2011

ANNUAL REVIEW

Association of Taxation Technicians

Practical Tax People

CONTENTS

OUR VISION

The vision of the Association of Taxation Technicians is to remain the leading educational body in the field of compliance tax law and practice.

The Association's mission is to

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

B. (i) to prevent crime and
(ii) to promote the sound administration of the law for the public benefit

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

To do this it:

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

PRESIDENT'S STATEMENT

As President of the Association of Taxation Technicians it gives me great pleasure to present the annual report for 2011. It has been a challenging year against the backdrop of a tough economic environment but with good grace, energy and enthusiasm we have continued to grow in both membership numbers and stature as a professional body. We passed the mile stone of admitting our 7,000th member and reversing the trend of the previous two years we saw student numbers increase by 12% bringing us up to just over 4,700 as at 31 December 2011.

At the beginning of the year we set ourselves a number of challenges against which we would judge ourselves. These challenges were either undertaken by Council as a whole or by the individual committees who report back to Council. I will deal with each of these in turn and report our progress against them.

New Examination Structure

Following a review of our examination structure last year we decided to replace our traditional Paper 7 which dealt with Practice Administration and Ethics with E-Assessments in Law and Ethics moving administration back into the individual tax papers. We believe that this will greatly assist students to successfully study these subjects at their own pace and we hope increase the pass rate. The last sitting of Paper 7 took place in November with the E-Assessments due to commence on 1 March 2012.

The decision to move to E-Assessments was the easy part! The implementation of the change was our first challenge. This involved successful communication of the change, dealing with transitional rules, negotiating contracts, branding issues and also agreeing how passes in the E-Assessments could be carried over for those people contemplating moving on to the examination of the Chartered Institute of Taxation.

Natalie Miller as chairman of our Examination Committee led this on our behalf supported by our Chief Examiner, Sue Short, and her team of examiners plus the invaluable help of the education team. Thanks to their diligence we hit all of our deadlines and ensured everything was in place to roll out the new structure well in advance of 1 March 2012. This was done at the same time that they were working on ensuring we had examination papers ready for everyone to sit in May and November! Our gratitude and thanks go to all concerned for delivering this project in such a professional manner.

Fellowship

A new category of membership was introduced on 1 January 2011. We believed that just over 2,000 current members met the criteria to apply to become a Fellow having been members of the Association for a continuous period of 10 years. Our second challenge of the year was to encourage take up of Fellowship. The first step was to ensure that it was widely publicised. We took every opportunity to advertise it through membership renewal notices, articles in Tax Adviser and Presidential Addresses! The second step was to ensure that the process of application was as simple as possible and this has been achieved. We ask for a simple resume of members' careers to date as a way for us to profile our Fellows. This will help us to design specific benefits for Fellows once we achieve critical mass. We want Fellows to be rightly proud of their status within the Association as we are proud of the loyalty and support they have shown to us by remaining members over such a long period of time.

We have seen a steady stream of applications to become Fellows and we hope that this continues over the coming years.

Interaction with HMRC

Our third challenge in furtherance of our charitable objectives was to continue to increase our profile with HMRC and HM Treasury by producing high quality responses to consultative documents issued by both government departments. Our Technical Committee lead by my Deputy President, Yvette Nunn, and assisted by our Technical Officer, John Kimmer, have been outstanding in the breadth, quality and scope of their responses often against almost impossible deadlines. We only respond to

New members at the Admission Ceremony held on 14 April 2011 at the House of Lords.

documents which we feel are relevant to our members and the public at large but even this selection criteria hasn't greatly reduced their work load!

This is incredibly important work as we need the Association's voice to be heard. We believe we always take a balanced approach but where something is wrong we are prepared to fight our corner for what we believe is right. All our responses are published on our website and it is great to see more and more members providing feed back to us and signing up for alerts on topics of interest.

One of the major initiatives during the year has been HMRC's Tax Agent Strategy. We galvanised our membership into action and canvassed as many views as possible. Our members did not fail us and it gave us great satisfaction that our substantial response to the original consultative document was founded on those many responses received from members. We believe that our response truly reflected the mood and concerns of the tax profession and we have been able to carry this through into subsequent meetings which we attended with the other major professional bodies and HMRC. We have established certain minimum requirements before we will support the proposals. We will not waiver from these as that is what our members want and what is in the best interests of the general public. We will wholly support the right system and we will make it work but it has to be right.

A huge thank you to all members who have taken time this year to contribute to the debate. Please continue with your input during 2012 and we will get the system right. I am convinced of that.

Ian Sawbridge, ATT's 7000th member, at the Admission Ceremony at the House of Lords with his guests.

Marketing Plan

Marketing and communication is vitally important to increasing membership which in turn increases our influence as an Association and satisfying our charitable objectives. Our fourth and final challenge was to design and implement a credible marketing plan to increase both student and membership numbers. This was a root and branch review of everything we do and how we interact with all our stakeholders not just members and students.

The initiative has been led by Jane Ashton as chairman of our Marketing Committee. Huge strides have been made including the most

Imy Underwood receiving the President's Medal for the November 2011 examinations from Stuart McKinnon

comprehensive market research programme we have ever undertaken. This involved talking at length to employers to find out what we do right, what we do wrong and what more we could do. We are immensely grateful to all those employers who have taken part and for their honest feedback. We get many things right but like any organisation we can always improve and in particular we need to move with the times embracing such things as social media to spread our influence.

This is very much a work in progress but I am personally immensely grateful to the work that Jane and her team have done and continue to do. If the proof of success is increased numbers of members and students then 2011 has been a success. We hope to make an even greater impact in 2012.

Thank you

I have to end this report with a big thank you to everyone who has supported the Association in the past 12 months. To the army of volunteers from my fellow Council members to the Association's representatives on local branch committees thank you for giving so freely and generously of your time. To my fellow officers thank you for your support and wisdom. And finally to the professional staff at Artillery House in particular Andy Pickering our Executive Director and Sue Fraser our Executive Officer. We couldn't do this without you.

Stuart McKinnon, President

HIGHLIGHTS & KEY DECISIONS

Following our 21st celebrations in 2010 it could have been expected that 2011 would have been a quieter year, but that was not the case.

Council set itself four objectives for 2011:

- To introduce the new fellowship status
- To continue increasing our profile with HMRC, HM Treasury, the not for profit sector and the general public by producing high quality responses to HMRC and HM Treasury consultations thus enhancing the fulfilment of one of our charitable objects.
- To continue the implementation of the marketing and communications plan, which will continue through future years and to increase co-operation with other professional bodies.
- To prepare for the smooth introduction of the changes to the examination structure, which will come into effect in May 2012.

