

ANNUAL REPORT  
AND FINANCIAL STATEMENTS

2017

Association of Taxation Technicians

Company No: 02418331  
Registered Charity No: 803480





# CONTENTS

## ANNUAL REPORT 2017

OUR VISION	2
PRESIDENT'S STATEMENT	3
COUNCIL AND ADVISERS	10
PUBLIC BENEFIT	11
LAY PUBLIC INTEREST COUNCIL OBSERVER	13
ENFORCEMENT OF STANDARDS	14
STEERING GROUP AND COMMITTEE ACTIVITIES	17
BRANCHES REPORT	25
TREASURER'S REPORT	26
ASSOCIATION GOVERNANCE	28
COMMITTEES OF COUNCIL	31
STATEMENT OF DIRECTORS' RESPONSIBILITIES	33
INDEPENDENT AUDITOR'S REPORT	34
FINANCIAL STATEMENTS	36
NOTES TO FINANCIAL STATEMENTS	39
BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS	51
NEW MEMBERS	54
NOTICE OF ANNUAL GENERAL MEETING	60

# OUR VISION

## ANNUAL REPORT 2017

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 tithes or tenth paid in former times. The wheat sheaves represent produce or income and the sword of the Crown's officer is matched by the sword of the taxpayer's adviser. The chequered surround signifies the Court of the Exchequer which used counters on a chequered table-cloth to check calculations. Above the helm is a closed book representing abstruse written law, surmounted by an owl of wisdom. The Arms are supported by a pair of mute Swans, representing constancy, while the plant thyme grows from the banks on which they stand.



# PRESIDENT'S STATEMENT

## ANNUAL REPORT 2017

2017 marked what I think was the 30th anniversary of my involvement with both the Association and the Chartered Institute of Taxation. Anyone setting out on a career in tax today would not recognise the professional world I joined in the 1980s. No mobile phones, no desktop computers and no internet or email, although we did have a curious thing called a telex! It is clear that there have been enormous changes in the tax system and indeed in the way we work.

The one thing that is certain is that the pace of change is only going to get faster. 2017 has seen several significant challenges facing the tax profession and the next few years will see many more. On the basis that one should always focus on controlling the controllable, let's leave the impact of Brexit and concentrate on the two biggest which are undoubtedly Making Tax Digital (MTD), closely followed by maintaining the standard and credibility of the tax profession in the eyes of government and the public.

### MTD

MTD continues to prove the biggest challenge to face tax agents. ATT has been at the forefront of responding to consultation documents, contributing at meetings with HMRC and taking the message out to our members. We held three MTD events in London, Bristol and Birmingham to inform members and the general public about what MTD would mean to them and what action they would need to take to ensure compliance with the new rules. We also held events in Scotland in conjunction with The Institute of Chartered Accountants of Scotland and in Ireland in conjunction with the Irish Tax Institute. Our events in Scotland attracted in excess of 400 delegates and in Ireland in excess of 100 delegates, with the Dublin event proving so popular that it was live streamed to enable those who were unable to attend in person to view the event from their desks. There may have been a pause in the rush to digital but it is just a pause. It is definitely going to happen, but rest assured we will continue working to make sure the final system is doable.



### Professional Credibility

Graham Batty and Simon Groom

The Joint Professional Standards Committee of ATT and CIOT contributes to the achievement of ATT's objective of 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 guidance developed by Professional Standards upholds the professional and ethical standards required of our members and HMRC have recently indicated that the standards expected under Professional Conduct in Relation to Taxation are those they expect of all agents.

Another initiative impacting on professional standards is the new Office for Professional Body Anti Money Laundering Supervision (OPBAS). The OPBAS regime will come into force on 1 April 2018 and its aim will be to ensure consistency and quality and to drive up standards across all professional body Anti Money Laundering (AML) supervisors in the UK. We have this year responded to consultations, attended meetings and round tables with the Financial Conduct Authority, HM Treasury and HMRC regarding the government's proposals. I am pleased to say that our comments seem to have been well received, but how OPBAS will be funded remains a crucial matter to resolve. OPBAS will charge professional body supervisors a fee to recover its running costs, so we need to ensure as far as we can this fee is proportionate and affordable for our AML supervised members.

# PRESIDENT'S STATEMENT

## ANNUAL REPORT 2017



Graham Batty and Helen Brookson

### New Members

We welcomed 551 new members to the Association during 2017. Ralph Pettengell and I were delighted to meet some of these at the admission ceremonies we hosted during 2017. One of the highlights of being President is to meet some of you and your families at these events held at the House of Lords. The obvious pride your families show in your achievement is amazing.

### Council Award and Certificates of Appreciation

My Annual Luncheon, held in the magnificent surroundings of Merchant Taylors' Hall, provided an opportunity to engage with key figures from HMRC, Members of both Houses of Parliament, representatives from other professional bodies and leading individuals from the tax profession. It was also my pleasure to present awards to some of our volunteers. We have a network of around 80 volunteers who serve on Council, Steering Groups, committees and the Branch network. These individuals give of their time generously and their dedication and service means that we can engage with government, provide services such as cost efficient continuing professional development and get our voice heard in the national and professional press and in other media outlets. This year, the Council Award was presented to Simon Groom and certificates of appreciation to Helen Brookson, Marion Hodgkiss and Stephen Taylor.

### Professional Tax Technician Apprenticeships and suite of Foundation Level papers

We were delighted when ATT was formally accepted on to the new Register of Apprenticeship Training Organisations to offer the Level 4 Professional Tax Technician Apprenticeship. Under the new Trailblazer, an Apprentice will be required to detail the Knowledge, Skills and Behaviours to prove competence in their role as a Tax Technician.

The Trailblazer was officially launched on 19 October 2017, along with our suite of Foundation Level papers, in Personal Taxation, Business Taxation and VAT Compliance.

The online Foundation Level papers are ideal for those looking for the first step to a formal and prestigious tax qualification, which can be furthered later with the full ATT Qualification. They are aimed at those people who work in Tax, Accountancy and related professions who require an overview of tax knowledge including capital allowances. The Foundation Level papers are split into four modules of learning and testing which students can work through at their own pace. Once all four modules have been passed, the student then needs to complete the Final Certificate Exam.

We have also extended the reach of the VAT Compliance Diploma eastwards to include the Gulf Cooperation Council member states who are introducing VAT for the first time.

### New Technical Officers

We welcomed Emma Rawson and Helen Thornley to our Technical Team in June. They have provided huge support to our existing Technical Officer Will Silsby. The enhanced team means that ATT is producing many more press releases, being quoted in both mainstream media and the professional press, issuing technical articles for our members and the general public which are posted on our website and writing regular articles for Accountancy Age. In addition the Technical Team have attended many events around the country to talk about MTD and have been at all the conferences to meet the delegates and find

# PRESIDENT'S STATEMENT

## ANNUAL REPORT 2017

out what their main issues are and how we, as an Association, might help address them.

### New Website

The ATT website received a new updated look in April. The new structure was based on research undertaken with our members and students and reflects their views. It also includes a 'Chatt' forum where members and students can discuss technical points, ask and respond to questions and network with their peers. We hope that you will find the website more user friendly and as ever we always welcome any feedback you may have.

### New Trustees

I am delighted to welcome two new trustees to Council this year. Nancy Cruickshanks and Senga Prior formally joined Council in December. They both bring their skills and enthusiasm and I am confident they will help to drive the Association forward. We also said goodbye to Ronnie Fell in April and I would like to thank her for her support during her time as a trustee.

### Conclusion

It is my great honour and privilege to be your President and along with my fellow Officers to continue to steer your Association. The ATT continues to grow in strength and numbers and will hopefully continue to do so for many years to come.

**Graham Batty**  
President



President's Reception  
Westminster Abbey  
March 2017

# ANNUAL REPORT OF COUNCIL

## ANNUAL REPORT 2017

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 2017.

### Reference and administrative details

The Association of Taxation Technicians is a registered charity in England and Wales, number 803480, and a company limited by guarantee, number 2418331. Its registered office is 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 10.

### 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 28.

### 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 86 (2016 - 79).

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 developing and maintaining a diverse workforce of staff and volunteers at all levels within the Association. On-line training on diversity is provided for all new staff.

### Officers and Council members

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

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

During 2017 the following changes took place:

Veronica Fell ATT CTA left on 19 April

Nancy Cruickshanks BCom ATT (Fellow) CTA ACMA joined on 14 December

Senga Prior ATT (Fellow) joined on 14 December

The other members listed on page 10 served throughout the year.

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2017

The officers appointed at the Council meeting held on 30 March 2017 to serve from 13 July 2017 to the Annual General Meeting to be held on 5 July 2018 were Graham Batty as President, Tracy Easman as Deputy President and Jeremy Coker as Vice President.

### 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:

- **Examination**

In October 2017 we formally launched our suite of lower level taxation qualifications in Personal Tax, Business Tax and VAT Compliance. These offer students a basic knowledge in these areas of taxation and are ideal for those embarking on their first steps towards a formal and prestigious tax qualification. The papers are aimed at those working in Tax, Accountancy and related professions who require an overview of tax knowledge.

We have also extended the reach of the VAT Compliance Diploma to include the Gulf Cooperation Council member states.

- **Apprenticeship**

Following our acceptance onto the new Register of Apprenticeship Training Organisations, we were able to formally launch the new Trailblazer Professional Tax Technician Apprenticeship in October.

- **Making Tax Digital**

We have responded to consultations issued by HMRC and continued to be fully engaged with them during the development of digital services for taxpayers and their agents so we can ensure that the services provided are as good as they can be for the public benefit.

- **Website**

The new website was launched in April 2017. Following consultation with members and students, we have improved the navigation for users. We have introduced Chatt, a discussion forum for members to enable them to discuss recent developments in tax, pose and answer questions and network with fellow tax professionals.

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 17 |
| • Public Benefit                          | Page 11 |
| • Treasurer's Report                      | Page 26 |

### Financial Review

The net income before revaluations of investments for the year ended 31 December 2017 of £122,000 are shown in the Statement of Financial Activities on page 36. The gain on the revaluations of investment assets amounted to £101,000. A review of the Association's financial position is given on pages 26-27.

During 2017 the portfolio delivered a total return of 12% for the year. The Association has not placed any social, environmental or ethical restrictions on its investment advisers.

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2017

### 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 £10,000 paid to TaxAid, Tax Volunteers and the Tax Advisers' Benevolent Fund. 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 nine months' of committed budgeted expenditure, which has been achieved;
- To set aside designated sums to be used for future expenditure but retain the power to reallocate these funds within unrestricted funds unless and until expended. Unrestricted funds have been designated for the following purposes.

### Disciplinary procedures

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

### Information technology

During 2017 we started implementing a Customer Relationship Management system based on Microsoft technologies. The system will enable us

to keep all the information we hold on students, members and stakeholders in a single secure view which is a major building block in enabling us to deliver more streamlined services to our external audience. The implementation of the system will be completed in the first half of 2018.

### 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;
- 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: Plans for 2018

In keeping with the Council's strategic plan, the main objectives for 2018 include:

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2017

- **Examination**

Increasing the take up of our lower level taxation qualifications in Personal Tax, Business Tax and VAT Compliance in the UK, and increasing take up of the VAT Compliance Diploma in the Gulf Cooperation Council member states.

- **Apprenticeship**

Increasing awareness and take up of our new employer-designed Trailblazer Apprenticeship.

- **Technical**

Responding to consultations issued by HMRC and continuing to be fully engaged with them during the development of tax services for taxpayers and their agents so we can ensure that the services provided are as good as they can be for the public benefit. We will be developing webinars which will be open to everyone, and updating our members through the technical section of our website.

- **Employers**

We will be issuing a monthly newsletter to employers to update them on the latest developments relating to tax. In addition we will meet with employers regularly to ensure our qualifications meet their needs.

- **Electronic voting**

We will introduce electronic voting for our 2018 AGM to make voting quick and easy for all our members.

### Pay Policy of key management personnel

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

### Public Benefit

The charity has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning future activities. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set. How the Association achieved its public benefit objectives can be found on page 11.

### Money Laundering Regulations 2017

The Money Laundering Regulations 2017 list the Association as a supervisory authority for its members in practice. The Scheme was introduced in December 2007 and practising members have been registering since that date. During 2017 the Association continued to ensure that members in practice were fulfilling their obligations under the Regulations and continued with the monitoring exercise, which have included visits since 2013.

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

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

### Annual General Meeting

A separate notice on page 60 of this report explains the business to be considered at the Annual General Meeting on 5 July 2018.

This report was approved by the Council on 20 March 2018.

