

ANNUAL REPORT  
AND FINANCIAL STATEMENTS

2015



Practical Tax People  
Association of  
Taxation Technicians



# CONTENTS

## ANNUAL REPORT 2015

Our Vision	page 2
President's Statement	page 3
Annual Report of the Council	page 6
Council and Advisers	page 11
Public Benefit	page 12
Enforcement of Standards	page 14
Steering Group and Committee Activities	page 15
Branches Report	page 20
Treasurer's Report	page 21
Association Governance	page 23
Committees of Council	page 26
Statement of Directors' Responsibilities	page 28
Independent Auditor's Report	page 29
Financial Statements	page 30
Notes to Financial Statements	page 33
Biographies of Officers & Council Members	page 44
New members 2015	page 47
Notice of Annual General Meeting	page 52

# OUR VISION

## ANNUAL REPORT 2015

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 one-day conferences;
- publishes (jointly with the Chartered Institute of Taxation) the monthly magazine 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 wheatsheaves represent produce or income and the sword of the Crown's officer is matched by the sword of the taxpayer's adviser. The chequered surround signifies the Court of the Exchequer which used counters on a chequered table-cloth to check calculations. Above the helm is a closed book representing abstruse written law, surmounted by an owl of wisdom. The Arms are supported by a pair of mute Swans, representing constancy, while the plant thrift grows from the banks on which they stand.



# PRESIDENT'S STATEMENT

## ANNUAL REPORT 2015

Every year, it falls to the ATT President to write a piece for the Annual Report. Now it's my turn!

The President's tenure is but brief and it was a humbling moment to take over after Natalie's professional and calm leadership.

One thing that I learned from former Presidents is that one has to be realistic about what one can do in such a short time. In a very real sense, I follow the professionals who have gone before and I hold the torch high until I too hand it on. It's hard to believe that I will soon be handing on the torch to my very competent Deputy, Ralph.

Most of all, I am very lucky that we have a committed group of trustees, who contribute to the work that we do. The ATT Council is currently 18 people. Our articles allow up to 24 Elected Members of Council and one nominated by The Chartered Institute of Taxation (CIOT).

There have been a number of changes to Council during 2015 and these have been:

Simon Braidley, Bernard Critchley, Bill Dodwell, Karen Eckstein, Simon Groom, James McBrearty and Stuart McKinnon all left us, and Kay Aylott, David Bradshaw and Richard Freeman joined.

It would be impossible in the space allowed to list the huge achievements that those departing have done for us without adding pages and pages to this report – two former Presidents among them, who led us with style and substance in sometimes trying circumstances. And we'd need to acknowledge the time and expertise that the others have given for no reward too. We are all very grateful to them.

Our new arrivals come with energy, skill and enthusiasm and I am confident that they will help carry our values forward.

We also have a Leadership Team, whose members spend extra time, outside of Council, talking about the important strategic issues that affect the ATT.

So what are the things that exercise us on Council?

Engaging with government – this is important. For me this is a big target – to be automatically invited to the top table and it's gradually

happening. The quality of our technical submissions is high and growing better. We have two excellent technical officers who present our views, regularly attend meetings and also meet our members in branches and at our tax conferences.

We face an increasingly confident HMRC and HMT and it's important that we present robust well-thought out views when we feel that they have missed important points.

As an educational charity we are obliged to demonstrate our commitment to the public benefit and this includes helping improve the tax system overall, to promote tax as a career and to help frame intelligent comment about events in tax such as the 'Google tax'.

We also engage with other professional bodies including the AAT – spreading the message that whilst the AAT provides breadth of knowledge, the ATT provides the depth, the throw-weight and the technical punch. Together they are a powerful combination in the OMB space that many of our members operate in. Every year we get together for the joint tax skills course that I instigated and with able chairing (often from our former Presidents!) and our technical officers, we all get a lot out

Michael Steed presenting David Steadman with his council award.



# PRESIDENT'S STATEMENT

## ANNUAL REPORT 2015



Left: Natalie Miller, Past President of the ATT and Anne Fairpo, Past President of the CIOT compete in the mini grand prix.

of the series. I'm amazed by the turnout.

A significant number of our students go on to study the CTA qualification and we have an ongoing commitment to continued discussion with the CIOT, to ensure that a joint pathway will be of interest to both students and employers.

We have also been exercised about a 'family of ATT qualifications'. This was brought to the front of our minds when we inherited the IIT VAT Compliance Diploma. Set at a lower technical level and tested in a different way from our usual papers, it has prompted us to think about the benefits of introducing a range of 'entry level' qualifications that would enable students to get a taster of tax topics and study with us on the way to our demanding ATT tax papers. This is still work in progress, but an important area for us.

Another important area for your Council is the so-called 'policing of the tax profession'. The last days of the coalition government threw down a challenge to the profession, to effectively police its members in the area of tax avoidance and the ATT and other professional bodies have robustly responded to this.

Occupying the responsible centre ground of tax planning has been my presidential theme and I have seen nothing in the challenge and the responses to make me change my mind. Our members daily engage in the giving of tax advice and the Professional Conduct in Relation to Taxation (PCRT) and our members' own professional integrity is sufficient unto this day.

On to another thorny subject. There is a view on Council (and I agree with this) that the 'Technician' brand has done its job but now fails to properly reflect what our members do. The 'big four' view (and certainly I was aware of this when I did my training with what is now PwC), largely regarded the ATT solely as a compliance qualification.

My exposure to our members leaves me in no doubt that they do much more. Lecturing at our tax conferences quickly persuades me that ATT members really know their stuff and the conferences are lively, interactive and interesting. I asked our technical officers to attend them a couple of years ago and they haven't looked back. Even they occasionally scratch their heads.

So, here we go and a deep breath. I think we may be at the time when we have to drop the technician brand and go for something else – maybe something along the lines of 'The Association of Tax Practitioners.' It's very early days yet and we are only at the discussion stage on Council, but let us know what you think.

I would not be doing our organisation justice without recognising, and being grateful for, the huge effort put in by the branch committees. They are the 'local presence' for the ATT and I'm always humbled by how much they do behind the scenes. We could not be a national organisation without them.

The committees under the Council also put in prodigious effort and the quality of their work is outstanding. I personally serve on the Technical Steering Group and since January 2016 as its co-chairman with another talented former President, Yvette Nunn. Previously the group was ably chaired by Paul Hill, who has now gone into a well-earned retirement after years of illustrious service. We will be honouring him with a Council award this year.

# PRESIDENT'S STATEMENT

## ANNUAL REPORT 2015

Here is a marketing moment – if anyone wishes to serve on one of our committees, or help at the branch level, please get in touch with us – we'd love to hear from you.

### Andy Pickering

This year sees the last innings of our Executive Director, Andy Pickering after more than 22 years at the helm.

In many ways he is Mr ATT and he's been on watch for a great deal of the time that I have been in practice. His good counsel and elephantine memory have often been called on and I've never known him to be in a bad mood or lose his temper with anyone.

He has truly been the ATT's sheet anchor and we wish him well for his retirement. I hope he remembers to keep at least one suit to be buried in, before he throws them all away in his rush to get onto the golf course!

### Jane Ashton

Andy's replacement was chosen after a thorough recruitment process led by Annette Hutchinson at Artillery House.

We advertised the post, sifted the applicants, interviewed four and got down to the swimming trunks race with the last two. Jane emerged as the clear winner.

She, of course has been a trustee and a member of Council, so she had the advantage of knowing us and what we stood for. Jane has also had huge experience of understanding and implementing Target Operating Models which we are incorporating into our future strategy.

Jane is calm and focussed, and she is a pleasure to work with. I wish her well in her role.

### The Artillery House team

I also need to properly thank the Artillery House team that ably support the volunteer teams. My own dealings with them have been very positive, watching them put together my receptions and hosting the lunches, all convince me that we are lucky to have them.

### Conclusion

It's been a great experience serving as your President. I've enjoyed it at every level and how the time has flown. I would like to thank Kaplan Leadership and Professional Development for supporting me and my family who haven't really seen me since I took over! It's not true, however, that my family has a picture of me by the front door to compare the two when I come in late at night.

I will soon be swapping my badge for a smaller one, but the memories will stay.



**Michael Steed**  
President

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2015

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 2015.

### 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 1<sup>st</sup> Floor 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 11.

### Structure, Governance and Management

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

A Governance statement which includes details of compliance, organisation, Trustee elections and training, audit committee, internal controls and risk assessment is set out on page 23.

### 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 80 (2014 - 73).

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

### Equality and Diversity

The Association is committed to providing equal opportunities to job applicants, staff, students and volunteers regardless of sex, sexual orientation, marital status, age, race, ethnic origin, religion or belief or disability. The Association seeks to conduct all its activities in compliance with this principle and in full adherence to all applicable laws prohibiting discrimination in employment or service provision and develop and maintain a diverse workforce of staff and volunteers at all levels within the Association. On-line and face-to-face training on diversity was provided for staff in 2015.

### 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 the period to April 27, 2016 the following changes took place:

- Kay Aylott ATT(Fellow) joined on 9 December, 2015
- David Bradshaw BSc FCA ATT CTA joined on 9 December, 2015
- Richard Freeman LLB(Hons) ATT CTA Solicitor joined 9 December, 2015

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2015

- Simon Braidley BA(Hons) ATT(Fellow) left on 9 July, 2015
- Bernard Critchley BSc ATT(Fellow) CTA left on 26 November, 2015
- Bill Dodwell LLB LLM(Cantab) CTA(Fellow) ACA left on 12 May, 2015
- Karen Eckstein LLB(Hons) ATT CTA Solicitor left on 30 January, 2015
- Simon Groom BSc ATT CTA FCA left on 9 July, 2015
- James McBrearty ATT(Fellow) left on 2 December, 2015
- Stuart McKinnon ATT(Fellow) CTA left on 9 July, 2015
- Jane Ashton ATT(Fellow) left on 13 January, 2016

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

The officers appointed at the Council meeting held on 26 March 2015 to serve from 9 July 2015 to the Annual General Meeting to be held on 7 July 2016 were Michael Steed as President, Ralph Pettengell as Deputy President and Graham Batty as Vice-President.

Kay Aylott, David Bradshaw and Richard Freeman, Elected Members of Council, retire under Regulation 38 and offer themselves for re-election.