In his statement the President has outlined our significant achievements against these objectives.

Governance

During 2010 a working party was formed to review our governance structure. The idea was to relieve Council from having to deal with the minutiae of decision making, giving it more time to deal with strategic issues and to empowering the various committees to make better decisions based on guidance from Council. The working party reported on progress at each of the four Council meetings held during the year and a final report will be made to Council at the meeting to be held on 5 July 2012 with any new structure being implemented from September 2012.

Survey

During 2010 and 2011 separate surveys of members and employers were undertaken. A number of issues were identified and our Marketing Committee has been addressing those issues as follows:

» Careers Officers

We have provided brochures to members of the 'Institute of Career Guidance' and members of the 'Association of Graduate Careers Advisory Services' promoting ATT, the route to membership and the many and varied benefits of gaining the ATT qualification.

» Students

We emailed 50,000 students in further education promoting the ATT qualification and raising awareness of tax as a career. We have designed and distributed a brochure aimed specifically at students to highlight the benefits of the qualification and the fact that you can 'earn as you learn'.

» Employers

We carried out some independent research with a variety of employers, large, medium and small to establish how we as an Association can better support them. We are currently in the process of analysing the results and will over the next year start to address some of the issues that have been highlighted.

A number of different employers asked whether we had considered an accreditation scheme for employers of ATT students. We researched what was on offer from other professional organisations and we are currently analysing the results with the hope of being able to bring forward proposals during 2012.

» Marketing Collateral

We have written several marketing brochures to target the following segments: 1) Potential students, 2) Careers Officers, 3) Employers and 4) AAT Students. These were given out at various conferences and are available on our website or on request. These have proved very popular and set out

Annie Bailey being presented with a special gift in recognition of her many years of service to the Association

HIGHLIGHTS & KEY DECISIONS OF 2011

New members at the Admission Ceremony held on 20 October 2011 at the House of Lords.

the advantages to each of the segments of studying for and obtaining the ATT qualification. In addition careers officers can request posters for display in educational establishments which set out the benefits of gaining the ATT qualification.

» Media

We carried out a website usability survey to pinpoint the areas of the website that need improving. We are now putting plans in place to make these improvements so that it meets the needs of the general public, members, students, employers and careers officers. We have now launched Facebook, Twitter and LinkedIn pages so that we can better communicate with our students and members in a way that suits their needs.

Annual return

During the year the decision was taken to require members to update their details (Annual Return) on our database. It will be introduced during 2012 and the information will enable us to provide an up to date list of members in practice available to the public. We will also be better informed about our members, thus helping us to better represent members' interests and target services towards their needs. The annual return will also enable members to self-certify their Continuing Professional Development (CPD) compliance as required under the new CPD rules.

Rules and guidance

All our rules and guidance are freely available on our website so that members and the public alike can have access. Our recent projects are mentioned below.

» Updated guidance

In 2011 we issued updated versions of Professional Rules and Practice Guidelines, Professional Conduct in relation to Taxation, CPD Rules and a new policy on members who are declared bankrupt or enter in to an Individual Voluntary Arrangement.

We also issued some general guidance on the Bribery Act and on the UK/Swiss Tax Deal.

» Professional Indemnity Insurance (PII)

PII rules are under review and our aim is to ensure that all members in practice are able to obtain PII cover regardless of their area of work or claims record.

» Engagement letters

Together with the six other professional bodies involved, we are in the process of updating the guidance on Engagement letters for Tax Practitioners.

» Expert Witness

We are exploring a possible expert witness accreditation scheme with the Expert Witness Institute.

Technical

The work of our Technical Committee seems to grow from year to year and 2011 was no exception. We are welcome on, and are represented together with other professional bodies, on many HMRC working parties including:

Business Records Checks
Joint VAT Consultative Committee
Joint Tax Agent Strategy

SME Programme Advisory Network
Agent Engagement Group
High New Worth Individuals
Employer Compliance Forum
Working Together

In addition we responded to the many Consultation Documents issued by HMRC during the year together with the Budget Notices and the Pre Budget Report, to the extent that they affect our members in practice and industry, or the wider members of the public and unrepresented taxpayers.

We lobbied hard and persistently on areas where the legislation or HMRC practices are unfair, and one such area we are working on with our colleagues at the CIOT is the unfair penalties imposed by the Business Records Checks .

Our submissions to HMRC are published on our website.

There are a number of big issues that have come about in 2011, but which will continue into 2012. These include:

» GAAR (General Anti Abuse Rule)
Another 'hot potato'. Do we want one? Do we need one? It is not unreasonable to think that if legislation was used for its intended affect, we actually don't need it. We will be representing the views of members and the general public as the debate on this subject continues.

» RTI (Real Time Information)
Something else for our members and their clients to comply with. We hope the software suppliers will take most of the heat out of this one, but it still has to be managed. So more pressures are put on agents and businesses. We are working with HMRC to lesson the burden on businesses.

Newcastle & District Annual Dinner on 3 March 2011 Left to right: Mark Hipkin, President, Newcastle Law Society, Vincent Oratore, President, Chartered Institute of Taxation, Simon Braidley, President, Association of Taxation Technicians, David Swallow, Deputy President, Northern Society of Chartered Accountants and David Bradshaw, Committee Member, Newcastle & District Branch

Examination

During the year the final touches to the changes in the syllabus and examination structure were put in place. The changes will take effect from the May 2012 sitting although the E-Assessments will be available from 1 March 2012. Full details can be found on our website.

Looking ahead to the higher apprenticeship in tax

You may have seen the announcement in December that we have joined forces with PricewaterhouseCoopers (PwC) and others to provide a higher apprenticeship in tax. The Government gave the go-ahead to the bid for a new Professional Services Higher Apprenticeships Programme. The Programme will initially cover tax, audit and management consulting.

Apprentices on the tax route will follow a newly-developed level 4 Qualifications and Credit Framework (QCF) qualification in tax. The qualification will be designed to raise apprentices to the ATT professional standard. We will be looking closely at the way in which this will interact with our existing offerings so look out for more information on this over the next few months.

The new Apprenticeship will be available from the Autumn of 2012 and PwC are expecting to recruit 350 apprentices by the Spring of 2013.

Merchandise

We carried out a full review of the merchandise which we offer to members and students. This has resulted in a number of new lines being made available including cufflinks, conference folders, business card holders and umbrellas. All merchandise can be viewed and ordered on our website.

