

ANNUAL REPORT
AND FINANCIAL STATEMENTS

2014



Practical Tax People
Association of
Taxation Technicians

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OUR VISION

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

The Association’s objects are:

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

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

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

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Becoming President on April Fool's Day may not have seemed the most auspicious of starts but it's actually been wonderful timing, allowing me to lead the celebrations for our 'silver' anniversary. This Report highlights many of the different things which we get up to but at the heart of all of those activities are the individuals who as members, students, volunteers and staff make those activities both possible and worthwhile. It was for this reason that we wanted our anniversary events to involve lots of those people so that in turn they could spread the ATT message out to others.

So, **what is our message?** The 'our vision' section on page 2 sets our objectives but the key message is that we want to continue to be the leading educational body in the field of compliance, tax law and practice. That should be a 'whole life' involvement, from promoting a career in tax to schools, through providing a relevant and accessible examinations framework, supporting tax technicians in their day-to-day jobs and their professional aspirations and working towards a better tax system for all. Please take some time to look through this report – and to keep in touch via the website – why not pick one or two areas where you're most interested to find out more?

Who do we want to talk to?

- This has to start with our own people and it's been a delight visiting many branches during this year, especially where they have held special anniversary events. Having started my wider involvement with ATT and CIOT by attending branch events in Norwich, I know how important those local connections are. I also appreciate the challenges that come with it, particularly when persuading people to come out to a live seminar can be difficult. I've been impressed by the different ways in which branches have spread the word – during 2014 I went to 13 different branch events, including quiz evenings in Newcastle and London, a careers event in Liverpool, a seminar on professional standards at HMRC, a young members' social event in Leeds, dinner in Belfast, lunch in Edinburgh

and technical seminars in the Severn Valley, London and memorably Belvoir Castle. Special thanks to all who've shown me such great hospitality!

- We seek to engage with **government, HM Treasury and HMRC**, because of our commitment to both the wider sphere of taxation and to those of our students and members working in those environments. While there are inevitably some areas of challenge, I think it is vital that we continue to work towards a constructive relationship rather than retreat to a position of conflict. We continue to participate in a range of meetings at technical, strategic and local levels in an effort to represent the views of both our members and our clients.
- As an educational charity, we have a particular responsibility to work for the **public benefit**. Although some of this is achieved by our efforts to improve the overall tax system, we are also seeking more ways in which we can improve knowledge of, and debate about, the tax system in business communities, education and the media. In addition, we want to promote the ways in which those who work in tax are an essential part of the support network for an effective tax system.

25 years is a good point at which to take stock – we've used this anniversary year to appreciate what has been achieved so far. It was lovely to



Natalie Miller giving her speech at our reception held at the British Film Institute in April 2014.



PRESIDENT'S REPORT

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be able to recognise the achievements of two long-term supporters and former Presidents, Annie Bailey and John Kimmer, by presenting them with the inaugural ATT Council Awards at our anniversary event at the Tower of London in September. Annie and John are just two among many people who have worked to get us to our current position and we owe it to them all to take up the baton and move the ATT forwards. At the same event at the Tower, we also presented the "25att25" awards to a great group of young people who have already got inspirational stories to tell of their work in tax – we need to make sure that the ATT is not only ready to meet their needs now but is also in a good position for them to take us towards our 50th anniversary! You can read more about the event at the Tower on page 12.

Natalie Miller with the winner of the ATT sponsored Tax Writer of the Year Award, Peter Rayney, at the Taxation Awards Ceremony in May 2014.



The more you get involved with the ATT, the more you realise how many things we do and how many people are involved. I should like to take this opportunity to thank everyone who gives their time and effort in developing and implementing all those activities, especially those of you who do this on a voluntary basis – without the skills and enthusiasm which each one of you brings, we could do nothing. Having said that, it's always true that we could do more things more effectively with more people! Our members, students and staff are our best ambassadors, supporters and critics – we would love you to get even more involved as we look forward to the next 25 years!

Quiet contemplation.

Natalie Miller
President

A handwritten signature in black ink that reads "Natalie".



ANNUAL REPORT OF THE COUNCIL

ANNUAL REPORT 2014

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 2014.

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 24.

Volunteers and staff

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

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

Association staff are responsible for providing efficient and effective support to all 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 73 (2013 - 70).

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 (b), the Chartered Institute of Taxation is entitled to nominate one member of Council. Under Regulation 37.1, made under the provision of Article 27 (a), up to 24 members of Council shall be elected by the members.

During 2014 the following changes took place:

- Chris Jones BA(Hons) ATT CTA(Fellow) left on 8 July
- Bill Dodwell LLB LLM(Cantab) CTA(Fellow) ACA joined on 13 May
- Steven Holden BA(Hons) ATT(Fellow) joined on 8 July
- Julian Millinchamp BA(Hons) ATT CTA ACA joined on 8 July
- Veronica Fell ATT CTA joined on 25 September
- James McBrearty ATT(Fellow) joined on 25 September
- Hayley Perkin BSc(Hons) ATT joined on 25 September
- Karen Eckstein LLB(Hons) ATT CTA Solicitor left on 30 January 2015.

The other members listed on page 9 served throughout the year.

The officers appointed at the Council meeting held on 10 December 2013 to serve from 1 April 2014 to the annual general meeting to be held

Council member, James McBrearty, outside number 11 Downing Street for an event hosted by George Osborne to mark the second Small Business Saturday.



ANNUAL REPORT OF THE COUNCIL

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in July 2015 were Natalie Miller as President, Michael Steed as Deputy President and Ralph Pettengell as Vice-President.

The officers appointed to serve from annual general meeting to be held on 9 July 2015 are Michael Steed as President, Ralph Pettengell as Deputy President and Graham Batty as Vice-President.

Ronnie Fell, Steven Holden, James McBrearty, Julian Millinchamp and Hayley Perkin, Elected Members of Council, retire under Regulation 38 and offer themselves for re-election.

Jeremy Coker, Tracy Easman and Yvette Nunn, Elected Members of Council, retire under Regulation 43.1 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
- Steering Group and Committee Activities – Page 14
- Public Benefit – Page 10
- Treasurer's Report – Page 22

Financial Review

The net incoming resources before revaluations of investments for the year ended 31 December 2014 of £48,000 are shown in the Statement of Financial Activities on page 31. Gains on revaluations of investment assets amounted to £44,000. A review of the Association's financial position is given on pages 22 to 23.

During 2014 our investments increased in value by 5.1%. This compares reasonably well with the movement in the index used as a benchmark for our investments which increased by 6.3%. The Association has not placed any social, environmental or ethical restrictions on its investment advisers.

Donations, legacies and other incoming resources

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

Grant-making policy

The Association does not make donations to funds of political parties. Grants can be made only to organisations with common, parallel or related objectives and activities. During the year grants totalling £14,000 were made to Tax Volunteers, Institute of Fiscal Studies and to the Tax Advisers' Benevolent Fund (Worshipful Company of Tax Advisers). Interested parties are referred to the Association's website at: www.att.org.uk

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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 sum required is between six and nine months operating 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 maintain a significant balance of reserves to cover such eventualities.

Information technology

It is now five years since the current 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 nine 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.

25th Anniversary

A designated reserve has been set up for our 25th Anniversary to provide more educational events.

Investment policy

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

- To take independent investment advice on all longer-term investments;
- To regularly review the value of funds the Association requires to be held in investments, 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 2015

In keeping with the Council's strategy plan, the main objectives for 2015 include:

Executive Director

The Association is now 25 years old and the current Executive Director has been in post for 22 of those years and is due to retire at the beginning of 2016. The tax world will meet several challenges over the next few years and during 2015 the Council aims to formulate a strategic plan to deal with those challenges and agree on the skills required of the new Executive Director.

ANNUAL REPORT OF THE COUNCIL

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To complete the implementation of a Business Process Review Report.

During 2014 the consultants appointed to conduct a business process review completed their work and presented their report. This showed a number of areas where improvements and developments can be made and the work to achieve these commenced in 2014 and will be completed during 2015.

Education

The current examination system was introduced in 2007 and Council has agreed that a full review should be undertaken to ensure that the ATT qualification meets the needs of employers, members and their clients.

The government has revised the apprenticeship scheme with the new “trailblazer” system being implemented in 2017. This means that the current Professional Services Apprenticeship will cease and a new programme is being developed by the Association and employers.

Branches

The Association aims to increase members and students’ involvement with the branch network, possibly by assisting with the provision of soft skills training.

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 2014 the Association continued to ensure that members in practice were fulfilling their obligations under the Regulations and continued with the monitoring exercise, which included visits, which was introduced in 2013.

Statement as to Disclosure of Information to the Auditor

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

Small companies exemption

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Annual General Meeting

A separate notice on page 49 of this report explains the business to be considered at the Annual General Meeting on 9 July 2015.

This report was approved by the Council on 26 March 2015.