Graham Batty, Elected Member of Council, retires under Regulation 43.1 and offers himself 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:

- Executive Director  
To recruit a new Executive Director to replace Andy Pickering who retired at the beginning of 2016 after 22 years service.
- To complete the implementation of a Business Process Review Report.  
During 2014 the consultants appointed to conduct a business process review project 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.
- 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  
To increase engagement with members and students through involvement with the branch network.

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 15
- Public Benefit  
Page 12

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2015

- Treasurer's Report  
Page 21

### Financial Review

The net income (after revaluations of investments) for the year ended 31 December 2015 of £148,000 are shown in the Statement of Financial Activities on page 30. The loss on investment assets amounted to £60,000. A review of the Association's financial position is given on pages 21 to 22.

During 2015, the total returns (capital and income) achieved on our investments amounted to 1.4%, a little below the benchmark of 2.6%. 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 £8,000 were made to Tax Volunteers 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](http://www.att.org.uk)

### Reserves policy

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

- To retain a sufficient level of reserves in order to provide financial stability and the means for the development of the Association's principal activity. The sum required is equivalent to 6-9 months' committed budgeted expenditure, which has been achieved;
- To set aside designated sums to be used for future expenditure but retain the

power to reallocate these funds within unrestricted funds unless and until expended. Unrestricted funds have been designated for the following purposes.

Designated reserves at December 31, 2014 and 2015 are set out in note 11 on page 41.

### 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

Notwithstanding that during 2015 we had to change our website providers, we are conscious that technology moves at a rapid pace and any further developments in technology are likely to mean that more work will be needed before long to upgrade the IT functionality. Therefore we are designating appropriate reserves to meet those future costs. We currently have about a half of what we believe we will require.

### Property

The current lease on our premises expires in 2024. Bearing in mind the time and expense in relocating, we are building up a reserve fund to cover the anticipated costs. Our intention is to build the reserve to the amount we anticipate will be needed by the time the current lease ends.

### Investment policy

The Association's powers of investment are set out in the Articles of Association which states that monies of the Association not immediately required for any of its objects may be invested. 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;

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2015

- To regularly review the value of funds the Association requires to be held in investment, short-term deposits and cash, to ensure that they are adequate to meet its obligations;
- To regularly review with its investment advisers the performance of longer-term investments;
- To invest liquid assets in short-term low-risk investments; and
- To maintain an investment strategy with a low to medium risk profile (based on industry standards).

### Payment of suppliers

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

### Strategy: Major plans for 2016

In keeping with the Council's strategic plan, the main objectives for 2016 include:

- Examination  
The current examination system was introduced in 2007 and Council agreed that a full review should be undertaken to ensure that the ATT qualification meets the needs of employers, members and their clients. It is hoped that the review will be completed during 2016
- Apprenticeship  
The government has revised the apprenticeship scheme with a new Trailblazer to be implemented in 2017. The Association has been working with other professional bodies and employers to develop a Trailblazer accountancy and tax apprenticeship and the work is expected to be completed during 2016.
- HMRC's Digital Agenda  
HMRC has been developing their digital capability, particularly in respect of their interaction with tax agents and taxpayers, for a number of years. It is imperative that

this interaction is as good as it can be for the public benefit so we are taking a leading role in the development of those services.

- Strategy

Given the development of HMRC's digital services and the need to ensure that the Association's offerings meets the needs of its members, students and their employers, a strategic plan covering the next five to ten years will be drafted during 2016.

### Pay Policy of key management personnel

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

### Public Benefit

The charity has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning future activities. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set. How the Association achieved its public benefit objectives can be found on pages 12 and 13 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 practising members have been registering since that date. During 2015 the Association continued to ensure that members in practice were fulfilling their obligations.

### Statement as to Disclosure of Information to the Auditor

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

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2015

### Entitlement to prepare the Directors' report using small company exemptions

The annual report and financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

### Annual General Meeting

A separate notice on page 52 of this report explains the business to be considered at the Annual General Meeting on 7 July 2016.

This report was approved by the Council on 7 April 2016.

By order of the Council

**Jane E C Ashton**  
Executive Director

7 April 2016

# COUNCIL AND ADVISERS

## ANNUAL REPORT 2015

### **President**

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

### **Deputy President**

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

### **Vice-President and Honorary Treasurer**

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

### **Council:**

Kay Aylott ATT(Fellow) (2015) (E)

Trevor Blackmur ATT (2010) (E)

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

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

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

Veronica Fell ATT CTA (2014) (E)

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

Tanya Hiscock ATT MAAT TEP (2009) (E)

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

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

\*Natalie Miller BA(Hons) ATT(Fellow) CTA(Fellow) (2006) (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)

Council members who served for the period to April 27, 2016 are listed above.

Those members who either left or joined during the period are shown on pages 6 to 7.

(E) – Elected Member

\* – Indicates Past President

The year of appointment to Council is shown in brackets.

### **Executive Director**

Andrew Pickering to 31/3/16

Jane Ashton from 1/3/16

### **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

30 Gresham Street

London EC2V 7QN

### **Solicitors:**

Maurice Turnor Gardner LLP

1 Threadneedle Street

London EC2R 8AY

# PUBLIC BENEFIT ANNUAL REPORT 2015

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

Our Technical Steering Group continues to work towards the introduction of a tax system which is simple to operate and easily understood by all, regardless of whether they are represented in their dealings with the Revenue authorities. During the year the group responded to over 30 consultations from HMRC and HM Treasury. Particular progress was made in achieving (in conjunction with CIOT and LITRG colleagues) amendment to the Direct Recovery of Debt provisions in order to provide greater protection for HMRC's vulnerable customers. Through our involvement in various HMRC led groups, we continue to have high level discussions on a wide range of issues. Topical examples include HMRC's radical Making Tax Digital programme and the possible provision of guidance by HMRC to those customers who wish to apply for a statutory review of an HMRC decision. The Technical section of our website carries copies of all submissions to consultations as well as any responses received from HMRC/HM Treasury.

One of our aims is the provision and development of high quality education and training, not only to ensure our members are able to meet their Continuing Professional Development requirements, but also for the general public. As well as our annual tax conference, held at seven locations in the UK, we also run a series of conferences jointly with the Association of Accounting Technicians. These are very popular with our members and both events also attract delegates who are members of other professional bodies and members of the public.

The Branch network, which is run jointly with the CIOT, also assists with the delivery of Continuing Professional Development. The formal inauguration of the Middle East North Africa Branch in April 2015 saw the number of branches, both UK and international, rise to

41. Following last year's trials of webinars with Severn Valley Branch, this year East Midlands Branch took part in a pilot whereby its entire programme has been available as webinars, enabling those who are unable to attend branch meetings to engage more fully in the activities of the Association. Members of the public are warmly welcomed to all branch activities.

We also support our members with the provision of tax books and other publications, including the monthly magazine 'Tax Adviser'. In order to address the increasing ways in which written material can be accessed, Tax Adviser is also available online and as a newsstand app.

Student Steering Group has responsibility 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 2,072 candidates sat our examination, taking 3,018 papers and achieving 2,144 passes. We continue to run a series of one-day training conferences around the UK to help students prepare for our examinations.

Our open policy means that all those who wish to register with us as students may do so irrespective of their previous academic record.

In addition we offer the Higher Level Apprenticeship in Professional Services, which has three streams: tax, management consultancy and audit. Those on the tax stream take the ATT examination and on completion of the necessary practical experience in UK taxation may become members.

2017 will see the introduction of the Trailblazer apprenticeship in Accountancy/Tax which will replace the current Higher Level Apprenticeship. We are working with employers and other professional bodies to develop this.

The Professional Standards Committee (joint with the CIOT) undertook a review of our codes of conduct. This enabled us to ensure that our codes of conduct, to which all members must adhere, remain relevant and appropriate. This gives a level of assurance to all those who interact with our members in any capacity that they will be dealt with

# PUBLIC BENEFIT ANNUAL REPORT 2015

professionally and competently. Should any member fall short of these standards independent action can be taken to ensure the continued integrity of the ATT qualification.

We continue to strive to raise awareness of both the Association and the qualification with careers advisers, employers and potential students working in taxation as well as the general public. A specific careers resource has been developed and this is available on request to all schools, colleges and universities. Volunteers visit local schools and colleges and regional careers events to give talks about careers in tax. By encouraging more young people to pursue a career in tax and become members of the Association we will have a better qualified profession, which will benefit the users of tax agents and the revenue authorities, and will provide us with more resources to continue with our charitable objectives.

For more detail of our charitable activities please refer to the Steering Group and Committee Activities Report on pages 15 to 18.

# ENFORCEMENT OF STANDARDS

## ANNUAL REPORT 2015

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

### Complaints and disciplinary procedures

Under the Taxation Disciplinary Scheme, the TDB 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 TDB 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 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 Disciplinary Tribunal is composed of three members which includes 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 on its website. Summaries of decisions are still published in Tax Adviser. Following a finding by a Disciplinary Tribunal, both the defendant and the Board of the TDB 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 2015

The Scheme provides for the fair and independent investigation of every complaint referred to the TDB and fair treatment for any member against whom a complaint is made. During 2015 the TDB received 44 complaints and dealt with 19 complaints outstanding from 2013 and 2014. 26 of these cases related to ATT members, 11 arising from the member's failure to submit the required Anti Money Laundering (AML) return. The Investigation Committee considered 6 complaints involving ATT members. Of the remainder 12 fell outside the scope of the regulations, 12 cases involving ATT members were withdrawn or not pursued by the complainant, whilst 1 ATT case was still under investigation at the end of the year.

The number of disciplinary cases involving members of the two bodies remains small. During 2015, 5 cases were heard by Disciplinary Tribunals, three of which involved an ATT member. A further 7 cases, 3 involving an ATT member, were awaiting a hearing at the end of the year. Findings, in respect of cases heard by a Disciplinary Tribunal in 2015, were made against all defendants, none of whom sought to appeal. In addition one Appeal against a decision of the Special Admissions Panel of ATT was heard by the Board of the Taxation Disciplinary Board.

**Peter Douglas**  
Executive Director  
Taxation Disciplinary Board

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2015

### Member Steering Group

My first year as chairman of the Member Steering Group has been very busy. We have taken on a number of projects as well as working on the usual business.

In February the 'Find an ATT member' facility was launched on the website. We have used areas of specialism provided by members to enable the public to find an ATT member in their area, or for members to find another member with the appropriate specialism should they require assistance.