Logo

The ATT logo (colloquially know as the lozenge!) is copyright and cannot be used without the express permission of the Association. The logo has an advantage over the badge in that it spells out the letters of the ATT and is therefore

Simon Braidley and Lord Christopher who hosted the Admission Ceremony at the House of Lords on 14 April 2011

more recognisable. We believe that it should be more widely available for all members to use but we still have to control this use. We are therefore currently working on rules and guidelines to allow this to happen. We will hopefully be able to report shortly on the proposed scheme and look forward to many more members incorporating the lozenge into their own stationery and promotional material.

Branch Representatives

We are keen to ensure that we have ATT representatives on each of the regional Branch committees. Most Branches have a nominated ATT representative and we ensure that they are kept up to date on what is happening on a national level through a regular newsletter. We have also held two Branch representative meetings during the year at Artillery House which proved to be very successful. We are very grateful to all the Branch representatives for their enthusiasm and for giving of their time freely to further the cause of the ATT.

Annual Tax Conference

The Annual Tax conference was held in nine centres around the country and even in the current economic climate remained very popular. We are grateful for the support given by those who attend and from our lecturers who strive to produce new and varied material to deliver every year, ensuring that the conference covers relevant issues in the tax world and continues to keep those attending up to date with new developments.

Joint Seminars

We ran a series of joint seminars in conjunction with the Association of Accounting Technicians (AAT) at various venues around the country. We try to liaise with other professional bodies but there does seem to be a natural fit with the AAT. We already have exemptions from each other's examinations and we are aware of local Branches getting involved in joint initiatives. We hope that this continues and we can build on the mutual respect we have for each other's organisations.

Support

It is not our usual practice to highlight any particular contribution made by a volunteer (Council, Committee or Branch member) unless circumstances are exceptional. Annie Bailey, who has been involved with the Association since its formation in one role or another, including being President from July 2008 to July 2009, stood down from the Examination Committee during the year. This was her final role with the ATT. She has taken up a two-year post in the Falkland Islands where she will be getting involved with the development of their tax legislation. Annie's contribution over the years has been outstanding and she will be missed.

A quiet year.....we don't think so!

PUBLIC BENEFIT

The Association is a registered charity and has an obligation to operate for the public benefit. This does not necessarily mean for the entire population and can refer to a section of the public. As an educational charity our focus is very much on education not just of our members and students, but also of the general public.

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

Past Presidents Jean Jesty, Trevor Johnson and Annie Bailey at the President's Reception held on HQS Wellington on 22 March 2011

One of the principal aims of the Member and Student Services Committee is the provision and development of education and training for members, registered students and the general public, which includes potential students and members. This encompasses a range of services all of which are focused on the education of all. Conferences are clearly important in this respect, but the Committee also supports members with the provision of tax books and other technical publications. The Committee also ensures that members comply with their CPD obligations, which gives members of the public an assurance that members are up to date with their knowledge of taxation.

Around the UK there are 33 Branches, joint with the CIOT, which provide valuable CPD courses for members, students and the general public.

At the forefront of our work is setting examinations which as well as providing entry to membership furthers our educational aims. During the year 1,809 candidates sat our examination, taking 3,232 papers and achieving 2,156 passes. To help students prepare for our examinations we held two residential training conferences.

We also held our annual tax conference at nine locations around the country. This conference is open to all and attracts a wide attendance from our members. Some are members of other professional bodies, but some members of the public simply use the conference to further their tax knowledge.

Sonia Gough receiving the Association Medal for the May 2011 examinations from Stuart McKinnon

PUBLIC BENEFIT

These courses are not just focused on tax topics but include issues that arise or affect tax practices. These courses are exceptional value for money and all are encouraged to attend.

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

The role of our Marketing Committee can be summed up as to encourage more students to take our examination and become members. This sounds simple and straightforward, but it entails a great deal of work in raising awareness of the ATT with careers advisers, employers and potential students working in taxation as well as the general public. By encouraging more members we will have a better qualified profession, which will benefit the users of tax agents and the revenue authorities, and will provide us with more resources to respond to HMRC and HM Treasury consultations.

More detail of how we achieve public benefit against the objectives outlined above can be found in the section of this Review entitled Highlights and key decisions of 2011.

Neville Nagler, Executive Director, Taxation Disciplinary Board and Phil Berwick, McGrigors at HQS Wellington

2011 Examinations – May	Number of candidates	Number passing (and pass rate)
Personal Taxation	433	311 (72%)
Business Taxation & Accounting Principles	375	303 (81%)
Business Tax: Higher Skills	254	193 (76%)
IHT, Trusts and Estates	50	42 (76%)
VAT	52	42 (84%)
Business Compliance	55	33 (63%)
Practice Administration & Ethics	421	251 (60%)

2011 Examinations – November	Number of candidates	Number passing (and pass rate)
Personal Taxation	453	275 (61%)
Business Taxation & Accounting Principles	354	269 (76%)
Business Tax: Higher Skills	232	177 (76%)
IHT, Trusts and Estates	40	27 (66%)
VAT	69	47 (68%)
Business Compliance	75	65 (87%)
Practice Administration & Ethics	369	216 (59%)

LIST OF PRIZEWINNERS

Prizes and medals were awarded as follows:	May	November
Association Medal (best overall performance)	Sonia Lucy Gough	Nisha Talathi
Ivison Medal (Personal Taxation paper)	Marc Elliot Balshaw	Claire Marie Cassidy-Goodman
Jennings Medal (Business Taxation & Accounting Principles paper)	Ruth Marie Hemingway	Claire Marie Cassidy-Goodman
Stary Medal (Business Taxation: Higher Skills paper)	Sonia Lucy Gough	Michelle Bell
Kimmer Medal (IHT, Trusts & Estates paper)	Heather Elizabeth Cox	Kevin Marwein-Smith
Gravestock Medal (VAT paper)	Syeed Mamnoon Reza	Michael Egan
Collingwood Medal (Business Compliance paper)	Emily Susan Duffy	Anchal Daryanani
Johnson Medal (Practice Administration & Ethics paper)	Nicola Crawley	Eilidh Gillian McFadzean
LexisNexis Prize (highest total marks when taking all four papers at one sitting)	Sonia Lucy Gough	Nisha Talathi

In addition to the exceptional papers produced by the prizewinners, awards of the President's Medal were made for the May examination sitting to William Richard Sweeney, and for the November examination sitting to Imy Kathleen Underwood. This is a discretionary award to an outstanding candidate who because of the criteria for the above prizes would not otherwise be eligible for a prize.