By order of the Council

Andrew R Pickering
Executive Director

26 March 2015

COUNCIL AND ADVISERS

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President

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

Deputy President

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

Vice-President

Ralph Pettengell ATT(Fellow) FPFS ACII (2006) (E)

Honorary Treasurer

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

Council:

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

Trevor Blackmur ATT (2010) (E)

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

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

Bernard Critchley BSc ATT(Fellow) CTA (2006) (E)

Bill Dodwell LLB LLM(CANTAB) CTA(Fellow) ACA (2014)(N)

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

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

Veronica Fell ATT CTA (2014) (E)

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

Tanya Hiscock ATT MAAT TEP (2009) (E)

Steve Holden BA(Hons) ATT(Fellow) (2014) (E)

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

James McBrearty ATT(Fellow) (2014) (E)

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

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

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

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

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

BDO LLP
2 City Place
Beehive Ring Road
Gatwick
West Sussex RH6 OPA

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 2014

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 seven 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. Jointly with the Association of Accounting Technicians we organise a conference at five locations.

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 1,895 candidates sat our examination, taking 2,797 papers and achieving 2,045 passes. To help students prepare for our examinations we held one-day 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 in the development of 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. We are now working with employers and other professional bodies in the development of a new Trailblazer apprenticeship in accountancy and taxation, which will replace the Professional Services apprenticeship in 2017.

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 34 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 Steering Group and Committee Activities Report on pages 24 to 30.

ENFORCEMENT OF STANDARDS

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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.

Complaints and disciplinary procedures

Under the Taxation Disciplinary 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 unbecoming a professional person. The initial handling of complaints is carried out by the TDB's 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.

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. If the public interest appears to require more urgent action, for example where a case alleges criminal behaviour or dishonesty but where the complexity of the case requires a full and lengthy investigation of all the issues, the Board has in place powers to impose an interim order. The member may then be suspended pending a full hearing before 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. The TDB now publishes the full written decisions of tribunals, suitably redacted to avoid naming complainants or other third parties. Summaries of decisions are still published on the TDB website and in Tax Adviser, but the full report is now accessible via a hyperlink. 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 2014

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 2014 the Board received a record number of 75 complaints and dealt with 12 complaints outstanding from 2012. 29 of these cases related to ATT members, 12 arising from the member's failure to submit the required Anti-Money Laundering (AML) returns. The Investigation Committee considered 3 complaints involving ATT members, whilst 2 complaints were dealt with by a financial penalty. Of the remainder, 14 cases involving ATT members were withdrawn or not pursued by the complainant, 4 fell outside the jurisdiction of the TDB or were out of time, whilst 6 cases were still under investigation at the end of the year.

The number of disciplinary cases involving members of the two bodies remains small. During 2014, 5 cases were heard by Disciplinary Tribunals, only one of which involved an ATT member. A further case involving an ATT member was awaiting a hearing at the end of the year.

25TH ANNIVERSARY ANNUAL REPORT 2014

Established in 1989, ATT celebrated its 25th anniversary in 2014. Founded on core values of opportunity, diversity and ethics, ATT continues to focus on the delivery of public value in the UK, and promoting the education, study and practice of tax compliance.

A ceremony was held at the Tower of London on 25 September. Drawing upon the key points of her address at the event, President of the ATT Natalie Miller, commented:

“We have remained committed to making our voice heard on tax matters, both by making representations to government and HMRC and by issuing press releases to highlight issues to a wider audience. As we begin down the path towards our golden anniversary, I am as proud of what we have achieved as I am excited for the ways in which we are shaping the future.”

Our guests at the 25th Anniversary celebration held at the Tower of London listening to a message from past President, Annie Bailey, a Council Award winner, from the Falklands Island.



Natalie Miller with some of the Past Presidents who have helped shape the ATT. Left to right: Richard Geldard, Erica Sary, Trevor Johnson, John Kimmer, Jean Jesty, Roy Jennings, Simon Braidley, Natalie Miller, Yvette Nunn, David Stedman and Andrew Hubbard.



Our costumed hosts at the Tower of London.



Natalie Miller with some of the 25att25 award winners.

25TH ANNIVERSARY ANNUAL REPORT 2014



John Kimmer being presented with his Council Award

The ceremony was marked by our inaugural Council Awards to recognise the significant contribution of particular people to the work of ATT. As we look to the future of your Association, we must remember that no journey is undertaken without acknowledging predecessors and contributors.

However, we didn't just want to look back at the achievements our members and we have accomplished together but also to appreciate the rising talent in the tax world. To celebrate individuals who are at an early stage of their careers, to both congratulate them on their journeys so far and encourage them to get involved with us as we all look to the future.

As a special event for our 25th anniversary, we asked for nominations for individuals aged 25 or under. We were delighted with the nominations we received and to see that there are so many different routes into a career in tax. Some people have had exam success, some have managed difficult personal circumstances, and some have taken a gamble on a change of career.



Natalie Miller giving her speech at the East Midlands Branch event to mark the ATT's 25th Anniversary.



STEERING GROUP AND COMMITTEE ACTIVITIES

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Activity Reports

As described elsewhere, several aspects of the Association's strategy have been delegated to the Steering Groups and Committees. Reports on the activities of these groups are set out below.

Member Steering Group

It's been another busy year for Member Steering Group, as well as working on "business as usual" we've also taken on a number of projects, some of which have come to fruition, some which are still ongoing.

In addition we've also surveyed our members to find out what their perception of the ATT is, and the response has been very positive both in terms of the number responding, and the results. I won't bore you with details of the NPS (Net Promoter Score (!)), but it is pleasing to see that members view the ATT in a very positive light.

We will shortly be in a position to reveal our new "Find an ATT" facility on our website. This will allow the public to find an ATT member in their area, and for members to find another member with an appropriate specialism should they need assistance.

One of the most important things for our group is the various benefits that the ATT provides to members. It is important that members see the annual subscription as good value for money, and that should encompass everything from the intangible benefit of being able to use the designatory letters "ATT", but also the

various publications and other benefits that the ATT provides, such as a Tax Guide, Tax Tables, Finance Act update and mouse mats to name a few. These benefits are reviewed regularly to ensure they are what our members want, going forward there will be more opportunity to have online versions of certain publications, as well as the traditional book versions that we know are valued by our members.

We've also looked at making our communications to members more consistent and more relevant, and are in the process of refreshing the website, so look out for these improvements soon.

This will be my last report as Chairman, having stepped down at the end of the year, and I have been succeeded by Tanya Hiscock, who will no doubt make a much better job of leading the group than I did! My thanks as always to the team at Artillery House and in particular to Sue Fraser who has kept us all on the straight and narrow, despite having to put up with me as Chairman for the last three years.

Simon Groom
Chairman



Simon Groom

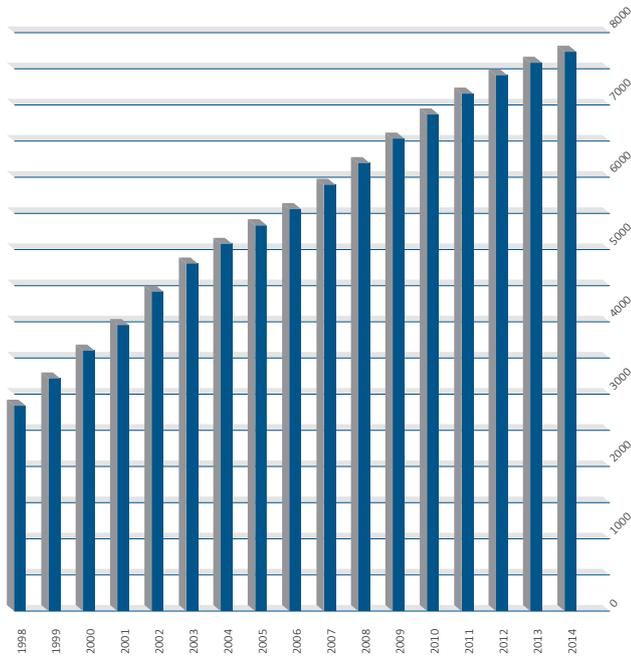
New members with Natalie Miller at the Admission Ceremony held at the House of Lords in October 2014.



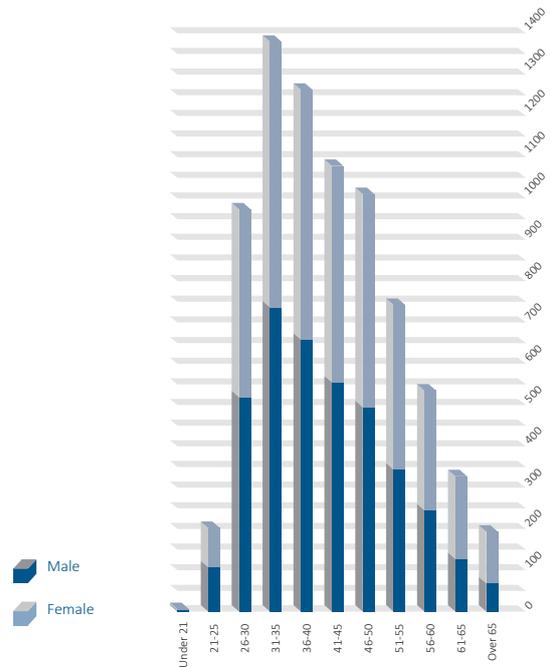
STEERING GROUP AND COMMITTEE ACTIVITIES

ANNUAL REPORT 2014

Numbers of Association Members



Age range of Association Members



New members with Yvette Nunn at the Admission Ceremony held at the House of Lords in March 2014.