We are reviewing our procedures for new members, in particular we are looking at how we can streamline the production of certificates so our new members can receive their certificates without delay after gaining membership. We are also reviewing the admission ceremonies for new members as these are so popular they book up very quickly.

Continuing Professional Development is key for all of our members and we are keen to assist members in ensuring they are kept up to date. In addition to supporting the branch network we are reviewing a number of software packages which will enable members to track their development online.

We have been working on the 2016 Master Course which will be run jointly with the AAT, look out for additional benefits of attending this course in 2016!

Going forward there will be many changes and challenges for our members, such as the HMRC view on tax avoidance and the digital agenda, we will be providing assistance to members as things develop.

My thanks to the team at Artillery House for their support and guidance during my steep learning curve as the new Chairman.

**Tanya Hiscock**  
Chairman



**Tanya Hiscock**  
Chairman  
Member Steering Group



New members with Natalie Miller at the Admission Ceremony at the House of Lords in March 2015



New members with Michael Steed at the Admission Ceremony at the House of Lords in October 2015

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2015

### Business Development Steering Group

This year our marketing activities have concentrated on promoting 'Tax as a career' and the benefits of gaining the ATT qualification.

We have continued our engagement with employers, which gives us valuable insight into what they expect from the ATT qualification, the benefits it provides and the support they would like from us as an Association. This will inform our thinking in many areas next year and will help us shape the products we offer and the way in which we offer them. Our annual survey that we ask employers to complete showed a 10% increase in engagement from last year, we would like to build on this next year and always welcome feedback.

The Higher Apprenticeship scheme is still proving popular: we have updated our marketing literature and web pages so that they target parents as well as prospective apprentices and employers as we have found that parents have a huge influence on young adults at this stage in their career. Our apprentice numbers continue to grow and we have seen the first round of apprentices gain membership of the Association.

In May we participated at Accountex which is the biggest event of the year in the world of tax and accountancy, with over 8,300 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 tax theatre proved very popular and all speakers had a full house of attendees and in some cases delegates stood outside to listen to the seminars.

During the year we have attended careers fairs at Bournemouth University, Manchester University and the National Graduate Recruitment fair in London. In addition to these big events we have supported volunteer members and staff, at various career events throughout the country.

BDSG is always looking for volunteers so if you have any marketing experience and would like to join the committee please contact us.

**Jane Ashton**  
Chairman

### Technical Steering Group

This year has seen us respond to a record number of consultations. We submitted responses to over thirty consultation documents or draft Finance Bill proposals. Special mention should be made of our involvement (along with CIOT and LITRG colleagues) in detailed discussions with HMRC concerning the Direct Recovery of Debt provisions which eventually resulted in Government amendments to the second Finance Bill to give greater protection for vulnerable taxpayers.

The Association was successful in its application for membership of the European Union VAT Forum. Our nominated representative is Nancy Cruickshanks who is a member of the Technical Steering Group's VAT Sub-Group. The EU VAT Forum has only fifteen members, drawn from bodies across the whole of the EU. It was set up by the European Commission to facilitate exchanges of views and best practice between representatives of business and tax authorities.

Members of the ATT technical team attended six of the Association's Annual Tax Conferences. This provided an excellent opportunity to meet members and to explain how members can get involved in the consultation process. The team also attended and spoke at branch meetings and all the joint AAT/ATT Master Courses.

We welcomed two new members to the Technical Steering Group during the year and at the end of the year, we said goodbye to Paul Hill upon his retirement. Paul first joined what was then ATT's Technical Committee at its formation back in 1999 but he had been actively involved in ATT and CIOT (and IOT) since 1992. Paul became the Technical Steering Group's Chairman at the beginning of 2013. We would like to thank Paul for his tremendous dedication and vital contribution to the work of the Association.

Looking to the future, much of the Technical Steering Group's focus over at least the next three years will be on HMRC's Making Tax Digital programme which is likely to create many challenges both for our members and HMRC.

**Michael Steed / Yvette Nunn**  
Joint Chairmen



**Jane Ashton**  
Chairman  
*Business Development Steering Group*



**Michael Steed**  
Joint Chairman  
*Technical Steering Group*



**Yvette Nunn**  
Joint Chairman  
*Technical Steering Group*

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2015

### Professional Standards Committee

Being a member of the tax profession is not always easy and such extensive press coverage in recent times does not help our best efforts to maintain the high ethical and professional standards members of the ATT strive for. The work undertaken by the Professional Standards Committee aims to help our members maintain these standards by drafting rules and providing practical guidance on interpretation and application.

2015 saw a further update to Professional Conduct in Relation to Taxation (PCRT) and the committee is currently working on the update to Professional Rules & Practice Guidelines (PRPG). This guidance is designed to set out the standards expected of members in order to give the public and our clients' confidence in the work we do. In March 2015 the government issued a challenge to the professional bodies connected with PCRT and this asked 'the regulatory bodies who police professional standards to take on a greater lead and responsibility in setting and enforcing clear professional standards around the facilitation and promotion of avoidance'. Members of the ATT can rest assured that we are working together to reach an acceptable response to this challenge for all involved.

Professional Standards continues to set the policy and monitor compliance by ATT supervised firms for Anti Money Laundering. 2015 saw the agreement to the 4th AML Directive in May and in October the National Risk Assessment was published. We were disappointed to see that the report identified the accountancy and legal sectors as being high risk for money laundering and terrorist financing. Both sectors have fed back to HM Treasury, Home Office and HMRC (all of whom were involved in drafting the report) their concerns about the conclusions reached and drew attention to several areas where the data was misinterpreted or based on a misunderstanding of the work in those sectors. In particular the report drew no distinction between firms supervised by a professional body and accountable to that body's ethical code and those supervised for AML compliance only, by the default supervisor, HMRC. We will be liaising

with all the relevant government departments on the action plan resulting from this report in early 2016 to ensure that the details of the plan are based on a thorough analysis of the situation.

The committee was also involved in reviewing the rules and guidelines on Continuing Professional Development; Professional Indemnity Insurance and Engagement Letters. Revised guidance on these areas will be available in 2016. The Professional Standards team continues to visit branches and conferences to meet with members to update us all on professional standards issues.

Finally, we thank Abigail Day who has stepped down from the committee for her work over the years. Professional Standards is a joint committee with CIOT and we are so fortunate in having such committed and active Committee members who enjoy robust and well informed debate. We were delighted to welcome Jane Mellor who joined the Professional Standards Team during the year. The ATT is greatly indebted to our volunteers and the excellent work and support provided by Charlotte Ali and Heather Brehcist.

**Tracy Easman**  
Chairman



**Tracy Easman**  
Chairman  
*Professional Standards Committee*

**Michael Steed, President,**  
with the 2015 Prize winners



# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2015

### Student Steering Group

The Student Steering Group (SSG) is the committee responsible for supervising the students' programme from the point of registration with the ATT, through the examination process and on to the stage where they are eligible for membership.

Student registrations showed a 13% increase on last year and our pass rates remain high.

The Higher Apprenticeship scheme remains popular with organisations as a route into the profession. We are monitoring developments in this area to ensure that we are able to continue providing candidates with this real alternative to a university education.

Passing our examinations is the gold standard for people working in tax compliance. To maintain this position, in addition to the regular reviews of changes in legislation as well as general examination standards, we are currently undertaking a root and branch review of the examinations. This will ensure our examinations remain relevant whilst embracing new developments and technologies. We are also looking at ways to streamline the examination process for those candidates who wish to further their education by taking the examinations of our sister body, the CIOT.

Our website remains the best source of information for students. We also publish a bi-annual ATT Student Newsletter 'Student Focus' and our students can get in touch with us via social media on twitter [@ATTStudents](https://twitter.com/ATTStudents).

New for 2016: As part of our annual review of the examinations, there will be a structural change made to the E-Assessments. With effect from March 2016 they will be referred to as Computer Based Examinations (CBEs). Further details are on the website.

I must give thanks to our Chief Examiner Sue Short, and her team of examiners, all of whom put in a tremendous amount of work in preparing, marking and reviewing the examination papers and the syllabus. The Education team at Artillery House, who deal with the day-to-day management, administration and strategic development of our examination, also deserve a special mention, as do my colleagues on SSG.

Finally, many congratulations to each and every person who passed any of our examinations during the year. The lists of pass rates and prize winners are set out on page 19.

**Jeremy Coker**  
Chairman



**Jeremy Coker**  
Chairman  
*Student Steering Group*

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2015

2015 Examinations – May	No. of candidates	No. passing	Pass rate
Personal Taxation	639	419	66%
Business Taxation & Accounting Principles	402	316	79%
Business Compliance	120	76	63%
Corporate Taxation	268	173	65%
IHT, Trusts & Estates	65	53	82%
VAT	46	30	65%
E-Assessments: Professional Responsibilities & Ethics	497	328	66%
E-Assessments: Law	721	285	40%

2015 Examinations – November	No. of candidates	No. passing	Pass rate
Personal Taxation	572	375	66%
Business Taxation & Accounting Principles	390	292	75%
Business Compliance	152	139	91%
Corporate Taxation	259	196	76%
IHT, Trusts & Estates	66	57	86%
VAT	39	18	46%
E-Assessments: Professional Responsibilities & Ethics	588	392	67%
E-Assessments: Law	918	369	40%

### May 2015 prizes and medals were awarded as follows:

Association Medal ( <i>best overall performance</i> )	Shrenee Patel
Ivison Medal ( <i>Personal Taxation paper</i> )	Edward Andrew Symons
Jennings Medal ( <i>Business Taxation &amp; Accounting Principles paper</i> )	George Edmondson
Collingwood Medal ( <i>Business Compliance paper</i> )	Ahmad Ali Qasim
Stary Medal ( <i>Corporate Taxation paper</i> )	Edward Andrew Symons
Kimmer Medal ( <i>IHT, Trusts &amp; Estates paper</i> )	Stephanie Daniel
Gravestock Medal ( <i>VAT paper</i> )	George Massey-Reed
Johnson Medal ( <i>E-Assessments in ethics and law</i> )	Dabeluchukwu Onugha
LexisNexis Prize ( <i>highest total marks when taking all four papers at one sitting</i> )	George Edmondson
The President's Medal ( <i>at the discretion of the President</i> )	Alicia Shrimpton