The 2011 Examination Prizewinners
Left to right back row: Nicola Crawley, Michelle Bell, Imy Underwood, Marc Balshaw, William Sweeney, Kevin Marwein-Smith
Left to right 2nd row: Anchal Daryanani, Ruth Hemmingway, Sonia Gough, Claire Cassidy-Goodman, Eilidh McFadzean, Emily Duffy, Heather Cox
Left to right front row: Syeed Reza and Michael Egan

THE ROLE AND STRUCTURE OF COUNCIL

There are 20 Council members of which 17 are Elected Members, two members Nominated by the Chartered Institute of Taxation (CIOT) and an Ex-Officio member, who is the CIOT Vice-President. There is provision within the Articles for 20 Elected Members, four Nominated members and one Ex-Officio member.

Council's role is simply expressed as to manage the Association. This involves setting and monitoring the implementation of the strategy, setting and reviewing financial performance and managing the risks that the Association may face. The Association is a registered company and a charity, so the Council members are both Directors of the company and Trustees of the charity.

Implementation of the Association's strategy has been delegated to the standing committees, Advisory, Member and Student Services, Technical, Professional Standards (joint committee with the CIOT), Marketing and Finance Advisory Group. The Advisory Committee, which consists of the President, Deputy President, Vice-President, the Treasurer and two past Presidents, has the delegated authority to make decisions between meetings of Council.

Honorary officers:
President: Stuart McKinnon ATT(Fellow) CTA (1999) (E)
Deputy President: Yvette Nunn ATT(Fellow) CTA(Fellow) MAAT (2000) (E)
Vice-President: Natalie Miller BA(Hons) ATT(Fellow) CTA(Fellow) (2006) (N)
Honorary Treasurer: Philip Waller ATT CTA FCA (2004) (E)

Council:
Jane Ashton ATT(Fellow) (2005) (E)
Graham Batty BSc (Hons) ATT CTA ACA (2012) (E)
Trevor Blackmur ATT (2010) (E)
*Simon Braidley BA(Hons) ATT(Fellow) (2003) (E)
Jeremy Coker BSc(Hons) ATT CTA FCCA (2008) (E)
Stephen Coleclough LLB(Hons) CTA(Fellow) FITT FInstCPD FRSA Solicitor (Exo)
Bernard Critchley BSc ATT CTA (2006) (E)
Tracy Easman ATT CTA (2011) (E)
Karen Eckstein LLB(Hons) ATT CTA Solicitor (2008) (E)
Simon Groom BSc ATT CTA FCA (2003) (E)
Tanya Hiscock ATT MAAT (2009) (E)
Chris Jones BA(Hons) ATT CTA(Fellow) (2006) (N)
Brian Palmer ATT(Fellow) FMAAT (2010) (E)
Ralph Pettengell ATT FPFS ACII (2006) (E)
*David Stedman ATT(Fellow) (2001) (E)
Michael Steed ATT CTA(Fellow) MAAT (2009) (E)

N - Nominated Member

E - Elected Member

Exo - Ex-officio member

* Indicates Past President

The year of appointment to Council is shown in brackets.

President's Advisory Committee	
Chairman: Stuart McKinnon	
Simon Braidley	David Stedman
Natalie Miller	Phil Waller
Yvette Nunn	

Examination Committee	
Chairman: Natalie Miller	
Jeremy Coker	David Lynas *
Amanda Fisher *	Sue Short (Chief Examiner) *
Sarah Kay *	

Marketing Committee	
Chairman: Jane Ashton	
Simon Braidley	Chris Jones
Larry Darby *	Ralph Pettengell
Trevor Johnson *	

Member and Student Services Committee	
Chairman: Simon Groom	
Anne Anderson *	Hayley Levene *
Jane Ashton	Katharine Lindley *
Ross Burgess *	James McBrearty *
Bernard Critchley	Chris Siddle *
Tanya Hiscock	Richard Todd *
Steven Holden *	

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

Finance Advisory Group	
Chairman: Phil Waller	
Jeremy Coker	Ralph Pettengell
Jean Jesty *	Andrew Shearer *

Professional Standards Committee (joint with the Institute)	
Chairman: Karen Eckstein	
Eloise Brown *	Julian Nelberg *
Matt Coward *	Dean Shepherd *
Tracy Easman	David Stedman

Audit Committee (joint with the Institute)
Chairman: Peter Gravestock *
Simon Groom