By order of the Council

**Jane E C Ashton**  
Executive Director

20 March 2018

# COUNCIL AND ADVISERS

## ANNUAL REPORT 2017

### **President**

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

### **Deputy President**

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

### **Vice-President**

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

### **Honorary Treasurer**

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

### **Council:**

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

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

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

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

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

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

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

\*Ralph Pettengell ATT (Fellow) PPFs ACII (2006) (E)

Senga Prior ATT (2017) (E)

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

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

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

Tanya Wadson ATT MAAT TEP (2009) (E)

(E) – Elected Member

\* – Indicates Past President

The year of appointment to Council is shown in brackets.

### **Executive Director**

Jane Ashton ATT (Fellow)  
MAPM AMBCS

### **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:**

Buzzacott LLP

130 Wood Street  
London EC2V 6DL

### **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 2017

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 developing a simple and accessible tax system for all taxpayers, whether represented or not.

During the year the group submitted twelve responses to public consultations and it continues to be involved in a variety of HMRC led groups enabling them to participate in discussions across the full range of UK taxes. The Technical section of our website carries copies of all submissions.

The group produced over 27 press releases during the year. A number of these were picked up by mainstream newspapers (including the Financial Times and Daily Telegraph) as well as accounting and tax publications, enabling the ATT to highlight some of the complexities of the UK tax code to the wider public. Such press releases can help taxpayers understand their compliance obligations and avoid errors.

Making Tax Digital, which will introduce radical changes in the interaction between taxpayers and HMRC, has continued to be a major area of focus for the group this year. Comments were submitted to HMRC on draft legislation and a formal consultation on penalties. Submissions were also made to the Finance Bill Committee on penalties and the requirements for partnerships who are unable to interact digitally with HMRC. Members of ATT's technical team have taken part in presentations concerning Making Tax Digital in order to promote greater understanding of what will be involved.

Another focus this year has been the new Trading Allowance introduced from April 2017. As currently legislated, this allowance puts existing sole traders at a disadvantage compared to the employed and those trading in partnership. The ATT submitted written evidence to the Finance

Bill Committee suggesting an amendment to resolve this unfairness and the group continues its work in this area. The group is working with HMRC to assist them in the development of the departmental guidance which will be a main point of reference for unrepresented taxpayers.

In addition to technical matters, an area of concern for the group this year has been the rise in phishing scams and bogus calls where criminals pretend to be HMRC in communications. A news article and press release were published to highlight these and a member of the Technical Steering Group appeared on their local radio show to raise awareness following a widespread attack in their home town.

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 (CPD) requirements, but also for the general public. As well as our annual tax conference, held at seven locations in the UK, we run a series of conferences jointly with the Association of Accounting Technicians. As well as being very popular among our members, both events also attract delegates who are members of other professional bodies as well as members of the public.

The Branch network, which is run jointly with the Chartered Institute of Taxation, also assists with the delivery of CPD. We continue to look at new ways to deliver CPD with webinars forming an increasingly important role to allow those members who are geographically isolated from the Branch network to engage more fully in the activities of the Association. We are also working with our New Tax Professionals Group to provide a series of events aimed at their requirements as individuals embarking on their first steps to a career in tax. Members of the public are warmly welcomed to all branch activities.

We 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.

# PUBLIC BENEFIT

## ANNUAL REPORT 2017

The Examination 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 2,250 candidates sat our examination, taking 3,288 papers and achieving 2,352 passes. We continue to run a series of training days and webinars 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 to the traditional route into membership we now offer the Level 4 Professional Tax Technician Apprenticeship which replaces the Higher Level Apprenticeship. Under the new Apprenticeship scheme, an apprentice will be required to detail the knowledge, skills and behaviours to prove competence in their role as a Tax Technician.

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

We continue to strive to raise awareness of both the Association and 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 17 to 25.

# LAY PUBLIC INTEREST COUNCIL OBSERVER ANNUAL REPORT 2017

This is the second year of my tenure as Lay Public Interest Observer. I have attended 4 Council Meetings, the ATT AGM, the President's lunch and the Prizewinners' lunch; and enjoyed meeting more inspirational ATT members.

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

I am confident that the ATT has generously fulfilled its charitable responsibilities in the conduct of its business this year.

The Council has a clear focus on its work to provide robust and relevant qualifications for tax professionals. Those most closely associated with qualifications development and the maintenance of standards strive to become sufficiently knowledgeable to become that crucial "critical friend" to those on whose advice they must rely, whilst providing input on the practical side of tax work to ensure relevance in ATT's qualifications.

I was impressed by the timeliness and openness of communication between ATT staff and Council when an issue arose relating to the summer Examinations. No one resorted to "blame", as can so easily happen. Instead, the Council strove to support the staff to effect immediate solutions, and then gave critical but appropriate consideration to a later report with recommendations. At all times the focus was on the student, and the integrity of the examination system in the public interest.

The Council has a fiduciary duty to use the ATT's assets wisely and prudently. The costs of development and implementation of a new IT system have been the subject of a number of discussions. At all times these were respectful of the staff involved in the development and delivery of this project. It would be easy for debate to be taken over by a small number of articulate Council Members with strong views; happily this has not happened. A way to address concerns with regular information and an increased focus on openness has resulted from these debates, along with a renewed emphasis

by the President on ensuring that all Council Members feel confident to speak, and are heard with respect.

It is in its role as a Membership association that any professional body is most at risk of compromising its duty to safeguard the public interest. The ATT Council must remain mindful of the difficult and sensitive work of those involved in the regulation and discipline of its Members, whilst exercising their duty to hold those exercising these functions to appropriate account. I have not witnessed any crossing of boundaries to date, but as professional life becomes ever more complex and pressurised, it is no bad thing for the ATT to remind itself of the boundaries of responsibility.

The Council may also wish to take time to review the amount of information it now receives about all of the ATT activities, including the work of Steering Groups, and working parties and its reports for Council meetings. Complete openness and transparency in all its work, particularly where responsibility is delegated from Council to others, is vital. However, too much information can lead to overload, meaning that not everyone may have the time to read everything let alone comprehend everything in order to make a meaningful contribution. I am very aware of the significant time contribution made by conscientious "volunteer" Council members.

On that note, it is reassuring that new Council members are coming forward to fill vacancies. Council is aware of the diversity issues in the makeup of Council and will be giving consideration to how this can be addressed. This is an important issue, one that the ATT is not alone in facing.

The ATT is a well led organisation. It continues to be supported by a strong internal team. Jane Ashton, the Executive Director, has established herself as a knowledgeable and highly competent adviser to the Council, very much respected by them and the staff alike.

I would like to thank everyone at ATT for carrying out their roles with enthusiasm and care.

**Diane Burleigh OBE**  
Lay Public Interest Council Observer



**Diane Burleigh OBE**  
Lay Public Interest Council Observer

# ENFORCEMENT OF STANDARDS

## ANNUAL REPORT 2017

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

### Public interest

The TDB is responsible for administering the Taxation Disciplinary Scheme (TDS), which sets out the principles and powers which underlie the participants' complaints and disciplinary procedures. One of the key principles underlying the TDS is that of fairness – fairness to both the public and to the profession. They are not mutually exclusive. The TDB aims to process cases as efficiently and promptly as possible in a manner that is proportionate, transparent and effective. The TDB is focussed on public duty to address both the incompetent adviser and the oppressive complainant. Members who conduct themselves in a professional manner are unlikely to face disciplinary proceedings. However, the disciplinary procedures exist to protect the public and members of the participating bodies. By enhancing the standing and reputation of the tax profession, the TDB can only be beneficial to all members. The TDB is concerned to ensure that it remains at the forefront of best regulatory practice and therefore better serves the public interest on behalf of an open and aware profession that commands widespread public confidence.

### Structure of TDB

Overall responsibility for the administration of the TDS rests with the Directors of the Board of the TDB. The Chairman of the Board is a joint appointee of the CIOT and the ATT. Des Hudson was appointed as the Chairman in November 2009. Two Directors, John Whiting (CIOT) and Larry Darby (ATT), are individual appointments of the two participating bodies. In order to enhance further the independence of the TDB, during this year, two additional lay directors were appointed (see below). The committees and tribunals appointed by the Board are drawn from panels of lay persons, including lawyers (who are not tax professionals), and professional members who have no current involvement with the standards setting of the two participants. All are appointed

through a process of open recruitment. The Board employs a part-time Executive Director, Peter Douglas, who has day to day responsibility for the processing of complaints and the smooth running of the Board, and a part time Clerk to the Disciplinary Tribunal, Nigel Bremner, responsible for the organising and conduct of the disciplinary hearings.

### Complaints and disciplinary procedures

Under the TDS, 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 Executive Director, who may reject a complaint if it appears frivolous, vexatious, more than two years old, or outside the jurisdiction of the TDS, 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 (IC) to consider whether there is a prima facie case to answer. If the IC decides that a prima facie case has not been made out or that the matter is too minor to warrant referral to a Disciplinary Tribunal, the complainant has a right of appeal to an Assessor, who may reject the appeal or require a new IC 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 TDB has in place powers to impose an interim order. Although it has not yet proved necessary to use such powers, they allow the TDB to take urgent action in a case where the IC has found that there is prima facie evidence and considers that the member poses a risk to the public such that it is in the public interest or necessary for the protection of the

# ENFORCEMENT OF STANDARDS

## ANNUAL REPORT 2017

public to suspend their membership of the ATT (or CIOT), pending the full hearing of disciplinary charges by a Disciplinary Tribunal.

The Disciplinary Tribunal is composed of three members, who include a legally-qualified chairman, a lay member and a professional member. The Disciplinary 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, ranging from a warning through to expulsion. It will normally award costs against a defendant against whom it has made a finding and order that its finding be published. Following a finding by a Disciplinary Tribunal, both the defendant and the 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.

### Recent Changes

A small change was made to the Taxation Disciplinary Scheme Regulations 2014 during 2016 wherein the time in which a complaint has to be lodged with TDB has been extended from 12 to 24 months from when the incident became known to the Complainant (effective 1 January 2017).

The TDB has also entered into an Memorandum of Understanding with HMRC whereby clarity has been achieved with HMRC as to the methods of working and authority of the TDB such that HMRC may in future feel enabled to make complaints to TDB on exactly the same footing as every other category of complainant. HMRC has not as yet referred any complaints.

The Articles of Association of the TDB Ltd, and the TDS, have been amended during the year to enable the TDB to appoint two additional lay directors in order to further enhance the independence of its regulatory and disciplinary functions, and also to extend the term of office of the present chairman by up to four years. During 2017 the two new lay directors, Colin Welby and Elizabeth Fullerton-Rome were appointed effective 1 June 2017. The chairman of the TDB, Des Hudson, was reappointed for a further four years from 1 November 2017. John Dewhurst, the CIOT representative on the TDB Board of directors,

retired from the Board after six years' service with the sincere thanks and good wishes of the Board and the sponsors. His replacement as CIOT TDB Board representative, John Whiting, took up his appointment on 13 May 2017.

During 2017 it was identified that although updates and improvements are made to the TDB website on a continuous basis a more comprehensive review was appropriate and this will be undertaken during 2018. Further, the TDB believed, with the full encouragement of the sponsors, ATT and CIOT, that in addition to the steps recently undertaken to enhance the actual and perceived independence of the TDB, benefit would be obtained from removing complaint related information, and all correspondence from being (albeit securely) on the CIOT/ATT server, and accordingly investigation was undertaken with a view to all such matters being transferred onto an independent server. This will be implemented during January 2018.

The rosters of the Investigation Committee (IC) and Disciplinary Tribunal (DT) panel members were combined during the year into one IC and DT panel from which members can be drawn to sit on either IC meetings or DT hearings. Also during the year a number of panel members completed their terms of appointment and seven new members were recruited. All new panel members and directors attended an induction course and a full day's training was held for all panel members and directors, which was also attended by members of staff from Artillery House and trustees from the ATT.

### Cases dealt with in 2017

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

During 2017 the TDB received 30 new complaints (2016-26), 9 relating to ATT members, (2016-4) and dealt with the complaint outstanding from 2015. Of the total of 30 registered complaints and the 12 still under investigation from 2016, 4 cases arose from the failure of members to submit the required Anti-Money Laundering (AML) returns (1 involving an ATT member, 2016-2). There is

# ANNUAL REPORT 2017

no discernible trend in the type of complaints referred to the TDB, they range from failure to deal with correspondence to conduct unbefitting a professional person.

During the year the Investigation Committee considered 4 complaints (3 involving ATT members, 2016-2). In one complaint the IC found no case to answer, in two cases referral was made to the DT (CIOT) and in the fourth case (ATT) the IC found there was a case to answer but that it did not merit referral to DT. In relation to the IC decision of “no case to answer” the complainant lodged an appeal which was referred to an Independent Assessor who found in favour of the TDB.