### November 2015 prizes and medals were awarded as follows:

Association Medal ( <i>best overall performance</i> )	Amy Wallace
Ivison Medal ( <i>Personal Taxation paper</i> )	Nora Markova
Jennings Medal ( <i>Business Taxation &amp; Accounting Principles paper</i> )	Rajandeep Singh Nandha
Collingwood Medal ( <i>Business Compliance paper</i> )	Rebecca Claire Ellis
Stary Medal ( <i>Corporate Taxation paper</i> )	Liam Nicholson
Kimmer Medal ( <i>IHT, Trusts &amp; Estates paper</i> )	Geoffrey Thomas Randall
Gravestock Medal ( <i>VAT paper</i> )	Colin French
Johnson Medal ( <i>E-Assessments in ethics and law</i> )	Rebecca Anne Elizabeth Ward
LexisNexis Prize ( <i>highest total marks when taking all four papers at one sitting</i> )	Rebecca Claire Ellis
The President's Medal ( <i>at the discretion of the President</i> )	Christopher Gaunt

# BRANCHES REPORT

## ANNUAL REPORT 2015

### 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.

### Continuing Professional Development

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 2015-16 season was distributed with the August 2015 issue of Tax Adviser. Detailed information about all branch events can be found at [www.att.org.uk/branch-network](http://www.att.org.uk/branch-network) where there is also the ability to book online for all branch events. We were very pleased to begin a pilot of webinars with the East Midlands branch for their entire programme, this initiative was borne out of last year's trials with Severn Valley. The webinar pilots are just one strand of our commitment to ensure an inclusive approach to the delivery of CPD for members throughout the UK and beyond.

Following on from our piloted email marketing campaigns with the South London and Surrey Branch last year, this year has seen a sustained campaign of marketing for many Branch events across the national network.

### Branch Development and Governance

The Association continues to assist the branches by providing active leadership and support. April 2015 saw the launch of our 41st branch in the Middle East and North Africa. An annual conference was held in Dubai and attended by over 100 tax professionals from the Region.

Branch Committee Members are welcomed to an annual conference and two more forum events that provide support and networking opportunities as well as the chance to meet Office Holders and Head Office staff. We have held induction sessions for new Branch Committee

Members in 2015, receiving positive feedback from participants. We have been pleased with the results of 1 to 1 training with Committee members in relation to the Online Event Booking system and will continue to offer this and other training opportunities in future.

Looking ahead, we are recognising the significant changes planned to UK and International tax reporting and providing the Branches with the opportunity to consider how best to provide support for members in their area. Next year's conference begins with a debate with our national network representatives to discuss branch strategy, including relevant plenary sessions and breakout groups to discuss a variety of related areas.

### Branches Sub-Committee

The Sub-Committee met twice in 2015. It provides leadership on branch development and develops policy on strategic matters. Issues debated during the year have included 'the perception of conflicts of interest', 'guidance on sponsorship' and 'how to ensure we engage with all sectors of the membership, including those members in Commerce and Industry.'

### Thank you

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

The branch 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 the team at Head Office for their support and advice.

#### **Andrew McKenzie-Smart**

Chair, Branches Network  
and Branches Sub-Committee

# TREASURER'S REPORT

## ANNUAL REPORT 2015

### Overview

I am pleased to present my annual report as the Association's Treasurer. As in previous years we have maintained our policy of taking a prudent approach to your Association's finances. To this end we have continued to concentrate on our core activities of promoting ATT as a 'Gold Standard' tax 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. This year sees a change in the way that the accounts are presented as we move to the new FRS 102 accounting standard.

### Investments

Although markets in general fell by approximately 5% over the last year the value of the portfolio has not fared as badly and reduced only slightly to £1,013,000 at 31 December 2015 (2014: £1,024,000). The income from the portfolio remains satisfactory. The Finance Steering Group meets regularly with Investec, our investment managers

### Results for the year

The net income before other gains and losses was £208,000 (2014: £48,000) compared to a budgeted break even position. Taking into account the realised and unrealised losses on investments, the net result for the year is a surplus of £148,000 (2014 surplus £92,000).

### Income

Membership income has remained stable. This reflects our continued policy of keeping the increase in subscriptions as low as possible, while aiming for a breakeven position. However, the popularity of the ATT qualification continues to grow. The number of student registrations and the number of candidates taking our examinations exceeded expectations during the year resulting in increased income from these sources.

### Expenditure

The Association shares staff and other back office resources with the CIOT 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 £8,000 (2014: £14,000) 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

With taxation continuing to be very much in the public eye it is essential that we have an effective disciplinary scheme to maintain the confidence of Government, HMRC and the general public in ATT as a 'Gold Standard' qualification. The Taxation Disciplinary Board Limited continues to administer the Taxation Disciplinary Scheme on behalf of the Association. Expenditure of £54,101 (2014 £49,691) incurred in respect 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.

### Reserves

The Association's general reserves are available to provide financial security so that it can meet its obligations and enable it to develop new initiatives to deliver its charitable objectives. 2015 saw a lack of reserves contribute to the collapse of one high profile charity. Council considers a prudent level of general reserves for the Association to be between six and nine months operating expenditure. At 31 December 2015 general reserves amounted to 8 months expenditure (2014: 8 months). Fuller Information on Reserves is shown in The Reserves note within Accounting Policies on page 32.

# TREASURER'S REPORT

## ANNUAL REPORT 2015

### 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, Katharine Lindley and Jeremy Coker for their help. As ever we could not function without the advice and support of Andy Pickering and his encyclopaedic knowledge of the Association or the hard work and dedication of the Finance Team at Artillery House. Finally, a special thank you to Steve Hines, our Head of Finance, who we said farewell to in December after 20 years' service.

**Graham Batty**  
Treasurer

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2015

### 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 2015 the Council comprised 19 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 85% (2014: 86%) 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 2015 is set out on pages 26 and 27.

### Election to Council

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

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

### Audit Committee

The Audit Committee, a joint committee of the Association and the CIOT, 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. They operate independently from the Council, have both accountancy and taxation qualifications and recent and relevant experience. The Committee acts as a catalyst in

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2015

relation to matters that affect the Association's financial controls, reporting requirements and risk management and is authorised to seek any information it requires from members of the Council, the external auditor and the staff. In this role it reviews: financial control policies and their practical implementation; the changes in the external environment and the procedures used to respond to them; and the management of any prospective risk. It has a specific responsibility for making a recommendation to Council on the appointment and removal of the external auditor. It met three times during the year, and requests and receives reports from management and from the external auditor on the audit. It meets privately with the auditor and its Chairman or his deputy attends the external audit scope and audit closure meetings. It considers annually a wide range of audit-related subjects and reports directly to the Council and comments on perceived weaknesses. No major weaknesses in internal control systems have been identified.

### Council member remuneration

Council members receive no remuneration for their services as Trustees although their expenses incurred on Association business are reimbursed. There is provision in 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 2015 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 (2014: two).

### Internal controls

The respective responsibilities of the Council and auditor in connection with the financial statements are explained on pages 28 to 29. 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.

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2015

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

We have identified the following as our principal risks;

- Qualification fails to meet the requirements of employers and students
  - the examination syllabus is reviewed annually and we have embarked on a 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 2016 and beyond and the timing of expenditure relating to the strategy to 2016 and is satisfied that it is appropriate to prepare the financial statements on the going concern basis.

**Jane Ashton**  
Executive Director

# COMMITTEES OF COUNCIL

## ANNUAL REPORT 2015

\* Co-opted member

### Leadership Team

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

### Member Steering Group

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

### Finance Steering Group

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

### Student Steering Group

Jeremy Coker <i>Chairman</i>	Catherine Hall *	Sue Short (Chief Examiner) *
Veronica Fell	Sarah Kay *	Liz Rogers *
Amanda Fisher *	Natalie Miller	Steven Holden

### Technical Steering Group

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

### VAT Sub-Group

Stephen Taylor * <i>Chairman</i>	Albane Mackin *	Sunil Sampat *
Nancy Cruickshanks *	Alex Millar *	Michael Steed
Bob Davies *	Hugh Mitchell *	Neil Warren *
Paul Hill	Julian Millinchamp	

### Business Development Steering Group

Hayley Perkin <i>Chairman</i>	Helen Brookson *	Simon Groom *
Kay Aylott	Nic Byrne *	Hilary Hart *
Simon Braidley *	Richard Freeman	Chris Jones *

# COMMITTEES OF COUNCIL

## ANNUAL REPORT 2015

\* Co-opted member

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

*Chairman alternates between Presidents*

Graham Batty	Natalie Miller	Ralph Pettengell
Jane Ashton *	Yvette Nunn	Michael Steed

### Professional Standards Committee (joint with the Institute)

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

### Audit Committee (joint with the Institute)

Rakesh Shaunak * <i>Chairman</i>	Veronica Fell	Peter Newsam *
----------------------------------	---------------	----------------

### Joint Branches Sub-Committee (Joint with the Institute)

Andrew McKenzie-Smart * <i>Chairman</i>	David Bradshaw	Ralph Pettengell
Sally Cox *	Jo Routier *	

### Representations on committees of the Institute

#### **Officers Group**

Michael Steed

#### **Technical Committee**

Michael Steed/Yvette Nunn

#### **Education Committee**

Jeremy Coker

#### **Finance & General Purposes Committee**

Graham Batty

#### **Tax Adviser Sub Committee**

Tanya Hiscock      Yvette Nunn

# STATEMENT OF DIRECTORS' RESPONSIBILITIES

## ANNUAL REPORT 2015

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

## ANNUAL REPORT 2015

We have audited the financial statements of the Association of Taxation Technicians for the year ended 31 December 2015 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash flow Statement 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](http://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 2015 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 Annual Report of the Council 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)

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### Statement of Financial Activities (including income and expenditure account) for year ended 31 December 2015

	Unrestricted Funds 2015 £'000	Unrestricted Funds 2014 £'000
<b>Income:</b>		
Charitable activities <sup>2a</sup>	2,338	2,172
Income from other trading activities <sup>2b</sup>	-	13
Investment income <sup>2c</sup>	47	48
<b>Total income</b>	<b>2,385</b>	<b>2,233</b>
<b>Expenditure:</b>		
Cost of raising funds <sup>2d</sup>	12	10
Expenditure on charitable activities <sup>2d</sup>	2,165	2,175
<b>Total expenditure</b>	<b>2,177</b>	<b>2,185</b>
<b>Net income before other recognised gains and losses</b>	<b>208</b>	<b>48</b>
Net (loss)/gain on investments <sup>4</sup>	(60)	44
<b>Net income</b>	<b>148</b>	<b>92</b>
<b>Net movement in funds</b>	<b>148</b>	<b>92</b>
<b>Reconciliation of funds</b>		
<b>Total funds brought forward <sup>11</sup></b>	<b>1,934</b>	<b>1,842</b>
<b>Total funds carried forward 31 December <sup>11</sup></b>	<b>2,082</b>	<b>1,934</b>

The above results are derived from continuing activities and all gains and losses recognised in the year are included above. The notes on pages 33 to 43 form part of these financial statements.