STEERING GROUP AND COMMITTEE ACTIVITIES

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Business Development Steering Group

Throughout the year we have continued our engagement with employers. This has given us valuable insight into what employers expect from the ATT qualification and the level of communication they would like from the Association. We have taken the feedback on board and have produced a quarterly edition of 'Employer Focus' – a newsletter specifically aimed at employers with essential updates and reminders of important dates.

We have continued to promote the Higher Apprenticeship scheme and have specific web pages dedicated to both employers and perspective Apprentices to explain what the scheme is and how employers can access funding. We now have a total of 247 apprentices registered with the Association and an increasing number of employers are starting to take on Apprentices.

In May we participated at Accountex which is the biggest event of the year in the world of tax

and accountancy, with over 7,000 attendees. In addition to promoting the ATT qualification we provided speakers for the tax theatre so that attendees could gain some Continuing Professional Development credits as well as visiting the many stalls that were at the event.

The other large event of the year was Professions Week which started with a launch at the House of Lords for employers and was followed by various events around the country. We participated fully in this which included attending the Skills Show in Birmingham for 3 days. Over 75,000 visitors attended the Skills Show, which included young people, teachers and career guidance professionals, public and private sector employers and parents. As well as promoting the Association at this event we were also able to promote tax as a career.

Jane Ashton
Chairman



Jane Ashton

Technical Steering Group

2014 was another very busy year for the Technical Steering Group (TSG) and the technical team. We submitted 39 responses to consultations and draft legislation compared with 28 in the previous year. A recurring feature in these was the need to protect essential taxpayer rights. On these, we entered the debate vigorously and constructively – recognising what the Government was trying to achieve at the same time as identifying ways in which those objectives could be better and more fairly met. On some of the consultations, we met with HMRC personnel before finalising our submission. Although increasing the commitment of preparation time, that certainly enabled a greater appreciation of relevant factors. Volunteers and technical team members attended meetings with HMRC and other government departments throughout the year on a wide range of subjects as diverse as the implications of Universal Credit for the self-employed, the devolution of taxes to Scotland and Wales, the inclusion of corporate members within LLPs, the future of business records

checks by HMRC and the quest for a protocol on HMRC inclusion of agents in correspondence with represented taxpayers.

The TSG met on four occasions in the year. In addition to providing the group's members with an update on activities in the previous quarter, the meetings enable discussion of topical technical issues and identify the main issues for action by the technical team. Phil Waller and Richard Brunton retired from the group during the year as did Jean Jesty (a former President of the Association) who had been a stalwart member since the group's creation. We welcomed the arrival of Hayley Perkin, David Bradshaw and Jon Stride. There is a meeting of the VAT sub-group on the morning of each TSG meeting. That sub-group welcomed the arrival of Albane Mackin whose experience of French VAT enabled us to offer a unique insight when replying to a consultation.

TSG representatives had a very productive meeting with Council on the afternoon of the 25th Anniversary celebrations. One of the ideas



Paul Hill

STEERING GROUP AND COMMITTEE ACTIVITIES

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that emerged from that was to seek invitations to explain the technical work of the Association at branch meetings. The technical team started their visits to branches in the year and these will continue in 2015. These will give an opportunity to demonstrate how members can become involved in our technical work as Contributors or Virtual Members of TSG. Technical team representatives also attended all seven of the Association's Annual Tax Conferences in the year to spread the same message and show the practical significance of our work.

At the end of March, John Kimmer retired from his position as Technical Officer, which he had held since the post's creation in 2010. This had been the culmination of John's long and distinguished service to the Association which

included two years as President. He was the architect behind the creation of what was to become the TSG. John's immense contribution to the Association was fittingly recognised at our celebrations at the Tower of London in September when he was one of two members presented with the new Council Award. The other recipient was Annie Bailey (another former President) who had been Chairman of what became the TSG. Alison Ward was appointed in March to take John's place as Technical Officer with special responsibility for Income Tax and Trusts and has rapidly established herself in that role.

Paul Hill
Chairman

Student Steering Group

Student registrations have remained consistent during the year and show a 10% increase on last year. The number of students adopting the higher level apprenticeship scheme as a route to obtaining our qualification continues to grow and the first batch has now completed our examination requirements. Congratulations to every person who passed any of our examinations during the year. The lists of pass rates and prize winners are set out on pages 18 and 19.

Our website has lots of useful information for students

- A new prospectus
- The current syllabus.
- Past examination questions and answers
- Samples of actual successful students' papers.
- Information on credits

A bi-annual ATT Student Newsletter "Student Focus" and our twitter handle @ATTStudents continue to provide additional information sources for students.

From March 2014, a new Law and Professional Responsibilities & Ethics study manual was examinable. With effect from the May 2014 session, candidates were permitted to mix the legislation which they take into the examinations.

New for 2015, a second edition of the Professional Responsibilities and Ethics manual is being prepared. It is expected that it will be examinable from March 2015. An additional "Subject Specialist" has been appointed to cover the May and November 2015 examinations.

Sincere thanks to the team of examiners, led by Chief Examiner Sue Short, all of whom work really very hard in the preparation, marking and review of the papers and of the syllabus. Thanks also to all the members of the SSG and the education team at Artillery House, who also work hard on the day-to-day management, administration and strategic development of our examination.

Jeremy Coker
Chairman



Jeremy Coker

STEERING GROUP AND COMMITTEE ACTIVITIES

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2014 Examinations – May	<i>Number of candidates</i>	<i>Number passing / pass rate</i>
Personal Taxation	588	407 / 69%
Business Taxation & Accounting Principles	385	294 / 76%
Business Compliance	97	68 / 70%
Corporate Taxation	233	151 / 65%
IHT, Trusts and Estates	66	61 / 92%
VAT	48	28 / 58%
E-Assessments: Professional Responsibilities & Ethics and Law	483	319 / 66%

2014 Examinations – November	<i>Number of candidates</i>	<i>Number passing / pass rate</i>
Personal Taxation	500	342 / 68%
Business Taxation & Accounting Principles	382	339 / 89%
Business Compliance	141	127 / 90%
Corporate Taxation	259	162 / 63%
IHT, Trusts and Estates	50	38 / 76%
VAT	48	28 / 58%
E-Assessments: Professional Responsibilities & Ethics and Law	496	318 / 64%

David Bullen, at 17 the youngest person to pass an ATT examination paper with past President, Yvette Nunn.



STEERING GROUP AND COMMITTEE ACTIVITIES

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May 2014 prizes and medals were awarded as follows:

Association Medal (<i>best overall performance</i>)	Poppy Maxwell
Ivison Medal (<i>Personal Taxation paper</i>)	Natasha Faye Warren
Jennings Medal (<i>Business Taxation & Accounting Principles paper</i>)	Renaldo Gracias
Collingwood Medal (<i>Business Compliance paper</i>)	Daniel Tomassen
Stary Medal (<i>Corporate Taxation paper</i>)	Mustafa Hassanali
Kimmer Medal (<i>IHT, Trusts & Estates paper</i>)	Monique Grace Jaromila Cadman
Gravestock Medal (<i>VAT paper</i>)	Sarah Oliver
Johnson Medal (<i>E-Assessments in ethics and law</i>)	Hannah Joy Liang
LexisNexis Prize (<i>highest total marks when taking all four papers at one sitting</i>)	Sarah Oliver
The President's Medal (<i>at the discretion of the President</i>)	Not awarded

November 2014 prizes and medals were awarded as follows:

Association Medal (<i>best overall performance</i>)	Hannah Joy Liang
Ivison Medal (<i>Personal Taxation paper</i>)	Robin Jonathan Simpson
Jennings Medal (<i>Business Taxation & Accounting Principles paper</i>)	Natasha Faye Warren
Collingwood Medal (<i>Business Compliance paper</i>)	Robin Jonathan Simpson
Stary Medal (<i>Corporate Taxation paper</i>)	Hannah Joy Liang
Kimmer Medal (<i>IHT, Trusts & Estates paper</i>)	Michelle Bruce Vater McNeill
Gravestock Medal (<i>VAT paper</i>)	Ross Jamie Bon
Johnson Medal (<i>E-Assessments in ethics and law</i>)	Shrenee Patel
LexisNexis Prize (<i>highest total marks when taking all four papers at one sitting</i>)	Hannah Joy Liang
The President's Medal (<i>at the discretion of the President</i>)	Annie Hughes



Natalie Miller with the 2014 examination prizewinners and some of the past Presidents who have given their names to five prizes.

STEERING GROUP AND COMMITTEE ACTIVITIES

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Professional Standards Committee

Professional Standards Committee is a joint committee with the CIOT. 2014 saw the continued sterling work of this committed group of volunteers who have the unending support of Heather Brehcist and Charlotte Ali at Artillery House.