* Co-opted member

Representations on committees of the Institute

Officers Group
Stuart McKinnon

Technical Committee
Yvette Nunn

Education Committee
Natalie Miller

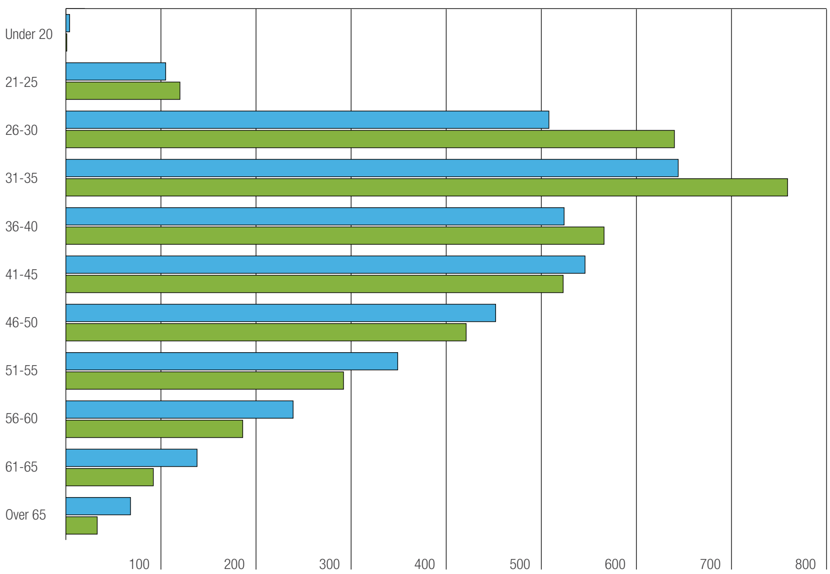
Membership Committee
Yvette Nunn

Treasurer's Committee
Phil Waller

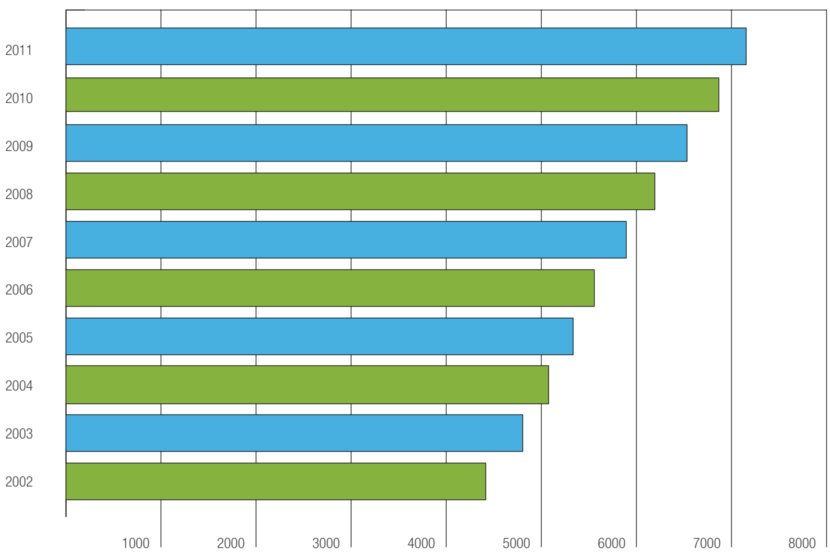
Tax Adviser Sub Committee	
Tanya Hiscock	Jean Jesty *

AT A GLANCE

Age range of Association Members
Male   Female



Number of Association Members
At the end of each of the following years

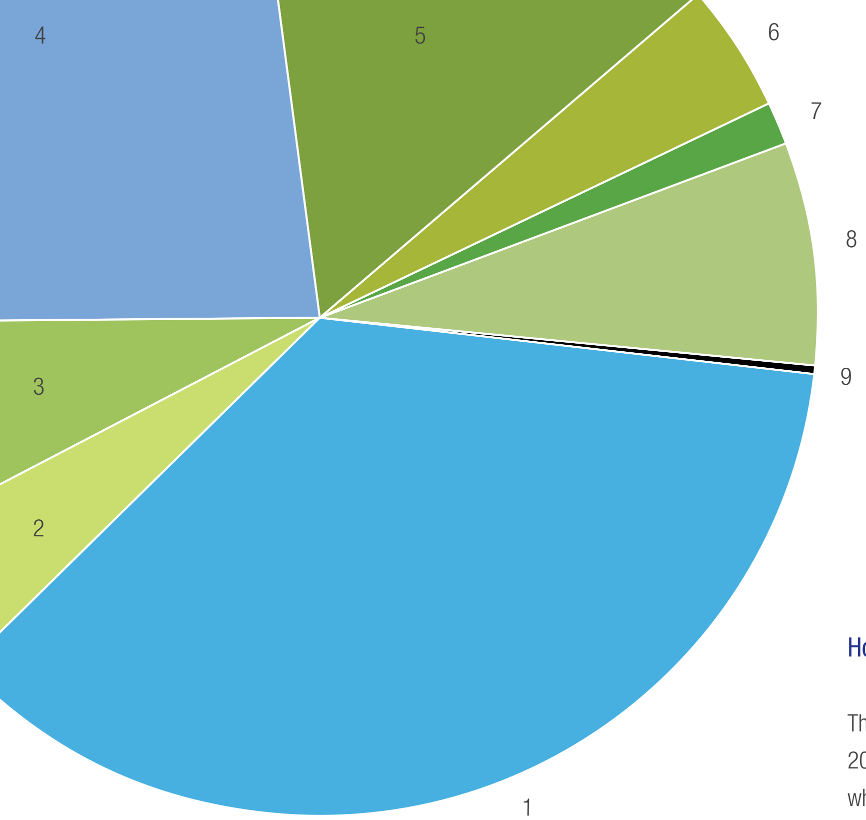


List of Past Presidents	
1989 - 1992	Roy L Jennings
1992 - 1994	Robin M Ivison
1994 - 1995	Erica F M Stary
1995 - 1997	Peter S Gravestock
1997 - 1999	R Frank Collingwood
1999 - 2001	John M Kimmer
2001 - 2002	Trevor Johnson
2002 - 2003	Anthony D Thomas
2003 - 2004	Andrew N Hubbard
2004 - 2005	Leslie Beckett
2005 - 2007	Jean Jesty
2007 - 2008	J Richard Geldard
2008 - 2009	Annie J Bailey
2009 - 2010	David W Stedman
2010 - 2011	Simon J Braidley
2011	Andrew Meeson

List of Honorary Members	
1995	Robin M Ivison
1998	Erica F M Stary
2000	Ronald J Ison
2001	John Jeffrey-Cook
2002	Peter S Gravestock
2002	R Frank Collingwood
2003	John M Kimmer
2004	Trevor Johnson
2006	Roy L Jennings
2007	The Rt Hon the Lord Freeman
2007	The Rt Hon the Lord Howe of Aberavon

List of Senior Staff
Executive Director: Andrew R Pickering
Executive Officer: Susan M Fraser
Tax Policy Director: D John Whiting
Director of Member Services & Operations: Mary Foley
Head of Education: Rosalind Baxter

List of Past Secretaries	
1989 - 1991	Malcolm J Gammie
1991 - 1992	Erica F M Stary
1992 - 1994	Bianca M Marsden



Expenditure – 2011		£'000
1	Salary Costs	**598**
2	Accommodation	**81**
3	Support Costs	**126**
4	Membership	**385**
5	Student	**262**
6	Promotional Costs	**71**
7	Grants	**20**
8	Governance Costs	**123**
9	Investment Costs	**1**
	Total	**1,667**

