 9%. This compares reasonably well with the movement in the index used as a benchmark for our investments. 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 £13,000 were made to TaxAid, Tax Volunteers and to the Tax Advisers' Benevolent Fund. Interested parties are referred to the Association's website at: 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:

- 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

ANNUAL REPORT OF COUNCIL

ANNUAL REPORT 2012

sum required is equivalent to one year's committed budgeted expenditure which has been achieved;

- 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 procedures

- 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 reserve a significant balance of reserves to cover such eventualities.

Information technology

- We are aware that technology moves at a rapid pace. It is now three years since the new website was developed but we are aware that further developments in technology are likely to mean that more work will be needed before long to upgrade the IT functionality and therefore we are designating appropriate reserves to meet those future costs. We currently have about three quarters of what we believe we will require.

Property

- We are not due to move premises again for a further 11 years. However, bearing in mind the time and expense in relocating, we are building up a reserve fund to cover the anticipated costs. Our intention is to build the reserve to the amount we anticipate will be needed by the time the current lease ends.

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. During the year we revised our investment policy to bring it in line with the revised Charity Commission guidance CC14 published in October 2011.

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 low to 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: Major plans for 2013

In keeping with the Council's strategy plan, the main objectives for 2013 include:

Education

- To promote, in conjunction with others, the higher level apprenticeship in professional services.

The higher apprenticeship in professional services, which has a tax route with the ATT examination at the centre, was introduced during the year and the first apprentices have started to take their places. Those students who successfully complete the tax route may apply for admission to membership of the ATT.

We believe this apprenticeship provides a wonderful opportunity for students and

ANNUAL REPORT OF COUNCIL

ANNUAL REPORT 2012

employers. Students who, for whatever reason, do not go on to university can further their education in a vocational environment and 'earn whilst they learn'. Employers will benefit from students who are dedicated to learning and the Government will provide funding for training courses.

During 2013 and beyond we will be promoting the apprenticeship to students and employers.

Tax Agent Strategy

- To take a leading role in the development of HMRC's Tax Agent Strategy.

The Association is a member of the Joint Tax Agent Strategy Steering (JTASS) Group which along with senior officials from HMRC is tasked with ensuring that any strategy introduced is fair and equitable. It is anticipated that the implementation of any strategy will be staged over several years and it is too early to state when this process will be complete. The Association, along with the other professional bodies represented on the JTASS Group, will ensure that practitioners and taxpayers are both heard and listened to.

Profile

- Raising the Association's profile through the media.

Through our representations on HMRC and other Government Departments' consultations and with our work through other media (eg Twitter and LinkedIn) we are increasing our profile with Government agencies and employers. This work will continue for the foreseeable future and it is hoped that members will feel the benefit of this effort.

Professional Standards

- Promoting good practice.

Being a professional means more than just being technically competent to undertake assignments on behalf of clients. It means acting with integrity, objectivity, confidentiality and with due care. ATT members subscribe to these principles and during 2013 we will be promoting this good practice.

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 in the next Report in this Annual Report.

Money Laundering Regulations 2007

The Money Laundering Regulations 2007 list the Association as a supervisory authority for its members in practice. The Scheme was introduced in December 2007 and practicing members have been registering since that date. During 2012 the Association continued to ensure that members in practice were fulfilling their obligations under the Regulations and undertook a monitoring exercise, which included visits.

Statement as to Disclosure of Information to the Auditor

The directors who were in office on the date of approval of these 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 50 of this report explains the business to be considered at the Annual General Meeting on 11 July 2013.

This report was approved by the Council on 27 March 2013.

By order of the Council

Andrew R Pickering
Executive Director
27 March 2013

ANNUAL REPORT OF COUNCIL

ANNUAL REPORT 2012

President

Yvette Nunn ATT(Fellow) CTA(Fellow) MAAT (2000) (E)

Deputy President

Natalie Miller BA(Hons) ATT(Fellow) CTA(Fellow) (2006) (E)

Vice-President

Michael Steed ATT CTA(Fellow) MAAT (2009) (E)

Honorary Treasurer

Philip Waller ATT CTA FCA (2004) (E)

Council:

Jane Ashton ATT(Fellow) (2005) (E)

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

Trevor Blackmur ATT (2010) (E)

*Simon Braidley BA(Hons) ATT(Fellow) (2003) (E)

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

Bernard Critchley BSc ATT CTA (2006) (E)

Tracy Easman ATT CTA (2011) (E)

Karen Eckstein LLB(Hons) ATT CTA Solicitor (2008) (E)

Anne Fairpo MA(Oxon) CTA(Fellow) ATT Barrister (2012) (N)

Simon Groom BSc ATT CTA FCA (2003) (E)

Tanya Hiscock ATT MAAT (2009) (E)

Chris Jones BA(Hons) ATT CTA(Fellow) (2006) (E)

Katharine Lindley BEng(Hons) MPhil ATT(Fellow) CTA CFPCM APFS (2011) (E)

*Stuart McKinnon ATT(Fellow) CTA (1999) (E)

Ralph Pettengell ATT FPFS ACII (2006) (E)

*David Stedman ATT(Fellow) (2001) (E)

N - Nominated Member // E - Elected Member // * - Indicates Past President

The year of appointment to Council is shown in brackets.

Executive Director

Andrew Pickering

Registered Office:

1st Floor, Artillery House,
11-19 Artillery Row,
London SW1P 1RT

Tel. 020 7340 0551

Fax. 020 7340 0598

Connected Charity:

The Chartered Institute
of Taxation
1st Floor, Artillery House,
11-19 Artillery Row,
London SW1P 1RT

Bankers:

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

Registered Auditor:

PKF (UK) LLP
Farringdon Place,
20 Farringdon Road,
London EC1M 3AP

Investment Advisers:

Investec Wealth &
Investment Ltd
2 Gresham Street
London EC2V 7QP

Solicitors:

Maurice Turnor Gardner
LLP
1 Threadneedle Street
London EC2R 8AY

PUBLIC BENEFIT ANNUAL REPORT 2012

As a registered charity we have an obligation to operate for the public benefit. As an educational charity our focus is very much on education not just of our members and students, but also of the general public.

Our annual tax conference is held at nine locations around the country. This conference is open to all and attracts a wide attendance from our members and members of the public. It also attracts members of other professional bodies.

Our Technical Steering Group works towards a simpler and better understood tax system for the public benefit irrespective of whether they are represented or unrepresented in their dealings with the revenue authorities. It responds to consultations from HMRC and HM Treasury. With the ever increasing tax legislation its work continues to grow as does our influence and standing with Government. We do not represent a particular sector or interest group as we strive for a better and fairer system for all.

Our Student Steering Group is responsible for providing an examination on the theory and practice of taxation law and administration, which furthers our educational aims as well as providing entry to membership. During the year 1,808 candidates sat our examination, taking 2,915 papers and achieving 2,246 passes. To help students prepare for our examinations we held training conferences around the UK.

Our open policy means that all those who wish to register with us as students may do so irrespective of their previous academic record. We have been involved with other organisations developing a Higher Level Apprenticeship in Professional Services, which has three streams: tax, management consultancy and audit. Those on the tax stream will take our examination and on completion of the necessary practice requirement in UK taxation may become members.

One of our aims is the provision and development of education and training for members and the general public. This encompasses a range of services all of which are focused on the education of all. Conferences are clearly important in this respect, but so is supporting members with the provision of tax

books and other technical publications. We ensure that members comply with their CPD obligations, which gives members of the public an assurance that members are up to date with their knowledge of taxation.

Around the UK there are 33 Branches, joint with the CIOT, which provide valuable CPD courses for members, students and the general public. These courses are not just focused on tax topics but include issues that arise or affect tax practices. These courses are exceptional value for money and all are encouraged to attend.

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

We aim to encourage more students to take our examination and become members. This sounds simple and straightforward, but it entails a great deal of work in raising awareness of the ATT with careers advisers, employers and potential students working in taxation as well as the general public. By encouraging more members we will have a better qualified profession, which will benefit the users of tax agents and the revenue authorities, and will provide us with more resources to respond to HMRC and HM Treasury consultations. More detail of how we achieve public benefit against our objectives can be found in the various Steering Group/Committee Reports found elsewhere in this Annual Report.

ENFORCING STANDARDS

ANNUAL REPORT 2012

In 2001 the CIOT and the ATT established the Taxation Disciplinary Board as an independent body to handle complaints about alleged breaches of professional rules of conduct by members and students of the two bodies. The Institute of Indirect Taxation (IIT) was a member of the Board from February 2011 until its merger with the CIOT in July 2012.

Public interest

The Board is responsible for administering the Taxation Disciplinary Scheme, which sets out the principles and powers which underlie the participants' complaints and disciplinary procedures. One of the key principles underlying the Scheme is that of fairness – fairness to both the public and the profession. They are not mutually exclusive. The Board aims to process cases as efficiently and promptly as possible in a manner that is proportionate, transparent and effective. It is focussed on its public duty to address both the incompetent adviser and the oppressive complainant.

The Board is also conscious of its duty to serve the public interest and the confidence the public and others place in the profession, and recognises that lengthy and complex investigations may require us to act to protect the public. The public may be at risk, particularly where a case alleges improper behaviour, dishonesty or incompetence but where the complexity of the case requires a full and lengthy investigation of all the issues. In order to reduce that risk to the public, over the past year the Board has, at the request of the CIOT and ATT, been developing new arrangements for interim orders. Although such powers would be used rarely, they would allow the Board to take urgent action in a case where the Investigation Committee has found that there is prima facie evidence and considers that the member poses a risk to the public such that it is in the public interest or necessary for the protection of the public that his membership of the ATT or CIOT should be suspended, pending the full hearing of disciplinary charges by a Disciplinary Tribunal. With effect from January 2013, the TDB has introduced new Regulations which set out the arrangements for interim orders. The new

powers will help to ensure that the TDB remains at the forefront of best regulatory practice and therefore better serves the public interest on behalf of an open and aware profession that commands widespread public confidence.

Structure of TDB

Overall responsibility for the Taxation Disciplinary Scheme rests with the Directors of the Board. The Chairman of the Board is a joint appointee of the CIOT and the ATT. Des Hudson, the Chief Executive of the Law Society, was appointed as the Chairman in November 2009. The other two Directors, John Dewhurst and Larry Darby, are individual appointments of the two participating bodies. (Larry Darby was appointed by the ATT in July 2012 to replace Peter Gravestock, who had completed six years as a Director.) 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 bodies. The Board employs a part-time Executive Director, Neville Nagler, who has day to day responsibility for the processing of complaints and the smooth running of the Board, assisted by Peter Douglas as the Secretary to the Disciplinary Tribunal.

Complaints and disciplinary procedures

Under the Scheme, the Board deals with complaints alleging breaches of professional standards and guidance (as set out in the Professional Rules and Practice Guidelines of the CIOT and ATT), the provision of inadequate professional service, and conduct unbefitting a professional person. The initial handling of complaints is carried out by the Executive Director, who may reject a complaint if it appears frivolous, vexatious, more than a year old or outside the jurisdiction of the Scheme, subject to a right of appeal to an independent assessor. If the complaint involves a breach of the participants' administrative rules, the Board may impose a limited financial penalty, but a member who objects is entitled to request a full hearing by a Disciplinary Tribunal.