With the climate as it is, it is important that, as advisers, we continue to observe high ethical and professional standards. Members are held accountable to these standards by the ATT and by the independent Taxation Disciplinary Board. With the compulsory Annual Return in its 3rd year, members are reminded of their obligations as members and this assists us in monitoring their compliance.

Part of the Committee's role is to assist with the drafting of the rules and provide practical guidance on their interpretation and application. February 2014 saw the release of an update to the guidance "Professional Conduct in Relation to Taxation" (PCRT). This guidance covers the relationship between us as advisers, our clients and HMRC and has been recognised by the courts as setting the standard for use by all tax advisers in the UK. HMRC has also accepted that it is 'an acceptable basis for dealings between members and HMRC'. The importance of making clients fully aware of the risks as well as the advantages of tax planning is stressed in the guidance.

Due to the nature of "our world" and the speed at which changes happen, the PCRT working party (a collaboration of members from the main tax and accountancy bodies) has been continuing its work on the next edition.

The Engagement Letters working party is another group made up of members of the professional bodies. It reconvened in 2014 and is working on an update which they hope to issue in the first half of 2015.

ATT is a supervisor for AML and part of Professional Standards' role is to set the policy and monitor compliance by ATT supervised firms. This is achieved through a review of the annual AML return completed by all supervised firms and a small number of compliance visits. The AML Supervisors' Forum (attended by all Supervisors) provides a useful means of keeping up with AML developments and sharing best practice.

The Treasury approved Consultancy Committee of Accountancy Bodies (CCAB) AML guidance should be followed by all members and this is being updated. The continual deferral of the 4th Money Laundering Directive has delayed the update but it is hoped that both the Directive and the guidance will be issued in 2015.

We aim to keep abreast of trends and developments in the tax profession and have invited external speakers and representatives from other professional bodies & HMRC to our meetings. This helps us to gain a wider understanding of what is current.

In addition to the ethical guidance published, we also publish practical guidance. Recent guidance includes advice on powers of attorney and alternates. Karen Eckstein, a previous Chairman of Professional Standards, and a professional negligence lawyer, has joined the Professional Standards team for the "Standards on Tour" talk around the ATT/CIOT branch network. This has been very well received and if your branch is interested in seeing the team "live", please contact Artillery House for details.

Finally, we had to say goodbye to Ellie Brown who had to step down from the committee but are happy to welcome Colin Murrell, Tina Riches and Jean Jesty onto the team. We all thank Ellie for her contribution and look forward to continued lively debate in 2015.

Tracy Easman
Vice Chairman



Tracy Easman

BRANCHES REPORT

ANNUAL REPORT 2014

Public Benefit of the Branches

One of the Association's primary objectives is to provide Taxation Technicians 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 also has a responsibility at a local level to meet that objective and to raise public awareness of the workings of the tax system. All members of the public with an interest in tax matters are warmly welcomed at any of the branch meetings.

Branch Development and Governance

The Association continues to assist the branches by providing active leadership and support. Branch Committee Members are welcomed to the Branches Conference, an annual event held at the University of Warwick. Each branch can send up to three of its committee members and as well as meeting with other branches to discuss issues of mutual interest, the conference also enables Head Office to demonstrate new initiatives which can help provide support and guidance. The theme for 2014 was press & publicity as we recognised the importance of branches marketing their activities to fellow professionals. The Branches Forum meetings also discussed how the branches can support the CIOT's generation Y project and increase the awareness of the Association and Institute to encourage more student and younger members.

Continuing Professional Development – Know Better.

The engaging, cost effective meetings and events offered by the branch network deliver Continuing Professional Development of the highest level of technical excellence. The full programme for the 2014-15 season was distributed with the August 2014 issue of Tax Adviser. Detailed information about all branch events can be found at www.att.org.uk/branches where there is also the ability to book online for all branch events. We have also produced a pdf version of the branches programme "flipbook" this year, which is available at www.tax.org.uk/bpb1415

In recognition of the many ways in which training is now delivered, two branches: Severn Valley and East Midlands, have taken part in trial webinars

enabling members who are unable to attend a branch meeting in person to view the live seminar and submit questions during the event. We were delighted that both webinars doubled attendance with as many people participating online as were present at the actual seminar and hope to be able to extend this to other branches, especially those covering a wide geographical area.

We have also been exploring new methods to market branch events to both members and non-members. South London and Surrey Branch have participated in a pilot campaign aimed at increasing attendance at Branch events. Early indications are that the branch has experienced an upturn in bookings, but there has undoubtedly been a greater interest in the branch's activities.

Branches Sub-Committee

The Sub-Committee met three times during 2014. It provides leadership on branch development and develops policy on strategic matters. Issues debated during the year have included branch finances, increasing member engagement with the branch network and support for branches.

Social media

We have developed an enterprise social network to enable branches to communicate with each other and with Head Office. This has proved popular as a quick and efficient means of providing support.

Thank you

I am very grateful to all those who have served the branch network, both at national and local level and to everyone who has contributed to the work of the branches during the last year.

The branches network owes a huge debt to the generosity of the volunteers on the branch committees, and equally importantly, their employers and I thank you all for your support.

My thanks are also due to Mary Foley, Emma Barklamb & Sue Fraser and the team at Head Office for their support and advice.

Andrew McKenzie-Smart
Chairman, Branches Forum and
Branches Sub-Committee



Andrew McKenzie-Smart

TREASURER'S REPORT

ANNUAL REPORT 2014

I am pleased to present my annual report as the Association's Treasurer. We continue to adopt a prudent approach to your Association's finances and concentrate on our core activities of promoting ATT as a "Gold Standard" qualification and providing support to you, our members. Delivering value for money remains central to our financial strategy and we continue to focus on efficiency and cost control. The Association remains in good financial health. These are the last accounts to be prepared using the 2005 SORP and 2015 will see a number of changes as we move to the new FRS 102 accounting standard.

Investments

Investec have now completed the review and restructuring of our investment portfolio. Although markets in general over the last year remained fairly static the value of the portfolio has increased slightly to £1,024,000 at 31 December 2014 (2013: £974,000). The income from the portfolio remains satisfactory. It is, though, proving increasingly difficult to obtain a significant return on our short term cash balances; something I am sure you are all familiar with.

Results for the year

The net incoming resources before other gains and losses were £48,000 (2013: £128,000) compared to a budgeted break even position. Taking into account the movement on our investments, the net result for the year is a surplus of £92,000 (2013 surplus £241,000).

Income

Membership income has remained stable. There are now definite signs that economic conditions are beginning to improve and that confidence is returning. However, we appreciate that many members are still facing difficult times. We have, therefore, continued our policy of keeping the increase in subscriptions as low as possible, while aiming for a breakeven position. We are fortunate that the level of student registrations and the number of candidates taking our examinations remains strong maintaining income from these sources.

Expenditure

The Association shares staff and other back office resources with the Chartered Institute of Taxation which enables both organisations to benefit from economies of scale. All of our expenditure is, however, focused on the delivery of our charitable aims and objectives. The examination and CPD programmes are key to this but during the year we also made grants amounting to £14,000 (2013 £15,000) in support of other educational projects. In addition we continue to provide members with a number of valuable resources including Tolley's Tax Guide, Hardman's tax tables, Tax Adviser, an Annotated Copy of the Finance Act and a mouse mat.

Taxation Disciplinary Board

The Taxation Disciplinary Board Limited continues to administer the Taxation Disciplinary Scheme. Expenditure of £49,691 (2013 £60,687) 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 having an effective disciplinary scheme, and bearing the related costs, is part of being a well-run professional body and vital to maintaining the confidence of Government, HMRC and the general public in ATT as a "Gold Standard" qualification.

Reserves

In 2013 Council took the decision to transfer £50,000 to a new 25th anniversary designated reserve. This has already been used to fund a number of additional Branch lectures and other events to mark the anniversary and will continue to fund events during the remainder of the anniversary year. General reserves are available to meet the future obligations of the Association. Council consider a prudent level of general reserves for the Association to be between six and nine months operating expenditure. At 31 December general reserves amounted to 8 months expenditure (2013 8 months).



TREASURER'S REPORT

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Thank you

I should like to thank the members of the Finance Steering Group who served during the year Jean Jesty, Andrew Shearer, Haydn Percy, Ralph Pettengell, and Jeremy Coker for their help. Particular thanks are due to Andy Pickering for his support, advice and encyclopaedic knowledge of the Association and to the Finance Team at Artillery House for their continued hard work and dedication.

Graham Batty
Treasurer

ASSOCIATION GOVERNANCE

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Compliance statement

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

Council

As at 31 December 2014 the Council comprised 23 Trustees. They provide a wide range of skills and experience. The majority are tax practitioners working in the accountancy and legal professions. They fulfil both executive and non-executive roles such that no individual or small group of individuals can dominate Council decisions. The roles of the President, Deputy President, 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 86% (2013: 85%) at Council meetings. Council and committee members are required to make declarations of interest in any matter arising at meetings whenever appropriate. A Register of Council and committee members' interests is kept. Members of Council have access to the advice and services of Association staff and may take independent professional advice at the expense of the Association. There are a number of Standing committees of Council to which

implementation of the Association's strategy has been delegated. Standing committees adopt the same approach to the preparation and distribution of papers for meetings. Membership of the committees as at 31 December 2014 is set out on pages 27 and 28.