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

Registered Company Number 02418331

### Balance Sheet as at 31 December 2015

	2015 £'000	2014 £'000
<b>Fixed Assets:</b>		
Investments <sup>4</sup>	1,013	1,024
<b>Total Fixed Assets</b>	1,013	1,024
<b>Current Assets</b>		
Stock <sup>5</sup>	53	35
Debtors <sup>6</sup>	80	55
Cash at bank and in hand <sup>7</sup>	1,933	1,579
<b>Total Current Assets</b>	2,066	1,669
<b>Liabilities</b>		
Creditors falling due within one year <sup>8</sup>	(819)	(607)
<b>Net Current Assets</b>	1,247	1,062
<b>Total assets less current liabilities</b>	2,260	2,086
Creditors: Amounts falling due after more than one year <sup>9</sup>	(178)	(152)
<b>Net Assets</b>	2,082	1,934
<b>Funds of the charity:</b>		
Unrestricted <sup>11</sup>	2,082	1,934
<b>Total Charity Funds</b>	2,082	1,934

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved and authorised for issue by the Council on 27/04/2016 and signed on its behalf by:

**M. Steed**, *President*

**G. Batty**, *Treasurer*

**J. Ashton**, *Executive Director*

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### Cash flow statement for the year ended 31 December 2015

	2015 £'000	2014 £'000
<b>Net cash provided by operating activities</b> <small>(Table A below)</small>	356	104
<b>Cash flows from investing activities</b>		
Dividends and interest from investments	47	48
Purchase of investments	(346)	(146)
Proceeds from sale of investments	297	140
Net cash (used)/provided by investing activities	(2)	42
Increase/(decrease) in cash and cash equivalents in the year <small>(Table B below)</small>	354	146
Cash and cash equivalents at 1 January	1,579	1,433
Cash and cash equivalents at 31 December	1,933	1,579

**Table A**

	2015 £'000	2014 £'000
<b>Reconciliation of net income/expenditure to net cash flow from operating activities</b>		
Net income as per the SOFA	148	92
Deduct:		
Dividend and interest from investment	(47)	(48)
Loss/(Gains) on investments	60	(44)
(Increase) in stock	(18)	(28)
(Increase)/Decrease in debtors	(25)	19
Increase in creditors	238	113
Net cash provided by (used in) operating activities	356	104

**Table B**

	2015 £'000	2014 £'000
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	25	45
Notice deposits (less than 3 months)	1,908	1,534
Total cash and cash equivalents	1,933	1,579

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### 1. Accounting Policies

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

#### ***Basis of preparation of accounts***

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

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Association of Taxation Technicians is a company limited by guarantee and registered as a charity with the Charity Commission.

The Association of Taxation Technicians meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Chartered Institute of Taxation of 1st Floor, Artillery House, 11-19 Artillery Row, London SW1P 1RT is a connected charity but it is not subordinate to the Association and therefore consolidated financial statements have not been prepared. Further information on the relationship can be found in note 16.

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

The accounts for the joint CIOT & ATT branches are included in the CIOT financial statements for the year ending December 31, 2015.

#### ***First time adoption of FRS 102 and the Charities SORP FRS 102/Reconciliation with previous GAAP***

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. The transition date was 1 January 2014. The trustees considered that no transition changes were required in the accounts.

#### ***Going Concern***

As detailed in the Council Members' responsibilities statement, the accounts are prepared on a going concern basis unless it is inappropriate to presume that the Association will continue in operation. The Association's Council Members have approved the Association's budgets and forecasts for 2016 and 2017 and conclude that the Association has adequate resources to continue in operational existence for at least twelve months from the date of the signing of the financial statements.

#### ***Income Recognition***

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

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

Student registration fees are not refundable and are credited to income over the period of the registration with 40% recognised in the first year and 15% in each subsequent year.

Subscriptions, sponsorship, examination fees and registration income are credited to income over the period to which they relate with that portion relating to subsequent years included in creditors. The date to which examination fees relate is deemed to be the date of the examination.

Investment income from the Association's portfolio of investments is credited on an earnings basis each year.

### **Expenditure Recognition**

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

Cost of raising funds comprise the costs of commercial trading including investment management costs.

Expenditure on charitable activities includes, but is not limited to, the cost of member services, student services, education, governance and grants.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

### **Allocation of support costs**

Support costs are central administration costs that assist the work of the charity but do not directly undertake charitable activities and are allocated across the categories of charitable expenditure and governance costs. The basis of allocation is given in note 2d to the financial statements. Governance costs, now included as a part of support costs rather than a separate category, include those incurred in the governance of the charity and are primarily associated with organisational administration, and constitutional and statutory requirements.

### **Reserves**

In 2015 the target for reserves was composed as follows:

	2015 £'000
Six to nine months running costs to provide financial stability and enable the Association to meet its commitments for a reasonable period in the event of adverse operating conditions (calculated here based on 7.5 months costs)	1,470
To cover (i) the unpredictable future costs of investigations and disciplinary hearings by the Taxation Disciplinary Board; (ii) the cost of improvements to our IT systems and website; and (iii) the cost of moving to new offices (representing the Designated Reserves shown in note 11)	470
	1,940
Actual reserves at 31 December 2015	2,082
Excess in target level of reserves	(142)

### **Stock**

Stock is valued at the lower of cost and net realisable value. An annual review is carried out for any obsolete stock which is written off accordingly.

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### **Debtors**

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

### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **Creditors and Provisions**

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

### **Financial Instruments**

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

### **Fixed Asset Investments**

Investments have been valued at fair value at 31 December 2015. The fair value of investments quoted on a recognised stock exchange is the quoted bid price. Account is therefore taken of both realised and unrealised gains in the Statement of Financial Activities.

### **Pension Costs**

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

### **Foreign Currencies**

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

### **Taxation**

The Association meets the definition of a charity in Schedule 6 Finance Act 2010 and accordingly is entitled to exemptions set out in Part 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.

### **Fund Accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

### **Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised. Please refer to the Annual Report of the Council for more information about their contribution. See Note 15.

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

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

### 2. Analysis of incoming resources and resources explained

#### 2a. Income from Charitable Activities

	2015 £'000	2014 £'000
Membership subscriptions	1,097	1,073
Entrance fees	25	24
Student registrations	194	159
Examination Fees	697	597
Conference and event fees	103	132
Anti Money Laundering Fees	62	61
Sale of books and journal	155	122
Other Income	5	4
	2,338	2,172

The income from charitable activities was £2,338k (2014: £2,172k) of which all was unrestricted (2014: all).

#### 2b. Income from Other Trading Activities

	2015 £'000	2014 £'000
Sponsorship	-	13

#### 2c. Income from Investments

	2015 £'000	2014 £'000
Dividend income	33	33
Deposit account interest	14	15
	47	48

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### 2d. Breakdown of costs of resources expended

	Activities undertaken directly £'000	Support Costs £'000	Grant funding of activities £'000	Total 2015 £'000	Total 2014 £'000
<b>Charitable activities</b>					
Member Services	436	537	8	981	948
Student Services	412	571	-	983	956
Promotion	106	95	-	201	271
<b>Raising funds</b>					
Investment management costs	12	-	-	12	10
	966	1,203	8	2,177	2,185
2014	990	1,181	14	2,185	

Expenditure on charitable activities was £2,177k (2014: £2,185k) of which all was unrestricted (2014: All)

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

	2015 £'000	2014 £'000
Support costs comprising:		
Staff costs	838	816
Operating costs	160	150
Property	85	86
Governance costs comprising:		
Audit fee	29	13
Legal and professional fees	10	28
Council meetings (inc. Council members' expenses)	66	71
Property	7	7
Staff costs	8	8
Miscellaneous	-	2
	1,203	1,181

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### Grants payable in respect of charitable activities

	2015 £'000	2014 £'000
Grants payable to charities to help meet the core operating costs of providing free tax advice to persons who cannot afford to pay for professional help or training and to promote public understanding of tax matters		
Tax Advisers Benevolent Fund (registered Charity no. 1049658)	2	2
Tax Aid (registered Charity no. 10622852)	-	6
Tax Volunteers (registered Charity no. 1102276)	6	5
Institute of Fiscal Studies (registered Charity no. 258815)	-	1
	8	14

### 3. Net income/(expenditure) for the year

	Total 2015 £'000	Total 2014 £'000
This is stated after charging:		
Fair value losses/(gains) on investments	60	(44)
Auditors Remuneration:	-	-
Audit Fees for current year	18	13
Audit Fees for prior year	11	-
	89	(31)

### 4. Fixed Asset Investments

	2015 £'000	2014 £'000
Fair Value at 1 January	1,024	974
Sales proceeds	(297)	(140)
Acquisitions	346	146
Unrealised (loss)/gain on investments	(44)	15
Realised (loss)/gain on sale of investments	(16)	29
	1,013	1,024
Historical cost	991	907
There was no single investment representing more than 5% of the portfolio valuation at 31 December 2015.		
Listed investments held at 31 December comprised of the following:		
Fixed interest	107	115
Listed UK equities	552	519
Listed International equities	245	248
Other Assets	109	142
	1,013	1,024

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### 5. Stock

	2015 £'000	2014 £'000
Publications and merchandise	53	35

### 6. Debtors

	2015 £'000	2014 £'000
Trade debtors	27	9
Other debtors	-	4
Prepayments	25	23
Accrued income	28	13
Other Taxes Due	-	6
	80	55

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

	2014 £'000	Change	2015 £'000
Cash at bank	45	(20)	25
Cash on short-term deposit	1,534	374	1,908
	1,579	354	1,933

### 8. Creditors: Amounts falling due within one year

	2015 £'000	2014 £'000
Accruals	170	109
The Chartered Institute of Taxation	269	248
Deferred income (fees and subscriptions received in advance)	380	250
	819	607

Deferred income includes subscriptions, examination fees and conference fees paid in 2015 but relating to income and events in 2016.