ENFORCING STANDARDS

ANNUAL REPORT 2012

The majority of valid complaints are referred to an Investigation Committee to consider whether there is a prima facie case to answer. If the Committee decides that a prima facie case has not been made out or that the matter is too minor to warrant further action, the complainant has a right of appeal to an assessor, who may reject the appeal or require a new Investigation Committee to reconsider it. All other cases are referred to a Disciplinary Tribunal. The Tribunal is composed of three members who include a legally-qualified chairman, a lay member and a professional member. The Tribunal hears the evidence and listens to any witnesses. If the Tribunal finds the case against the member proven, it may impose a relevant sanction. It will normally award costs against a defendant against whom it has made a finding and order that its finding be published. Following a finding by a Disciplinary Tribunal, both the defendant and the Board may seek to appeal. If the appeal meets the specified criteria, the case will go to an Appeal Tribunal, which has a similar composition to a Disciplinary Tribunal.

Cases dealt with in 2012

The Scheme provides for the fair and independent investigation of every complaint referred to the Board and fair treatment for any member against whom a complaint is made. During 2012 the Board received a total of 14 complaints about ATT members and dealt with 5 complaints outstanding from 2011. The Investigation Committee considered 3 of those complaints, whilst 2 were dealt with by a financial penalty. Of the remainder, 2 fell outside the scope of the TDB's regulations, 5 were either withdrawn or not followed up by the complainant, whilst 7 cases were still under investigation at the end of the year.

The number of disciplinary cases involving members of the ATT remains small. During 2012, of the 8 cases heard by Disciplinary Tribunals, only 1 involved an ATT member. The only Appeal Tribunal hearing in 2012 involved an ATT member, whilst 2 members were awaiting Disciplinary Tribunals at the end of the year. Members who conduct themselves in a professional manner are unlikely to

face disciplinary proceedings. However, the disciplinary procedures exist to protect the public and members of the participating bodies. By enhancing the standing and reputation of the tax profession, they can only be beneficial to all its members.

MEMBER STEERING GROUP

ANNUAL REPORT 2012

Member Steering Group

Another busy year for the Member Steering Group, including, as the more eagle-eyed amongst you might have noticed, a change of name and a streamlining of responsibilities. This time last year the Member and Student Services Committee was in existence but following a review of the governance of the Association it was felt, amongst many other things, that members and students should have separate groups representing them because of their differing needs. Hence, the old committee gave way to Member Steering Group and Student Steering Group. The remit of the group is to look at all aspects where the Association interacts with our members. We aim to ensure that members feel they get good value for their subscription and feel supported by their Association. The list of specific responsibilities is too long to mention but I wanted to draw your attention to a few of the things that kept us busy in 2012, and what is coming in 2013.

Employer Accreditation Scheme

In his report last year Stuart McKinnon made reference to the idea of an Employer Accreditation Scheme which had proved popular with employers. This idea has been worked on during 2012 and we hope to be announcing a pilot scheme during the first half of 2013 which, if successful, can be rolled out more widely.

Professional Indemnity Insurance (PII)

It is safe to say that one of the hot topics over the last few years has been PII. Everyone appreciates how important it is but for some with low levels of fee income, the cost of PII can be disproportionately high. Our Professional Standards group has been working with insurers to find a way of making PII that complies with ATT regulations available to all members who need it, including those who do pro bono work or have low fee income.

Annual Return

During 2012 the Association (in conjunction with the Chartered Institute of Taxation) launched a project to improve the information they hold on their members. The information collected is of

the kind that a professional body would expect and be expected to hold and is essential to the design and delivery of services to members. In addition, the information and the arrangements for collecting it are part of the infrastructure that both bodies are likely to need in the future given the outlook for the regulatory environment.

Members are asked to complete a form through logging on to the ATT website, and completing the form is a relatively simple task (note that individuals who are members of both bodies only need to complete the return once). It is essential that every member completes the Annual Return as it is very important that the Association holds up to date, relevant information about members, not only so that the services provided can reflect the needs of the membership but also to fulfil its regulatory duties and charitable objectives.

ATT/AAT joint conferences

One of the objectives of the Association, and in particular, this group is to look at ways of furthering relationships with other professional bodies. The link with the AAT goes back some years now and as well as exemptions from examination papers in place for members of both bodies, we also jointly run a series of conferences across the country. This year the conferences were so well received that we had to add a repeat performance of the London event because it was over-subscribed, and it is very pleasing to see members from both bodies coming together at events such as these. We have built a great relationship with the AAT and we look forward to developing this further with new initiatives in the coming years.

Plans for 2013

We have put together an action plan for 2013 and as well as dealing with business as usual we have the following items on the agenda for discussion in 2013:

- A review of the status of certificate holders, and the benefits they receive
- How we communicate with our members
- Encouraging those who are exam qualified to become members

MEMBER STEERING GROUP

ANNUAL REPORT 2012

- A review of the Fellowship scheme
- Furthering our links with other professional bodies for the benefit of our members

A word of thanks!

I'd like to say a very big thank you to my fellow members of Member Steering Group for their support and efforts during this, my first year as chairman. They are all volunteers and give of their time freely but above all they make our meetings enjoyable with their enthusiasm. And for those of you who know me, you will appreciate that my organisational skills need a little bit of fine tuning and I'm therefore indebted to Sue Fraser as secretary to the group for keeping me on the straight and narrow!

Simon Groom
Chairman

BRANCHES REPORT

ANNUAL REPORT 2012

Public Benefit of the Branches

One of the Association's primary objectives is to provide its members with the technical skills and support they require to do their job, thereby ensuring that the public benefits from tax advice of a high quality. The Branch network has a responsibility at a local level to meet that objective and to raise public awareness of the workings of the tax system. Any member of the public with an interest in tax matters is very welcome to attend a meeting of the Branch Network.

The Work of the Branches

The Branch network developed - and continues to grow - in response to the need of members to meet at a local level for learning and discussion on matters of taxation. The Association welcomes requests from members and from the general public for additional activities where these would contribute to a better understanding of taxation and the relationship between the tax authorities and the taxpayer. Please contact local branch representatives, the details of which are on the Association's website or can be obtained by contacting Head Office.

The principal responsibility of the Branch network is the provision of high-quality technical training at a reasonable cost. The full programme for 2012-13 was distributed with Tax Adviser in August and is also available on the individual branch pages at www.att.org.uk/Branch+Network which should be checked for amendments and additions. We are now pleased to be able to offer online booking for events. Please take time to visit the website to see what is on offer.

In addition to the regional network there are two specialist branches in the UK. These are for members in Industry and Commerce and for members who work for HMRC. There are also a number of branches which service the needs of members working overseas or advising on overseas taxes: these include the Australasia, Asia Pacific, European, Hong Kong and North America branches.

Branch committees, comprising members of the CIOT and ATT, are drawn from a wide spectrum

of tax professionals - accountants, lawyers, and lecturers: in practice, in industry, or in government. Being on the Committee provides members with an opportunity to contribute to the life of the Association and make a positive contribution to the dissemination of tax knowledge in their locality. Branch committees are always pleased to hear from members who wish to contribute in this way.

Furthermore an active contribution at the branch provides an excellent introduction to the Association which is invaluable to those who wish to become involved at a national level.

Under the spotlight

Much of the work undertaken by branch committees takes place behind the scenes.

January 2012 marked the commencement of a 3 year programme to "spotlight" every branch in Tax Adviser to draw out the identities of individual branches.

In addition to putting on seminars and arranging discussion groups activities include formal dinners to promote the branch in the local community and events for younger members.

Scotland branch

The devolution of landfill tax, stamp duty land tax and the top 10% of the income tax charge to the Scottish Parliament has required Scotland Branch to rethink the dual responsibilities of providing member services and responding to new legislation.

Plans were well advanced at the end of the year to deal with this.

Branch development and governance

The growing complexity of the tax system and changes to the way in which practitioners are fulfilling their training needs challenges branches to provide courses which meet the requirements of busy professionals, and where appropriate the public.

In order to assist branches to carry out their functions, in addition to the meetings of Branches at the twice yearly fora and the annual conference, the following steps have been taken

BRANCHES REPORT

ANNUAL REPORT 2012

to improve branch governance and provide more active leadership:

Revised branch handbook

The handbook provides a comprehensive guide to the running of a branch. It is available by a web-link so that it can be accessed easily by branch committees during meetings or at other times to provide up-to-date advice when required.

Branches Sub-committee

The Branches Sub-committee is a joint committee from Membership and Branches Committee (CIOT) and Member Steering Group (ATT). Its members comprise persons active in the branches all of whom bring with them particular skills, involvement in other CIOT or ATT activities or a relationship with another professional body. It was formed in May 2012.

Its function is to provide leadership on branch development and to form policy on strategic issues such as developments in the examination system, responses to tax policy and consultation, the public interest etc, in order to inform branches on how to prepare programmes for ATTs and CTAs which meets the needs of the practitioner and the user of tax services alike. The group met three times in the year.

Members and Branch committees

I am very grateful to all those who have served the branches on Association committees nationally and on branch committees locally and to everyone who has contributed to the work of the branches in the last year, however small.

The Branch Network owes a huge debt to the generosity of the volunteers on the Branch Committees and equally importantly their employers. Being part of the local Committee and attending the Branches Forum has allowed many members to build national contacts that are to their own and their firm's professional benefit. My grateful thanks go to all of our dedicated volunteers.

I am grateful to Mary Foley and her team for their support for the branches at Head Office.

Chris Brydone
Chairman Branches Forum and Branches Sub-committee

STUDENT STEERING GROUP

ANNUAL REPORT 2012

Following the ATT's governance review, the former examination committee became SSG – our primary focus remains the delivery of our examination programme but our change of name reflects our desire to support our students throughout their time with us, from registration, during examination sittings and then onto becoming eligible for full membership. Students are the lifeblood of the ATT and of the profession as a whole and we want to establish a good relationship with them as they start out on their careers and beyond.

New students

Student registrations have continued to rise and are now back at pre-recession levels which is really encouraging. We've also encouraged those who've succeeded in accountancy qualifications to join us to develop their tax knowledge by enhancing our offering of credits for relevant ACA and ACCA exams - this has resulted in some new students who might never have considered ATT before. We're going to be considering some other qualifications during 2013, balancing the need to recognise achievements with the importance of ensuring that students gain appropriate tax experience during their training.

Higher apprenticeships in tax

We also welcomed our first apprentice students this year as we introduced the new higher apprenticeship in tax with our examinations at the heart of the qualification. Apprenticeship provides a work-based training programme which includes a combination of on and off the job learning and development activities.

We're thrilled to be able to offer this programme as an alternative way into a tax career for those who choose this profession straight from school. Now that the programme is up and running, we'd like to see as many employers as possible considering this as a training route for the next generation. This will be a key project for us during 2013 and you can keep abreast of developments at www.att.org.uk/Employers/higherapprenticeships

This year's results

After all the work which the ATT team puts into

the exams, it's always fantastic to see the end results as students pass those papers, supported by their tutors, employers and families. This wider team all contribute to the success of the individual candidates and it's wonderful to be able to report continuing high standards and pass rates in our papers in May and November 2012.