From the total of cases, 30 new (9 ATT) in the year and the 12 brought forward from 2016 (1 ATT) 27 were closed in the year. Of these, 4 cases were not pursued, 2 cases were closed under Regulation 3.11, 2 cases were closed under Regulation 3.5, 13 complaints were withdrawn, in 4 cases the TDB had no jurisdiction and 2 cases were dealt with by the DT (see below).

During 2017, no cases were heard by Disciplinary Tribunals relating to ATT members.

At 31 December 2017 there were 15 cases open, one (CIOT) awaiting DT and 14 (3 ATT) under investigation.

Not included in the above statistics is one complaint forwarded for investigation by TDB from the Irish Tax Institute under the agreement entered into with ITI in 2016.

**Peter Douglas**

Executive Director  
Taxation Disciplinary Board

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2017

### Member Steering Group

2017 has been a busy year and we have seen a number of exciting new initiatives.

As part of our commitment to provide members with enhanced online resources we were delighted to launch our new website and discussion forum *Chatt* at the beginning of April. We hope that you will find the website more professional in appearance and easier to use. *Chatt* was launched to coincide with the new website. The purpose of the forum is to enable members and students to pose questions and get involved in debates and discussions. If you haven't yet visited this section of the website, please do so, register as a *Chatt* user and give us your views – it is only with your feedback that we can learn more about how you access information and what we as your professional body may need to do to ensure that we continue to provide you with resources to enable you to continue in your roles as taxation technicians.

As part of our review of resources, we are looking at all member benefits. I am delighted to inform you that we will continue to provide the current hard copy publications for 2018. However, with the ever-increasing costs of these, we are looking at how we may deliver these to you in the future – early indications suggest that an increasing proportion of the membership are happy to receive online copies of our publications. Please do let us know your thoughts so we can make an informed decision, as and when the need arises.

Providing affordable and accessible Continuing Professional Development is key for all our members. The Annual Tax Conference held in May, June and July, in seven locations around the UK, continues to be popular and attracted in excess of 550 delegates. Our collaboration with the Association of Accounting Technicians on the 'Sharpen your Tax Skills' joint Mastercourses has

continued for a further year with 350 delegates attending the five events held in October and November. 2017 also saw a new initiative with the Irish Tax Institute and we delivered two seminars, in Dublin and Belfast, focusing on the UK and Irish perspectives on Making Tax Digital.

We also continue to produce webinars and this year have added soft skills to the more technical subjects. My thanks in particular to Georgiana Head for her assistance in this venture. Please visit the website to find the full list of webinars which are available for viewing for up to a year after their initial broadcast.



**Katharine Lindley**  
Chair  
Member Steering Group



Admission Ceremony  
May 2017



Admission Ceremony  
October 2017

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2017

At the beginning of the year we held a joint meeting with the Chartered Institute of Taxation's Membership and Branches Committee. As we are both membership organisations for tax professionals, it was useful to have the opportunity to discuss issues of mutual concern. In particular we focussed on the Branch network. A major survey of the network is currently underway and we have already debated some interesting interim results. A further joint meeting is planned to discuss in detail the full findings from the survey.

ATT Fellowship was introduced in 2011 and is open to all those who have been members for 10 years or more. With over 4,000 members eligible for Fellowship, we will be running a campaign to increase the awareness of Fellowship amongst members and encourage more to take up Fellowship status. Applying for Fellowship is easy: if you have been a member for more than 10 years, please visit the Fellowship section of the website and apply today.

Member Steering Group would not be able to function without the input from our volunteers. I was delighted to welcome a number of new members to the Steering Group during the year. Our annual skills audit demonstrates that the Steering Group comprises volunteers from a wide range of backgrounds which is a true representation of our membership. My thanks go to all members of the Steering group for their lively and insightful debate during our meetings. Steve Holden, a fellow Council member and long-standing member of the Steering Group left during the year to serve on Examination Steering Group. I would like to take this opportunity to thank Steve for his contribution to Member Steering Group over many years. I must also extend my thanks to the Member Services Team at Head Office for their ability to put our ideas and suggestions into action.

**Katharine Lindley**

Chair

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2017

### Business Development Steering Group

#### Employer Engagement

Throughout 2017 we have continued with our programme of employer engagement. We have met with 66 employers to update them on recent developments, Foundation Level papers and the Level 4 Professional Tax Technician Apprenticeship. In addition we have sought their views on our examinations and the communications we send out. As a result of feedback we are now issuing our 'Employer Focus' newsletter monthly. The number of subscribers to this newsletter which covers Employer related issues has increased to over 3,500 recipients.

#### ATT Level 4 Professional Tax Technician Apprenticeship and ATT Foundation Qualifications

This year's marketing activities have focused on the launch of the ATT Level 4 Trailblazer Apprenticeship scheme and new ATT Foundation Qualifications, which included rebranding of the popular VAT Compliance Diploma.

A joint launch event was held on 19 October at Holborn Bars, London and was attended by employers, training providers and other key stakeholders. We followed the launch event with employer meetings, digital campaigns and a suite of new marketing literature. Registration formally opened on 1 October, and as at 31 December 2017 we had received 178 registrations for the Professional Tax Technician Apprenticeship and 31 registrations for the Foundation Level Qualifications.

#### Events

This year we have exhibited at Accountex, Skills London and Civil Service Live. Accountex attracted over 6,500 attendees, Skills London over 32,000 attendees and Civil Service Live over 17,000 attendees. This gave us an opportunity to promote the ATT qualification and the many benefits it offers to a large number of people.

In addition we have continued with our schools and colleges programme and have attended numerous events at schools and colleges to promote the ATT and explain the various opportunities on offer with a career in tax

#### Brand Refresh and Social Media

To develop a consistent and concise visual identity across all ATT marketing literature, we undertook a rebranding exercise throughout the year, removing the strapline from the logo and refreshing the style and imagery on all ATT material. Our brand refresh has also transferred to the ATT website.

We redesigned the ATT website incorporating feedback from students, volunteers, members and staff. The project has been a great success and the number of website visitors continues to increase.

Our social media channels are still proving popular and there are now over 5,000 members in our LinkedIn groups and over 2,600 people follow us on Twitter.

#### Looking Ahead

Looking ahead to 2018, we will be focusing on digital marketing campaigns and continuing to ensure that our website meets the needs of our current and prospective students and employers.

We will continue to promote all our qualifications, in particular the Level 4 Professional Tax Technician Apprenticeship with support from the National Apprenticeship Service.

My thanks go to all members of the steering group for their continued input and commitment at every meeting. Helen Brookson, a long-standing member of the group left us in the summer and I would like to take this opportunity to thank Helen for her contribution to Business Development Steering Group over many years and wish her well for the future.

**Hayley Perkin**  
Chair



**Hayley Perkin**  
Chair  
*Business Development Steering Group*

Launch of Foundation Level Qualifications and Professional Tax Technician Apprenticeship

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2017

### Technical Steering Group

This year has seen some changes in the membership of Technical Steering Group. At the last meeting of the year we bid a fond farewell to Peter Gravestock. Peter was the Association's fourth President and a founder member and chair of the ATT Technical Committee when it launched in July 1999. During the year we welcomed a new observer to the group: Randeep Sidhu.

The year also saw changes to the ATT technical team. Alison Ward left the team in March 2017 after three challenging years for a complete career change. Helen Thornley and Emma Rawson joined as new Technical Officers in June, bringing with them a welcome injection of enthusiasm and drive.

The resulting increase in size of the technical team has already enabled it to expand its work, responding to more consultations and attending a variety of meetings and branch events. The team has also developed and expanded the technical content of the ATT website: a new Technical Articles section launched earlier this year now contains over 30 articles on areas of interest and recent developments in tax.

During the year the technical team also began to contribute a monthly article to the Accountancy Age website. Recent topics have included the new £1,000 Trading Allowance and Simple Assessment.

Members of the ATT technical team have attended the Association's Annual Tax Conferences. These give an excellent opportunity to engage with members and inform them of the work done by the Technical Steering Group and how they can contribute. Members of the

group and technical team have also attended and spoken at all five of the joint AAT/ATT Mastercourses.

As with the prior year, Making Tax Digital (MTD) has remained a focus, with comments submitted on draft legislation and in response to a consultation on sanctions for late submission and payment. Technical team members have presented at a number of MTD events in Scotland in conjunction with the Institute of Chartered Accountants of Scotland (ICAS) and in Dublin and Belfast in association with the Irish Tax Institute. There have been a number of meetings with HMRC and the team continue to look at how the MTD proposals can be delivered as smoothly as possible and in a way which delivers clear benefits to both HMRC and taxpayers.

In addition to formal consultations, three submissions were made to the Finance Bill Committee in respect of Finance (No. 2) Bill 2017, covering penalties and the provisions for digital exclusion of partnerships under Making Tax Digital and the new Trading Allowance.

In the early part of 2018, the group's focus will be on the Finance Bill published at the start of December. In the longer term we expect Making Tax Digital to continue to be a focus and the VAT sub-group are expected to be very busy once more is known regarding the practical implications of Brexit.

**Michael Steed / Yvette Nunn**  
Joint Chairs



**Michael Steed**  
Joint Chair  
Technical Steering Group



**Yvette Nunn**  
Joint Chair  
Technical Steering Group

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2017

### Professional Standards Committee

The Objects for which the ATT was established include:

‘to prevent crime and to promote the sound administration of the law for the public benefit by promoting and enforcing standards of professional conduct amongst those engaged in the provision of advice and services in relation to taxation and monitoring and supervising their compliance with money laundering legislation.’ The joint Professional Standards Committee plays a key role in helping the ATT meet this objective.

A vital function of the ATT is supporting members with guidance on their obligations as members, and publishing the underlying standards and guidance so that members and the public have a clear understanding of what is expected of a tax adviser. Much of the Committee’s focus is on providing material to support and guide members in their work.

On 1 March 2017, the 2016 update of ‘Professional Conduct in Relation to Taxation’ came into effect, introducing new standards for tax planning, aimed at balancing members’ duties to their clients and the wider public interest, which is essential reading for members working in the field of taxation.

As well as updating the core Professional Standards material such as Professional Rules and Practice Guidelines and Engagement letters the Committee helps the Association respond to changes in the legislation and to the needs of different sectors of the membership.

Historically, much of the Association’s guidance was focussed on members working in public practice, often as a taxpayer’s agent. An important part of our membership actually works as the taxpayer themselves, through employment in Commercial and Industrial bodies. Following requests from members working in this sector for material which specifically addressed their working environment, a working party comprising volunteers from Commerce and Industry

together with Professional Standards staff prepared guidance on the Senior Accounting Officer role. FAQs were also drawn up covering issues such as:

- What should I do if I find an irregularity in the company’s tax affairs?
- What should I do if I disagree with the tax technical position being adopted by a colleague?
- What should I do if a colleague asks me for tax advice relating to their personal tax affairs?

Guidance was also issued on the new corporate offence of failure to prevent the criminal facilitation of tax evasion.

In view of the raft of new and existing penalty offences, Professional Standards and Technical staff drew up an aide memoire for members to help them identify new and existing obligations and related penalties for non-compliance.

A consistent approach on professional standards issues across the tax profession is important and where appropriate ATT liaises with the other professional bodies and HMRC to inform best practice.

### **Anti-Money Laundering (AML)**

There was much activity in the AML sphere in 2017. The Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 were introduced with effect from 26 June 2017. Professional Standards presented two seminars and a webinar for members outlining the changes for and impact on supervised businesses.

One further significant change has been the introduction of the Office for Professional Body Anti Money Laundering Supervision (OPBAS), whose role is to oversee the work of professional body supervisors. The cost of OPBAS is borne by the professional bodies and ATT has worked hard to try and ensure these are allocated on a fair and reasonable basis and within manageable limits.



**Alistair Cliff**  
Chair  
Professional Standards Committee

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2017

ATT has also played its part in preparing the UK for the Mutual Evaluation Review of the UK's AML compliance which will be undertaken by the Financial Action Task Force (FATF). The FATF team will visit the UK in March 2018 and the ATT, as an AML Supervisor and as Chair of the Accountancy Affinity Group, is waiting to hear if it will be called to meet the Inspectors.

### *Thank you*

The joint Professional Standards Committee of the ATT and CIOT brings together volunteers from the full spectrum of the membership of both bodies, members of their Councils, the Professional Standards staff and, recognising that professional standards extend to other areas of the ATT's remit, including tax policy and membership matters, other members of the Association's and Institute's staff. Working groups are supported from all these constituencies and by external volunteers. Our meetings are well attended, and characterised by participants freely sharing their deep knowledge, experience, different insights and viewpoints with courtesy and good humour. It is an honour to chair such a group and I extend my thanks to all involved.

**Alistair Cliff**  
Chair

### Education Steering Group

I am pleased to report that student registrations remained on par with 2016 and we closed the year with 1,278 new registrations.