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### Deferred Income

	2015 £'000	2014 £'000
Student Registration Fees		
Amount brought forward	166	154
Fees received in year	225	171
Fees released to income in year	(188)	(159)
Amount carried forward	203	166
Subscription and other fees	355	236
Total Deferred Income	558	402
Representing:		
Within one year	380	250
After one year	178	152
	558	402

### 9. Creditors: Amounts falling due after one year

	2015 £'000	2014 £'000
Student registration fees (see note 8 above)	178	152

### 10. Financial Instruments

	2015 £'000	2014 £'000
Financial Assets <sup>6</sup>	27	13
Instruments measured at fair value through profit and loss <sup>4</sup>	1,013	1,024
Amount carried forward	1,040	1,037
Financial Liabilities		
Measured at amortised cost <sup>8</sup>	439	357
Amount carried forward	439	357

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### 11. Income Funds: Unrestricted

	At 01.01.15 £'000	Incoming resources £'000	Resources Expended £'000	Transfer £'000	At 31.12.15 £'000
<b>Unrestricted</b>					
General	1,448	2,385	2,237	16	1,612
Designated					
Property	245	-	-	-	245
Disciplinary procedures	150	-	-	-	150
Information Technology	75	-	-	-	75
25th Anniversary	16	-	-	(16)	-
	1,934	2,385	2,237	-	2,082

The purpose of the designated funds is set out above and in more detail under Reserves on page 34. The £16,000 held on the 25th Anniversary Reserve was released in the year to offset the cost of this event in General Reserves.

### Analysis of net assets between funds

	Unrestricted Fund £'000	Designated Fund £'000	Total £'000
Investments	1,013		1,013
Cash on short-term deposit and at bank	1,463	470	1,933
Other net current assets/(liabilities)	(577)		(577)
Creditors falling due after more than one year	(287)		(287)
	1,612	470	2,082

### 12. Capital Commitments

At 31 December 2015 there were no capital commitments contracted or authorised but not contracted (2014: None).

### 13. Financial Commitments

Financial Commitments authorised but not contracted for at 31 December 2015 £Nil (2014 - £Nil)

### 14. Personnel

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

The Association has maintained liability insurance throughout the year to pay on behalf of the Association or its Council, committee members and staff, any claims for wrongful acts arising out of the conduct of the Association's business, or committed in their capacity as officers. The insurance premium paid by the Association covering both claims against the Association and the Trustees personally amounts to £7,500 (2014: £7,500).

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

The Association operates a defined contribution pension scheme whose assets are held separately from those of the Association in independently administered funds. The pension cost charge represents staff pension contributions. Contributions paid by the Association and the Institute amounted to £372,176 (2014: £356,379).

There were no outstanding pension contributions at year end for 2014 and 2015.

The average number of employees is 80 (2014 - 73) and the number whose salary and benefits in kind, including pension contributions and termination payments, fell within the following scales is as follows:

	2015	2014
£60,001 - £70,000	4	4
£70,001 - £80,000	2	2
£80,001 - £90,000	1	4
£90,001 - £100,000	0	0
£100,001 - £100,000	3	3

Total staff costs:

	2015 £'000	2014 £'000
Salaries	2,779	2,963
National Insurance	303	309
Pension costs	386	356
Amounts deferred in the year	-	10
	3,468	3,638

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the entity directly or indirectly. The key management personnel of the Association of Taxation Technicians comprises the Executive Director, Director of Education, Head of Member Services, and Director of Finance & Operations. The total employee benefits and remuneration of the key management personnel during the year was £178,523 (2014: £174,466)

### 15. Donated Services and Facilities

The Association members and students are encouraged to become involved in Association's activities and there are approximately 80 unpaid volunteers on Council, Committees, Sub-Committees, Branches and Working Parties. The Association is grateful not only for their generous input but also to their firms who may ultimately bear the financial cost. It is estimated that over 6,000 volunteer hours were provided during the year. In addition, office space and utilities have been donated for meetings by other organisations. The value to be placed on these resources cannot be reliably quantified and measured and is not therefore recognised in the statement of financial activities.

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2015

### **16. Related party transactions**

Council members receive no remuneration for their services as Trustees. The Articles of the Association states that reasonable and proper remuneration can be made to any member or former member in his capacity as an examiner or lecturer, providing no more than six persons, being members of the Council or former members who served in the Council, in the previous three years, shall benefit from this provision, in any calendar year. Council members' remuneration for the year was £12,900 (2014: £16,320) and was payable to Michael Steed and Simon Groom. Details of the individual Council members' remuneration can be obtained on written request to the registered office on page 5. Council members' travelling expenses are reimbursed in respect of expenses incurred on Association business.

In the year ended 31 December 2015, 17 Council members claimed reimbursement of expenses aggregating to £29,963 (2014: 16 claimed a total of £38,614 for the year). In addition £1,511 (2014: £1,235) was paid directly to third parties in relation to trustees travel.

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

During the year ended December 31, 2015, payments trending £286,251 (2014: £195,904) were made to LexisNexis, who employ Simon Groom, in connection with printing and other services.

### ***The Chartered Institute of Taxation***

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

At a meeting of the Officers of both parties it was agreed that the current formula would continue with a review annually.

The total allocation for the year is £1,038,000 (2014: £1,019,000) and the balance outstanding from the Association at the balance sheet date was £268,728 (2014: £254,000).

### ***The Taxation Disciplinary Board***

The Association and the Institute have an agreement with the Taxation Disciplinary Board; a company limited by guarantee managed by an independent board of directors. Neither the Association nor the Institute exercise any significant influence over the operating and financial policy of the Board whose object is to administer the Taxation Disciplinary Scheme. The Association's contribution to costs in the year was £54,101 (2014: £49,691). The amount due to the Association of Taxation Technicians from the Taxation Disciplinary Board at the balance sheet date was £Nil (2014: £4,309)

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2015

### Kay Aylott

Age 50. Kay became a Council member in 2015 and is currently on the Business Development Steering Group. Kay became a member of the Association in 1990 and was appointed a Fellow in 2011. Kay started her career with the Inland Revenue before moving in to practice. She has worked in the Private Client Groups at Saffery Champness and BDO and presently works for a large Kent practice as the Director of Private Client and Trusts and specialises in the taxation of High Net Worth clients with particular focus on estate planning and onshore and offshore trusts.

### Graham Batty

Aged 59. Joined Council in 2011. Honorary Treasurer, 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. He was appointed Vice-President in 2015.

### Trevor Blackmur

Age 55. 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. Trevor has served on Technical Steering Group since 2007 and has previously represented it on HMRC's Employment and Payroll Group and RTI Sub-Group, in addition to various other workshops, consultations and HMRC meetings as and when able. He set up in practice on his own in 2010, continuing to provide taxation and payroll services to individuals, sole traders and small businesses.

### David Bradshaw

Age 60. Joined Council in 2015. David qualified as a Chartered Tax Adviser in 1984. He has

spent time with all four of the world's largest accountancy practices amassing almost 40 years of experience and has specialized in taxation for over 30 years in both the SME marketplace and large corporate tax departments. He now provides in house tax services acting as a part time Tax Director for a number of North East businesses. David currently serves on the ATT Technical Steering Group and has served for over 10 years on the North East England Branch having held the offices of Treasurer and Chairman and is the current Secretary of the branch. He is also a member of the Joint Branches Sub-committee.

### Jeremy Coker

Age 52. Joined Council in 2008. A former chairman of the London Branch and 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 City firm of chartered accountants.

### Tracy Easman

Age 50. Joined Council in 2011. Became a member of the Association in 1993 and CIOT in 2000. She became a Fellow of the ATT in 2012. She has been involved with Sussex Branch since 2006, including being branch secretary from 2008 to 2012 and Chairman in 2013 and 2014, retiring from this post in May 2015. In 2008 she became a member of the Joint Professional Standards Committee and has been involved in several working parties during this time. In 2015 she was appointed Chairman of the Committee and is currently involved with the re-write of PRPG. She runs her own practice in West Sussex which she started in 2003 after working for the former Inland Revenue and two tax consultancy firms.

### Veronica Fell

Aged 54. Veronica joined Council in 2014. She became an ATT member in 1993 and CIOT Associate in 1994. She serves as vice Chair of the Student Steering Group and Chairs the

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2015

Exam Review Working party set up in February 2015. She is a committee member of her local Merseyside Branch which she chaired from 2011 to 2014 and also serves as a member of the joint CIOT and ATT Audit Committee.

Veronica has been in practice for many years managing a Chartered Accountancy practice before joining HMRC in June 2015 working in the Business Change Team.

### Richard Freeman

Aged 40. Joined Council in 2015. Richard qualified as a solicitor in 2000, and as a Chartered Tax Adviser in 2003. Richard currently serves as Chairman of the Birmingham and West Midlands branch and is a member of the Business Development Steering Group. He has worked in leading legal and accounting firms and has now taken up a role with HMRC, where he is a senior tax professional providing technical support to operational teams across the whole range of employment duties and share schemes.

### Tanya Hiscock

Age 39. Tanya joined Council in 2009 having been a member of the Member Steering Group since 2006. Tanya currently chairs this group and sits on the Tax Adviser sub-committee. Tanya qualified as a member of the Association in 2003 and specialises in Trust Tax at Thomas Eggar, a firm of Solicitors on the South Coast.

### Steven Holden

Age 37. 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 since 2009.

### Katharine Lindley

Age 42. 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 since 2002. Katharine is a Chartered Financial Planner and Certified Financial Planner and specialises in the provision of strategic financial advice to high net worth clients. She is a Client Director at EQ Investors, having previously worked in the financial planning teams of PwC, Towers Watson and Tilney Bestinvest.

### Natalie Miller

Age 52. Natalie has been a member of ATT Council since 2005. After serving as Vice-President and Deputy President, she served as President from April 2014 to June 2015. 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 fifteen 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 served two terms as Chairman of East Anglia Branch.