We've also seen our students sit the e-assessments in law and ethics for the first time this year and have awarded the Johnson Medal to the most successful candidates in each sitting. We've also taken e-assessment results into account when considering the nominees for the most prestigious of our awards, the Association Medal. Although lots of you have done well with these, we'll be continuing to review this new method of testing your knowledge during 2013 to make sure that it is as clear and credible as our established written papers.

The lists of pass rates and prize winners are listed below – I'd like to congratulate everyone who passed any one of these papers and hope to meet many of you at future membership admissions ceremonies. Getting to that stage may be the end of your involvement with SSG but I trust that it's just the beginning of a new chapter in your relationship with us as a member.

If you've become a member in the last year or so, we'd be interested to hear of your experiences as a student and as you continue to put your studies into practice. In particular, we'd like to have a regular role on SSG for a recent student, so if you'd like to get involved please do get in touch.

Changes in 2013

I'm sure that those of you who are part-way through your studies will be pleased to know that there are no significant changes to the papers or the syllabus for 2013. You can download the 2103 prospectus from the website at www.att.org.uk/students/current/ATT+Prospectus

One administrative point to note is that, having introduced 15 minutes reading time to all our written papers in 2012, we have amended the format of our papers so that you will be able

STUDENT STEERING GROUP

ANNUAL REPORT 2012

to annotate materials during this time. You still won't be able to start writing the answers but we hope that this slight change will make that extra time more useful for you.

The team

As ever, I should like to express thanks to our team of examiners, led by Chief Examiner Sue Short, all of whom work hard in the preparation, marking and review of papers. In addition, I'd like to thank all the members of the SSG and the examination team at Artillery House, who work hard on both the day-to-day management and the strategic development of our examination.

I'll be stepping down as Chairman of SSG in March 2013 and handing the mantle over to Jeremy Coker, who I'm sure will do a sterling job. I will be staying on the SSG so look forward to continuing my involvement in this rewarding area of ATT.

Natalie Miller
Chairman

| 2012 Examinations – May | Number of candidates | Number passing (and pass rate) |
|---|----------------------|--------------------------------|
| Personal Taxation | 537 | 386 (72%) |
| Business Taxation & Accounting Principles | 400 | 289 (72%) |
| Business Compliance | 77 | 71 (91%) |
| Corporate Taxation | 220 | 192 (87%) |
| IHT, Trusts and Estates | 54 | 44 (81%) |
| VAT | 38 | 33 (87%) |
| E-Assessments: Professional Responsibilities & Ethics and Law | 101 | 203 (50%) |

| 2012 Examinations – November | Number of candidates | Number passing (and pass rate) |
|---|----------------------|--------------------------------|
| Personal Taxation | 570 | 387 (68%) |
| Business Taxation & Accounting Principles | 507 | 426 (84%) |
| Business Compliance | 156 | 147 (94%) |
| Corporate Taxation | 234 | 170 (73%) |
| IHT, Trusts and Estates | 56 | 49 (88%) |
| VAT | 66 | 52 (79%) |
| E-Assessments: Professional Responsibilities & Ethics and Law | 331 | 165 (50%) |

| Prizes and medals were awarded as follows: | May | November |
|---|--------------------------------|--------------------------|
| Association Medal (best overall performance) | Sarah Jane Brown | Justyna Anna Kudelska |
| Ivison Medal (Personal Taxation paper) | Elizabeth Wood | Holly Booker |
| Jennings Medal (Business Taxation & Accounting Principles paper) | Kelly Louise Ridley | Deepali Patel |
| Collingwood Medal (Business Compliance paper) | Marianne Katharine Frost | Annabel Anita Jenny Poon |
| Stary Medal (Corporate Taxation paper) | Robert Alexander McKinney | Victoria Willington |
| Kimmer Medal (IHT, Trusts & Estates paper) | Richard Owen Nicholas Webb | Eleanor Rachael Milner |
| Gravestock Medal (VAT paper) | Karen O'Neill | Ell Morris |
| Johnson Medal (E-Assessments in ethics and law) | Catherine Jane Carlton Roberts | Amjad Ali |
| LexisNexis Prize (highest total marks when taking all four papers at one sitting) | Meera Patel | Holley Booker |

It is also a pleasure to announce that, in addition to the exceptional papers produced by the prize-winners, awards of the President's Medal were made for the May examination sitting to Gethin Peter Hine and to Christopher William Woods, and for the November examination sitting to Izabela Maria Suchomska. This is a discretionary award to outstanding candidates who because of the criteria for the above prizes would not otherwise be eligible for a prize.

BUSINESS DEVELOPMENT STEERING GROUP

ANNUAL REPORT 2012

2012 has been a very busy year for the Business Development Steering Group. For those regular readers of my reports you may have noticed a name change, we were previously the Marketing Committee, but after reviewing the Terms of Reference and the objectives for the year Business Development seemed more appropriate and so we became the Business Development Steering Group.

During 2012 we focussed our work around three objectives

1. Increase student registrations by 12%
2. Create and issue Employers Newsletters
3. Create social media sites

I am pleased to report that we met all our objectives. We increased our student numbers by over 1,500, issued 3 newsletters to Employers which received positive feedback and created Facebook, LinkedIn and Twitter sites, which between them now have over 2,000 registered users.

We were also heavily involved in the promotion of the Higher Apprenticeship Scheme to both Employers and potential Apprentices. This will continue throughout 2013.

Website

We have designed a new structure for the website which will be 'live' by the time you read this report. The design has been based on our findings from usability testing and feedback from our users. In addition to the new design we now have in place a careers advisers section for the website that provides information in one place for careers advisers and complements the marketing we are doing to careers advisers on the ATT qualification and the new Apprenticeship scheme.

Social Media

In the early part of 2012 we launched Facebook (facebook.com/ourATT), twitter (twitter.com/ourATT) and LinkedIn (<http://j.mp/ourAttgroup>) pages, with supporting rules and monitoring tools. Emails were sent out to students and members inviting them to join the social media sites. To date the response has

been encouraging and we will be continually monitoring these pages to make sure they meet the needs of the audiences.

ATT Brand and logo

You will have noticed that we have revamped our logo and brand to bring it up to date and give it a more modern feel. I hope you like the new look – this will soon be seen across all our material - online and print, to ensure brand consistency.

Conferences

The Apprenticeship Week event took place at Wembley Stadium in February; we had a stand at this event alongside PwC, with whom we have developed the Tax qualification for Apprentices to promote the Apprenticeship scheme. This was very well attended and focussed attendees on the less traditional routes they could take to enter the professions.

We attended Accountex in November and promoted ATT membership and qualification by manning a stand and delivering presentations. The focus on this event was Accountants and we received significant interest in our qualification from those who could get credits for our exams from the professional qualifications they have already gained. We plan to attend this conference again in June 2013.

Employers

We have started contacting the employers that regularly deal with the ATT to give them the opportunity to meet with us to discuss their needs going forward. We recognise Employers have a vital role to play in both sponsoring their employees through the ATT qualification and supporting them as they study, and we want to make it as easy as possible for them to interact with the ATT.

In March we issued the first Employers Newsletter which contained news and technical updates for Employers. This and subsequent newsletters received positive feedback so we will continue issuing these throughout 2013.

Thank You

The above is just a summary of some of the more major initiatives which we have been involved in

BUSINESS DEVELOPMENT STEERING GROUP

ANNUAL REPORT 2012

over the last year. There are many other items we have been working on and will continue to work on over the coming year which take up both professional staff and volunteers' time, my thanks go to all those involved.

Jane Ashton
Chairman

PROFESSIONAL STANDARDS COMMITTEE

ANNUAL REPORT 2012

The Association sets high ethical and professional standards which its members are obliged to observe. Taxation Technicians who practise tax are expected to keep their technical knowledge up to date, ensure adequate professional indemnity insurance is in place and act competently at all times with integrity, due care and courtesy. Members of the public have a right to expect high calibre service from Taxation Technicians.

Professional Standards Committee gives members a voice through making representations to government and relevant organisations. The public interest is taken in to account in these submissions. Topics pursued in 2012 included

- Will writing, probate and estate administration where we sought to limit the proposed reserved activities to the areas of greatest risk ie defective will drafting and misappropriation of estate funds.
- Money Laundering Regulations where we put the case for greater freedom to adopt a risk based approach thereby reducing the probability of a tick box approach.
- Mortgage Lenders where we have tried to encourage an industry wide recognition of the ATT qualification.

Professional Standards Committee is responsible for drafting the professional rules and standards together with the supporting explanatory material. These aim to set clear parameters within which a member should act and give practical guidance on interpretation and application. These rules and guidance are available to the public. In 2012 we

- Finalised the new Professional Indemnity Insurance (PII) Regulations for release in early 2013. No major changes have been made but we have devised a significant member benefit by negotiating an arrangement with insurance providers, Hiscox and Alterra, for the provision of a low cost PII policy for those members offering pro bono work and/or with low fee income practices. PII remains a requirement for all members in practice as it provides

protection for both them and their clients.

- Issued updated Engagement Letters which covered iXBRL tagging, Services Directive, The Cancellation of Contracts made in a Consumer's Home or Place of Work etc Regulations 2008 and Consumer Protection (Distance Selling) Regulations 2000. An additional Appendix was also inserted setting out a disengagement letter template. Engagement letters play an important role in clarifying the respective responsibilities of member and client and help to minimise the risk of disagreement about the scope of services offered.
- Answered members queries through the Professional Standards and AML helpline

The Committee has a strategic and oversight role in a number of areas

- Anti Money Laundering Supervisory Scheme where we set the policy and monitor compliance by registered firms. We attend the AML Supervisors forum with the other AML Supervisors and provide training, newsletters and seminars for members
- Annual return. Professional Standards developed the scheme and will monitor the results to identify areas where members may benefit from clearer guidance or support

The entry by the Association in to an agreement with the Irish Tax Institute added a new dimension to the Committee's role. Maintaining high Professional Standards is key to protecting the integrity and good name of the Association. Professional Standards is building relationships with other bodies; this has included a visit to Dublin by the Committee's chair, vice chair and the Standards Officers to discuss professional standards issues. We look forward to a reciprocal visit.

2013 will bring more of the same and some new initiatives which will include updating Professional Conduct in Relation to Taxation; developing new rules for the use of the members' logo and refreshing the Anti Money Laundering guidance for Tax Practitioners.

PROFESSIONAL STANDARDS COMMITTEE

ANNUAL REPORT 2012

Committee organisation

The Professional Standards Committee is a joint one with the CIOT and we benefit from committed support from members of both bodies, who often put in considerable efforts on our various working parties and projects. We welcomed new members Lisa Macpherson, Gary Ashford and Ian Hayes. Dean Shepherd stepped down from the Committee and we thank him for his contribution.

Much of our work is of course coordinated and carried through by our two Standards Officers, Heather Brehcist and Charlotte Ali who also deserve high praise for all their efforts and for making the Chair's task possible!

Karen Eckstein
Chairman

TECHNICAL STEERING GROUP

ANNUAL REPORT 2012

I do suspect that I am stating the obvious in remarking that 2012 was a busy year for your Technical Steering Group, (though you might know us better as the Technical Committee, but we were re-named following the 2012 ATT Governance Review), anyway just to confirm it, it was very busy!