Our bi-annual one-day Student Training days, organised to support both the May and November examinations, remain popular with students. These events include a mix of face-to-face tuition and webinars. Overall attendance was higher than last year and feedback indicates that this format has been well received. These sessions remain cost-effective for students and provide access to highly experienced tutors from a number of different course providers.

The launch of the ATT CTA Tax Pathway in 2016, a streamlined examination route that, on completion, leads to membership of both the Association of Taxation Technicians and the Chartered Institute of Taxation continues to prove a popular route into the tax profession. 351 Tax Pathway students had registered by the end of 2017 and 161 existing ATT students

had transferred onto it. We continue to be very encouraged by these numbers.

2017 saw the launch of three new Foundation Level papers in Personal Taxation, Business Taxation and VAT Compliance. These foundation papers serve as introductions to the subjects and it is hoped that they will appeal to practitioners working across the board: in practice, commerce and industry. We also hope that they will provide a stairway for some to progress on to the higher-level ATT Certificate papers. Launched quite late in the year, over 30 students had registered for the foundation papers by the end of the year.

The new Professional Tax Technician Apprenticeship was also launched to replace the existing Higher Level Apprenticeship. The Professional Tax Technician Apprenticeship includes an end-point assessment which involves the student submitting a Portfolio of Evidence and a Role Simulation exercise. We have over 300 students already on the programme and expect this to grow as more and more employers come to realise and appreciate the benefits of employing an apprentice.

An exciting major development in the New Year will be the launch of an overseas VAT Compliance Diploma. This coincides with the proposed introduction of VAT in the Gulf Cooperation Council member states. A lot of interest has been generated and over 120 students have already registered to take these exams.

Our website remains the best source of information for students and potential students. We publish a bi-annual ATT Student Newsletter 'Student Focus' which is specifically targeted at students. Students can also get in touch with us via social media on twitter @ATTstudents.

These are interesting and changing times and, as tax legislation changes, so also do the methods of delivery. One of our challenges is to keep abreast of them and, during 2017, I was delighted to welcome a number of new members to the Steering Group, who have already added much vigour to our deliberations. My thanks go to all my colleagues on the Steering Group without whom none of the successes would have been possible. My special thanks also go to the Education team at Artillery House for all their help and support.

**Jeremy Coker**  
Chair



**Jeremy Coker**  
Chair  
*Education Steering Group*

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2017

### Examination Steering Group

Congratulations to all those who passed their examinations during 2017. The pass rates and prizewinners are set out on page 24. We are always delighted to meet prizewinners and their guests at our annual prizewinners' lunch when a number of our past Presidents, after whom the medals are named, make the presentations.

It is especially pleasing that apprentices continue to perform well in the examinations and we are delighted to recognise Thomas Pavitt and Anya Maynard as the winners of the May 2017 and Marion Denby as the winner of the November 2017 Tax Apprentice Award. They will be presented with their awards at the President's Reception in March 2018.

On the subject of apprenticeships, we have been working hard to ensure that the ATT is part of the new 'Trailblazer' apprenticeship scheme, titled the Level 4 Professional Tax Technician Apprenticeship. This was launched in September and has replaced the previous apprenticeship structure. The new programme is already proving popular and we expect it to grow, as apprenticeships become a more attractive option. Thanks are due to all those involved with this programme and we have recognised its importance by recruiting Amanda Dean as the new lead apprenticeship examiner.

Another exciting development is the launch of the ATT Foundation Qualifications, offered in conjunction with Tolley Exam Training. In addition to a new version of the successful VAT Compliance diploma, we are now offering Foundation Qualifications in Personal Taxation and Business Taxation. Each Foundation is split into four online modules of learning and testing, followed by a final online certificate examination. Students can work through these at their own pace.

We have remained in close touch with the CIOT in considering the impact on ATT of any changes to their examinations. One change from 2019 will

be the offering of a new online Computer Based Examination in Accounting and the consequent removal of accounting principles from our Paper 2.

As well as looking at the strategic development of our exams, we continue to improve our practical processes and 2017 saw the full implementation of the scanning script project, which increases the security, and integrity of the scripts. Following on from that, we and the CIOT have worked with Secure and Confidential Documents Ltd (SCD) to develop the Electronic Marking Platform (EMP), an onscreen marking package, which enables the examiners to mark the scripts onscreen. We have taken a staged approach to testing the package during the 2017 sessions and hope that by the end of 2018 all examiners will be using EMP to mark scripts.

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

**Natalie Miller**  
Chair



**Natalie Miller**  
Chair  
*Examination Steering Group*

# STEERING GROUP AND COMMITTEE ACTIVITIES

## ANNUAL REPORT 2017

2017 Examinations – May	No. of candidates	No. passing	Pass rate
Personal Taxation	756	537	71%
Business Taxation & Accounting Principles	417	317	69%
Business Compliance	186	163	88%
Corporate Taxation	196	109	56%
Inheritance Tax, Trusts & Estates	84	64	76%
VAT	64	44	69%
Computer Based Examination: Professional Responsibilities & Ethics (1 JAN-30 JUNE)	462	370	80%
Computer Based Examination: Law (1 JAN - 30 JUNE)	568	333	59%

2017 Examinations – November	No. of candidates	No. passing	Pass rate
Personal Taxation	537	347	65%
Business Taxation & Accounting Principles	478	375	78%
Business Compliance	155	126	81%
Corporate Taxation	222	158	71%
Inheritance Tax, Trusts & Estates	86	74	86%
VAT	68	39	57%
Computer Based Examination: Professional Responsibilities & Ethics (1 JULY-31 DEC)	375	310	83%
Computer Based Examination: Law (1 JULY-31 DEC)	465	271	58%

### May 2017 prizes and medals were awarded as follows:

Association Medal ( <i>best overall performance</i> )	Nicola Griffiths
Iverson Medal ( <i>Personal Taxation paper</i> )	Sarah Greenaway
Jennings Medal ( <i>Business Taxation &amp; Accounting Principles paper</i> )	Yuliya Logunova
Collingwood Medal ( <i>Business Compliance paper</i> )	Niall Durrant
Stary Medal ( <i>Corporate Taxation paper</i> )	Anya Maynard
Kimmer Medal ( <i>IHT, Trusts &amp; Estates paper</i> )	Imogen Bishop-White
Gravestock Medal ( <i>VAT paper</i> )	Christopher Lewis
Johnson Medal ( <i>Computer Based Examinations in Ethics and Law</i> )	Victoria Morton
LexisNexis Prize ( <i>highest total mark when taking all three papers at one sitting</i> )	Aninder Dhillon
The President's Medal ( <i>at the discretion of the President</i> )	Catherine Sharratt

### November 2017 prizes and medals were awarded as follows:

Association Medal ( <i>best overall performance</i> )	Sabrina Webster
Iverson Medal ( <i>Personal Taxation paper</i> )	Natasha Mary Lines
Jennings Medal ( <i>Business Taxation &amp; Accounting Principles paper</i> )	Kong Yau Cheng
Collingwood Medal ( <i>Business Compliance paper</i> )	Charlotte Patricia McBride
Stary Medal ( <i>Corporate Taxation paper</i> )	Louise Radcliffe
Kimmer Medal ( <i>IHT, Trusts &amp; Estates paper</i> )	Christopher Lewis
Gravestock Medal ( <i>VAT paper</i> )	Charlotte Page
Johnson Medal ( <i>Computer Based Examinations in Ethics and Law</i> )	Karl Leesi
LexisNexis Prize ( <i>highest total mark when taking all three papers at one sitting</i> )	Courtney Childs
The President's Medal ( <i>at the discretion of the President</i> )	Benjamin Kearns

# BRANCHES REPORT

## ANNUAL REPORT 2017

### Public Benefit of the Branches

Research conducted this year confirmed that 20% of attendees at Branch network events are members of the public. Our 300 branch volunteers deliver over 300 events across the UK for members, students and the general public every year.

The Branch network supports the charity's educational primary purpose by providing seminars and lectures, courses, talks and social events that have tax at their heart. It is important to the Branch network to continue promoting education in tax throughout the UK and enabling our members and members of the public to learn more about the Association's high standards and reputation for technical excellence. The Branch network provides the Association with a platform from which to disseminate changes in a fast moving and ever changing tax world. With the resources we provide for volunteers, Branch Committee members are often found in schools, universities and colleges promoting a career in tax to students and feedback suggests that our volunteers find this outreach work very valuable.

Details of all branch committees and events can be found online at [www.att.org.uk/branch-network](http://www.att.org.uk/branch-network)

### Branch Development and Governance

Branch network volunteers come together specifically for the purpose of development and governance updates 3 times a year. These occasions give volunteers an opportunity to network with peers, hear important technical updates and messages from Head Office and share best practice in relation to branch events. Participation in the Branches Conference, which was held in February, remains popular. 84% of the network was represented. In addition to these events we run induction sessions for new recruits and provide a 'Branches Handbook'. The Branches Handbook is a handy suite of documents that covers governance, development, brand, terms of reference and offers templates to ensure, where appropriate, a consistency of approach across the network.

### Branches Sub-Committee

The Sub-Committee met twice in 2017, in Warwick and in London. Cyber Crime, GDPR, supporting Branch Committees and preparing for the Conference were principal items on the agendas.

### And finally

I've been in post since May 2016 and I remain impressed by the extraordinary work of our volunteers throughout the Branch network. The recent research consultation has highlighted the best practice ethos that you would expect from the "gold standard" in our profession and I am excited at the prospect of engaging more members in the work of our Branches and utilising the exciting new technologies that have been invested in by the Head Office team to ensure that members of the Association feel a true part of their local community.

If you would like to become a volunteer for your local Branch please contact the Branch Chair.

### Malachy McLernon

Chair, Branches Network,  
Chair, Branches Sub-Committee



**Malachy McLernon**  
Chair  
*Branches Network and  
Branches Sub-Committee*

# TREASURER'S REPORT

## ANNUAL REPORT 2017

### 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.

### Investments

Despite considerable market volatility in the year, the value of the Association's portfolio increased to £1,256,000 at 31 December 2017 (2016: £1,147,000). The income from the portfolio remains satisfactory. The Finance Steering Group meets regularly with Investec, our investment managers, and our investment strategy remains under continual review.

### Results for the year

The Operating Surplus for the year before Investment gains was £122,000 (2016: £277,000), compared to a budgeted deficit of £136,000 (2016: £27,000). Taking into account the gain on investments, the net result for the year is a surplus of £223,000 (2016: surplus £397,000).

### Income

Income in the year amounted to £2,702,000 (2016: £2,616,000)

Both membership and examination income grew during the year, reflecting the continued popularity of the ATT qualification. On membership fees, we continue our policy of keeping the increase in subscriptions as low as possible, while aiming for a breakeven position.

### Expenditure

Expenditure in the year totalled £2,580,000 (2016: £2,339,000)

The Association shares staff and other back

office resources with the CIOT, enabling 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 Continuing Professional Development programmes we also made grants amounting to £10,000 (2016: £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, Whillans's Tax Tables, Tax Adviser, an Annotated Copy of the Finance Act and a mouse mat.

During the year, together with the CIOT we started work on the implementation of a new CRM (Customer Relationship Management system) which will deliver greatly improved operational functionality, particularly in Education, Membership and Finance. The project is planned to complete in early 2018 and ATT's share of the total cost is estimated at £200k (before VAT) – on completion, this spend will be capitalised and will be amortised over five years.

### 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 ('the TDB') continues to administer the Taxation Disciplinary Scheme on behalf of both the Association and the CIOT. Expenditure of £54,000 (2016: £27,000) incurred in respect of the TDB is included under Members' Services in these financial statements. We have a designated reserve to provide cover in case the TDB deals with 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. Council considers a prudent level of general reserves for the Association to be nine months operating expenditure. At 31 December 2017, general reserves amounted



**David Bradshaw**  
Treasurer

# TREASURER'S REPORT

## ANNUAL REPORT 2017

to 9 months expenditure (2016: 7 months).  
Fuller information on Reserves is shown in The Reserves note within Accounting Policies on page 40.

### Thank you

I would like to record my thanks to the members of the Finance Steering Group who served during the year and also Jane Ashton, Paul Davies, Harriet Archer and the Finance Team for their help and support.

**David Bradshaw**  
Treasurer

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2017

### 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 2017 the Council comprised 21 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 87% (2016: 85%) at Council meetings. Council and committee members are required to make declarations of interest in any matter arising at

meetings whenever appropriate. A Register of Council and committee members' interests is kept. Members of Council have access to the advice and services of Association staff and may take independent professional advice at the expense of the Association. There are a number of standing committees of Council to which implementation of the Association's strategy has been delegated. Standing committees adopt the same approach to the preparation and distribution of papers for meetings. Membership of the committees as at 31 December 2017 is set out on pages 31 and 32.