### Julian Millinchamp

Age 59. Joined Council in 2014 having been a member of the ATT VAT Sub-Group since 2010. 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.

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2015

### Yvette Nunn

Age 50. Joined Council in 2000 and was President from December 2012 to March 2014. Yvette became a member of the Association in 1993 and was Chairman of Birmingham and West Midlands Branch 1997-1999. She has served on the Association's Member Steering Group and currently co-chairs Technical Steering Group. She joined CIOT Council in 2004 and serves on its Membership and Branches Committee. Yvette is author of the on-line handbook for those setting up in practice. She set up her own tax practice in 2004 specialising in advising entrepreneurs.

### Hayley Perkin

Age 30. Joined Council in 2014. Hayley became a member of the Association in 2009 and is a member of the Technical Steering Group, Business Development Steering Group, and Member Steering Group. In 2015 she became the ATT representative on HMRC's Employment and Payroll Group. Hayley works in practice with a London Bridge firm of chartered accountants. She is a tax supervisor, specialising in personal taxation and employment taxes.

### Ralph Pettengell

Age 55. Joined Council in 2006. He was appointed Deputy President in 2015. 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 well qualified in the 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 62. Joined Council in 2009. Michael was appointed Vice-President from January 2013 and serves on the Technical Steering Group. Michael trained and qualified with Coopers & Lybrand (now PwC). He is a Fellow of the CIOT and a member of the AAT. Michael has practised in all areas of taxation and specialises in SMEs and indirect taxation. He is a specialist tax presenter for Kaplan Leadership and Professional Development. 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 49. Joined Council in 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 CIOT in 1998, shortly after returning to Northern Ireland. Richard has acted in the role of Branch Secretary until 2005 before becoming Chairman for the Northern Ireland Branch until 2008. Richard was a member of the Member Steering Group until 2013 when he transferred to the Professional Standards Committee. Richard presently works in practice in Belfast.

### Executive Director, Jane Ashton

Age 48. Jane was a member of Council from 2005 to 2015 and became Executive Director on 1 March 2016. Jane became a member of the Association in 1993 and a Fellow in 2011. She has been Chairman of the Business Development Steering Group and has served on the Member Steering Group. Jane was previously with HMRC where over a thirty year period she held various posts gaining considerable experience both in tax and change programmes.

# NEW MEMBERS

## ANNUAL REPORT 2015

**Adams** Victoria  
**Ahamed** Nayeem  
**Ahmad** Samaira BA(Hons)  
**Ahmed** Jamal  
**Al-Alami** Leen BA(Hons)  
**Alderson** Mar  
**Allen** Samuel BA(Hons)  
**Anadathirtha** Archana BCom  
**Anderson** Stuart BA(Hons)  
**Andrews** Zoe  
**Armstrong** Michelle  
**Ashton** Kevin BSc(Hons)  
**Atkinson** Kimberley BA(Hons)  
**Atwell** Lydia BA(Hons)  
**Au** Helen ACA  
**Ayles** Libby  
**Baigent** Heather MAAT  
**Bailey** Philip BA(Hons)  
**Bailey** James  
**Baker** Nicola ACMA  
**Banerjee** Angela BA(Hons)  
**Barnett** Katharine LLB(Hons) LLM  
**Barr** Ann ACCA  
**Bastable** Rebekah  
**Bawa** Maryam BSc(Hons)  
**Beck** Verity  
**Bees** Harrison  
**Bennett** Judith  
**Bennett** Kelly  
**Berkley** Stuart  
**Bevan** Lewis BSc  
**Beveridge** Rachel BA(Hons)  
**Bhanji** Michelle  
**Birtwell** Steven BA(Hons) MAAT  
**Blake** Lesley  
**Boddington** Graham  
**Bolaji** Akeem BA(Hons)  
**Boland** Calum  
**Boothman** Lisha  
**Botterill** Sharlene BA(Hons)  
**Bottyan** Jozsef  
**Bradley** Dwayne BA(Hons)  
**Bradshaw** David BSc FCA  
**Brand** Jayne BA(Hons) MA(Hons)  
**Brazier** William  
**Briggs** Emma ACCA  
**Brookes-Gibbs** Rio BSc(Hons)  
**Brown** Laura BA(Hons) MSc(Hons)  
**Bryce** Barry  
**Buist** Sarah BA(Hons)  
**Bulpitt** Paul BA(Hons) FCCA  
**Bunney** Connor  
**Burgess** Stefan BSc(Hons)  
**Burrows** Shamaem MAAT  
**Busuttil** Jane  
**Buzoianu** Elena  
**Cain** Sarah  
**Calder** Oliver BA(Hons)  
**Carrie** Paul  
**Challen-Smith** Harriet BA(Hons)  
**Chamberlain** Fiona  
**Chan** Edith MA(Hons)  
**Cheema** Ruminder  
**Cheung** Yuen BSc FCCA  
**Cheung** Vivienne BA(Hons)  
**Choudhury** Abu  
**Chu** Alex MA  
**Clarke** Emily  
**Clarke** Robert  
**Clarke** Jessica  
**Clouden** Stuart BEng(Hons)  
**Coates** Natasha ACCA BSc(Hons)  
**Coburn** John BA(Hons)  
**Cockeram** Jenny BA(Hons)  
**Connolly** Lia  
**Connor** Jonathan  
**Cooke** Richard  
**Cosgrove** Kelly BSc(Hons)  
**Cottier-Brown** Daniel  
**Court** Stephanie  
**Cranfield** Ben  
**Crookes** Katie BA(Hons)  
**Crosby** Kirsty BSc(Hons)  
**Crossley** Jonathan ACA  
**Crozier** Nicholas MAAT  
**Cunningham** Emma LLB(Hons)  
**Curran** Kenneth  
**Currie** Fiona  
**Da Silva** Maria BA(Hons)  
**Dale** Alison BA(Hons) MSc(Hons)  
**Daniel** Stephanie BSc(Hons)  
**Dark** Christine FMAAT  
**Dawe** Ian BSc(Hons)  
**Dawson** James BSc(Hons) ACCA  
**De Gouveia** Vasco  
**Deacon** Hayley  
**Deol** Amandeep BSc(Hons)  
**Devine** Lynda  
**Devine** Aimee  
**Dhanani** Jilna BSc(Hons)

# NEW MEMBERS

## ANNUAL REPORT 2015

**Dido** Sophie  
**Doherty** Stephen  
**Donegan** Cara MAAT  
**Donkin** Timothy BA(Hons)  
**Dormer** David  
**Dowling** Jennifer BA(Hons)  
**Dunbar** Scott CA  
**Duncan** Suzanne CA  
**Fanning** Siobhan  
**Farnham** Cheryl FMAAT  
**Ferguson** Sean BA(Hons) SOL  
**Fernandes** Jacqueline BA(Hons)  
**Field** Simon  
**Finch** Danielle MAAT  
**Finocchiaro** Alessia  
**Fisher** Katie BA(Hons)  
**Forbes** Steven BA(Hons)  
**Forsey** Laurens BA(Hons)  
**Forte** Hannah MAAT  
**Francis** Louise MAAT  
**Franklin** Natalie ACCA  
**Franks** Nicole  
**Freeman** David  
**Freeman** Richard LLB(Hons) Solicitor  
**French** Michael  
**Friend** Charlie  
**Fry** Hannah BA(Hons)  
**Fuller** Vanessa  
**Gao** Lu  
**Geary** James BMus  
**George** Stephanie MAAT  
**Ghatoray** Jaspal  
**Gibbs** Andrew BA(Hons)  
**Gilliam** Alexander MAAT  
**Goldhammer** Lars  
**Gracias** Renaldo BSc(Hons)  
**Graham** Keith BA(Hons)  
**Graham** Cassandra BA(Hons)  
**Graley** Melanie  
**Grassan** John BA FCA  
**Green** Caroline MAAT  
**Greiff** Jessica MAAT  
**Grieves** Kayleigh BA(Hons)  
**Grimsdell** Helen BA FCA  
**Gundes** Ismail FCCA  
**Guppy** Rupert  
**Hall** Richard  
**Hallal** Paul MSc(Hons)  
**Hallur** Shilpa BCom, MBA(Finance)  
**Handa** Aashima BSc(Hons)  
**Hanna** Brendan BA(Hons)  
**Haque** Syed BA(Hons)  
**Hardiman** Natalie  
**Hardy** Katherine FCCA MAAT  
**Harris** Rico BA(Hons)  
**Harris** Ryan  
**Harris** Samantha BA(Hons)  
**Harrison** Bambi FCCA  
**Hay** Blair MA(Hons)  
**Hazledine** Alison BA(Hons)  
**Hemming** Samantha BA(Hons)  
**Hill** Rebecca BA(Hons)  
**Hillier** Emily  
**Hirani** Dillon BSc(Hons)  
**Hirsch** Franziska  
**Hirst** Phillip  
**Ho** Suzi  
**Hodgson** Nicola  
**Hogbin** Emma  
**Holliday** John ACCA  
**Holtom** Luke  
**Hooper** Christopher ACMA  
**Hope** Bryony  
**Howarth** Peter AIIT  
**Howland** Christopher BA(Hons)  
**Huggon** James BA(Hons) ACA MAAT  
**Hughes** Annie BSc(Hons)  
**Hughes** Keely  
**Hughes** Bethan  
**Hulse** Rebecca  
**Humphreys** Shona  
**Iacovou** Rachel BA(Hons) LPC CDL  
**Innis-Mckenzie** Parris BA(Hons)  
**Jaffer** Maisam  
**Jarrett** Jamie BA(Hons)  
**Jeffrey** Philip AIIT  
**Johnson** Daniel BSc(Hons)  
**Johnson** Samuel BSc(Hons)  
**Johnson** Fern  
**Jones** Fiona BA(Hons)  
**Kahwati** Jennifer  
**Kalina** Katarzyna BSc(Hons)  
**Kalnaja** Laura BA(Hons)  
**Kan** Milly BA(Hons) MSc(Hons)  
**Karania** Priya ACCA  
**Kawazoe** Keiko BA(Hons) ACCA  
**Kaye** Rachael  
**Keefe** Elliott BA(Hons)  
**Kelland** Samantha BSc(Hons)  
**Kelley** Christopher