In order to cover everything we want to comment on Budget Statements and Autumn Statements, draft Finance Bills, respond to Consultation Documents and be a strong voice in the tax world, the Council of the ATT approved the appointment of an additional Technical Officer during 2012. John Kimmer, who set up Technical as a committee of Council in his Presidential term of office, was appointed in a part-time capacity after an independent process role three years ago. As Finance Bills have continued to grow in length since then, we have become involved in more discussions with Her Majesty's Revenue and Customs and H M Treasury, as they increase their efforts to reduce the tax gap. This forced your Council to look at the work we were doing and the work which needed to be done, and late in 2012 we recruited a second Technical Officer, Will Silsby, to concentrate on business tax matters to complement John on personal and trust issues.

We co-operate and work extensively with both the CIOT (Chartered Institute of Taxation) and LITRG (Low Incomes Tax Reform Group), where there are matters concerning the sectors in which we each want to have a voice, and this working together gives a greater voice from the profession.

Responses made by the committee and its technical officers during 2012, (credit noted where we have worked with our partners), have been as follows:

- Cost displacement, being part of the comments on the administration and effectiveness of HMRC. (Specifically how the profession, individuals and businesses are picking up the cost as HMRC cut back on personnel). Jointly with the CIOT and LITRG
- General Anti Abuse Rule (GAAR), as we responded to the proposals set out in the 'Aaronson Report'. Jointly with the CIOT and with input from LITRG
- Finance Bill 2012 draft clauses. Our submissions included CGT Seed Enterprise Investment Scheme; ESC C16; R & D tax relief; Corporate tax rates; Single payment scheme and CGT roll over relief; Foreign currency bank accounts; Company car tax and security enhanced cars; Qualifying time deposits; Capital Allowances for fixtures; Working with Tax agents (dishonest conduct); Enterprise Zones (First year allowances for designated areas); Inheritance tax (reduced rates for estates giving 10% or more to charity); and VAT on-line registration and removal of the threshold
- Tax transparency for individuals, this was a response to the discussion document 'Modernising the administration of the tax system: Tax transparency for individuals'
- Mortgage Market Review. A response to the Financial Services Authority on the proposed reforms
- Statutory Register of lobbyists. Commenting on the Cabinet Office's consultation for introducing a Statutory Register. Jointly with CIOT and LITRG
- Borderline anomalies. A response to the consultation which addresses the VAT borderline anomalies
- Enhancing consumer protection. Commentating on the discussion paper setting out how the Legal Services Board will approach the boundaries of legal service regulation and regulatory decisions in line with our obligations under the Legal Services Act 2007. Jointly with the CIOT. (We also had a joint meeting with STEP and representatives from the LSB)
- Withdrawing a notice to file a self assessment return. Expressing our views on the proposed introduction of a statutory power allowing HMRC to withdraw a previous notice to file a personal, trustee or partnership self assessment return
- General Anti-Abuse Rule. Commenting on

TECHNICAL STEERING GROUP

ANNUAL REPORT 2012

the proposal to introduce a GAAR. Jointly with CIOT (The response made recently was just from ATT)

- Extra Statutory Concession A19. In response to the consultation reviewing the existing Concession and seeking views for changes
- Delivering a cap on Income Tax Reliefs. In response to the consultation to limit reliefs which are not otherwise subject to a cap. Jointly with the CIOT
- Foreign currency assets and chargeable gains. Commenting on whether or not to introduce a rule requiring companies which do not use a sterling currency for accounting purposes to compute their chargeable gains and allowable losses in a currency other than sterling, and if so the potential scope of that rule
- Enhancing consumer protection reducing regulatory restrictions. Two submissions were made on the discussion paper and subsequent provisional report which set out how the Legal Service Board planned to approach assessing the boundaries of legal services regulation and connected regulatory decisions in line with our obligations under the Legal Service Act 2007. This is in addition to our earlier response. This also covered the impact on tax professional arising from restrictions being placed on will writing, probate and estate administration activities

Four technical newsletters were produced in 2012 continuing our commitment to issue one once a quarter. These give updates on topical matters and recent changes, as well as the regular piece with forthcoming important dates in the tax calendar, and potentially relevant tax payment dates.

We continue to be active in all of the areas where HMRC and HM Treasury seek input from us and other professional organisations. Attending an ever increasing number of meetings. RTI has kept us busy, in particular Trevor Blackmur who also represents the ATT on matters of PAYE and other employment issues.

In writing my annual report for the Steering Group I am one voice, but we are a team,

each member giving up days of their time, not just hours, to stand up for justice in tax, for a fair system, so that it can be understood by those without complicated affairs and so those operating in the field of compliance might have a workable system. I would like to thank each and every one of the team, and note for your reference some of the committees on which they represent the ATT:

Compliance Reform Forum and Trusts and Estates Agent Advisory Group

HMRC High Net Worth Forum

HMRC Employment Consultation Forum and the Benefits and Expenses sub group

HMRC/charity sector joint working group

HMRC Powers committee

HMRC Working Together Steering Group,

Joint Understanding Agent Project, post working group and Agent Engagement Group

HMRC Working Together group for Northern Ireland and Trust

HMRC external email pilot and Estates Agent Advisory Group

SPAN (SME Programme Advisory Network)

Joint VAT Consultative Committee

Other matters in which we are involved through the activities of our team have been Alternative Dispute Resolution Pilot; Business Record Checks; Single Compliance Process; Clasper Initiative; ESC A19; EMI share options and links with Entrepreneurs Relief; Child Maintenance Deductions from Earnings Orders made by the Child Maintenance and Enforcement Commission; R27; IR35 and members queries where we are in a position to comment. I did say we have been busy.

We are also indebted to the office support team at Artillery House, headed up by our Tax Policy Director John Whiting, who often have to react at short notice when meeting the sometime challenging deadlines set within the consultation documents. Thanks go to Sophia Bell and Helen Musi, and the CIOT technical team who do so much for us too, particularly Tina Riches.

TECHNICAL STEERING GROUP

ANNUAL REPORT 2012

As of 31 December I stood down as your Chairman and the ATT is delighted that Paul Hill has taken up the reins. Paul has been putting our view forward and fighting for a fair playing field for more years than he might like me to mention, indeed, he was part of the team when it was a sub-committee of the CIOT. I know your Technical team is in good hands.

Yvette Nunn
Chairman

TREASURER'S REPORT

ANNUAL REPORT 2012

As last year, I am pleased to report that although we do not appear to have yet left behind the difficult economic climate, your Association has had another successful year from a financial perspective. We have managed our costs successfully and our income levels, mainly due to increased student numbers, have been much higher than budgeted in the second half of the year. As explained in previous years, these accounts have been prepared using the 2005 SORP.

Investments

Our investment portfolio has increase slightly to £645,000 from the figure of £591,000 at the same time last year. This amounts to a percentage increase of just over 9%. We are still in the fortunate position of not needing to realise our investment portfolio. Indeed, in line with our investment policy, we have since 31 December 2012 placed some further funds with our investment advisers. We continue to review our investment portfolio, in conjunction with our advisers, to ensure that it meets fully our investment criteria and supports the overall aims of your Association.

Results for the year

The net incoming resources before other gains and losses were £255,000 (2011 £99,000). Taking into account the surplus on our investments, the net result for the year is a surplus of £310,000 (2011 surplus £63,000).

Income

Our membership numbers have continued to increase and this has led to a small increase in our subscription income. We are conscious of the current financial climate in which we all find ourselves so we tried hard to keep our membership fee increases for 2012 as low as we were able. Our student registrations are up considerably compared to the 2011 figures and we are hopeful, as the economy picks up, that registrations will continue to increase in 2013.

Expenditure

The majority of our costs are shared with the Chartered Institute of Taxation. The total grants

paid out in the year amounted to £13,000 (2011 £20,000) and your Council continues to review applications that we believe we are able to support within our aims and objectives. We continue to provide members with a number of what they consider to be valuable benefits including Tolley's Tax Guide, Hardman's tax tables, Tax Advisor and an Annotated Copy of the Finance Act.

Taxation Disciplinary Board

The Taxation Disciplinary Board Limited continues to administer the Taxation Disciplinary Scheme. Expenditure of £40,205 (2011 £57,202) incurred on behalf of the Taxation Disciplinary Board Limited is included under Members' Services in these financial statements. We have a designated reserve to provide some cover in case we have particularly difficult cases. We must recognise that maintaining an effective disciplinary scheme, and bearing the related costs, is part of being a well-run professional body.

Thank you

I would like to thank Jean Jesty, Andrew Shearer, Ralph Pettengell, Jeremy Coker and Graham Batty who served on the Finance Steering Group during the year for their help and to Andy Pickering for his constant support and advice. Finally, as ever, particular thanks must continue to go to Sandra Stone-Waugh, our Management Accountant, for her continued hard work and dedication. This is likely to be my final report to you as Treasurer as I will be stepping down from the position at the AGM in July. I wish your Association all continuing success for the future.

ASSOCIATION GOVERNANCE

ANNUAL REPORT 2012

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 seeks to observe not only the principles set out in the Combined Code on Corporate Governance of the Financial Reporting Council (the Code) insofar as these are consistent with the Association's charitable status but also the principles of good governance set out in the Charity Commission's "Hallmarks of an Effective Charity" and those in the Code for the Voluntary and Community Sector.

Council

The Council comprises 20 Trustees who 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, Vice-President and Executive Director 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 83% (2011 83%) 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 is set out on page 30.

Election to Council

Election of up to 24 members of Council is by the Members of the Association at the Annual General Meeting. Council is responsible for processing nominations 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. 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 Executive Director 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 role it reviews: financial control policies and

ASSOCIATION GOVERNANCE

ANNUAL REPORT 2012

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 three times during the year, and requests and receives reports from management and from the external auditor on the audit. It meets privately with the auditor and its Chairman or his deputy attends the external audit scope and audit closure meetings. 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 paragraph 5 of the Memorandum 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 2012 one member of Council was paid for their services as a lecturer at the student training conferences (2011: one).

Internal controls

The respective responsibilities of the Council and auditor in connection with the financial statements are explained on pages 31 and 32. 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 Code 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 Executive Director and the Officers. Certain powers of the Council are delegated to Committees and to the Executive Director 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 control 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 increased attention paid to the adequacy of financial and operational controls.

Risk management

Council has delegated the responsibility for the maintenance of the Association's Risk Register to the Advisory Committee. The Register has the objectives of increasing stakeholders' confidence in the integrity of the Association, strengthening the ongoing process of risk assessment of uncertainty throughout the Association, and providing a valuable management tool or

ASSOCIATION GOVERNANCE

ANNUAL REPORT 2012

framework for mitigating risks which might otherwise prevent the Association from achieving its charitable objectives.

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 2013 and beyond and the timing of expenditure relating to the strategy to 2014 and is satisfied that it is appropriate to prepare the financial statements on the going concern basis.