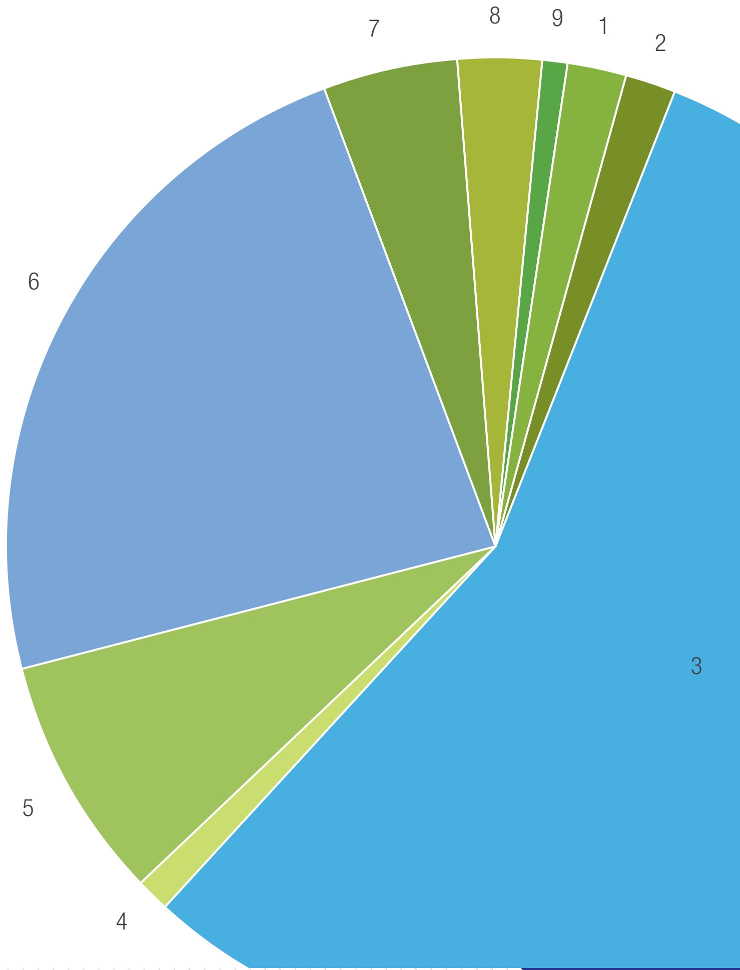
How do we spend our income?

The wheel opposite sets out the major categories of expenditure for 2011. The largest category of expenditure continues to be our staff costs which have increased by 6% in a direct comparison with 2010. This is in line with the increased activity which we need to undertake to look after the growing numbers of members and students to ensure that the level of satisfaction that we strive to deliver is maintained. In particular, we aim to continue to provide the publications to you that we know are very much appreciated from your members survey feedback.

From where do we derive our income?

You will see from the chart that more than half of our income comes from your membership subscriptions and a further 32% is derived from registered students, primarily through entrance fees, registration fees and examination entry fees. Indeed, the number of students grew steadily throughout the year and stood at 4,804 at 31 December 2011. In the current economic climate, we are endeavouring to keep our future member and student subscription costs as low as we are able in an effort to help all of you in these difficult times.

Income – 2011		£'000
1	Activities for generating funds	**36**
2	Investment Funds	**32**
3	Subscription Fees	**984**
4	Entrance Fees	**20**
5	Student Registration Fees	**141**
6	Examination Fees	**411**
7	Conference Fees	**79**
8	Sale of books and merchandise	**53**
9	Other Income	**10**
	Total	**1,766**



SUMMARISED FINANCIAL STATEMENTS

Financial Statements

The summary financial statements are a précis of the information contained in The Association of Taxation Technicians' Annual Report and Financial Statements for the year ended 31 December 2011. They do not contain sufficient information to allow a full understanding of the results and state of affairs of the Association. For further information, the Annual Report and Financial Statements should be consulted. They can be viewed or downloaded from our website at www.att.org.uk

These summary financial statements have been prepared in accordance with the Companies Act 2006 and applicable accounting standards and were approved by the Council Members on 20 March 2012 and signed on its behalf by S G McKinnon (President), P Waller (Treasurer) and A R Pickering (Executive Director). The Independent Auditor's opinion on the full financial statements was unqualified.

Independent Auditor's statement to the members of the Association of Taxation Technicians

We have examined the summarised financial statements of The Association of Taxation Technicians.

This statement is made solely to the charitable company's members, as a body in accordance with the terms of our engagement. Our work has been undertaken so that we might state to the charitable company's members those matters we have agreed to state to them in this statement 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's members as a body, for our work, for this statement, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

The council members (as Directors and also the Trustees of the Association) are responsible for preparing the summarised financial statements in accordance with the requirements of section 427 of the Companies Act 2006 and regulations made thereunder and recommendations of the Charities Statement of Recommended Practice.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements and directors' report and its compliance with the relevant requirements of section 427 of the Companies Act and the regulations made thereunder. We also read the other information contained in the summarised annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

Basis of opinion

We conducted our work in accordance with Bulletin 2008/3 'The auditors' statement on the summary financial statement' issued by the Auditing Practices Board for use in the United Kingdom. Our report on the full annual financial statements describes the basis of our opinion on those financial statements.

Opinion

In our opinion the summarised financial statements are consistent with the full financial statements and the directors' report of The Association of Taxation Technicians for the year ended 31 December 2011 and complies with the relevant requirements of section 427 of the Companies Act 2006 and regulations made thereunder.

PKF (UK) LLP
Statutory Auditor
London, UK
25 May 2012

Summary Statement of Financial Activities for year ended 31 December 2011	2011 £'000	Restated 2010 £'000
Incoming Resources		
Incoming Resources from generating funds	**68**	62
Incoming Resources from charitable activities	**1698**	1650
Total Incoming Resources	**1766**	1712
Resources Expended		
Cost of generating funds	**1**	2
Charitable activities	**1543**	1621
Governance Costs	**123**	93
Total Resources Expended	**1667**	1716
Net incoming/(outgoing) resources before other recognised gains and losses	**99**	(4)
(Loss)/gain on investment assets	**(36)**	88
Net movement in funds	**63**	84
Reconciliation of funds		
Total funds brought forward at 1 January	**1,228**	1,144
Total funds carried forward 31 December	**1,291**	1,228

Summary Balance Sheet as at 31 December 2011	2011 £'000	2010 £'000
Fixed Assets		
Investments	**591**	627
Total Fixed Assets	**591**	627
Current Assets		
Stock	**21**	12
Debtors	**50**	55
Cash on short term deposits and at bank	**1,299**	1,206
	1,370	1,273
Creditors		
Amount falling due within one year	**(550)**	(556)
Net Current Assets	**820**	717
Total assets less current liabilities	**1,411**	1,344
Creditors		
Amounts falling due after more than one year	**(120)**	(116)
Net assets	**1,291**	1,228
Income Funds:		
Unrestricted:		
Designated	**445**	414
General	**846**	814
Total Funds	**1,291**	1,228

The accounts are not the statutory accounts. This is a summary of information relating to the Statement of Financial Activities and the Balance Sheet. The full accounts from which these summary financial statements have been derived have been externally scrutinised by audit. The report by the auditors state that there are no concerns or limitation of scope. The full annual accounts can be obtained from the website of the Association. The annual accounts were approved on 20 March 2012. The Annual report and accounts will be submitted to the Charity Commission.