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

ASSOCIATION GOVERNANCE

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this role it reviews: financial control policies and their practical implementation; the changes in the external environment and the procedures used to respond to them; and the management of any prospective risk. It has a specific responsibility for making a recommendation to Council on the appointment and removal of the external auditor. It met three times during the year, and requested and received 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 Article 6 of the Articles of Association for up to six members of the Council or former members who have served on the Council in the last three years to receive remuneration for their services as a lecturer or examiner. During 2014 two members of Council were paid for their services as lecturers at the one day student training conference, the one day conference and the joint conference with the Association of Accounting Technicians (2013: two).

Internal controls

The respective responsibilities of the Council and auditor in connection with the financial statements are explained on pages 29 to 30. The Council's statement on going concern is set out below. There were no non-audit services provided by the auditor during the year.

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

compliance controls and risk management.

Responsibility for managing the business of the Association rests, ultimately, with Council. However management of the day-to-day activity is delegated to the 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 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 Leadership Team. The Register has the objectives of increasing stakeholders' confidence

ASSOCIATION GOVERNANCE

ANNUAL REPORT 2014

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

We have identified the following as our principle risks:

- Qualification fails to meet the requirements of employers and student – the examination syllabus is reviewed annually and we have embarked on a comprehensive review of the qualification
- Competition from other bodies – we monitor what other bodies are proposing/undertaking
- Significant loss of income, particularly from members – we survey members and employers of our members on a regular basis to ensure that we are providing the services they want
- IT system development – the costs associated with moving more into a digital world are constantly monitored and controlled
- Systems protection from external threats – our protection systems are regularly reviewed and external consultants are used to evaluate those systems

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 2015 and beyond and the timing of expenditure relating to the strategy to 2015 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 2014

* Co-opted member

Leadership Team

Natalie Miller <i>Chairman</i>	Stuart McKinnon	Ralph Pettengell
Graham Batty	Yvette Nunn	Michael Steed

Member Steering Group

Simon Groom <i>Chairman</i>	Tanya Hiscock	Andrew McKenzie-Smart *
Jane Ashton	Steven Holden	Hayley Perkin
Bernard Critchley	Katharine Lindley	Ruth Thompson *
Georgiana Head *	James McBrearty	

Finance Steering Group

Graham Batty <i>Chairman</i>	Jean Jesty *	Ralph Pettengell
Jeremy Coker	Haydn Percy *	Andrew Shearer *

Student Steering Group

Jeremy Coker <i>Chairman</i>	Catherine Hall *	Natalie Miller
Ronnie Fell	Sarah Kay *	Sue Short (Chief Examiner) *
Amanda Fisher *		

Technical Steering Group

Paul Hill * <i>Chairman</i>	Margaret Ferguson *	Hayley Perkin
Graham Batty	Peter Gravestock *	Nicola Ross Martin *
Trevor Blackmur	Arnold Homer *	Michael Steed
David Bradshaw *	Gillian McClenahan *	Jonathan Stride *
Dean Chamberlain *	Yvette Nunn	Stephen Taylor *
Ann Elmer *	Brian Palmer *	

VAT Sub-Group

Stephen Taylor * <i>Chairman</i>	Albane Mackin *	Sunil Sampat *
Bob Davies *	Alex Miller *	Neil Warren *
Paul Hill	Julian Millinchamp	

Business Development Steering Group

Jane Ashton <i>Chairman</i>	Nic Byrne *	John Hill *
Simon Braidley	Bernard Critchley	Chris Jones *
Helen Brookson *	Joanna Davies *	

COMMITTEES OF COUNCIL

ANNUAL REPORT 2014

* Co-opted member

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

Chairman alternates between Presidents

Graham Batty	Yvette Nunn	Andy Pickering *
Stuart McKinnon	Ralph Pettengell	Michael Steed
Natalie Miller		

Professional Standards Committee (joint with the Institute)

Ray McCann * <i>Chairman</i>	Jean Jesty *	David Stedman *
Matt Coward *	Lisa Macpherson *	Anthony Thomas *
Tracy Easman <i>Vice-Chairman</i>	Colin Murrell *	Richard Todd
Karen Eckstein		

Audit Committee (joint with the Institute)

Rakesh Shaunak * <i>Chairman</i>	Simon Groom	Peter Newsam *
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Joint Branches Sub-Committee (Joint with the Institute)

David Bradshaw *	Bernard Critchley	Michael Steed
Sally Cox *	Tracy Easman	

Representations on committees of the Institute

Officers Group

Natalie Miller

Technical Committee

Paul Hill *

Education Committee

Jeremy Coker

Membership & Branches Committee

Bernard Critchley

Finance & General Purposes Committee

Graham Batty

Tax Adviser Sub Committee

Tanya Hiscock Yvette Nunn

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

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

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

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the on-going integrity of the financial statements contained therein.

INDEPENDENT AUDITORS' REPORT

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We have audited the financial statements of the Association of Taxation Technicians for the year ended 31 December 2014 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 trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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 Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

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 2014 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 matters 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare financial statements in accordance with the small companies regime, take advantage of the small companies exemption in preparing the Trustees' Annual Report or the exemption from the requirement to prepare a strategic report.

Andrew Stickland
Senior Statutory Auditor

for and on behalf of BDO LLP
Statutory Auditor
Gatwick
United Kingdom

Date:

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127)

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Statement of Financial Activities (including income and expenditure account) for year ended 31 December 2014

	Unrestricted Funds 2014 £'000	Unrestricted Funds 2013 £'000
Incoming resources		
Incoming resources from generating funds:		
Activities for generating funds ^{2a}	13	8
Investment Income ^{2b}	48	38
Incoming resources from charitable activities ^{2c}	2,172	1,978
Total Incoming Resources	2,233	2,024
Resources expended		
Cost of generating funds		
Investment Management Costs	10	6
Charitable Activities		
Membership Services ^{2d}	893	821
Student Services ^{2d}	901	671
Promotional Costs ^{2d}	252	319
Governance Costs ^{2f}	129	79
Total Resources Expended	2,185	1,896
Net incoming resources before other recognised gains and losses	48	128
Other recognised gains and losses		
Realised and unrealised gain on investment assets	44	113
Net movement in funds	92	241
Reconciliation of funds		
Total funds brought forward	1,842	1,601
Total funds carried forward 31 December ^g	1,934	1,842

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

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Registered Company Number 02418331

Balance Sheet as at 31 December 2014

	2014 £'000	2013 £'000
Fixed Assets – Investments ³	1,024	974
Current Assets		
Stock ⁴	35	7
Debtors ⁵	55	74
Bond	-	380
Cash on short-term deposit and at bank	1,579	1,053
	1,669	1,514
Less: Creditors		
Amounts falling due within one year ⁶	(607)	(499)
Net Current Assets	1,062	1,015
Total assets less current liabilities	2,086	1,989
Creditors: Amounts falling due after one year ⁷	(152)	(147)
Net Assets	1,934	1,842
Income Funds		
Unrestricted ⁸	1,934	1,842

The financial statements were approved and authorised for issue by the Council on 14 May 2015 and signed on its behalf by:

N Miller, *President*

G Batty, *Treasurer*

A R Pickering, *Executive Director*

FINANCIAL STATEMENTS

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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 financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" (revised 2005), the Companies Act 2006 and applicable accounting standards. The Chartered Institute of Taxation is a connected charity as defined in the SORP, but the Association is not subordinate to it.

(a) 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.

(b) Apportionment of Incoming Resources

Incoming resources from charitable activities is payment received 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 is payment for goods and services provided for the purpose of generating funds for use in charitable activities.

(c) 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.

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.

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.

(d) Costs of Generating Funds

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

(e) 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.

(f) 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.

(g) 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

FINANCIAL STATEMENTS

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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.

(h) Stock

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

(i) Funds Structure

Designated Funds

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

(j) 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.

(k) Treatment of Irrecoverable VAT

Irrecoverable VAT is attributed to the relevant cost heading or revenue and capital expenditure as appropriate.