Andrew Pickering
Executive Director

COMMITTEES OF COUNCIL

ANNUAL REPORT 2012

Leadership Team (previously President's Advisory Committee)

Chairman: Stuart McKinnon

| | |
|----------------|---------------|
| Simon Braidley | David Stedman |
| Natalie Miller | Phil Waller |
| Yvette Nunn | |

Finance Steering Group (previously Finance Advisory Group)

Chairman: Phil Waller

| | |
|--------------|------------------|
| Jeremy Coker | Ralph Pettengell |
| Jean Jesty * | Andrew Shearer * |

Technical Steering Group (previously Technical Committee)

Chairman: Yvette Nunn

| | |
|---------------------|------------------------------------|
| Graham Batty | Jean Jesty * |
| Trevor Blackmur | Gillian McClenahan * |
| Ann Elmer * | Brian Palmer * |
| Margaret Ferguson * | Nicola Ross Martin * |
| Peter Gravestock * | Michael Steed |
| Paul Hill * | Stephen Taylor * |
| Nick James * | John Kimmer (Technical Officer) |

Professional Standards Committee (joint with the Institute)

Chairman: Karen Eckstein

| | |
|----------------|------------------|
| Eloise Brown * | Julian Nelberg * |
| Matt Coward * | David Stedman |
| Tracy Easman | |

Member Steering Group (previously Member and Student Services Committee)

Chairman: Simon Groom

| | |
|-------------------|-------------------|
| Anne Anderson * | Steven Holden * |
| Jane Ashton | Hayley Levene * |
| Simon Braidley | Katharine Lindley |
| Ross Burgess * | James McBrearty * |
| Bernard Critchley | Chris Siddle |
| Tanya Hiscock | Richard Todd * |

Student Steering Group (previously Examination Committee)

Chairman: Natalie Miller

| | |
|-----------------|---------------------------------|
| Jeremy Coker | David Lynas * |
| Amanda Fisher * | Sue Short (Chief Examiner) * |
| Sarah Kay * | |

Business Development Steering Group (previously Marketing Committee)

Chairman: Jane Ashton

| | |
|-----------------|------------------|
| Alex Baulf * | Tracy Easman |
| Simon Braidley | John Hill * |
| Nic Byrne * | Trevor Johnson * |
| Larry Darby * | Chris Jones |
| Joanna Davies * | |

Audit Committee (joint with the Institute)

Chairman: Peter Gravestock *

Simon Groom

Representations on committees of the Institute

Officers Group

Stuart McKinnon

Technical Committee

Yvette Nunn

Education Committee

Natalie Miller

Membership & Branches Committee

Yvette Nunn

Finance & General Purposes Committee

Phil Waller

Tax Adviser Sub Committee

Tanya Hiscock Jean Jesty *

* Co-opted member

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The council members (who are directors and also the trustees of the Association) are responsible for preparing the Annual Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the council members to prepare financial statements for each financial year. Under company law the council members 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 incoming resources and application of resources, including its income and expenditure, of the charity for the year. In preparing those financial statements the council members are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The council members 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 requirements of 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.

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

INDEPENDENT AUDITORS' REPORT

ANNUAL REPORT 2012

We have audited the financial statements of Association of Taxation Technicians for the year ended 31 December 2012 which comprise the statement of financial activities, the balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the statement of directors' responsibilities, the directors (who are also the trustees of the charity) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. We have been appointed as auditor under the Companies Act 2006 and report in accordance with that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed;

the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2012 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the directors' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

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

Ian Mathieson (Senior statutory auditor) for and on behalf of PKF (UK) LLP, Statutory auditor

London, UK

[DATE]

PKF (UK) LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

Statement of Financial Activities (including income and expenditure account) for year ended 31 December 2012

| | Unrestricted Funds 2012 £'000 | Unrestricted Funds 2011 £'000 |
|--|-------------------------------------|-------------------------------------|
| Incoming resources | | |
| Incoming resources from generating funds: | | |
| Activities for generating funds ^{2a} | 14 | 36 |
| Investment Income ^{2b} | 35 | 32 |
| Incoming resources from charitable activities ^{2c} | 1,904 | 1,698 |
| Total Incoming Resources | 1,953 | 1,766 |
| Resources expended | | |
| Cost of generating funds | | |
| Investment Management Costs | 2 | 1 |
| Charitable Activities | | |
| Membership Services ^{2d} | 721 | 746 |
| Student Services ^{2d} | 656 | 568 |
| Promotional Costs ^{2d} | 227 | 229 |
| Governance Costs ^{2f} | 92 | 123 |
| Total Resources Expended | 1,698 | 1,667 |
| Net incoming/(outgoing) resources before other recognised gains and losses | 255 | 99 |
| Other recognised gains and losses | | |
| Unrealised (loss)/gain on investment assets | 55 | (36) |
| Net movement in funds | 310 | 63 |
| Reconciliation of funds | | |
| Total funds brought forward | 1,291 | 1,228 |
| Total funds carried forward 31 December ⁸ | 1,601 | 1,291 |

The Statement of Financial Activities includes all gains and losses recognised in the year. All incoming resources and resources expended derive from continuing activities.

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

Registered Company Number 02418331

Balance Sheet as at 31 December 2012

| | 2012 £'000 | 2011 £'000 |
|--|---------------|---------------|
| Fixed Assets – Investments ³ | 646 | 591 |
| Current Assets | | |
| Stock ⁴ | 24 | 21 |
| Debtors ⁵ | 67 | 50 |
| Bond | 369 | 360 |
| Cash on short-term deposit and at bank | 1,130 | 939 |
| | 1,590 | 1,370 |
| Less: Creditors | | |
| Amounts falling due within one year ⁶ | (497) | (550) |
| Net Current Assets | 1,093 | 820 |
| Total assets less current liabilities | 1,739 | 1,411 |
| Creditors: Amounts falling due after one year ⁷ | (138) | (120) |
| Net Assets | 1,601 | 1,291 |
| Income Funds | | |
| Unrestricted ⁸ | 1,601 | 1,291 |

The financial statements were approved and authorised for issue by the Council on 27 March 2013 and signed on its behalf by:

Y Nunn, *President*

P Waller, *Treasurer*

A R Pickering, *Executive Director*

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

1. Accounting Policies

Basis of Accounting

The financial statements have been prepared under the historical cost convention as modified by the revaluation of fixed assets investments and in accordance with applicable accounting standards.

The provisions of Accounting and Reporting by Charities - Statement of Recommended Practice 2005 and the Charities Act 2011 have been adopted in these financial statements. The Chartered Institute of Taxation is a connected charity as defined in the SORP, but the Association is not subordinate to it.

(a) Depreciation

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

| | |
|---------------------------------|-----|
| Computer Equipment and Software | 33% |
|---------------------------------|-----|

(b) Incoming Resources

Income Recognition

Income is included in the statement on a receivable basis except for student registration fees which are deferred and credited to income over the registration period. Income is allocated such that it is weighted more in the initial year. The registration period is 5 years.

(c) Donated Services and Facilities

The income value placed on donated facilities is the estimated price that would be paid on the open market for that facility.

(d) Apportionment of Incoming Resources

Incoming resources from charitable activities are payment receipts for goods and services provided for the benefit of members and students. This income is allocated to member services and student services respectively.

Activities for generating funds are payments for goods and services provided for the purpose of generating funds for use in charitable activities.

(e) Resources Expended

Charitable expenditure consists of all expenditure directly related to charitable objectives. Charitable expenditure includes

the salary costs of staff providing services to members, the salary costs of staff providing services to students and the salary costs of staff providing services in relation to publicity or promotional events attended by members and the public.

Governance costs include the cost of governance arrangements in relation to the general running of the Association and includes a proportion of the salary costs of the management board. Accommodation costs are allocated to charitable costs and governance costs based on the office space occupied by staff involved in delivering services and staff involved in the general running of the Association.

Accommodation costs have been allocated between charitable activities and governance activities at 92% and 8% respectively. Allocation between individual charitable activities is in line with direct costs.

Other office service costs paid directly by the Association have been allocated between charitable activities in line with direct costs.

Salary costs have been allocated based on the costs of employees working within the charitable activity. For support staff, costs have been allocated in line with direct costs.

(f) Costs of Generating Funds

Costs of generating funds are the costs associated with generating investment income and include the cost for managing investments.

(g) Grants

The general policy is that multi-year grants are conditional on an annual review and the Association maintains the discretion to terminate the grant.

(h) Valuation of Donated and Volunteered Services

The Association receives assistance in the form of donated services from volunteers who are Council and Committee members.

The value of their contribution is excluded from the Statement of Financial Activities as the value of their contribution is not quantifiable in financial terms.

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

(i) Investments

Investments held as fixed assets are valued at mid market value at the balance sheet date except for Glanmore Property Fund and Open Ended Investment Companies which have been valued at their net asset value at the balance sheet date. The gain or loss on investment is taken to the Statement of Financial Activities.

(j) Stock

Stock is valued at the lower of cost and net realisable value.

(k) Funds Structure

Designated Funds

Designated Funds are unrestricted funds earmarked by Council for particular purposes.

(l) Pension Costs

Members of staff are eligible to join the Association's defined contribution scheme after a qualifying period of service. The scheme provides individual pension plans which are managed by independent pension providers.

(m) Treatment of Irrecoverable VAT

Irrecoverable VAT is attributed to revenue and capital expenditure as appropriate.

2. Income and Expenditure

Office service costs included in the Shared Cost Charge from the Chartered Institute of Taxation have been allocated between charitable activities in line with direct costs.

2a. Activities for generating funds

| | 2012 £'000 | 2011 £'000 |
|----------------|---------------|---------------|
| Sponsorship | 1 | 8 |
| Weblink Income | 7 | 12 |
| Other Income | 6 | 16 |
| | 14 | 36 |

Other income does not include advertising income as there was no advertising income for 2012 (2011 - £7,785) from the Lexis Nexis earned from the Tax Adviser publication. The costs for the Tax Adviser are included in Membership Services.