The summary financial statements do not contain information from the directors' report. The auditor's statement under section 496 of the Companies Act was unqualified. The audit report was unqualified under section 498 (2)(a) or (b) and section 498(3).

BIOGRAPHIES OF COUNCIL MEMBERS

Jane E C Ashton

Age 44. Joined Council in 2005. Jane became a member of the Association in 1993 and is chairman of the Marketing Committee. She has also served on the Member and Student Services Committee since 1996. Jane has worked in various Directorates in the former Inland Revenue and is now working in HMRC's Personal Tax Customer and Strategy Directorate, based in London.

Graham Batty

Aged 55. Joined Council in 2011. Graham qualified as a Chartered Accountant in 1983, became an Associate of the Institute in 1986, a member of the Association in 2005 and has been a member of the Technical Committee since 2003. He is an associate director, specialising in the taxation of charities and other not for profit bodies, with a leading accountancy firm. Graham is a former chairman of both the Leeds and Birmingham branches.

Trevor R Blackmur

Age 50. Joined Council in 2010. Trevor began his career in tax at the end of 2000 with a small local firm, working in personal tax and payroll. He qualified as a member of the Association in May 2005. In 2007 he became a member of the Technical Committee and represents it on HMRC's Employment Consultation Forum and the Benefits and Expenses Sub-Group, in addition to various other consultations and workshops as and when necessary. Trevor set up in practice on his own in 2010, continuing to provide taxation and payroll services to individuals, sole traders and small businesses.

Simon J Braidley

Age 48. Joined Council in 2003 and appointed President in July 2010. Became a member of the Association in 1998. After graduating from Sheffield University and serving time with the Inland Revenue, several international and then smaller accountancy firms, he operated his own practice. A former South West Region Branches Coordinator, former Chairman of the Severn Valley Branch, and a former Chairman of the Member and Student Services Committee. He wrote the ATT Editorial pages for Tax Adviser for many years.

Jeremy Coker

Age 48. Joined Council in 2008. A former chairman of the London Branch and still serves as its Treasurer and ATT branch representative. A member of the Institute's Owner Managed Business Technical Committee. A member of the Finance Advisory Group and Examination Committee. He was awarded the CIOT Certificate of Merit in 2010. Jeremy works in practice with a West End firm of chartered accountants.

Stephen Coleclough

Age 49. Elected Vice-President of the Chartered Institute of Taxation in May 2011 and is currently the Association's ex-officio member of Council. Qualified as a solicitor and is a partner in indirect taxes at PwC which he joined in 1997. Prior to that he was head of corporate and indirect taxes at Simmons & Simmons. He was Chairman of the CIOT's Technical Committee from May 2005 to May 2008. Since 2009 he has been President of the Confédération Fiscale Européenne, the body of European tax advisers, which embraces 33 national organisations from 24 European States, representing more than 180,000 tax advisers.

Bernard Critchley

Age 55. Joined Council in 2006. Became a member of the Institute in 1993 and of the Association in 2003. Previously worked with national firms then smaller accountancy firms, he also operated his own practice for seven years. Now working as a Tax Manager with a firm of Chartered Accountants in Dorset. A member of the Member & Student Services Committee and former member of the Institute's Membership Committee. Also a former registered member in practice, South West Region Branches Coordinator and Past Chairman and Founder Member of Somerset & Dorset Branch.

Tracy Easman

Age 45. Joined Council in 2011. Became a member of the Association in 1993 and CIOT in 2000. In 2006 she became a committee member of Sussex Branch and became branch secretary in 2008. In 2008 she also became a member of the Joint Professional Standards Committee and has been involved in several working parties. She started her own practice in 2003 after working for the former Inland Revenue and two tax consultancy firms in Sussex.

Karen M Eckstein

Age 46. Joined Council in 2008. Became a member of the Institute in 1993 and is Chairman of the Joint Professional Standards Committee. Partner in Lake Legal LLP, a firm of solicitors, based in Leeds, advising

Left to right top row: Chris Jones, Bernard Critchley, Brian Palmer, Simon Groom, Michael Steed, Katharine Lindley, Jane Ashton, Sue Frasier, Karen Eckstein, Tracy Easman, Jeremy Coker, Graham Batty and Phil Waller. Left to right bottom row: Andy Pickering, David Stedman, Yvette Nunn, Stuart McKinnon, Natalie Miller and Simon Braidley

on tax litigation and tax related professional negligence claims. In 2007 Karen received "highly commended" award for Tax Lawyer of the Year at the LexisNexis Taxation awards and in 2011 the firm was shortlisted for the best tax team in a law firm at the Taxation awards.

Simon J Groom

Age 49. Joined Council in 2003. Qualified as a chartered accountant in 1987 with Arthur Young and became an Associate of the Institute in 1991. Since qualifying has been involved with training in some form for the past 24 years and has lectured regularly at Association and Institute student conferences. He is now Head of National Tax Training at Tolley, part of LexisNexis, and was involved with the implementation of the new examination structure. He is Chairman of the Member & Student Services Committee and a member of the Audit Committee.

Tanya Hiscock

Age 35. Tanya joined Council in 2009 having been a member of the Member and Student Services Committee since 2006. Qualified as a member of the Association in 2003. Specialising in Trust Tax at Thomas Eggar LLP, a firm of Solicitors on the South Coast. Tanya is also the ATT representative on the Sussex Branch committee, and sits on the Tax Adviser sub-committee.

Chris Jones

Age 44. Joined Council in 2006. Qualified as a member of the Association in 1992 and as an associate of the Institute in 1994. Training ATT and CTA students since 1995 and is currently the Board Director at LexisNexis responsible for Tax Markets & Learning. Lectures around the branches and at both ATT and CIOT conferences. Member and past Chairman of the Marketing Committee. Appointed to the Council of the Institute in 2003 and is chairman of its Conferences Working Party.

Stuart G McKinnon

Age 54. Qualified as a member of the Institute in 1984, joined Council in 1999 and became President in December 2011. Previously Chairman of the Examination and Member and Student Services Committees and various working parties. Also former Chairman of the North East Branch. Following the merger of his practice in October 2011 became a partner in Baker Tilly based in their Newcastle Upon Tyne office.