# NEW MEMBERS

## ANNUAL REPORT 2015

**Kemp** Rebecca  
**Ker** Lesley  
**Kerr** Collette BA  
**Khan** Abid BA MA ACCA  
**Kingham** Cheryl BA(Hons)  
**Kirk** Thomas BA(Hons)  
**Kirk** John MA ACA  
**Kirman** James  
**Knowles** Jane  
**Kogan** Alexander  
**Koyama** Terumi ACCA  
**Kundal** Simaranjit BSc(Hons)  
**Kurmangaliyev** Zhangir BSc(Hons)  
**Lall** Mandeep BSc(Hons)  
**Lamb** Michael  
**Langridge** Bob  
**Lao** Jo BSc(Hons)  
**Leech** Darren  
**Lennox** Leanne  
**Lim** Patricia BA(Hons)  
**Lindley** Samuel BSc(Hons)  
**Lindon** Richard BA(Hons)  
**Line** Lucy  
**Litherland** Karen BA(Hons)  
**Little** Naomi  
**Llewellyn** Hugh ACA  
**Lloyd** Naomi BA(Hons) BSc(Hons) MAAT  
**Lock** Simon BSc(Hons)  
**Lord** Steven BSc(Hons)  
**Lothian** Colin  
**Lumb** Kate  
**MacDonald** Liam  
**MacDonald** Anna MA(Hons)  
**Macey** Emma  
**Mackinnon** Cara MA(Hons)  
**Maddox** Robert BSc  
**Maitland** Heather BA(Hons)  
**Makarska** Iva BA(Hons)  
**Malcolm** Curtis MAAT  
**Mallon** Lana BA(Hons)  
**Marshall** Teresa  
**Martin** Sophia BA(Hons) FCCA  
**Massey** Jason  
**Massey-Reed** George  
**Masterson** Jamie  
**Mather** Amy  
**Matthews** Robert  
**Matthews** Andrew BSc(Hons)  
**Matthews** Jack  
**Matthews** Sian

**McCarthy** Andrew  
**McDermott** Debra  
**McDougal** Kat BA(Hons) MA(Hons)  
**McGee** Kerry  
**McGuirk** Ronan  
**McIntyre** Colette BA(Hons)  
**McIvor** James BSc(Hons)  
**McKerron** Nick  
**McLaughlin** John BSc(Hons)  
**McLeish** Ian MA  
**McManus** Bridget BSc(Hons)  
**McNeill** Michelle SCSOL  
**McToal** Shauna BSc(Hons) MAAT  
**Meir** Samuel  
**Mellor** Elizabeth BSc  
**Middleton** Daniel  
**Miller** Oliver BSc(Hons) MSc(Hons)  
**Milliner** Kirsty  
**Mitchell** Sophie BA(Hons)  
**Moon** Sophie BA(Hons)  
**Moore** Charlotte MAAT  
**Morales** Christina  
**Morrell** Nina  
**Morris** Christopher  
**Morrison** Neil  
**Moshiri** Melissa  
**Moss** Michael  
**Moxey** Tara BA(Hons)  
**Mudd** Luke BA(Hons)  
**Mulcahy** Kimberley  
**Mulvey** Alexandra  
**Mwenya** Kalela  
**Nash** James  
**Nash** Vicky MAAT  
**Nicholls** Stephen  
**Noble-Brown** Madison MAAT  
**Norkett** Katherine BA(Hons)  
**Northover** Emma ACCA  
**Oaten** Kayleigh MAAT  
**Oates** Stephen BSc(Hons)  
**Obanobi** Ivy  
**O'dell** Alfie  
**Okoroma** Chuck  
**O'neill** Jeremy  
**Oozeerally** Rehana ACCA  
**Ouyang** Qian  
**Oyenyin** Oluwatoyin BSc(Accounting  
Finance) MSc(Finance)  
**Palmer** Kathleen  
**Panta** Narayan ACCA

# NEW MEMBERS

## ANNUAL REPORT 2015

**Parker** James MAAT  
**Parker-Hodds** Luke BSc(Hons)  
**Pascoe** Lamorna BSc(Hons)  
**Patel** Dhruv LLB(Hons) ACA  
**Patel** Nimita BA(Hons)  
**Patel** Sima  
**Patel** Roshni BA(Hons)  
**Paterson** Ross  
**Paton** Jennifer MA(Hons)  
**Payling** Holly BSc(Hons)  
**Penney** Christine MAAT  
**Petkov** Vesselin ACA  
**Phillips** Lisa  
**Pink** Kerensa BSc(Hons)  
**Pitts** James AIT  
**Pollock** Megan BSc(Hons)  
**Pople** Vanessa  
**Porteous** Jacqui  
**Potter** Jonathan  
**Poufou** Mary ACA CTA  
**Price** David MA(Cantab) FCA  
**Pridgeon** Lewis MAAT  
**Priest** Tracy BSc(Hons) FCCA  
**Purcell** Andrew  
**Purewall** Amanpreet  
**Purvis** Jenny MA  
**Qasim** Ahmad  
**Quinton** Martin  
**Raffa** Mario  
**Rai** Kuldeep BA(Hons)  
**Ralph** Claire BA(Hons)  
**Ramsahye-Maraz** Hitesh BA(Hons)  
**Ramshaw** James MAAT  
**Randle** Matthew  
**Rea** Ciaran BA(Hons) MSc(Hons)  
**Rees** Dawn  
**Reynolds** Chris  
**Rich** Thomas MAAT  
**Ridley** Kelly  
**Risby** Lucy  
**Robati** Shada BA(Hons) MSc(Hons)  
**Robinson** Chris BA(Hons) ACMA  
**Robinson** Mark ACCA  
**Rogers** Brie  
**Roncoli** Charles  
**Rothery** Scott  
**Rowlinson** Emma MAAT  
**Rudling** Alesha BA(Hons)  
**Rushton** Sarah BSc(Hons)  
**Ruzgyte** Inga MAAT

**Ryan** Ciara BA(Hons)  
**Sahney** Naveen BA(Hons) MAAT  
**Sands** April ACCA  
**Saunders** Jill BA(Hons)  
**Sawicki** Andrew BSc(Hons) ACCA MAAT  
**Schofield** Richard BA(Hons)  
**Seeley** Victoria  
**Seeruthun-Kowalczyk** Mariola  
**Selfe** Jessica  
**Shah** Jaymini BSc(Hons)  
**Shahid** Nighat  
**Shanks** Anthony  
**Sharland** Fay  
**Sherwood** Christy  
**Shillibeer** Adam  
**Shimmin** Marc  
**Ship** Jennifer  
**Shiple** Helen  
**Siddiqui Shayan** BA(Hons)  
**Sim** Alistair BSc  
**Sin** Gary  
**Smith** Ashley ACCA  
**Smith** Philip  
**Speight** Sadie  
**Springett** Matthew  
**Stewart** David BA(Hons) ACCA  
**Stokes** Hannah BA(Hons)  
**Suchockis** Jan BSc(Hons)  
**Swinton** Catherine  
**Sykes** Robin BA(Hons) CA  
**Symons** Edward MAAT  
**Tan** Reiko BSc(Hons) MSc(Hons)  
**Tang** Lee BSc(Hons)  
**Taylor** Rebecca MAAT  
**Taylor** Georgina  
**Taylor** Jennifer MAAT  
**Thomlinson** Ruth  
**Thomson** James MA(Hons) CA  
**Thomson** James BSc(Hons)  
**Tillotson** Pauline ACCA  
**To** Hoi-Ying  
**Todd** Matthew  
**Tomassen** Daniel BSc(Hons)  
**Totty** Martin BSc(Hons)  
**Trace** Daniel MAAT  
**Tran** Moonley  
**Tsang** Pamela  
**Tsunekawa** Noriko BA(Hons) ACCA  
**Tydd** Victoria  
**Veck** Jodie

# NEW MEMBERS

## ANNUAL REPORT 2015

**Vick** Hilary  
**Wade** Lauren  
**Wainwright** Luke  
**Wallace** William  
**Walmsley** Holly  
**Walpole** Nick ACCA MAAT  
**Walton** Philip BSc(Hons)  
**Ward** Ashley  
**Ward** Darren BA(Hons)  
**Warren** Natasha BSc(Hons)  
**Warrington** Joanne  
**Waskar** Lerona  
**Waters** Rachel  
**Watson** Lee BSc(Hons)  
**Webb** Gemma ACA FMAAT  
**Webster** Patrick  
**Weeks** Michelle  
**White** Kim MAAT  
**White** Russell BA(Hons) ACCA  
**White** Matthew  
**Whitfield** David MAAT  
**Whitlocke** Matthew MAAT  
**Wilkes** Fiona BA(Econ) CTA  
**Wilkins** Stephanie BA(Hons)  
**Wilkinson** Kelly BA(Hons)  
**Wilkinson** Charlene BSc(Hons)  
**Williams** Katie BA(Hons)  
**Wilmott** Sarah BA(Hons) MSc(Hons)  
**Wingate** Ben MAAT  
**Woodcock** Duncan BSc ACA  
**Wright** Adam BA(Hons) MSc(Hons)  
**Ye** Ling  
**Young** Kathryn MA(Hons)  
**Young** Kris  
**Young** Joanne  
**Zakir** Mariam MSc(Hons)  
**Zeeshan** Saqib

# NOTICE OF ANNUAL GENERAL MEETING

## ANNUAL REPORT 2015

Notice is hereby given that the twenty-seventh 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 7 July 2016 at 2.00 p.m.

### Ordinary Business

1. To receive and adopt the Report of the Council for 2015.
2. To receive and adopt the audited Financial Statements of the Association for the year ended 31 December 2015.
3. To re-elect as Members of Council Kay Aylott, David Bradshaw and Richard Freeman who retire under Regulation 38.
4. To re-elect as a Member of Council Graham Batty who retires under Regulation 43.
5. To appoint BDO LLP as auditor of the Association.

By order of the Council

**Jane E C Ashton**  
Executive Director  
1<sup>st</sup> Floor Artillery House  
11-19 Artillery Row  
London  
SW1P 1RT

**7 April 2016**

### Notes

(a) A person entitled to attend and vote is entitled to appoint a proxy or proxies to attend and on a poll to vote instead of him or her. A proxy must be a Member of the Association. A form of proxy is enclosed with this notice for use in connection with the meeting. To be valid a form of proxy must reach the Executive Director of the Association at 1<sup>st</sup> Floor 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.



Practical Tax People  
Association of  
Taxation Technicians