### Election to Council

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

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

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2017

### Audit Committee

The Audit Committee, a joint committee of the Association and the Chartered Institute of Taxation, has a formal constitution and a separate budget. Its members are appointed by the Councils of the Association and the Institute and comprise a serving member of each Council, a nominee from each of the Association and the Institute and two other independent members. The Executive Director attends all meetings. Members of the Committee receive no remuneration for their services although travel expenses are reimbursed, operate independently from the Council, have both accountancy and taxation qualifications and recent and relevant experience. The Committee acts as a catalyst in relation to matters that affect the Association's financial controls, reporting requirements and risk management and is authorised to seek any information it requires from members of the Council, the external auditor and the staff. In this role it reviews: financial control policies and 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 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 2017 one member of Council was paid for their services as a lecturer at the annual tax conference and the joint conference

with the Association of Accounting Technicians (2016: one).

### Internal controls

The respective responsibilities of the Council and auditor in connection with the financial statements are explained on pages 33 and 34. The Council's statement on going concern is set out below. There were 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.

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2017

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

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

### Risk management

Council has delegated the responsibility for the maintenance of the Association's Risk Register to the Leadership Team. The Register has the objectives of increasing stakeholders' confidence in the integrity of the Association, strengthening the ongoing process of risk assessment of uncertainty throughout the Association, and providing a valuable management tool or framework for mitigating risks which might otherwise prevent the Association from achieving its charitable objectives.

We have identified the following as our principle risks:

- Qualification fails to meet the requirements of employers and students – the examination syllabus is reviewed annually and we have embarked on a programme of employer engagement to ensure that the qualification remains attractive and relevant.
- Our public voice is ignored – we have strengthened our Technical Team and regularly meet with HMRC and HMT. We contribute to consultations on the development of the UK tax system to ensure that, for the general public, it is workable and as fair as possible.

- Significant loss of income, particularly from members – we survey members and employers of our members on a regular basis to ensure that we are providing the services they want.
- IT system development – the costs associated with moving more into a digital world are constantly monitored and controlled.
- The introduction of the Office for Professional Body Anti-Money Laundering Supervision (OPBAS) increases our costs disproportionately and causes members to resign – we are in contact with the Financial Conduct Authority to ensure that costs imposed on us are fair and proportional to our size.

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

### Going concern

The Council has reviewed the Association's budget for 2018 and beyond and the timing of expenditure relating to its strategy and is satisfied that it is appropriate to prepare the financial statements on the going concern basis.

**Jane Ashton**  
Executive Director

# COMMITTEES OF COUNCIL

## ANNUAL REPORT 2017

\* Co-opted member

### Leadership Team

Graham Batty <i>Chair</i>	Jeremy Coker	Ralph Pettengell
David Bradshaw	Tracy Easman	Michael Steed

### Member Steering Group

Katharine Lindley <i>Chair</i>	Andrew McKenzie-Smart *	Seb Purbrick *
Simon Groom *	Banin Oozeerally *	Amanpreet Purewall *
Georgiana Head *	Samantha Perkin *	Chris Siddle *
Richard Freeman	Stella Pickering *	Tanya Wadeson

### Finance Steering Group

David Bradshaw <i>Chair</i>	Katharine Lindley	Chris Pimblott *
Jeremy Coker	Julian Millinchamp	Andrew Shearer *
Jean Jesty *		

### Education Steering Group

Jeremy Coker <i>Chair</i>	Simon Groom	Natalie Miller
Steve Crouch *	Angelai Fong	Claire Oglesby *
Richard Freeman	Stuart McKinnon *	Anu Venkatarum *

### Examination Steering Group

Natalie Miller <i>Chair</i>	Steven Holden	Angela Petty *
Julie Dingwall *	Vicky Hulse *	Chris Reynolds *
Amanda Fisher *	Jackie Hall	

### Technical Steering Group

Michael Steed/Yvette Nunn <i>Co Chairs</i>	Arnold Homer *	Nichola Ross Martin *
	Jonathan Stride	Oliver Rowland *
Trevor Blackmur *	Gillian McClenahan *	Randeep Sidhu *
David Bradshaw	Brian Palmer *	Kevin Slevin *
Ann Elmer *	Hayley Perkin	
Stephen Taylor *	Senga Prior	

### VAT Sub-Group

Stephen Taylor * <i>Chair</i>	Glyn Edwards *	Hugh Mitchell *
Kelly Allen *	Jamie Jarrett *	Arif Punjani *
Nancy Cruickshanks	Julian Millinchamp	Michael Steed
Bob Davies *	Nichola Ross Martin *	

### Business Development Steering Group

Hayley Perkin <i>Chair</i>	Hillary Hart *	Samantha Perkin *
Nic Byrne *	Georgiana Head *	Seb Purbrick *
Richard Freeman	Kay Mind	Arif Punjani *
Simon Groom *		

# COMMITTEES OF COUNCIL

## ANNUAL REPORT 2017

\* Co-opted member

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

*Chair alternates between Presidents*

Graham Batty	Jeremy Coker	Ralph Pettengell
David Bradshaw	Tracy Easman	Michael Steed

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

Richard Todd <i>Vice-Chair</i>	Tracy Easman	Colin Murrell *
David Bird	Karen Eckstein *	David Stedman *
Matt Coward *	Jean Jesty *	Anthony Thomas *
Peter Davis *	Lisa Macpherson *	

### Audit Committee (joint with the Institute)

Rakesh Shaunak * <i>Chair</i>	Peter Newsam *	Ralph Pettengell
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### Performance and Remuneration Committee (Joint with the Institute)

Vincent Oratore <i>Chair</i>	David Stedman *	Michael Steed
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### Representations on committees of the Institute

#### **Officers' Group**

Graham Batty

#### **Technical Committee**

Michael Steed/Yvette Nunn

#### **Education Committee**

Jeremy Coker

#### **Examination Committee**

Natalie Miller

#### **Finance & Operations Committee**

David Bradshaw

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

Yvette Nunn

# STATEMENT OF DIRECTORS' RESPONSIBILITIES

## ANNUAL REPORT 2017

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 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;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 AUDITOR'S REPORT

## ANNUAL REPORT 2017

### Opinion on financial statements

We have audited the financial statements of the Association of Taxation Technicians (the 'charitable company') for the year ended 31 December 2017 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2017 and of 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.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company

in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the

# INDEPENDENT AUDITORS' REPORT

## ANNUAL REPORT 2017

Companies Act 2006 requires us to report to you if, in our opinion:

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

### Responsibilities of trustees

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

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

### Auditor's responsibilities for the audit of the financial statements

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

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

Catherine Biscoe (Senior Statutory Auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

### Statement of Financial Activities (including income and expenditure account) for year ended 31 December 2017

	Unrestricted Funds 2017 £'000	Unrestricted Funds 2016 £'000
<b>Income from:</b>		
Charitable activities <sup>2a</sup>	2,651	2,570
Income from other trading activities <sup>2b</sup>	4	1
Investment <sup>2c</sup>	47	45
<b>Total income</b>	<b>2,702</b>	<b>2,616</b>
<b>Expenditure:</b>		
Cost of raising funds <sup>2d</sup>	10	11
Expenditure on charitable activities <sup>2d</sup>	2,570	2,328
<b>Total expenditure</b>	<b>2,580</b>	<b>2,339</b>
Net income before gains on investments	122	277
Net gain on investments <sup>4</sup>	101	120
<b>Net income for the year <sup>3</sup></b>	<b>223</b>	<b>397</b>
<b>Net movement in funds</b>	<b>223</b>	<b>397</b>
<b>Reconciliation of funds</b>		
<b>Total funds brought forward at 1 January <sup>11</sup></b>	<b>2,479</b>	<b>2,082</b>
<b>Total funds carried forward 31 December <sup>11</sup></b>	<b>2,702</b>	<b>2,479</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 39 to 50 form part of these financial statements.

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

Registered Company Number 02418331

### Balance Sheet as at 31 December 2017

	2017 £'000	2016 £'000
<b>Fixed Assets:</b>		
Tangible Fixed Assets <sup>4b</sup>	1	1
Investments <sup>4a</sup>	1,256	1,147
<b>Total Fixed Assets</b>	<b>1,257</b>	<b>1,148</b>
<b>Current Assets</b>		
Stock <sup>5</sup>	34	35
Debtors <sup>6</sup>	167	138
Cash at bank and in hand <sup>7</sup>	2,549	2,472
<b>Total Current Assets</b>	<b>2,750</b>	<b>2,645</b>
<b>Liabilities</b>		
Creditors falling due within one year <sup>8</sup>	(1,093)	(1,118)
<b>Net Current Assets/(Liabilities)</b>	<b>1,657</b>	<b>1,527</b>
<b>Total assets less current liabilities</b>	<b>2,914</b>	<b>2,675</b>
Creditors falling due after more than one year <sup>9</sup>	(212)	(196)
<b>Net Assets</b>	<b>2,702</b>	<b>2,479</b>
<b>Funds of the charity:</b>		
Unrestricted <sup>11</sup>	2,702	2,479
<b>Total Charity Funds</b>	<b>2,702</b>	<b>2,479</b>

Approved and authorised for issue by the Council on 20 March 2018 and signed on its behalf by:

**G. Batty, President**

**D. Bradshaw, Honorary Treasurer**

**J. Ashton, Executive Director**

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

### Cash flow statement for the year ended 31 December 2017

	2017 £'000	2016 £'000
<b>Net cash provided by operating activities</b> <small>(Table A below)</small>	38	509
<b>Cash flows from investing activities</b>		
Dividends and interest from investments	47	45
Purchase of fixed assets		(1)
Purchase of investments	(138)	(176)
Proceeds from sale of investments	130	162
<b>Net Cash provided by investing activities</b>	<b>39</b>	<b>30</b>
Increase in cash and cash equivalents in the year <small>(Table B below)</small>	77	539
Cash and cash equivalents at 1 January	2,472	1,933
Cash and cash equivalents at 31 December	2,549	2,472

**Table A**

	2017 £'000	2016 £'000
<b>Reconciliation of net income/expenditure to net cash flow from operating activities</b>		
Net income as per the SOFA	223	397
Adjustments for:		
Dividend and interest from investment	(47)	(45)
Gains on investments	(101)	(120)
Decrease in stock	1	18
Increase in debtors	(29)	(58)
(Decrease)/Increase in creditors	(9)	317
Net cash provided by operating activities	38	509

**Table B**

	2017 £'000	2016 £'000
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	59	37
Notice deposits (less than 3 months)	2,490	2,435
Total cash and cash equivalents	2,549	2,472

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

### 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 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.

#### ***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 2018 and 2019 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.

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.

#### ***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), the general volunteer time is not recognised. Please refer to the trustee's annual report for more information about their contribution.

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

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

### **Expenditure Recognition**

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

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

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

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

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

### **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 2017 the target for reserves was composed as follows:

	2017 £'000
9 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.	2,004
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	470
	2,474
Actual reserves at 31 December 2017 (excluding restricted funds)	2,702
Excess in target level of reserves	228

### **Fixed Asset Investments**

Investments have been valued at fair value at 31 December 2017. 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.

### **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 2017

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

### ***Pension Costs***

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

### ***Foreign Currencies***

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

### ***Taxation***

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

### ***Fund Accounting***

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

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

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

### 2. Analysis of income and expenditure

#### 2a. Income from Charitable Activities

	2017 £'000	2016 £'000
Membership subscriptions	1,313	1,212
Entrance fees	34	31
Student registrations	254	215
Examination Fees	736	764
Conference and event fees	120	138
Anti Money Laundering Fees	69	64
Sale of books and journal	112	141
Other Income	13	5
	2,651	2,570

The income from charitable activities was £2,651k (2016: £2,570k) of which all was unrestricted (2016: all).