Natalie A Miller

Age 48. Natalie was nominated as a CIOT member of ATT Council in 2005 and appointed Vice-President in December 2011. She passed ATT examinations with a Distinction in 1993 and ATII (as it was then) in 1995. After time in the personal tax departments of KPMG and Ernst & Young in Norwich and Luton, Natalie has worked for PwC in Norwich for the last eleven years in the Tax Knowledge & Innovation Group, where she specialises in personal and trust taxation. She is Chairman of the Examination Committee. Natalie was appointed to the Council of the CIOT in 2004 and is a member of its capital gains tax and investment income technical sub-committee and the exam review working party. She is also a former Chairman of East Anglia Branch.

Yvette E Nunn

Age 46. Joined Council in 2000 and appointed Deputy President in December 2011. Became a member of the Association in 1993. Chairman of Birmingham and West Midlands Branch 1997-1999. Joined the Council of the CIOT in 2004 and serves on its Membership Committee. In 2010 she wrote the new on-line handbook giving advice to those setting up their own tax practice. She has served on the Association's Member and Student Services Committee and was Chairman from 2000 to 2004, when she moved across to serve on the Association's Technical Committee, the Committee she now serves as Chairman. She set up her own tax practice in 2004 specialising in advising entrepreneurs.

Brian A Palmer

Age 53. Joined Council in 2010. After working in practice and passing the Association of Accounting Technicians (AAT) qualification turned self-employed as general practitioner in 1994. He very quickly appreciated that in order to offer an all round service to his clients he needed to sit the ATT exams, which he did, passing in 1999. In 2000 he joined AAT Council becoming President in 2006.

Ralph Pettengell

Age 51. Joined Council in 2006. Member of the Finance Advisory Group. Following the sale of his business, Chambers and Newman, in December 2007, Ralph has continued in the Financial Services Industry and is the Managing Partner of IFA Consulting LLP, a provider of services to Independent Financial Advisers and Financial Service Product Providers. Ralph was a Registered Independent Financial Adviser for 11 years and prior to that held senior management roles at the Britannia Building Society and Halifax Building Society's IFA arm. One of the first in the UK to obtain the Fellowship status by examination of the Society of Financial Advisers FSFA, now known as FPFS, holds the ACII qualification specialising in Pensions is a Chartered Financial Planner, and holds the Chartered Institute for Securities and Investments ACSI qualification.

David W Stedman

Age 61. Joined Council in 2001. President from July 2009 to July 2010. Became a member of the Association in 1993 and a fellow in March 2011. A past Chairman of the Member and Student Services Committee on which he served for twelve years to July 2010. Currently a member and a previous Chairman of the Joint Professional Standards Committee. Registered member in practice since the scheme commenced in April 1997. Chairman of Sussex Branch for four years from 1999 to 2003. Joined the Inland Revenue after leaving school and then worked for a local accountant until establishing his own practice in 1993.

Michael Steed

Age 58, trained and qualified with Coopers and Lybrand (now PwC). He is a Fellow of the CIOT and a member of the AAT. He joined the ATT council in 2009 and also serves on the Technical Committee. Michael has practised in all areas of taxation and specialises in SMEs and indirect taxation. He is now a specialist tax presenter for Kaplan Financial. He was awarded the AAT Past President's Award in 2004 for services to AAT members for his CPD training. Michael is also a CCH tax editor.

Philip Waller

Age 49. Joined Council in 2004. Honorary Treasurer and Chairman of the Financial Advisory Group since 2006 and a member of the Institute's Treasurer's Committee. Tax partner with Mazars LLP in the Midlands and has joint responsibility for their Birmingham, Nottingham and Wolverhampton offices. A former Chairman of Leeds Branch and Secretary to the Birmingham and West Midlands Branch.

Executive Director, Andrew R Pickering

Age 62. Joined the Association 1993 as its Deputy Secretary. Appointed Secretary in 1994 and Executive Director in 2010. Previously with the Law Society of England and Wales where, over a 25-year period, he held various posts in the Legal Aid, Education and Training and Administration Divisions, gaining considerable experience in all aspects of administration. Past Secretary of the Taxation Disciplinary Board.

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the twenty-third Annual General Meeting of members of The Association of Taxation Technicians will be held at One Queen Anne's Gate, London SW1H 9BT on Thursday 5 July 2012 at 2.00 p.m.

Ordinary Business

1. To receive and adopt the Report of the Council for 2011.
2. To receive and adopt the audited Financial Statements of the Association for the year ended 31 December 2011.
3. To re-elect as a Member of Council Graham Batty who retires under Article 67.
4. To re-elect as Members of Council Jane Ashton, Bernard Critchley, Simon Groom, Karen Eckstein and Stuart McKinnon who retire under Article 76.
5. To reappoint PKF (UK) LLP as auditor of the Association.

Special Business

6. To consider and if thought fit to pass the following special resolution:
   "WHEREAS under section 28(1) of the Companies Act 2006 ("the Act"), the provisions of the Memorandum of Association of the Company (excluding the list of original subscribers) are treated as part of the Articles of Association of the Company:

   AND WHEREAS the Company wishes to adopt Revised Articles of Association replacing the provisions previously contained in the Memorandum of Association and the provisions of the Articles of Association of the Company:

   NOW THEREFORE, in pursuance of the powers contained in section 21(1) of the Act, it is proposed that the Revised Articles produced to the meeting and certified by the President be, and are hereby, adopted as the Articles of Association of the Company for the purposes of the Act with effect from 5 July 2012."

Explanatory note to Special Business

In 2011 the Association commissioned a review of the Memorandum and Articles of Association, which had become over prescriptive and difficult to interpret and administer. Under the Companies Act 2006 companies no longer have to have separate matters set out in a Memorandum and Articles and the new provisions form a single governing document. The previous material has been revised, consolidated and simplified, and various routine matters are now to be delegated to the more flexible form of regulations. The main substantive change is that the provisions governing Council composition (which still reflected the historic involvement of the Chartered Institute of Taxation) have been substantially simplified. A copy of the full draft Revised Articles can be viewed by members on the Association's website http://www.att.org.uk/ and copies will be available at the meeting.

By order of the Council
Andrew R Pickering
Executive Director
Artillery House
11-19 Artillery Row
London
SW1P 1RT
20 March 2012

Notes

a. A person entitled to attend and vote is entitled to appoint a proxy or proxies to attend and on a poll to vote instead of him or her. A proxy must be a Member of the Association. A form of proxy is enclosed with this notice for use in connection with the meeting. To be valid a form of proxy must reach the Executive Director of the Association at Artillery House, 11-19 Artillery Row, London SW1P 1RT not later than 48 hours before the time of the meeting.

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

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A company limited by guarantee – Number 2418331
Registered as a charity – Number 803480
VAT Registration number – 497 5390 90

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