2b. Investment Income

| | 2012 £'000 | 2011 £'000 |
|----------|---------------|---------------|
| Interest | 35 | 32 |

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

2c. Breakdown of Income Resources from Charitable Activities

| | 2012 £'000 | 2011 £'000 |
|--|---------------|---------------|
| Activity or programme | | |
| Subscription Fees | 1,041 | 984 |
| Entrance Fees | 19 | 20 |
| Registrations Fees | 151 | 141 |
| Examination Fees | 507 | 411 |
| Conference Fees | 87 | 79 |
| Sales of Books and Merchandise | 83 | 53 |
| Other Income | 16 | 10 |
| Total Incoming Resources from Charitable Activities | 1,904 | 1,698 |

2d(i). Breakdown of Costs of Charitable Activities and Support Costs

| 2012 Activity or programme | Activities Undertaken Directly £'000 | Grant Funding of Activities £'000 | Support Costs £'000 | Total £'000 |
|--|---|---|---------------------------|----------------|
| Membership Services | 361 | 13 | 347 | 721 |
| Student Services | 311 | - | 345 | 656 |
| Promotion | 65 | - | 162 | 227 |
| Total Cost of Charitable Activities | 737 | 13 | 854 | 1,604 |

| 2011 Activity or programme | Activities Undertaken Directly £'000 | Grant Funding of Activities £'000 | Support Costs £'000 | Total £'000 |
|--|---|---|---------------------------|----------------|
| Membership Services | 385 | 20 | 341 | 746 |
| Student Services | 262 | - | 306 | 568 |
| Promotion | 71 | - | 158 | 229 |
| Total Cost of Charitable Activities | 718 | 20 | 805 | 1,543 |

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

2d(ii). Support Costs Breakdown by Activity

| 2012 Support Costs | Member Services £'000 | Student Services £'000 | Publicity Costs £'000 | Governance Costs £'000 | Total £'000 |
|---|--------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|------------------------|
| Accommodation | 43 | 37 | 8 | 8 | 96 |
| Shared Occupancy Charge – Office | 42 | 36 | 8 | - | 86 |
| Salary Costs | 231 | 246 | 140 | 7 | 624 |
| Annual Shared Occupancy Charge for 2012 | | | | | 806 |
| Other Office Service Costs | 31 | 26 | 6 | - | 63 |
| Total Support Costs (inclusive of Support costs allocated to governance costs) | 347 | 345 | 162 | 15 | 869 |

| 2011 Support Costs | Member Services £'000 | Student Services £'000 | Publicity Costs £'000 | Governance Costs £'000 | Total £'000 |
|---|--------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|------------------------|
| Accommodation | 44 | 29 | 8 | 7 | 88 |
| Shared Occupancy Charge – Office | 48 | 32 | 9 | - | 89 |
| Salary Costs | 229 | 232 | 137 | 7 | 605 |
| Annual Shared Occupancy Charge for 2011 | | | | | 782 |
| Other Office Service Costs | 20 | 13 | 4 | | 37 |
| Total Support Costs (inclusive of Support costs allocated to governance costs) | 341 | 306 | 158 | 14 | 819 |

2e. Grants Payable in Furtherance of the charity's objects

This year the Association paid grants of £13,000 (2011 - £20,000). Tax Volunteers, Tax Aid and Tax Advisers Benevolent Fund were the only recipients of grants from the Association in 2012. The aims of the recipients are in line with the objectives of the Association.

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

2f. Governance costs comprise the following

| | 2012 £'000 | 2011 £'000 |
|-----------------------------|---------------|---------------|
| Annual Report | 4 | 23 |
| Legal and Professional Fees | 22 | 15 |
| Council and Committees | 29 | 29 |
| Staff Costs | 7 | 7 |
| Auditor Remuneration | 11 | 10 |
| Miscellaneous Expenses | 9 | 15 |
| Accommodation | 8 | 7 |
| Consultancy Costs | 1 | 16 |
| Trade Mark | 1 | 1 |
| | 92 | 123 |

3. Fixed Assets – Investments

| | 2012 £'000 | 2011 £'000 |
|--------------------------------|---------------|---------------|
| Market value at 1 January | 591 | 627 |
| Disposals | - | - |
| Acquisitions | - | - |
| Unrealised (Loss)/Gain | 55 | (36) |
| Realised Loss | - | - |
| Realised Gain | - | - |
| Market Value at 31 December | 646 | 591 |
| Historical Cost at 31 December | 515 | 515 |

The following investments represent a holding with a market value at 31 December 2012 in excess of 5% of the portfolio

| | 2012 | 2011 |
|-----------------------------------|------|------|
| Baillie Gifford Managed Fund | 43% | 42% |
| Cazenove Portfolio Fund | 19% | 18% |
| Jupiter Merlin Balanced Portfolio | 38% | 38% |

4. Stock

| | 2012 £'000 | 2011 £'000 |
|-------------------------------------|---------------|---------------|
| Publications, stationery and medals | 24 | 21 |

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

5. Debtors

| | 2012 £'000 | 2011 £'000 |
|----------------|---------------|---------------|
| Prepayments | 26 | 11 |
| Accrued Income | 21 | 27 |
| Other Debtors | 20 | 12 |
| | 67 | 50 |

6. Creditors: Amounts falling due within one year

| | 2012 £'000 | 2011 £'000 |
|-------------------------------------|---------------|---------------|
| Creditors and accruals | 41 | 77 |
| The Chartered institute of Taxation | 165 | 118 |
| Fees and Subscriptions in advance | 321 | 355 |
| | 497 | 550 |

7. Creditors: Amounts falling due after one year

| | 2012 £'000 | 2011 £'000 |
|-----------------------------------|---------------|---------------|
| Student registration fees | | |
| Balance at 1 January | 120 | 200 |
| Fees received | 170 | 143 |
| Transfer to income | (151) | (141) |
| Balance at 31 December | 139 | 202 |
| Subscriptions and other fees | 320 | 273 |
| | 459 | 475 |
| Fees and Subscriptions in advance | (321) | (355) |
| | 138 | 120 |

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

8. Income Funds – Unrestricted

| | At 1 January 2012 £'000 | Transfer £'000 | Net Movement in Funds £'000 | At 31 December 2012 £'000 |
|-------------------------------------|-------------------------------|-------------------|-----------------------------------|---------------------------------|
| General | 846 | (25) | 310 | 1,131 |
| Designated: | | | | |
| Disciplinary hearings | 150 | | | 150 |
| Property | 245 | | | 245 |
| Information Technology | 50 | 25 | | 75 |
| Total Cost of Charitable Activities | 1,291 | | 310 | 1,601 |

We hold a number of designated reserves as follows:

Disciplinary hearings - 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 are considerable. Although we have no indication of any significant pending actions, we reserve a significant balance of reserves to cover such eventualities.

Property - we are not due to move premises again for a further 11 years. However, bearing in mind the time and expense in relocating, we are building up a reserve fund to cover the anticipated costs. Our intention is to build the reserve to the amount we anticipate will be needed by the time the current lease ends.

Information technology - we are aware that technology moves at a rapid pace. It is now three years since the new website was developed but we are aware that further developments in technology are likely to mean that more work will be needed before long to upgrade the IT functionality and therefore we are designating appropriate reserves to meet those future costs.

The general unrestricted fund is held to meet unspecified future events.

9. Capital Commitments

Capital commitments authorised but not contracted for at 31 December 2012 £nil (2011- £nil)

10. Contingent Liabilities

The Association has made obligations which are reviewed annually as part of the budget process to pay amounts not shown in the primary statements. These amounts relate to grants of £10,000, payable within one year of the balance sheet at 31 December 2012.

11. Personnel

Costs actually disbursed by the Institute have been attributed to the Association at an agreed proportion. A proportion of the costs of 29 (30 - 2011) employees was attributed to the Association and the average number of staff employed by the Institute and the Association was 60 (56- 2011). Staff costs include staff time on governance, membership services, student services, publicity and support.

FINANCIAL STATEMENTS

ANNUAL REPORT 2012

11 (a) ATT Personnel

Salary costs and benefits in kind contributions for the higher paid employee employed by the Association of Taxation Technicians only is categorised into the following salary band(s):

| | 2012 £'000 | 2011 £'000 |
|--------------------|---------------|---------------|
| £90,001 - £100,000 | 1 | 1 |

11 (b) Jointly employed CIOT and ATT Personnel

Salary costs and benefits in kind contributions for higher paid employees contractually jointly employed to the Chartered Institute of Taxation and the Association of Taxation Technicians are categorised into the following salary bands:

| | 2012 £'000 | 2011 £'000 |
|--------------------|---------------|---------------|
| £60,001 - £70,000 | 2 | 0 |
| £70,001 - £80,000 | 2 | 2 |
| £80,001 - £90,000 | 1 | 1 |
| £90,001 - £100,000 | 3 | 3 |

Aggregate employer pension contributions paid was £62,200 for 28 employees (2011 - £59,800 for 26 employees)

12. Council members

Travel, subsistence and hotel accommodation expenses was paid and reimbursed in respect of expenditure incurred on the Association's business. In the year, the Association paid and reimbursed expenses on behalf of 15 directors for expenses totalling £19,648 (2011 - 13 directors, £18,203.) Payments totalling £1,500 (2011- £900) were made to one director, Simon Groom, for services as a conference speaker.

13. 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. The Association of Taxation Technicians and the Chartered Institute of Taxation have 4 common trustees.

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.

The formula for 2012 was agreed by both bodies. The total shared occupancy charge for the year of £806,000 (2011 -£782,000) is shown in note 2(d) of the financial statements.

The amount due to the Institute at the balance sheet date was £135,346 (2011 - £117,874).

14. The Taxation Disciplinary Board

The Association and the Institute have a joint arrangement with the Taxation Disciplinary Board, a company limited by guarantee managed by an independent board of directors.

For 2012, the Taxation Disciplinary Board charged the Association £40,205 (2011 - £57,202) for services provided.

Neither the Association nor the Institute exercises a significant influence over the operating and financial policies of the company whose object is to administer the Taxation Disciplinary Scheme for the Institute and the Association exclusively.

COUNCIL MEMBER BIOGRAPHIES

ANNUAL REPORT 2012

Jane E C Ashton

Age 45. Joined Council in 2005. Jane became a member of the Association in 1993 and is chairman of the Business Development Steering Group. She has also served on the Member and Student Services Committee (now Member Steering Group) since 1996. Jane has worked in various Directorates in the former Inland Revenue and is now working in HMRC's Personal Tax Customer and Strategy Directorate, based in London.

Graham Batty

Aged 56. Joined Council in 2011. Graham qualified as a Chartered Accountant in 1983, became an Associate of the Institute in 1986, a member of the Association in 2005 and has been a member of the Technical Committee (now Technical Steering Group) since 2003. He is an associate director, specialising in the taxation of charities and other not for profit bodies, with a leading accountancy firm. Graham is a former chairman of both the Leeds and Birmingham branches.

Trevor R Blackmur

Age 52. Joined Council in 2010. Trevor began his career in tax at the end of 2000 with a small local firm, working in personal tax and payroll. He qualified as a member of the Association in May 2005. In 2007 he became a member of the Technical Committee (now Technical Steering Group) and represents it on HMRC's Employment Consultation Forum and the Benefits and Expenses Sub-Group, in addition to various other consultations and workshops as and when necessary. Trevor set up in practice on his own in 2010, continuing to provide taxation and payroll services to individuals, sole traders and small businesses.

Simon J Braidley

Age 49. After graduating from Sheffield, Simon served time with the Inland Revenue and then several international and then smaller accountancy firms before operating his own practice. Simon is now an associate director with Baker Tilly, based in Tunbridge Wells. Simon became an ATT member in 1998 and is a Past President of the Association. He is a former

Chairman of Severn Valley Branch and South West Region Branches Co-ordinator. He has chaired the Association's former Member & Student Services Committee. For many years Simon wrote the ATT Editorial pages for Tax Adviser. He now serves on the Business Development and Member Steering Groups

Jeremy Coker

Age 49. Joined Council in 2008. A former chairman of the London Branch and still serves as its Treasurer and ATT branch representative. A member of the Institute's Owner Managed Business Technical Sub-Committee. A member of the Finance and Student Steering Groups. He was awarded the CIOT Certificate of Merit in 2010. Jeremy works in practice with a West End firm of chartered accountants.