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

	2017 £'000	2016 £'000
Sponsorship	4	1

#### 2c. Income from Investments

	2017 £'000	2016 £'000
Dividend income	39	34
Deposit account interest	8	11
	47	45

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

### 2d. Breakdown of expenditure

	Activities undertaken directly £'000	Support Costs £'000	Grant funding of activities £'000	Total 2017 £'000	Total 2016 £'000
<b>Charitable activities</b>					
Member Services	433	577	10	1,020	982
Student Services	504	826		1,330	1,110
Promotion	101	119		220	236
	1,038	1,522	10	2,570	2,328
<b>Raising funds</b>					
Investment management costs	10			10	11
	1,048	1,522	10	2,580	2,339
2016	932	1,393	14	2,339	

Expenditure on charitable activities was £2,570k (2016: £2,328k) of which all was unrestricted (2016: 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:

	2017 £'000	2016 £'000
Support costs comprising:		
Staff costs	1,139	925
Operating costs	257	282
Property	38	93
Governance costs comprising:		
Audit fee	11	5
Legal and professional fees	10	11
Council meetings (inc. Council members' expenses)	54	59
Property	3	8
Staff costs	10	10
	1,522	1,393

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

### Grants payable in respect of charitable activities

	2017 £'000	2016 £'000
Grants payable to tax and other charities to help meet the core operating costs of providing free tax advice to persons who cannot afford to pay for professional help or training and to promote public understanding of tax matters		
Tax Advisers Benevolent Fund (registered Charity no. 1049658)	(2)	2
Tax Aid (registered Charity no. 10622852)	6	
Tax Volunteers (registered Charity no. 1102276)	6	12
	10	14

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

	Total 2017 £'000	Total 2016 £'000
This is stated after charging:		
Fair value (gains)/losses on investments	(101)	(120)
Auditors' Remuneration:		
Audit fees for current year (current auditors)	11	13
Audit fees for prior year (previous auditors)		(8)

### 4a. Fixed Asset Investments

	2017 £'000	2016 £'000
Fair Value at 1 January	1,147	1,013
Disposal proceeds	(130)	(162)
Acquisitions	138	176
Unrealised (loss)/gain on investments	99	119
Realised gain on sale of investments	2	1
Fair Value at 31 December	1,256	1,147
Historical cost	1,030	1,007
There was no single investment representing more than 5% of the portfolio valuation at 31 December 2017.		
Listed investments held at 31 December comprised of the following:		
Fixed interest	136	127
Listed UK equities	627	627
Listed International equities	296	266
Other Assets	197	127
	1,256	1,147

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

### 4b. Tangible Fixed Assets

	Office equipment £'000	Total £'000
Cost at 1 January	1	1
Additions		
Disposal		
Cost at 31 Dec	1	1
Net book value at 31 December 2017	1	1
Net book value at 31 December 2016	1	1

The depreciation charge for 2017 is £296. It is not shown in the note because of rounding.

### 5. Stock

	2017 £'000	2016 £'000
Publications and merchandise	34	35

### 6. Debtors

	2017 £'000	2016 £'000
Trade debtors	33	36
Other debtors	4	19
Prepayments	35	33
Accrued income	90	47
Other Taxes Due	5	3
	167	138

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

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

	2016 £'000	Change	2017 £'000
Cash at bank	37	22	59
Cash on short-term deposit	2,435	55	2,490
	2,472	77	2,549

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

	2017 £'000	2016 £'000
Trade creditors	137	34
Accruals	122	100
TDB	11	6
The Chartered Institute of Taxation	313	430
Deferred income	510	548
	1,093	1,118

Deferred income includes subscriptions, examination fees and conference fees paid in 2017 but relating to income and events in 2018.

### Deferred Income

	2017 £'000	2016 £'000
Student Registration Fees		
Amount brought forward	313	288
Fees received in year	243	225
Fees released to income in year	(224)	(200)
Amount carried forward	332	313
Subscription and other fees	390	431
Total Deferred Income	722	744
Representing:		
Within one year	510	548
After one year	212	196
	722	744

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

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

	2017 £'000	2016 £'000
Student registration fees	212	196

### 10. Financial Instruments

	2017 £'000	2016 £'000
<b>Financial Assets</b>		
Debt Instruments measured at amortised cost	33	36
Instruments measured at fair value through profit and loss <sup>4</sup>	1,256	1,147
	1,289	1,183
<b>Financial Liabilities</b>		
Measured at amortised cost	450	564
	450	564

### 11. Income Funds: Unrestricted

	At 01.01.17 £'000	Income £'000	Expenditure £'000	Gains £'000	At 31.12.17 £'000
<b>Unrestricted</b>					
General	2,009	2,702	2,580	101	2,232
Designated					
Property	245				245
Disciplinary procedures	150				150
Information Technology	75				75
	2,479	2,702	2,580	101	2,702

The Finance Steering Group has reviewed the level of reserves and decided that there is no requirement to make any transfers to designated reserves in 2017.

### Analysis of net assets between funds

	Unrestricted Fund £'000	Designated Fund £'000	Total £'000
Tangible fixed assets and investments	1,257		1,257
Cash on short-term deposit and at bank	2,079	470	2,549
Other net current assets/(liabilities)	(892)		(892)
Creditors falling due after more than one year	(212)		(212)
	2,232	470	2,702

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

The total unrealised gains at 31 December 2017 constitutes movements on revaluation and are as follows:

	2017 £'000	2016 £'000
<b>Unrealised gains included above:</b>		
On investments	99	140
<b>Total unrealised gain at 31 December 2017</b>	<b>99</b>	<b>140</b>
<b>Reconciliation of movements in unrealised gains</b>		
Unrealised gains at 1 January 2017	140	22
Add/(Less) : in respect to disposals in one year	2	(3)
	142	19
Add: net gains(losses) arising on revaluation arising in the year	(43)	121
<b>Total unrealised gains at 31 December 2017</b>	<b>99</b>	<b>140</b>

### 12. Capital Commitments

At 31 December 2017 there were no capital commitments contracted or authorised but not contracted (2016: none).

### 13. Financial Commitments

Financial Commitments authorised but not contracted for at 31 December 2017 £nil (2016 - £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 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 £10,877 (2016: £5,201).

There was an outstanding contribution at the year end of £40,936 (2016:£40,016)

# NOTES TO FINANCIAL STATEMENTS

## ANNUAL REPORT 2017

The average number of employees is 86 (2016 - 79) and the number whose salary and benefits in kind, including pension contributions and termination payments, fell within the following scales is as follows:

	2017	2016
£60,001 - £70,000	8	8
£70,001 - £80,000	2	1
£80,001 - £90,000	2	3
£90,001 - £100,000	1	1
£100,001 - £110,000	1	1
£110,001 - £120,000	2	1

Total staff costs:

	2017 £'000	2016 £'000
Salaries	3,365	3,066
National Insurance	353	325
Pension costs	442	409
	4,160	3,800

Salary costs represent gross amounts paid out. The financial statements include only the amount recharged to the Association by the Chartered Institute of Taxation, which is an agreed proportion of the amount paid out.

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, the Director of Education and the Director of Finance and Operations. The total employee benefits and remuneration of the key management personnel during the year was £196,755 (2016: £191,003)

### **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 2017

### ***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 £9,120 (2016: £16,375). Details of the individual Council members remuneration can be obtained on written request to the registered office on page 10. Council members' travelling expenses are reimbursed in respect of expenses incurred on Association business.

In the year ended 31 December 2017, 17 Council members claimed reimbursement of expenses to £26,775 (2016 : 16 claimed a total of £22,032 for the year). In addition £1,443 (2016: £7,140) was paid directly to third parties in relation to trustees accommodation. Expenses waived by trustees in 2017 were immaterial (2016 - immaterial)

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

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

The Institute is a connected charity in that it has common, parallel or related objects and activities and unity of administration with the Association. All employees, with the exception of the Chief Executive of the 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 £1,335,547 (2016: £1,277,499) and the balance outstanding from the Association at the balance sheet date was £313,404 (2016: £430,393).

### ***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 £54,000 (2016: £27,000). The amount due to the Taxation Disciplinary Board from the Association of Taxation Technicians at the balance sheet date was £11,423 (2016: £6,407)

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2017

### Graham Batty

Age 61. Graham joined Council in 2012. He is the Association's President. Graham is a former Chair of both the Leeds and Birmingham Branches. He became a member of the Association in 2005 and was appointed a Fellow in 2015. Graham qualified as a chartered accountant in 1983 and became a member of the Chartered Institute of Taxation in 1986. He is an Associate Director at RSM, specialising in the taxation of charities and other not for profit bodies.

### David Bird

Age 52. David joined Council in 2016. He is a former Chair of the Hampshire Branch. He became a member of the Association in 2016. David qualified as a solicitor and became a member of the Chartered Institute of Taxation in 1994. David specialises in tax law, trusts law and succession law and practice and his clients range from business owners and farmers to those with inherited wealth. David is a partner with Irwin Mitchell in their Southampton and Chichester offices.

### David Bradshaw

Age 62. David joined Council in 2015. He is currently Honorary Treasurer and chairs Finance Steering Group, as well as serving on the Joint Branches Sub-Committee. At various intervals over the past 10 years David has been Chair, Treasurer and Secretary of the North East England Branch. He became a member of the Association in 2015 and qualified as a Chartered Tax Adviser in 1984. He has spent time with all four of the world's largest accountancy practices and has specialised in taxation in both the SME marketplace and large corporate tax departments. He now provides in house tax services acting as a part time Tax Director for a number of North East businesses.

### Jeremy Coker

Age 54. Jeremy joined Council in 2008 and is currently Vice President. He chairs Education Steering Group and serves on Finance Steering Group. Jeremy is former Chair of the London Branch. He became a member of the Association in 2008 and was appointed a Fellow in 2017.

He qualified as a Chartered Tax Adviser in 2000 and also holds the ACA qualification. Jeremy works in practice with a City firm of chartered accountants.

### Nancy Cruickshanks

Age 58. Nancy joined Council in 2017. She is a member of the VAT Sub-Group and represents ATT at the EU VAT Forum and HMRC's Joint VAT Consultative Committee. She became a member of the Association in 1993 and was appointed a Fellow in 2011. She qualified as a Chartered Tax Adviser in 1995 and also holds the ACMA qualification. She is VAT Partner at Shipleys.

### Tracy Easman

Age 52. Tracy joined Council in 2011 and is currently Deputy President. She is a former Chair of the Joint Professional Standards Committee and still serves on this. Tracy is a former Secretary and Chair of Sussex Branch. She became a member of the Association in 1993 and was appointed a Fellow in 2012. She qualified as a Chartered Tax Adviser in 2000. Tracy started her career with the Inland Revenue and has worked for two tax consultancy firms. She now runs her own practice in West Sussex.

### Richard Freeman

Age 42. Richard joined Council in 2015. He serves on Business Development Steering Group and is Chair of the HMRC Branch. He became a member of the Association in 2015. Richard qualified as a solicitor in 2000, and as a Chartered Tax Adviser in 2003. Richard has worked in leading legal and accounting firms and now works for HMRC, where he is a senior tax professional providing technical support to operational teams across the whole range of employment duties and share schemes.

### Jacqueline Hall

Age 56. Jacqueline joined Council in 2016. She serves on Examination Steering Group and is a former Chair of Hull Branch and still serves on the Branch committee. She became a member of the Association in 2016 and is also a Chartered Tax Adviser and Chartered Accountant. Jacqueline is a Partner with RSM, providing

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2017

business and tax advisory and compliance services to owner managed businesses, large employers and individuals.

### Steven Holden

Age 39. Steven joined Council in 2014. He serves on Examination Steering Group. He became a member of the Association in 2002 and was appointed a Fellow in 2014. Steven has worked in both the accountancy and legal professions in the Midlands area and now works for Haines Watts as a Partner in their Tamworth office.

### Katharine Lindley

Age 44. Katharine joined Council in 2012. She chairs Member Steering Group and serves on Finance Steering Group. She became a member of the Association in 1999 and was appointed a Fellow in 2012. Katharine is a Chartered Tax Adviser, a Chartered Financial Planner and Certified Financial Planner. She specialises in the provision of strategic financial advice to high net worth clients and has worked in the financial planning teams of PwC, Towers Watson and Tilney Bestinvest. She is now Client Director at EQ Investors.

### Natalie Miller

Age 54. Natalie joined Council in 2005. She is a past President of the Association, chairs Examination Steering Group and serves on Education Steering Group. Natalie is a former Chair of East Anglia Branch. She became a member of the Association in 1993 and was appointed a Fellow in 2011. She qualified as a Chartered Tax Adviser in 1995. Natalie has worked in the personal tax departments of KPMG and Ernst & Young, and in the Tax Knowledge & Innovation Group at PwC. She is now a Senior Tax Manager with Grant Thornton in Norwich.

### Julian Millinchamp

Age 61. Julian joined Council in 2014. He serves on Finance Steering Group and VAT Sub Group. Julian is a former Chair of Severn Valley Branch. He became a member of the Association in 2014 and qualified as a Chartered Tax Adviser in 2000. Julian started his career with Spicer & Pegler

in Birmingham and has spent some time as a lecturer. He is currently a Senior VAT Manager with Hazlewoods in Cheltenham.

### Kay Mind

Age 51. Kay joined Council in 2015 and serves on Business Development Steering Group. Kay became a member of the Association in 1990 and was appointed a Fellow in 2011. She started her career with the Inland Revenue and has worked in the Private Client Groups at Saffery Champness and BDO. She presently works for a large Kent practice as the Director of Private Client and Trusts and specialises in the taxation of High Net Worth individuals with particular focus on estate planning and onshore and offshore trusts.