(l) Taxation

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

2a. Activities for generating funds

	2014 £'000	2013 £'000
Sponsorship	6	-
Weblink Income	-	-
Other Income	7	8
	13	8

2b. Investment Income

	2014 £'000	2013 £'000
Dividends	33	21
Interest	15	17
	48	38

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2c. Breakdown of Income Resources from Charitable Activities

	2014 £'000	2013 £'000
Activity or programme		
Subscription Fees	1,138	1,062
Entrance Fees	24	18
Registrations Fees	159	150
Examination Fees	597	545
Conference Fees	132	115
Sales of Books and Merchandise	122	72
Other Income	-	16
Total Incoming Resources from Charitable Activities	2,172	1,978

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

2014 Activity or programme	Activities Undertaken Directly £'000	Grant Funding of Activities £'000	Support Costs £'000	Total £'000
Membership Services	439	14	440	893
Student Services	393	-	508	901
Promotion	148	-	104	252
Total Cost of Charitable Activities	980	14	1,052	2,046

2013 Activity or programme	Activities Undertaken Directly £'000	Grant Funding of Activities £'000	Support Costs £'000	Total £'000
Membership Services	411	15	395	821
Student Services	331	-	340	671
Promotion	99	-	220	319
Total Cost of Charitable Activities	841	15	955	1,811

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2d(ii). Support Costs Breakdown by Activity

2014 Support Costs	Member Services £'000	Student Services £'000	Publicity Costs £'000	Governance Costs £'000	Total £'000
Accommodation	37	36	13	7	93
Shared Occupancy Charge – Office	44	43	15	-	102
Salary Costs	339	410	67	8	824
Annual Shared Occupancy Charge for 2014					1,019
Other Office Service Costs	20	19	9	-	48
Total Support Costs (inclusive of Support costs allocated to governance costs)	440	508	104	15	1,067

2013 Support Costs	Member Services £'000	Student Services £'000	Publicity Costs £'000	Governance Costs £'000	Total £'000
Accommodation	40	31	10	7	88
Shared Occupancy Charge – Office	47	37	11	-	95
Salary Costs	277	247	191	7	722
Annual Shared Occupancy Charge for 2013					905
Other Office Service Costs	31	25	8	-	64
Total Support Costs (inclusive of Support costs allocated to governance costs)	395	340	220	14	969

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

This year the Association paid grants of £14,000 (2013 - £15,000). Tax Volunteers, Tax Aid and Tax Advisers Benevolent Fund and Institute of Fiscal Studies were the only recipients of grants from the Association in 2014. These grants are made in support of educational projects, bursaries and research.

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2f. Governance costs comprise the following

	2014 £'000	2013 £'000
Legal and Professional Fees	28	5
Council and Committees	71	36
Staff Costs	8	7
Auditor Remuneration	13	11
Miscellaneous Expenses	1	13
Accommodation	7	7
Trade Mark	1	-
	129	79

3. Fixed Assets – Investments

	2014 £'000	2013 £'000
Market value at 1 January	974	646
Disposals	(140)	(589)
Acquisitions	146	804
Unrealised (Loss)/Gain	15	(40)
Realised Gain	29	153
Market Value at 31 December	1024	974
Historical Cost at 31 December	907	818

The following investments represent a holding with a market value at 31 December 2014 in excess of 5% of the portfolio

	2014	2013
Baillie Gifford Managed Fund	7.84%	11.0%

4. Stock

	2014 £'000	2013 £'000
Publications, stationery and medals	35	7

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5. Debtors

	2014 £'000	2013 £'000
Trade Debtors	9	14
Other Debtors	4	6
Prepayments	23	25
Accrued Income	13	26
Other Taxes Due	6	3
	55	74

6. Creditors: Amounts falling due within one year

	2014 £'000	2013 £'000
Creditors and accruals	109	64
The Chartered Institute of Taxation	248	147
Fees and Subscriptions in advance	250	288
	607	499

7. Creditors: Amounts falling due after one year

	2014 £'000	2013 £'000
Student registration fees		
Balance at 1 January	154	138
Fees received	171	166
Transfer to income	(159)	(150)
Balance at 31 December	166	154
Subscriptions and other fees	236	281
	402	435
Fees and Subscriptions in advance within one year	(250)	(288)
	152	147

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8. Income Funds – Unrestricted

	At 1 January 2014* £'000	Incoming Resources £'000	Outgoing Resources £'000	Transfer £'000	Gains and Losses £'000	At 31 December 2014 £'000
General	1,322	2,228	-2,146	-	44	1,448
Designated:						
Disciplinary hearings	150	-	-	-	-	150
Property	245	-	-	-	-	245
Information Technology	75	-	-	-	-	75
25th Anniversary	50	5	-39	-	-	16
Total Cost of Charitable Activities	1,842	2,233	-2,185	-	44	1,934

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 9 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 five 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.

A designated fund has been set up for the 25th Anniversary to provide additional educational events. The general unrestricted fund is held to meet unspecified future events.

9. Capital Commitments

Capital commitments authorised but not contracted for at 31 December 2014 £nil (2013 – £nil)

10. Personnel

Costs actually disbursed by the Chartered Institute of Taxation have been attributed to the Association at an agreed proportion. A proportion of the costs of 41 (34 – 2013) employees was attributed to the Association and the average number of staff employed by the Institute and the Association was 73 (70 – 2013).

Staff costs include staff time on governance, membership services, student services, publicity and support.

10 (a) Jointly employed CIOT and ATT Personnel

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

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	2014 £'000	2013 £'000
£60,001 - £70,000	4	4
£70,001 - £80,000	2	2
£80,001 - £90,000	4	-
£90,001 - £100,000	-	1
£100,001 - £110,000	3	3

Aggregate employer pension contributions paid was £78,800 for 41 employees (2013 - £70,200 for 34 employees)

11. 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 16 directors for expenses totalling £39,849 (2013 - 16 directors, £25,160.) Payments totalling £16,320 (2013 - £5,900) were made to 2 directors for services as a conference speaker.

12. 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 2 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 2014 was agreed by both bodies. The total shared occupancy charge for the year of £1,019,000 (2013 -£905,000) is shown in note 2(d) of the financial statements.

The amount due to the Institute at the balance sheet date was £248,215 (2013 - £146,437).

13. 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 2014, the Taxation Disciplinary Board charged the Association £49,691 (2013 - £60,687) 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.

14. Related Party Disclosures

During the period, the following payments were made to Lexis Nexis, who employ Chris Jones and Simon Groom, who held the position of directors during the financial year:

Tolleys Tax Guide – £127,374
 Finance Act – £36,581
 Tax Adviser – £31,949

BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

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Jane E C Ashton

Age 47. 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 HMRC and is now working in HMRC's Change Portfolio Group, based in London.

Graham Batty

Aged 58. Joined Council in 2011. Honorary Treasurer and Chairman of the Finance Steering Group since 2013 and a member of the Institute's Finance and General Purposes Committee. 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 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 54. 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 and Payroll Group and RTI Sub-Group, in addition to various other consultations and HMRC meetings as and when necessary. He 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 51. 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 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 Steering Group.

Jeremy Coker

Age 51. 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. He is currently Chairman of the Student Steering Group and a member of the Finance Steering Group. 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 58. 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. A member of the Member Steering Group, the Joint Branches sub-committee 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.

Bill Dodwell

Age 58. Appointed to the Council in 2014 and is Vice President of the CIOT, where he joined Council in 2008. Chairs the Tax Adviser committee (joint CIOT/ATT) and chairs the CIOT Technical committee. Leads Deloitte's Tax Policy Group. Was a member of the interim Advisory Panel for the GAAR.

Tracy Easman

Age 49. Joined Council in 2011. Became a member of the Association in 1993 and CIOT in 2000. Since 2006 she has been involved with Sussex Branch, including being branch secretary from 2008 to 2012 and was appointed

BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

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Chairman in 2013 and 2014. 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.

Veronica Fell

Age 54. Joined Council in 2014. Qualified as a member of the Association in 1993 and of The Chartered Institute of Taxation in 1994.

Former Chair of the Merseyside Branch and continues to serve on the committee as Annual Dinner Secretary and co-ordinator for school links to promote careers in Taxation. Vice Chair of the Student Steering Group and Chair of the Exam Review Working party set up in December 2014. Member of the Joint Branches sub-committee.

A partner in a general practice firm of Chartered Accountants which is a registered ICAEW training office for ACA students.

Simon J Groom

Age 51. 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 27 years and has lectured regularly at Association student conferences. He is now Director of Tax Content Creation at Tolley, part of LexisNexis, and was involved with the implementation of the new examination structure. Past Chairman of the Member Steering Group and a member of the Audit Committee.

Tanya Hiscock

Age 38. Tanya joined Council in 2009 having been a member of the Member and Student Services Committee (now Member Steering Group) since 2006. Tanya is the current chairman of the Member Steering Group. 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 and Secretary on the Sussex Branch committee, and sits on the Tax Adviser sub-committee.

Steven M Holden

Age 36. Joined Council in 2014. Steven began working in tax in 2000 with PwC, qualifying as a member of the Association in 2002 and has since worked in both the accountancy and legal professions in the Midlands area. He was admitted as a Fellow of the Association in 2014, and has recently moved to Haines Watts as a Partner in their Tamworth office. Steven has also been a member of the Associations Member Steering Group (formerly the Member and Student Services Committee) since 2009.

Katharine Lindley

Age 41. 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 Tilney Bestinvest since 2007 where she is a Financial Planning Director, having previously worked in the financial planning teams of PwC and Towers Watson

James McBrearty

Age 45. James joined Council in 2014 having been a member of the Member and Student Services Committee (now member Steering Group) since 2009. Specialising in personal tax, after spending 17 years building up his experience in industry and practice he went on to found his own practice, taxhelp.uk.com, in 2006.