Bernard Critchley

Age 56. Joined Council in 2006. Became a member of the Institute in 1993 and of the Association in 2003. Previously worked with national firms then smaller accountancy firms, he also operated his own practice for seven years. Now working as a Tax Manager with a firm of Chartered Accountants in Dorset. A member of the Member Steering Group and an ATT representative on the Institute's Membership Committee. Also a former registered member in practice, South West Region Branches Coordinator and Past Chairman and Founder Member of Somerset & Dorset Branch.

Tracy Easman

Age 47. Joined Council in 2011. Became a member of the Association in 1993 and CIOT in 2000. From 2006 to 2012 she was heavily involved with Sussex Branch, including being branch secretary from 2008 to 2012. Since resigning from the branch committee she is now involved in the Joint Branches Sub-Committee. In 2008 she became a member of the Joint Professional Standards Committee and has been involved in several working parties. She started her own practice in 2003 after working for the former Inland Revenue and two tax consultancy firms in Sussex. In 2012 she became a Fellow of the ATT.

COUNCIL MEMBER BIOGRAPHIES

ANNUAL REPORT 2012

Karen M Eckstein

Age 47. Joined Council in 2008. Became a member of the Institute in 1993 and of the Association in 2008. Chairman of the Joint Professional Standards Committee. Partner in Lake Legal LLP, a firm of solicitors, based in Leeds, advising on tax litigation and tax related professional negligence claims. In 2007 Karen received “highly commended” award for Tax Lawyer of the Year at the LexisNexis Taxation awards and in 2011 the firm was shortlisted for the best tax team in a law firm at the Taxation awards.

Anne Fairpo

Age 46. Nominated member of Council, representing the CIOT. Passed the Associateship exams in 1997. Member of CIOT Council and Vice-President of the CIOT (2012-13); Chairman of CIOT’s Education Committee since 2010; former Chairman of London Branch. Anne qualified as a solicitor in 1994. After working in law firms and for KPMG, she was called as a barrister in 2009.

Simon J Groom

Age 50. Joined Council in 2003. Qualified as a chartered accountant in 1987 with Arthur Young and became an Associate of the Institute in 1991 and of the Association in 2003. Since qualifying has been involved with training in some form for the past 25 years and has lectured regularly at Association and Institute student conferences. He is now Director of Tax Training and Professional Development at Tolley, part of LexisNexis, and was involved with the implementation of the new examination structure. He is Chairman of the Member Steering Group and a member of the Audit Committee.

Tanya Hiscock

Age 36. Tanya joined Council in 2009 having been a member of the Member and Student Services Committee (now member Steering Group) since 2006. Qualified as a member of the Association in 2003. Specialising in Trust Tax at Thomas Eggar LLP, a firm of Solicitors on the South Coast. Tanya is also the ATT representative on the Sussex Branch committee, and sits on the Tax Adviser sub-committee.

Chris Jones

Age 45. Joined Council in 2006. Qualified as a member of the Association in 1992 and as an associate of the Institute in 1994. Training ATT and CTA students since 1995 and is currently the Board Director at LexisNexis responsible for Tax Markets & Learning. Lectures around the branches and at both ATT and CIOT conferences. Member and past Chairman of the Marketing Committee. Appointed to the Council of the Institute in 2003 and is Chairman of its Conferences Working Party and Stakeholder Audit Working Party.

Katharine Lindley

Age 39. Joined Council in 2012. Katharine became a member of the Association in 1999 and of the Institute in 2001, and a Fellow of the Association in 2012. She has served on the Association’s Member Steering Group (previously Members and Student Services Committee) since 2002. Katharine is a Chartered Financial Planner and Certified Financial Planner and specialises in the provision of strategic financial advice. She has worked at Bestinvest since 2007 where she is a Financial Planning Director, having previously worked in the financial planning teams of PwC and Towers Watson.

Stuart G McKinnon

Age 55. Qualified as a member of the Institute in 1984, joined Council in 1999 and became President in December 2011. Previously Chairman of the Examination and Member and Student Services Committees and various working parties. Also former Chairman of the North East Branch. A partner in Baker Tilly based in their Newcastle Upon Tyne office.

Natalie A Miller

Age 49. Natalie has been a member of ATT Council since 2005. She was appointed Vice-President in December 2011 and Deputy President in December 2012. She passed the ATT examinations with a Distinction in 1993 and ATII (as it was then) in 1995. After time in the personal tax departments of KPMG and Ernst & Young in Norwich and Luton, Natalie has worked for PwC in Norwich for the last twelve years in

COUNCIL MEMBER BIOGRAPHIES

ANNUAL REPORT 2012

the Tax Knowledge & Innovation Group, where she specialises in personal and trust taxation. She is Chairman of the Student Steering Group. Natalie is also on CIOT Council and is a member of its capital gains tax and investment income technical sub-committee and the exam review working party. She is also a former Chairman of East Anglia Branch.

Yvette E Nunn

Age 47. Joined Council in 2000, appointed Deputy President in December 2011 and as President in December 2012. Became a member of the Association in 1993. Chairman of Birmingham and West Midlands Branch 1997-1999. Joined the Council of the CIOT in 2004 and serves on its Membership Committee. In 2010 she wrote the new on-line handbook giving advice to those setting up their own tax practice. She has served on the Association's Member and Student Services Committee and was Chairman from 2000 to 2004, when she moved across to serve on the Association's Technical Committee (now Taxation Steering Group), which she now serves as Chairman. She set up her own tax practice in 2004 specialising in advising entrepreneurs.

Ralph Pettengell

Age 52. Joined Council in 2006. Member of the Finance Steering Group. Following the sale of his Financial Advice business, Chambers and Newman, in December 2007, Ralph has continued in the Financial Services Industry and is the Managing Partner of IFA Consulting LLP, a provider of services to Independent Financial Advisers and Financial Service Product Providers and is also a Partner of Trustee Advisory Services LLP. Ralph held senior management roles at the Britannia Building Society and Halifax Building Society's IFA arm. Ralph is very well qualified in the Financial Services Industry attaining the FPFS and the ACII qualification specialising in Pensions, is a Chartered Financial Planner, and holds the Chartered Institute for Securities and Investments ACSI qualification.

David W Stedman

Age 62. Joined Council in 2001. President from July 2009 to July 2010. Became a member of the Association in 1993 and a fellow in March 2011. A past Chairman of the Member and Student Services Committee on which he served for twelve years to July 2010. Currently a member and a previous Chairman of the Joint Professional Standards Committee. Chairman of Sussex Branch for four years from 1999 to 2003. Joined the Inland Revenue after leaving school and then worked for a local accountant until establishing his own general tax practice in 1993.

Michael Steed

Age 59. Trained and qualified with Coopers and Lybrand (now PwC). He is a Fellow of the CIOT and a member of the AAT. He joined the ATT council in 2009 and also serves on the Taxation Steering Group. Appointed Vice-President from January 2013. Michael has practised in all areas of taxation and specialises in SMEs and indirect taxation. He is now a specialist tax presenter for Kaplan Financial. He was awarded the AAT Past President's Award in 2004 for services to AAT members for his CPD training. Michael is also a CCH tax editor.

Philip Waller

Age 50. Joined Council in 2004. Honorary Treasurer and Chairman of the Finance Steering Group since 2006 and a member of the Institute's Treasurer's Committee. Tax partner with Mazars LLP in the Midlands and has joint responsibility for their Birmingham, Nottingham and Wolverhampton offices. A former Chairman of Leeds Branch and Secretary to the Birmingham and West Midlands Branch.

Executive Director, Andrew R Pickering

Age 63. Joined the Association 1993 as its Deputy Secretary. Appointed Secretary 1994 and Executive Director in 2010. Previously with the Law Society of England and Wales where, over a 25-year period, he held various posts in the Legal Aid, Education and Training and Administration Divisions, gaining considerable experience in all aspects of administration. Past Secretary of the Taxation Disciplinary Board.

NEW MEMBERS 2012

ANNUAL REPORT 2012

Abbott Peter Edward
Ackroyd Robina Sylvia Elizabeth BA(Hons)
Adams Eilidh Gillian
Adams Jennifer Amy BSc Maths
Adams Lisa Mary
Addy Rachel Lois BA(Hons)
Adenwala Ashfaq ACCA
Ahmad Iram
Ahmed Rahmeen BA(Hons)
Ahmed Shamaila BSc(Hons)
Albertyn Mine
Allen Joshua BA(Hons)
Angove Alyson Jayne
Askham Justine Mary LLB
Bailey-Stewart Maxine Andrea MAAT
Baker Adele
Baker Paul John BA(Hons)
Balshaw Marc Elliot BSc(Hons)
Bann Steven
Bano Aisha
Barnes David BSc(Hons)
Barrett Richard Mark
Bassi Deepti BSc(Hons)
Batchelor James Reginald BA(Hons)
Batchelor Mathew
Batham-Tomkins Kieron Rory
Bedyal Kiran
Beechey Kirsty Ann MAAT
Bell Michelle
Bhavani Natasha
Billen Janet Emily
Billson Jennifer
Bird James MAAT
Blackburn Phillipa MAAT
Blair Niall LLB Hons
Bowen David
Bowen Neil Christopher BSc(Hons)
Bridle Martin FMAAT
Brooks Katie Louise MAAT
Brown Christopher Michael
Brown David Stanley Sawyer
Brown Helen Maud BA(Hons) CA ACA
Brown Simone
Bruce Thomas
Brunton Richard James BA
Bullen Karen Margaret Mary BSc(Hons) FCA
Bulmer Krystal
Butler Natalie Fay MA(Hons)
Caney Julie Linda
Cann Shane Steven BA(Hons) ACCA
Cannaford James
Carroll David Gareth BA(Hons)
Carter James Michael
Carter Thomas James BA(Hons)
Carter Wendy Jane
Cater Samuel LLB
Catto Rosalind Elizabeth Bsc CA
Chandler Candice
Chant Andrew Timothy
Chattha Parminder BA(Hons)
Chilvers Kendell
Chiu Bernard Ho Shun
Choi Wai-Yee BSc(Hons)
Clague Steven BSc(Hons) ACIS
Clark James BSc(Hons)
Clark Stuart Michael BSc(Hons)
Clarke David Andrew BA
Clarke Julia
Clutterbuck David James BA(Hons) TEP
Collings Dawn Margaret MAAT
Collins David Peter
Colton Philip
Conn Frances
Constantinou Christine Christina
Cooper Paul Andrew ACMA
Cotopoulis Alexis MSci
Coughlan Thomas Kevin
Coulson Martin BSc(Hons)
Coulthard Aaron Richard
Cowan Robert ACCA
Cowell Kate Louise ACCA MAAT
Cox Angela
Craggs Nicola BA(Hons)
Cram Jennifer Dawn
Crocker Robert John Bsc (Hons)
Crofton Stuart James BSc
Crosbie Judith Elizabeth Maria LLB(Hons)
Croucher Louise Cornelia
Cupper Louisa
Cushnan Christine
Dagless Ann
Daley Victoria BA(Hons)
Daniels James Alexander LLB(Hons)
Daud Sahid
Davey Kathryn
Davis Rachel BSc
Day Sheila Grant BSc(Hons) ACA
Deacon Laura
Dennis Sara Anne
Desai Rahul BSc(Hons)