### Yvette Nunn

Age 52. Yvette joined Council in 2000. She is a past President of the Association. She co-Chairs Technical Steering Group and Chairs Tax Adviser Sub-Committee. She is a former Chair of Birmingham and West Midlands Branch. She became a member of the Association in 1993 and was appointed a Fellow in 2011. She qualified as a Chartered Tax Adviser in 2004. Yvette set up her own tax practice in 2004 specialising in advising entrepreneurs.

### Hayley Perkin

Age 32. Hayley joined Council in 2014. She chairs Business Development Steering Group and serves on Technical Steering Group and represents ATT Council on the New Tax Professionals Joint Committee. She also represents ATT on HMRC's Employment and Payroll Group. Hayley works in practice as a tax manager, specialising in employment taxes.

### Ralph Pettengell

Age 57. Ralph joined Council in 2006. He is a past President of the Association. Ralph serves on Audit Committee. He became a member of the Association in 1993 and was appointed a Fellow in 2014. Ralph holds a number of qualifications in the Financial Services Industry: the FPFs and the ACII qualification specialising in Pensions. He is a Chartered Financial Planner and holds the ACSI qualification in investment

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2017

management. 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.

### Senga Prior

Age 53. Senga joined Council in 2017. She became a member of the Association in 2002 and a Fellow in 2017. She serves on Technical Steering Group and represents ATT at the Scottish Devolved Taxes Collaborative and ICAS meetings with the Scottish Government. She became a member of the Association in 2002. She works in practice as a tax manager for Johnston Carmichael specialising in personal tax. She has a particular interest in technology and accounting software.

### Michael Steed

Age 64. Michael joined Council in 2009. He is a past President of the Association and co-chairs Technical Steering Group. Michael became a member of the Association in 2009 and was appointed a Fellow in 2013. He qualified as a Chartered Tax Adviser in 1995. He has practised in all areas of taxation and specialises in SMEs and indirect taxation. He is Head of Tax for BPP Professional Development and a partner in an OMB practice in Kent.

### Jonathan Stride

Age 56. Jonathan joined Council in 2016. He serves on Technical Steering Group and is vice-Chair of the Joint Working Together Committee and the ATT representative on the Issues Overview Group. He is a member of the Somerset and Dorset Branch committee. Jonathan became a member of the Association in 2005 and was appointed a Fellow in 2016. He is a Tax Senior with Smith & Williamson.

### Richard Todd

Richard joined Council in 2013. He is vice-Chair of Professional Standards Committee and is a former Chair of Northern Ireland Branch. Richard became a member of the Association in 1996 and qualified as a Chartered Tax Adviser in 1998. He

began his tax career with the Inland Revenue in London and Central Scotland, before returning to Northern Ireland in 1998. He presently works in practice in Belfast.

### Tanya Wadson

Age 41. Tanya joined Council in 2009. She serves on Member Steering Group and is a former Secretary of Sussex Branch. She became a member of the Association in 2003. She specialises in Trust Tax at a firm of Solicitors on the South Coast.

### Executive Director: Jane Ashton

Age 50. Jane was appointed Executive Director in March 2016. Jane became a member of the Association in 1993 and was appointed a Fellow in 2011. She is a former member of the Association's Council. Jane was previously with HMRC where over a thirty year period she held various posts gaining considerable experience both in tax and change programmes.

# NEW MEMBERS 2017

## ANNUAL REPORT 2017

**Abbott** James FCCA CTA  
**Abusweder** Sami BSc (Hons)  
**Adam** Rukhsana BSc (Hons)  
**Adams** Ben MAAT  
**Aderibigbe** Akolade BA (Hons)  
**Agbley** Clemence-Isaac  
**Aggarwal** Shruti BA(Hons)  
**Ahmed** Mohammed Foyez BSc (Hons)  
**Ahmed** Azahari Thara  
**Ajit** Arpitha  
**Ali** Nadeem BSc (Hons) MSc (Hons)  
**Allotey** Moses  
**Alvarez** Peter  
**Anderson** Charlotte  
**Annat** Thomas BSc (Hons) FMAAT  
**Aremu Foluso** BSc (Hons) MSc (Hons)  
**Arlington** Daniel BA (Hons)  
**Armitage Amy** BA (Hons)  
**Arnold** Tiffany  
**Arnott** Richard BA (Hons)  
**Arunakumar** Sreejith  
**Ascough** Jennifer BA (Hons)  
**Ashton** Katrina ACCA BSc (Hons)  
**Aslam** Mohammad BSc (Hons) ACA  
**Aspinall** Dominic  
**Azahari** Ahmed  
**Backhouse** James  
**Bailey** Rachel  
**Baldry** Naomi  
**Ball** Matthew BSc (Hons)  
**Bannon** Caroline BA (Hons)  
**Bansal** Kulraj BA (Hons)  
**Bansetti** Chandra Sekhar  
**Barclay** Simon MAAT  
**Barke** Kevin Richard BA (Hons)  
**Barker** Paula  
**Barlow** Scott BSc (Hons)  
**Barnes** Jessica BSc (Hons)  
**Barth-Heyerdahl** Ida  
**Beashel** Anne BA (Hons) CTA  
**Beckford** Ricardo BSc (Hons) MSc (Hons) MAAT  
**Bednarkiewicz** Joanna MAAT  
**Begum** Joly  
**Bell** Adam BA (Hons)  
**Bell** Lorna BSc (Hons)  
**Bell** Sarah MA (Hons)  
**Belsher** Daniel BA (Hons)  
**Benge** Charles  
**Bennington** John  
**Berry** Rhona BA (Hons)  
**Best** Harold BSc (Hons) FCIARB CPA  
**Bethwaite** Peter BA (Hons)  
**Bhat** Shann BA (Hons) MSc (Hons)  
**Bishop** Theresa MAAT  
**Bishop-White** Imogen BA (Hons)  
**Blows** Laura CTA  
**Blyth** Andrew  
**Boateng** Valerie BSc (Hons)  
**Bolton** Matthew MSc  
**Booth** William BSc (Hons)  
**Bowie** Ian MAAT  
**Bowyer** Luke BSc (Hons)  
**Bradshaw** Helen  
**Brennan** Joel MAAT  
**Brinded** James BSc (Hons) MSc (Hons)  
**Briscoe** Charlie BA (Hons)  
**Broome** Michael, John MAAT  
**Brown** , Alexandra  
**Brown** Glenn  
**Bruce** Colin  
**Buck** Scott  
**Bulley** Hannah  
**Burgess** Matthew BA (Hons)  
**Burroughs** Keron BA (Hons)  
**Burton** Oliver  
**Butler** Felicity BA (Hons)  
**Butt** Mohamed Aftab FMAAT FCPA  
**Cairns** , Angela CA  
**Cameron-Mackintosh** Donald BA (Hons)  
**Capel** James MA (Soc.Sci) CTA  
**Carr** Joshua  
**Carruthers** Wendy  
**Carter** Julie  
**Cavenagh** Charles ACMA BA (Hons) FCA  
**Chadwick** Iain BA (Hons)  
**Chalk** Rebecca  
**Chan** James BSc (Hons)  
**Chan** Stephanie  
**Charlton** Gavin  
**Chauhan** Manish ACCA  
**Chawan** Shobha  
**Chester** Lauren  
**Chew** Zhen  
**Chilton** Matthew  
**Chudzinska** Aneta MAAT  
**Clamp** James MAAT  
**Clark** Ashley BA (Hons)  
**Clarke** Alison MAAT  
**Clarke** Scott ACCA MAAT  
**Clayton** Julie FMAAT

# NEW MEMBERS 2017

## ANNUAL REPORT 2017

**Clayton** Phil  
**Cleary** Duncan BA (Hons)  
**Cocks** Joe  
**Cooper** Lindsay  
**Cornford** Jacqueline ACMA  
**Corr** Adam BSc (Hons)  
**Cotter** Joseph  
**Coward** Rebecca  
**Coward** Thomas BSc (Hons)  
**Coyde** Adam BA (Hons)  
**Cracknell** James BSc (Hons)  
**Craig** Benjamin  
**Crapper** Sam BA (Hons)  
**Cripps** Ann  
**Cross** Oliver CTA  
**Curran** Ryan BSc (Hons)  
**Dale** Richard  
**Daudia** Bhavneeta  
**Davidson** Diane BSc (Hons)  
**Davies** Adam  
**Davies** Peter  
**Davis** Blair  
**Davis** Claire BSc(Hons) FCCA FMAAT  
**Davoren** Sinead BA  
**Dempsey** , Margaret BSc (Hons) ACCA CTA (Ireland)  
**Dhillon** , Pavanjit BSC (Hons)  
**Dobson** , Charlotte  
**Doherty** , Patrick BSc (Hons) CTA  
**Donohoe** , Joshua  
**Dookheea** , Chhatrapati  
**Doone** , Jacqueline BSc (Hons) MA (Hons)  
**Doris** , Thomas  
**Dowdell** Polly BA (Hons)  
**Downie** Samuel  
**Drapper** Jane  
**Drummond** Gregor BA (Hons)  
**Drummond** Michael  
**Duff** Robert BA (Hons)  
**Dumitru** Irina  
**Duncan** Jane  
**Easton** Chloe BA (Hons)  
**Edwards** Maisy  
**Eldridge** Andrew  
**Elliott** Ruth BSc (Hons)  
**Fairhall** Mark  
**Feibel** Samuel  
**Fell** Stevie MAAT  
**Fiddes** Benjamin MA (Hons)  
**Field** Christopher  
**Fine** Ariel BA (Hons)  
**Flegg** Emily BA (Hons)  
**Flippance** Scott  
**Fort** Laura BA (Hons)  
**Francis** Kevin MAAT  
**French** Colin FMAAT  
**Fretwell** Laura BA (Hons) ACMA  
**Frost** Sophie  
**Fry** Sam BA (Hons)  
**Furne** Jannah BA (Hons)  
**Gabka** Anna BA (Hons)  
**Gallikova** Maria  
**Galloway** Hannah BSc (Hons)  
**Gardner** Hayley BA (Hons)  
**Garside** Nick LLB (Hons) CTA  
**Gaunt** Katherine  
**Gbadagba**, Gabriel BSc (Hons)  
**Geach** Lindsay FMAAT  
**Ghumra** Punit BA (Hons) ACMA CGMA  
**Ghumra** Shreena BSc (Hons) ACCA  
**Gibbens** Heidi CTA  
**Gibson** Mark  
**Gilbert** Sophie BSc (Hons)  
**Gilbey** Joel BA (Hons)  
**Gilmore** Emma BSc (Hons) CA  
**Glenn** Vanessa ACCA  
**Golding** Robert BSc (Hons)  
**Gomez** Gonzalez Raquel  
**Gottlieb** Elijah BA (Hons)  
**Graham** Bethany  
**Green** Joshua  
**Greer** Joanna BSc (Hons)  
**Greig** Lynn  
**Griffiths** Amy  
**Growcott** Rebecca  
**Hack** Hana  
**Hague** Jonathan David ACCA  
**Hall** Christopher BA (Hons)  
**Hall** Emily  
**Halliday** James BSc (Hons)  
**Hancock** Catherine  
**Hand** Heidi  
**Harding** Jamie MAAT  
**Hardwick** Philip Andrew FCA CTA  
**Hart** Thomas BA (Hons)  
**Hashim** Akib  
**Haslam** Harry BA (Hons)  
**Hassall** Lewis  
**Hattersley** Matthew  
**Haverson** Claire