James's tax experience ranges from running the tax department and managing two staff in a one-partner accountancy practice to working with a big four firm; in industry, he has negotiated complex settlements with HMRC and provided personal tax advice to the directors and 2,500 UK staff of a \$7 billion turnover company.

James achieved the CAT qualification in 1999, and the ATT qualification in 2001. He also achieved Fellowship of the ATT in 2011. James was the ATT representative for HMRC's Tolworth Working Together group in 2012/13.

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Stuart G McKinnon

Age 57. 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 51. Natalie has been a member of ATT Council since 2005. After serving as Vice-President and Deputy President, she was appointed as President in April 2014. She passed the ATT examinations with a Distinction in 1993 and ATII (as it was then) in 1995 and is now a Fellow of both organisations. Following time spent in the personal tax departments of KPMG and Ernst & Young in Norwich and Luton, Natalie has worked for PwC in Norwich for the last fourteen years in the Tax Knowledge & Innovation Group, where she specialises in personal and trust taxation. She is a member and former 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 sub-committee. She has also been twice Chairman of East Anglia Branch.

Julian Millinchamp

Age 58. Trained and qualified with Spicer & Pegler (now part of Deloitte) in Birmingham before moving to Marcus Hazlewood & Co in Cheltenham, followed by a spell as a lecturer at Reed College. He returned to Hazlewoods to take charge of graduate / school leaver recruitment and training, before setting up the VAT specialism there in 1991 and becoming the firm's Senior VAT Manager. He qualified as a CTA via the VAT specialist route in 1998, and subsequently served as the Severn Valley Branch Chairman for a number of years. He joined the ATT VAT Sub-Group in 2010 and Council in 2014.

Yvette E Nunn

Age 49. 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 served as Chairman until December 2012, when she had a sabbatical from committee activities whilst she was the Association's President. She set up her own tax practice in 2004 specialising in advising entrepreneurs.

Hayley C Perkin

Age 29. Joined Council in 2014. Hayley became a member of the Association in 2009 and has served on the Member Steering Group (previously Member and Student Services Committee) since 2009. Hayley works in practice within a London Bridge firm of chartered accountants. She is a tax supervisor, specialising in personal taxation and employment taxes.

Ralph Pettengell

Age 54. Joined Council in 2006. He was appointed Vice President in 2014 and is a member of the Finance Steering Group. Ralph is the Managing Partner of Pettengell Wealth Management LLP a firm that offers wealth management strategies to High Net Worth Individuals, Family Offices and Trustees. Pettengell Wealth Management is an appointed representative of St. James's Place Wealth Management.

Ralph has been involved in the financial services industry for over 30 years, building up his own advisory firm Chambers and Newman, providing consultancy services to the profession and has had senior management roles at the Britannia Building Society and Halifax Building Society's IFA arm. Ralph is very well qualified in the

BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

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Financial Services Industry attaining the FPFS , the ACII qualification specialising in Pensions, is a Chartered Financial Planner, holds the ACSI qualification in investment management and is a Fellow of ATT.

Michael Steed

Age 61. 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 Technical 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 Hawksmere. 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.

Richard Todd

Aged 48. Joined Council 2013. Richard became a member of the Association in 1996 after beginning his tax career with the former Inland Revenue in London and Central Scotland. He joined the Institute in 1998, shortly after returning to Northern Ireland. Richard has acted in the role of Branch Secretary until 2005 before becoming Branch Chairman for the Northern Ireland Branch until 2008. Since retiring from the local Branch network Richard was a member of the Member Steering Group until 2013 when he transferred to the Professional Standard Committee. Richard presently works in practice in Belfast.

Executive Director, Andrew R Pickering

Age 65. 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 2014

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Aboyade-Cole Adedayo
Achakulwisut Pattida BA(Hons) MSC(Hons)
Acheson Susan Carol MA(Hons) ACA
Addison Natasha
Alden David Christopher
Allen Edward Thomas Stafford
Anderson Stuart MAAT
Andow Susan
Arif Rosalind BSC(Hons)
Averell Nicola LLB
Badgeri Swetha BCom
Bamforth Jack
Barden Holly Louise
Barfield Rhiannon MAAT
Barker Michael BSC(Hons)
Barker Tim
Batchelor Katherine
Batchelor Peter Andrew BA(Hons) FCA
Battle James Edward BSC(Hons)
Beale Stephen
Beckwith Lindsey BA(Hons)
Begum Shomothaz BA(Hons) MA(Hons)
Bell Lesley Anne BA(Hons)
Benjamin Ellen
Bennett Graeme LLB
Bento Barbara Raquel Henriques BA(Hons)
Berington Sara MAAT
Beveridge Sally Jane BA(Hons) CA
Bligh Jamie
Boardman Rosemary BSC(Hons)
Bonner Charlotte BA(Hons) MSC(Hons)
Booker Holly
Bourke Jennifer Louise BSC(Hons)
Bowles Saranne Louise BSc(Hons)
Bowley Nicholas Paul Bsc
Bramley Josephine LLB
Branson Benjamin
Breaden Laura
Brodrick Andrew Raymond BA(Hons)
Brotherton John William ACMA
Brown Beverley Lorne B Comm CA(NZ)
Brown Laura MSC(Hons)
Brown Sarah Louise
Brown Yana Vashetska MAAT
Buckland James BSC(Hons)
Buckland William Maat
Budzyn Grzegorz BSC(Hons) MSC(Hons)
Burnell Anita Jane MAAT
Caesar Tafana
Cahoon Chris
Carey Michelle Elizabeth BA(Hons)
Carter Benjamin Robert BA(Hons)
Carter David ACMA
Carter George BSC(Hons)
Cavell Victoria Jane BA(Hons)
Challis Ben
Chamberlain Sophie Isabelle
Chan Amanda BA(Hons) MSC(Hons)
Christian Audrey Sarah CAT
Chu Kin BA(Hons)
Churchill Andrew Coleridge BA(Hons)
Clague Kimberley BSc
Clarke Timothy-James
Cobb Rachael Philippa MAAT
Collett Mark MAAT
Collins Aoife MA(Hons)
Cooke Mathew Nicholas BSc(Hons)
Cornford Kevin Christopher
Cottee Kimberley BA(Hons)
Cox Sophie BA(Hons)
Crabtree David BSC(Hons) Enrolled Agent
Crilley Mark BA(Hons)
Cullen Daniel Robert BSC(Hons)
Dack Nigel John
Dainty Leonard FCA
Daly Daniel James MAAT
Darke Bridget MAAT
Davda Priyal
Deal Catherine Elizabeth
Demmery Laura Jean
Dempster Joanna
Deras Hernandez Isca
Deveney Gary
Dhanda Samuel Kumar
Dillow Karl Sean
Donnellan Ailbhe BA(Hons)
Drummond Sandi
Duffy Sinead Louise
Edwards Hannah Louise MAAT
Emery Simon
Evans Charlotte MAAT
Farrow Grania BA(Hons)
Fearing Jonathan James
Finn Gemma
Fisher Grainne BA(Hons)
Fletcher Sheila BSc FCCA
Ford Jason Neil
Furey-Keys Elaine
Furneaux Thomas BA(Hons)
Gaffney Kieron

NEW MEMBERS 2014

ANNUAL REPORT 2014

Gilmartin Christopher BA(Hons)
Godfrey Alastair George
Golden Kathryn MSC(Hons) Enrolled Agent
Gonzales Mary BSC(Hons)
Gore-Booth Mary
Graham Michael
Graham Niall BA(Hons)
Graham Robert
Grannell Adam MAAT
Green Anita Elaine
Greene Connor David
Greig Stuart BSC(Hons)
Grimer Laura-Joanne Helen
Grimes Darren Samuel BA(Hons) ACA AMCT
Hadley Sarah C BA(Hons) MAAT
Halligan Clare BA(Hons)
Hammond Paul David
Handzel-Bonavia Lech BA(Hons) MA(Hons)
Hare-Scott Harry
Harris Courtney BSC(Hons)
Harris Nigel Duncan BA
Harrison Lina
Harrison Matthew James BSc(Hons), CTA
Harrison Sadie
Harrison Stephanie
Hartny-Mills Shannon BA(Hons)
Harvey Olivia
Hasted Peter BA(Hons)
Haynes Elaine MAAT
Heathcote James BA(Hons)
Helliker Richard James Bsc
Hemingway Ruth Marie BA (Hons)
Henry Christopher James BEng MIATI
Herdman Anna
Hickie Adam James Saddler ACA
Hicks Charlotte BSC(Hons)
Hill Kathryn Frances MAAT
Hobbs Julian Lawson BA(Hons) FCA
Hodkinson John Ba(Hons)
Holmes Alec James
Holmes Jennifer BSC(Hons)
Hookway Amy
Hoonjan Narinder BSC(Hons)
Horn Cassie Jane MAAT
Houghton Sarah BA(Hons) Enrolled Agent
How Graham
Howarth Natalie BSC(Hons)
Howley Simon Neil
Hu Zhengyu BA(Hons) MPhil
Huckova Beata
Hudson Alice Joy
Hughes Simone BA(Hons)
Hulls Linda Joan BA(Hons) FIFP CFP ASFA
Hume Frances Anne
Hurboda Michelle BA(Hons)
Hussain Mudabbir ACA
Ijaz Huma BSc
Ingham Julie Ann ACCA
Jackson Alan Kevin MAAT
Jackson Daniel Christopher BA(Hons)
Jakumavicius Arunas BSC(Hons) PTIN
Javid Iqra ACCA
Jeffreys David Paul
Jensen Edvin Alexander
Johnston Adrian MA(Hons)
Jones Becca MAAT
Jones Rachel Louise
Jones Richard Wynne FCA
Joshi Bhavik
Joy Sheila Bsc
Joynes Christopher BA(Hons)
Kanabar Amar BA(Hons)
Kane Andrew David
Kane Angela
Kanev Yovo
Kaniecki Andrzej
Kapasi Aqeel
Keen Susan H MAAT
Kehoe Lynne
Kelway Angela BSc(Hons) ACA
Kennelly Daniel BSC(Hons)
Key Natalie Danielle MAAT
Keyzor Michael David
Khan Sarosh ACCA
Khilji Zeeshan BSC(Hons)
Kitcher Wendy BSC(Hons)
Knowles Elizabeth
Kosciolek Magdalena Monika BA(Hons)
Kramer Richard James
Laight Scott
Lamb Graham Ian BA(Hons)
Lark Sarah Jane BA(Hons)
Le Messurier Nicola
Leja Agnieszka Jadwiga
Lewis Naomi Anne BSC
Liddle Julie Ann
Limb Matthew BA(Hons)
Lindfield Andrew James
Lommel Alison
Lovell Christopher BSC(Hons)