NEW MEMBERS 2012

ANNUAL REPORT 2012

Dicks Lee Alan BSc(Hons)
Dillow Tony
Diston Lesley
D'Marco Helen Margaret
Dodds Sharne Sarah Sayer
Dowling Laura Charlene
Downing Stephanie Claire May BA(Hons)
Duffy Emily Susan BSc(Hons)
Dunleavy John
Dupuy Oliver
Dwomoh Godwin ACCA
Dyal Gurvirinder Singh BSc(Econ)
Egan Michael BA(Hons) ACA
Eiber Jesica Lillian
Embleton Vanessa Jane FCCA FMAAT
Everett Simon
Fairlie Dawn
Fakhrieh Kashan Nina
Felix Gulnara MAAT
Findlay David
Finley Jessica
Finney Matthew James
Fisher Dorothy Margaret
Fisher Michael
Fisher Richard Christian BA
Fletcher Clare BA(Hons)
Forster Stephen
Foster Karen ACA BSc(Hons)
Fraser David Robert
Funnell Mark Christopher
Gadeke Sarah Jane
Galvin Natalie
Gardner Rebecca Jane
Garland Daniel Michael
Gaydarova Ayshat
Gilmer Joe
Glenn Rhoda Dorothy ACA
Goosey Adam John
Gould Barry Mark MAAT
Grant Liisa Maria BA(Hons)
Green Elizabeth
Green Paul
Griffiths Andrew Charles
Grimes Joseph BSc(Hons)
Gurung Sanjita BSc(Hons)
Hadden Robert BA(Hons)
Haddon Thomas MAAT
Hall Aidan Bolam MAAT
Hall Gareth Ross
Hall Sonya Ellen
Hammonds Bonnie Louise
Hanks Zena Anne
Hardiman Ian Ronald Charles
Hards John David
Hare Charles Laurence BA
Harper Robert Ian
Harrison Tamara Mary
Harrison Thomas Charles
Hatch Louise
Head Karen Lesley MAAT
Higgins Gemma Louise
Hill Paul A BSc(Hons) FCA
Hill Philippa Jane BA(Hons)
Hills Leigh Cecilia
Hogg William George Robertson
Holland Michael BA
Holmes Lorraine
Hopkins Rachel Caroline
Houghton Rebecca Brigid Elisabeth
Housego Loretta BA(Hons)
Howard Melanie
Hubbard Darren Mark MAAT
Hudson Kerry Louise
Humby Laura
Humphries Kim Louise
Hunt Matthew James
Hurst Celia Louise
Hussain Alia
Huzzard Debra Lynne
Inayathusein Zahra
Ison Jonathan Hugh
Jacobs Rupert BA(Hons)
Jadeja Natasha BSc(Hons)
Janes Emma Rebecca
Johnson Nick James
Jones David William MAAT FCCA
Jones Jonathan Richard
Joseph Sami
Kara Joel BA
Karnatz Clarissa Desiree
Katechia Vishnu Haridas BSc(Hons)
Kelly Patrick John
Kelly Terrance Arthur James
Kennedy Matthew BSc(Hons)
Kesby Stephen William ACA
Khan Afzal AIIT
Kimber Isabel Louise BA(Hons)
Kirk Matthew Adam BSc(Hons)
Klyman Gemma
Kosaka Atsuko

NEW MEMBERS 2012

ANNUAL REPORT 2012

Ku Wai Tak BA(Hons)
Kuma Russell
Laing Jean
Laird Amanda IATI
Laughlin Laura Shona LLB
Lenk Stephen
Lewis Amy Catherine BA(Hons)
Lewis Kay FCCA
Li Qingnan
Lidhar Suchabinder Singh LLB(Hons)
Liew Suet Fei FCA
Lipskaya Ludmila BA(Hons)
Lloyds Paul Francis BA(Hons)
Logan Jennifer BA(Hons)
Lord Sharon Louise
Lovejoy Kathryn Jane
Lowry Philip Harding BSc CertCII DipPFS
Mackenzie Victoria Gael MAAT
Macpherson Lisa
Maddison Patricia Ward
Maduaka Chi-Chi BA(Hons)
Malhotra Mohit BA(Hons) ACA
Malik Shahzad Nasir ACCA
Marshall-Reynolds Angela Rachael ACCA MAAT
Martin Pamela Jane BA
Martin Samuel David BA(Hons)
Marwein Smith Kevin
Matheson Peter Donald
McCall Ian Stephen FMAAT FCMA
McCalley Ruth
McClelland Mary Elizabeth Diane BSc(Hons)
McCormack Georgina Harriet
McDonald Brett MAAT
McDougal James David
McIntyre Wilma Beth FCCA
McKilligan Elaine Ann Hay
McLellan Gina
McLoud Yolande
McMaster Laura Elizabeth Emily BA(Hons)
McMorran Alyson Patricia
Medlin Kimberley
Meraj Faisal Akram MA(Hons)
Meredith Margaret
Middleton Ian Charles
Miller Simon LLB
Miller Stuart Lewis
Millward Nicholas BA(Hons)
Mitterbauer Philipp
Molyneux Peter Charles HND
Moore Thomas Kevin
Mowat Catherine BSc(Hons)
Murphy David
Murphy Kimberley
Murphy Stephen
Murray Richard Lee
Murrin Susan Dorothy BSocSc(Hons)
Naik Taruna
Nazemi-Afshar Tina
Ncube Samukeliso
Neil Simon Duncan BSc ACA
Newton Christopher Edward
Ng Chi Yan BSc
Nicolson Elaine Jane
Nott Dale Peter
Oakes Elizabeth Mary
Obiora Eniola Olatokunbo BA(Hons)
Olanipekun Clare Ndid-Amaka
Osadnik Natalia
Osei-Oppong Nana Kwaku
O'Toole Lucy May
Owen Emily Elizabeth
Patel Amit BSc(Hons)
Patel Vinal
Pegg Jennifer Ann BCom(Hons)
Perry Stephen John BSc(Hons)
Peters Louise Elizabeth
Petrova Petya
Pindard John Charles
Plowman Daniel James
Pointon Natalie Claire BA(Hons) CA
Popoola Fumi BSc(Econ) FCCA
Portman David Arthur
Potts Andrew
Priest Fiona Mary BA(Hons)
Prior Helen BA
Quinn Anthony John BSc
Quinn Julie
Ramdarshan Tashvin BSc(Hons)
Rankin Martin BA(Hons)
Ratan Bhavini BA(Hons)
Reza Syeed Mamnoon BSc(Hons)
Richards Florence Stéphanie
Richardson Thomas BSc(Hons)
Rickards Alexander BSc
Rimasauskiene Lina
Roberts Katharine Elizabeth
Roberts Rhian BA(Hons)
Robinson Craig Alexander LLB
Robson Clare Samantha MAAT
Rose Jonathan BA(Hons)

NEW MEMBERS 2012

ANNUAL REPORT 2012

Rudman Luke
Ryan Emma Louise
Sadler Ruth BA(Hons)
Sands Karen FMAAT ACA
Santos Rojas Yasmit BA(Hons)
Scuffell Nicky MAAT
Self Daniel Stephen
Shah Darshni BSc
Shah Neelum
Sharland Noel Arthur
Sharma Sorabh
Sharp Oliver Howard Michael BSc(Hons)
Shaw Graeme James
Singla Varun BSc(Hons)
Skelly Suzanne BSc
Slater Richard Alan MAAT
Smith Brett
Smith Christopher Paul BSc
Smith Jacinta Mary Bsc ACMA
Smith Karrie-Ann BA
Smith Mellisa Ingrid Renaulta
Smith Phillip James BSc(Hons) LLB CTA
Sneddon John Robert BA(Hons)
Snowdon Matthew BA(Hons)
Southwick Martyn Alexander
Southwood Rebecca Jayne Bsc
Stafford Debby Anne BA(Hons)
Stafford Jeff
Stanley Andrew
Stanley Jennifer BA
Staples-Vvind Natalie BA(Hons)
Stark Ann
Stephen Andrew William
Stephenson Nicola
Stone Paul Edward ACMA
Stoney Hannah Kathryn BA(Hons) MAAT
Stringer Christopher David
Stubbings Andy
Style Jennifer Claire BA(Hons)
Summers Sabrina BA(Hons)
Sundaresan Nirupama
Swaep Martine Claire
Sweeney William Richard
Symonds Stephanie BA(Hons)
Talbot Stephen Paul David
Taylor David Simon BSc(Hons)
Thomas Beverley Gail
Thomas Daniel
Thomas Kevin Patrick BSc FCA
Thompson Laura LLB
Tolliday Craig MAAT
Tonner Michele
Towl James Geoffrey
Trebilco Steven
Tripska Daniela BA
Turski Janette Bryony
Underwood Imy Kathleen BSc
Vaughan Gareth Robert
Veall Danielle Elizabeth
Verge Richard John
Virtosu Irina MSc BSc
Vohmann Paul David Keith BSc(Hons)
Walker Graham Andrew
Walker Neil BSc(Hons)
Wann Alexandra Florence BSc(Hons)
Warburton Sophie Victoria BA(Hons)
Ward Linda MAAT
Warne Karen Joanne MAAT
Watson Albert Richard ACMA
Watts Tony
Watts-Joyce Richard David BSc(Hons)
Webb Richard Owen Nicholas BSc(Hons)
Webb Susan Ann MAAT
Weighill Julie Rachel Celia MAAT
Welsh Gareth Robert
Western Kate ACCA
White Claire Louise BA(Hons)
White Katy BA
Whittaker Daniel Richard
Wilkie Andrew James
Williams Helen BSc(Hons)
Williams Helen
Williams Ryan James BSc(Hons)
Wilson Andrew James
Winter Matthew BA (Hons)
Winter Susan Margaret BA(Hons) TEP
Wood Heather MAAT
Woods Christopher William
Wright Ingrid Ruth
Wright Joanne Elizabeth BSc(Hons)
Yakes Nicola Louise BSc
Yamamoto Taku MSc

NOTICE OF ANNUAL GENERAL MEETING

ANNUAL REPORT 2012

Notice is hereby given that the twenty-fourth Annual General Meeting of members of The Association of Taxation Technicians will be held at One Queen Anne's Gate, London SW1H 9BT on Thursday 11 July 2012 at 4.00 p.m.

Ordinary Business

1. To receive and adopt the Report of the Council for 2012.
2. To receive and adopt the audited Financial Statements of the Association for the year ended 31 December 2012.
3. To re-elect as Members of Council Chris Jones, Katharine Lindley and Natalie Miller who retire under Article 67 of the Memorandum and Articles of Association
4. To re-elect as Members of Council Trevor Blackmur, Simon Braidley, Tanya Hiscock, Ralph Pettengell and Michael Steed who retire under Article 76 of the Memorandum and Articles of Association.
5. To report that PKF (UK) LLP has resigned as auditor of the Association.
6. To appoint BDO LLP as auditor of the Association.

By order of the Council

Andrew R Pickering
Executive Director
Artillery House
11-19 Artillery Row
London SW1P 1RT

27 March 2013

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. A form of proxy is enclosed with this notice for use in connection with the meeting. To be valid a form of proxy must reach the Executive Director of the Association at Artillery House, 11-19 Artillery Row, London SW1P 1RT not later than 48 hours before the time of the meeting.

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