# NEW MEMBERS 2017

## ANNUAL REPORT 2017

**Hayes** Kirsty BSc (Hons)  
**Hayes** William  
**Haynes** Georgina BSc (Hons)  
**Heaney** Jack BA (Hons)  
**Heath** Toby  
**Henry** Joseph  
**Henry** Nathan  
**Herbert** Katarzyna MAAT  
**Hewerdine** Emma  
**Hewlett** Davina  
**Higman** Eric BA (Hons) MA (Hons)  
**Hilliard** Christopher  
**Hoaglin** Alexandra  
**Hobbs** Emily  
**Hodgson** Jake BSc (Hons)  
**Homma** Chie  
**Hood** Thea  
**Hooker** Kerry MAAT  
**Hopper** Max BA (Hons)  
**Howell** Ashlea  
**Hughes** Patrick BA (Hons)  
**Hulme** Craig ACMA  
**Hurst** Irina  
**Hutchings** Christina MAAT  
**Irons** Sydney  
**Islam** Shebin BSc (Hons)  
**Iyyaz** Adrees  
**Jackson** Catherine BA (Hons)  
**Jackson** Heather CIMA  
**Jackson-Houlston** John BA (Hons)  
**Jaifaree** Aniq  
**Jain** Krishna ACA  
**Janda** Preete BSc (Hons) ACMA  
**Jenkins** Kirstie BA (Hons) ACMA ACIS  
**Johal** Karnjit BA (Hons)  
**Johnson** Sarah BSc (Hons)  
**Johnston** Deborah  
**Jones** Catherine ACMA  
**Joshi** Priyanka  
**Jovanovic** Marc BA (Hons)  
**Jugnarain** Ashvin BSc (Hons)  
**Kaleel** Abdul BA (Hons)  
**Karvouni** Eleni  
**Kavanagh** John CTA  
**Kedge** Sarah  
**Keepax** Paul BSc (Hons)  
**Kelly** Krystyna  
**Keltie** Ryan  
**Kemp** Jack  
**Kendall** Alexander  
**Kennea** David BSc (Hons)  
**Khalid** Adnan BA (Hons) ACCA  
**Khan** Shafia BSc (Hons) MSc  
**Kinder** Elizabeth  
**King** Clive  
**Kinhart** Lauren MA (Hons) MAAT  
**Kitamura** Aki  
**Knight** Daniel BSc (Hons)  
**Knight** Peter CAT  
**Koskins** Eriks BA (Hons)  
**Kumar** Arjun  
**Kyprianou** Andreas BA (Hons)  
**Lai** Siu BSc (Hons)  
**Landers** Cara Jay  
**Lanphier** Danielle BSc (Hons)  
**Larvin** Aaron BA (Hons)  
**Laverty** Lesley  
**Lawson** Matthew BA (Hons) MAAT  
**Leader** Gemma BSc (Hons)  
**Lee** Joseph BA (Hons)  
**Lee** Muchang  
**Lee** Sophie BA (Hons)  
**Lees** Fraser MA (Hons) CA CTA  
**Letchumanan** Arun MAAT  
**Lewis** Christopher BA (Hons) ACMA  
**Lightfoot** Phoebe  
**Limbrick** Bethany  
**Litkiewicz** Monika MA (Hons) MAAT  
**Livingston-Campbell** Gale ACCA  
**Lora** Jessica  
**Lowe** Jackie  
**Lowe** Thomas BSc (Hons)  
**Lowen** Karen BA (Hons)  
**Ly** Loretta  
**Lynn** Lewis  
**Madden** Josh BSc (Hons)  
**Mahmudov** Hamza BA (Hons)  
**Main** Jessica  
**Manchester** Amie  
**Mannu** Kuldip BSc (Hons)  
**Mantle** ,Simon  
**Marie** Paul BSc (Hons)  
**Marles** Callie  
**Martin** Clare BSc (Hons) MAAT  
**Martin** Nikki  
**Martin** Phillippa ACCA MAAT CTA  
**Martin** Sharon  
**Mason** Paul BSc (Hons)  
**Masters** Peter BSc (Hons)  
**Masters** Tobias BA (Hons)

# NEW MEMBERS 2017

## ANNUAL REPORT 2017

**Mathews** Melwyn BSc (Hons)  
**Maynard** Anya  
**McAllister** Laura BA (Hons) MA  
**McBennett** John BA (Hons)  
**McDonald** Megan  
**McElhinney** Laura  
**McFarlane** Victoria  
**McIntyre** Cheryl  
**McKenzie** Judith BA (Hons)  
**McKenzie-Smart** Andrew ACCA CTA  
**McKinnon** Stewart Barnett CTA  
**McManus** Conor Jack BSc (Hons)  
**McNamara** Caroline  
**Millar** Laura BSc (Hons)  
**Miller** Richard BSc (Hons)  
**Milloy** Rachel MEng  
**Mitchell** Adam  
**Mitchell** Lucy  
**Mitchley** Natalie  
**Miyamoto** Hiromi  
**Mohammed** Romana BA (Hons)  
**Molnar** Vivien MA (Hons)  
**Morland** Tanya LLB (Hons)  
**Morton** Victoria BSc (Hons) ACA  
**Moyo** Sharon  
**Muhammad** Ahmed MSc ACCA CAT  
**Mukhtar** Iram BA (Hons)  
**Munro** Pamela BA (Hons) ACMA  
**Murphy** Milo BSc (Hons)  
**Murray** Benjamin  
**Musgrave** Cameron  
**Nahendran** Rakshana BA (Hons)  
**Nandha** Rajandeep BA (Hons) T  
**Narey** Laura  
**Ndebele** Mandisa  
**Nemeth** Joseph BSc (Hons) ACCA  
**Nethercott** Lucy BA (Hons) ACMA  
**New** Hannah  
**Nitz** Michelle BSc (Hons) ACA FCA  
**Nolan** Jamie BSc (Hons) CTA  
**Noor** Shuzal MA (Hons)  
**Nops** Charles BA (Hons)  
**Norcott** James BA (Hons)  
**Norris** Christopher BSc (Hons)  
**Norton** Rebecca BSc (Hons)  
**Noy** Bethany BSc (Hons)  
**Ogden** Terence BA (Hons)  
**Oldenburger** Yvette BSc (Hons) MSc (Hons)  
**Oliver** Benjamin BSc (Hons) SOL  
**Oriaku** Nnena BSc (Hons)

**Orr** Daniel BSc (Hons) CTA  
**Orwell** Melissa  
**Ottey** Alexander BSc (Hons)  
**Owen** Dov  
**Oyebade** Damilola  
**Page** Thomas BA (Hons)  
**Paine** Jack BSc (Hons)  
**Pandya** Kushal BSc (Hons)  
**Partakis** Mark MAAT  
**Partridge** Ashley Chartered Legal Executive  
**Pask** Andrew BEng  
**Patel** Hiren BA (Hons)  
**Paterson** Blair BA (Hons) CA  
**Paton** Kirsty  
**Payne** Deborah SOL  
**Pearson** Julie MA (Hons) FCMA  
**Peirounaki** Vasiliki  
**Phillips** Maurice ACCA CTA  
**Phillips** Natasha  
**Phillips-Evans** Endia MSc(Hons)  
**Philp** David  
**Philpott** Gillian BSc (Hons) ACA CTA  
**Pianca** Elizabeth  
**Pidgen** Jacqueline BA (Hons)  
**Pimblott** Christopher ACA CTA  
**Pindoria** Rikesh  
**Plumley**, William John  
**Podger** Eleanor  
**Poku** George  
**Porras** Andrew BSc (Hons)  
**Portokalaki** Argyro  
**Povey** Jessica  
**Preston** Harvey MAAT  
**Proudfoot** Ross Charles CA  
**Punjani** Arif FCCA  
**Purser** Joanne BSc (Hons)  
**Purves** Thomas BA (Hons)  
**Queree** Tom BA (Hons)  
**Rahman** Hasnatur BSc (Hons)  
**Ralph** Amy  
**Randall** Paul  
**Rawlings** Edward BSc (Hons)  
**Rawson** Emma Victoria CTA  
**Rayner** Jessica  
**Reach** Katie BSc (Hons)  
**Rees** Lucy Jane CTA  
**Reid** Joseph Eamon  
**Reid** Scott BA (Hons)  
**Richards** Alexander  
**Richmond** Mark BA (Hons)

# NEW MEMBERS 2017

## ANNUAL REPORT 2017

**Riley** Olivia Clare  
**Ringrose** Megan  
**Risi** Luke BSc (Hons)  
**Roberts** Ian CTA  
**Robinson** Lewis BSc (Hons)  
**Robson** Andrew  
**Robson** Jade  
**Rogerson** Tamanna BSc (Hons)  
**Rooney**, Oliver BSc (Hons)  
**Rose** ,Hayden  
**Rosell** Catherine BA (Hons) ACMA CTA  
**Rowley** Jonathan BSc (Hons)  
**Russan** Rebecca Laura BSc (Hons) MAAT  
**Russell** Stacey BA  
**Ryan** Daniel BA (Hons)  
**Sadler** Anthony BSc (Hons)  
**Salmon** Ben  
**Salter** Lisa  
**Sarkeshik** Leo BA (Hons)  
**Saud** Malik  
**Saunders** Natalie  
**Scarff** Chloe BSc (Hons)  
**Scott** Andrew BSc (Hons)  
**Scott** , Bethany  
**Scott** , Chloe  
**Scott** Rebecca  
**Sewell** David  
**Shah** Jinay BA (Hons)  
**Shah** Paayal BSc (Hons)  
**Shakir** Nicholas  
**Shaughnessy** Charlotte TEP  
**Shaw** Zuzana  
**Shivabalendran** Roshan BSc (Hons)  
**Shorter** Aaron BSc (Hons)  
**Shulman** Denise CTA  
**Simpson** Cassie BSc (Hons)  
**Simpson** Robin BSc (Hons) ACA  
**Sin** Mei  
**Smith** Amy  
**Smith** Howard Robert  
**Smith** Kieran BSc (Hons) ACA CTA  
**Smith** Nathan MAAT  
**Smith** Rachel BSc (Hons) CTA  
**Smith** Robert  
**Smylie** Michael  
**Sohal** Narinder BSc (Hons)  
**Solanke** Olagoke BA (Hons)  
**Solley** Lauren MAAT  
**Soper** Bradley  
**Stokes** James BSc (Hons)  
**Stone-Galpin** Harry BSc (Hons)  
**Stronach** Gavin BSc (Hons)  
**Stubbs** Emma MAAT  
**Suresh** Oshin BSc (Hons)  
**Susta** Madara  
**Sutton** Donna  
**Svendsen** Christian  
**Swales**, James  
**Sykes** Katie  
**Tang** Can ACCA  
**Tanna** Bhavnesht FCCA  
**Taylor** Michael CTA  
**Taylor** Samantha  
**Tee** Ju BA(Hons)  
**Temple** Alexandra  
**Tetley** Jacqueline MAAT  
**Teward** Michael MAAT  
**Thakur** Nabeel MSc (Hons)  
**Thomas** Anita ACMA  
**Thomas** Craig BA (Hons) CTA  
**Thomas** Jane BA (Hons)  
**Thompson** Amanda  
**Thompson** David MAAT  
**Thorley** Luke  
**Thorne** Adam MAAT  
**Thornley** Helen MA ACA CTA  
**Tickle** Leanne  
**Tidball** Leanne MAAT  
**Timmis** Darren BSc (Hons)  
**Tipper** Kayleigh  
**Tipping** William CTA  
**Toth** Rita BSc (Hons)  
**Tranter** Lindsey FMAAT  
**Travell** Katerina BSc (Hons)  
**Trewin** Rebecca  
**Trueman** Lee-Anne  
**Tudhope** Matthew  
**Tuffs** Ryan BSc (Hons)  
**Usmanova** Zulfiya MAAT  
**Vadgama** Henil  
**Vahidi** Sara BSc (Hons)  
**van der Lande** George  
**Waine** Edward  
**Walker**, Matthew  
**Walker** Natalie  
**Wallace** Amy  
**Walters** Andrew MAAT EA  
**Wang** , Shao BA (Hons) MSc  
**Warmington** Cournell  
**Warner** Thomas MAAT CTA

# NEW MEMBERS 2017

## ANNUAL REPORT 2017

**Waters** Joseph  
**Watson** Robbie SOL  
**Weate** Alexander BA (Hons)  
**Webster** Christopher  
**Wells** Daniel BSc (Hons)  
**Westall** Rhys BA (Hons)  
**Wetherall** Claire BSc (Hons) CTA  
**Whalley** Alice BSc (Hons)  
**Whelan** Stacey MAAT  
**White** Alex MAAT  
**White** Phil  
**Whitehouse**, Caroline  
**Wilkes** Ryan MAAT  
**Williams** George BSc (Hons)  
**Williams** Saeran BA (Hons)  
**Willows** Jonathan BA (Hons)  
**Wingfield** Dominic  
**Wingrove** Adam BSc (Hons)  
**Woodburn** Richard BSc (Hons) MAAT  
**Worsnop** Mark  
**Wren-Kirkham** Michael BSc (Hons)  
**Wright** Alex  
**Wright** Fiona  
**Wright** Jayne MAAT  
**Xue** Yang  
**Yang** Fang MSc (Hons)  
**Yard** William  
**Zhekova** Mariya  
**Zubair** Rana ACA

# ANNUAL REPORT 2017

## NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the twenty-eighth Annual General Meeting of The Association of Taxation Technicians will be held in the Westminster Suite at Broadway House, Tothill Street, London SW1H 9NQ on Thursday 5 July 2018 at 1400.

### Ordinary Business

1. To receive and adopt the Report for Council for 2017.
2. To receive and adopt the audited Financial Statements of the Association for the year ended 31 December 2017.
3. To re-elect as Members of Council Nancy Cruickshanks and Senga Prior who retire under Regulation 38.
4. To re-elect as a Member of Council Richard Todd who retires under Regulation 43.
5. To appoint Buzzacott 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

**20 March 2018**

### Notes

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

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