NEW MEMBERS 2014

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Lyczkowska Ewa MAAT
MacCallum Kirsten Isla Anne BSc
Madden Mike
Mahmood Abdulkader
Mant Stephen
Marczuk Greg MA Political Science
Marshall Gemma
Mathews Roger Gordon FCA
Matthews Hannah Jane ACCA
Matthewson Rachael
Mauduit Tom
Mba Osita Solicitor
McArdle Stuart
McArthur Chris
McCartan Nicola
McClellan Abigail
McClenahan Christopher
McElroy Fionnuala
McKiernon Christopher FCCA MAAT
McLaughlin Georgina BA(Hons)
Miah Babrul Islam BSc(Hons) CTA
Miles Phil
Millinchamp Julian William BA(Hons) ACA
Mohammed Shabana
Moorby Kerry Evangeline
Moore Julie Suzanne
Moreton Michael MAAT
Morris Emily Sarah
Moscataro Mario BA(Hons)
Mosford John
Musa Parvez
Mushtaq Imran BSc MSc PhD
Nalla Ibrahim Abdul Rahman MSC(Hons) BSc
Nash Andrew BSc(Hons)
Natarajan Shyamala Radha
Nesbitt Benjamin Paul BA(Hons)
Nevin Peter Andrew
Nicholls Daniel BSc(Hons)
Nilan Carolyn ACMA
Nykyforova Nika TEP
Ogilvie Brian FCCA CTA
O'Hagan Anna BA(Hons)
O'kane Colleen LLB
Oliver Christy
O'Neill Fionntan
O'neill Sarah Caroline BSc(Hons)
Ormston Tania
Panchalingam Gughanath BSc(Hons)
Pandya Nimesh
Park Jiyoung Alexandra
Parry Ashley CAT
Parsons Edward Mark
Parton William
Patel Meera BSc(Hons)
Patel Wioletta Barbara MAAT
Paur Thomas BSc(Hons)
Payne Emma BSc(Hons)
Pearce Alan Bryan ACMA
Peebles Blair Robert Brett
Pellowe Emma
Perkin Samantha Jane
Perrot Emile
Petscher Danielle BA(Hons) MSC(Hons)
Pieper Kim
Pillay-Maloney Manda FCCA
Pilmoor Manuela MSC(Hons)
Poulopoulos Yiannis FIIT
Prentice Camilla Joanna
Price Gareth BSc(Hons)
Price Steven John DipPFS
Pritchard Anthony David
Radaviciute Beata
Ramakrishnan Sivasakthi
Ramshaw Alfred BA
Rathakrishnan Vinoth BSc(Hons) MSC(Hons)
Rawlinson Olivia
Rayner Catherine Jane
Rees Julie BA(Hons)
Rees Natasha Jayne
Rees Zoe
Regan Gillian BA(Hons)
Rehman Hinnah Sabrina Bsc
Reid Amanda Jayne
Reilly Sian Anna
Revell Dominic Edward BA(Hons) MSC(Hons)
Reynolds Robert BA(Hons) CA
Rhodes Jamie
Ribbeck Eva-Maria
Richards Simon
Riches Tina Elizabeth BA ACA
Ridley Christopher Thomas BSc(Hons)
Roberts Heidi Joanne
Roberts James BSc(Hons)
Robertson Natalie
Robinson Emma MAAT
Robson Sarah Jane BSc(Hons)
Rooney Patrick BA(Hons)
Rose Julie Claire BA(Hons)
Rossiter Peter BSc(Hons)
Rouse Laura Ann MA (Cantab) PGDipSurv

NEW MEMBERS 2014

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Rowe Sylvia MAAT
Rowland Matthew BSC(Hons)
Rumsey Michael Stephen
Russo Saul
Sage Roderic Noel Anthony FCA
Salisbury Alexandra BSC(Hons)
Sami Jasdeep ACCA
Savage Christopher Raymond
Schulman Judith BA LLB
Scott David Michael BA(Econ) MA(Econ) FCA
Scott Shirley Wai Kuen MAAT FCCA
Scourfield Simon David Bsc Msc
Seager Neil AAT
Shah Kamal BA(Hons) ACCA CTA
Shah Muhammad Zahir
Sham Richard BSC(Hons)
Shaw Scott BSC(Hons)
Sherrick Lesley Margaret
Short Lauren Caris
Shutler Henry BA(Hons)
Simper Tonia MAAT
Sims Holly
Sinclair Margaret Lilian BACC(Hons) CA
Singleton William
Smith Wendy Rebecca BA(Hons) FCA
Sparks Tracey Ann MAAT ACCA
Spinks Maxine
Steele Jamie BSC(Hons)
Stephens Victoria Clare BSc(Hons)
Stewart-Lacey Daniel MAAT
Stokes David Patrick LLB
Storer Melvin John FCMA FMAAT
Sugrue Caroline
Summerford Luke ACA
Tallon David BSC(Hons)
Thapa Deepak FCA FCCA
Thomason Alison Margaret
Thomson Kelly Marie BA
Thomson William James BSc
Thupsee Hussna Banu
Timmins Ashleigh Faye
Tooth John George FCCA
Trevenna Mark BA(Hons)
Tucker Jonathan BSC(Hons)
Tuladhar Pabitra
Tweed Emily BSC(Hons)
Van Heerden Amanda ACMA
Waddingham Jenny
Walker Diane Rosena BEng(Hons) ACCA
Walls Sarah Jayne BA(Hons)
Watkins Matthew Sydney
Watkins Peter David MAAT
Watson Kirsty Louise MAAT
Webb Paul
Webster Scott Gordon
Westgate Kevin
Whitaker Donna Joanne
Whitehouse Robert Marcus FCCA
Whiteley Thomas William BA(Hons)
Whittaker Giles BSc ACA
Whitten Leigh
Wigglesworth Nigel BA(Hons) LLB Dip.Lp
Williams Daniel BA(Hons)
Williams Jonathan Mark BSC(Hons)
Williams Owen James LLB(Hons), CTA
Williamson Jack BSC(Hons)
Willington Victoria ACA MA(Hons)
Wilson Andrew MAAT
Wilson Samantha
Wollaston Ryan MAAT
Wong Beverley MAAT
Wong Ka Wing Karen BA(Hons) CPA
Wood Sharon BA(Hons)
Woodbridge Benjamin James MAAT ACCA
Worboys James Robert
Wos Agnieszka Barbara BSC(Hons) MSC(Hons)
Wylde Amy
Yau Judy LLB
Young Mitch BA(Hons)

NOTICE OF ANNUAL GENERAL MEETING

ANNUAL REPORT 2014

Notice is hereby given that the twenty-sixth Annual General Meeting of members of The Association of Taxation Technicians will be held in the Westminster Suite at Broadway House, Tothill St, London SW1H 9NQ on Thursday 9 July 2015 at 4.00 p.m.

Ordinary Business

1. To receive and adopt the Report of the Council for 2014.
2. To receive and adopt the audited Financial Statements of the Association for the year ended 31 December 2014.
3. To re-elect as Members of Council Veronica Fell, Steve Holden, James McBrearty, Julian Millinchamp and Hayley Perkin who retire under Regulation 38.
4. To re-elect as Members of Council Jeremy Coker, Tracy Easman and Yvette Nunn who retire under Regulation 43.
5. 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

26 March 2015

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 attached to 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.

