

# 2013

ANNUAL REPORT  
AND FINANCIAL STATEMENTS



Practical Tax People  
Association of  
Taxation Technicians



# TABLE OF CONTENTS

## ANNUAL REPORT 2013

Our vision .....	2
President's Report .....	3
Annual Report of the Council .....	4
Council and Advisers .....	8
Public Benefit .....	9
Enforcement of Standards .....	10
Member Steering Group .....	12
Branches Report .....	14
Student Steering Group .....	16
Business Development Steering Group .....	18
Professional Standards Committee .....	20
Technical Steering Group .....	22
Treasurer's Report .....	24
Association Governance .....	26
Committees of Council .....	29
Statement of Directors' Responsibilities .....	31
Independent Auditor's Report .....	32
Financial statements .....	33
Biographies of Officers & Council Members .....	43
New members 2013 .....	46
Notice of Annual General Meeting .....	50

# OUR VISION

## ANNUAL REPORT 2013

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

### The Association’s objects are:

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

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

### To do this it:

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

### The Coat of Arms

The cover depicts the Arms granted to the Association in 1990 with Supporters granted in 1997. The shield shows a gold cross, the Roman X, indicating the tithe or tenth paid in former times. The wheatsheaves represent produce or income and the sword of the Crown’s officer is matched by the sword of the taxpayer’s adviser. The chequered surround signifies the Court of the Exchequer which used counters on a chequered table-cloth to check calculations. Above the helm is a closed book representing abstruse written law, surmounted by an owl of wisdom. The Arms are supported by a pair of mute Swans, representing constancy, while the plant thrift grows from the banks on which they stand.



# PRESIDENT'S REPORT

## ANNUAL REPORT 2013

It is a good job I am not superstitious, given that I took over the ATT Presidency on 1st January 2013, which, coincidentally also happened to be my thirteenth year on Council, but my link with the number thirteen ends there, as I have been a member of the ATT for more than twenty years.

2013 has been an interesting year for tax, I know I am exaggerating, but it really does feel as if tax has never been out of the headlines, as the press concentrate on the tax affairs of comedians and other household names, as well as the biggest names on the high street, on-line and the wider economy.

However, tax is an excellent career and a career I have never looked back from. In our daily lives we have the opportunity to meet and work with an incredibly diverse group of people, providing a service to those who are the backbone of the UK economy. We will not be put off continuing to do the good work needed by so many, so I have worked hard with our technical team and our publicity officers to put the record straight and prove how much good we all do in the economy. Leading businesses through the maze of regulation, so they can legally comply with the growing regulations and ever tighter payment and reporting deadlines leaving them free so they can concentrate on their businesses, employing people and growing the UK economy.

Every angle of the media has questioned the tax and accounting affairs of some well-known businesses. I hope it goes without saying that the ATT does not, nor ever will condone abusive and aggressive tax avoidance schemes that have no other purpose than to reduce the tax bill of the user. However, and, I won't refer to any company by name, I would like to challenge the media on their assertions that companies are acting illegally when complying with tax law and claiming tax reliefs, they are following the law as created by Parliament on matters such as Transfer Pricing and Thin Capitalisation, or claiming Research and Development Allowances and Patent Box Relief. Politicians have jumped on the attack too, but when your clients claim loss relief, gift aid relief, and interest relief on loans I am certain that they were not doing so to save tax, but claim what was rightfully due, as they would rather not have incurred the loss, that good causes were

supported by public funds, and that banks would actually lend to businesses so they don't have to mortgage their homes.

As each year passes more and more of you will, through your own hard efforts, qualify to apply for Fellowship status. The Fellowship designation will speak for itself whether you are presenting to a prospective client or a potential employer. If you have ten years membership of the ATT and you have satisfied the Continuing Professional Development requirements, you can apply for Fellowship by setting out in writing your career and experience post qualification. You can find a link on how to apply on our website at [www.att.org.uk](http://www.att.org.uk)

It may be overlooked by those not close to us but the ATT is run by (unpaid) volunteers, we have only a handful of dedicated professional staff, based in London. A good job too, as our volunteers are based in all corners of the UK from which there will almost always be a direct route to the hub of the ATT at Artillery House. The volunteers are just like you, they are dedicated and passionate about promoting a career in tax, setting and marking exams fit for purposes, setting standards for a Taxation Technician, providing relevant membership benefits as well as working on the technical aspects that affect our members and users of tax advice.

If you enjoy working in tax and want to have a say in the future of the profession, have an interest in standards, exams, membership issues or the technical aspects of tax get in touch and join us.

May I finish by thanking every single volunteer who gives up their time freely for our students, members, the public and all users of tax advice. Together we make a great team as we can do far more together than just the sum of the number and we make tax great. Thank you very much for those past and present volunteers who got me involved, to our colleagues at The Chartered Institute of Taxation and thank you to our professional staff at Artillery Row.

I wish the ATT continued success for the future and especially to Natalie for her term ahead as your President and the officers supporting her.

**Yvette Nunn**

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2013

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 2013.

### Reference and administrative details

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

The names of all the Trustees, Executive Director and professional advisers and their addresses are listed on page 8.

### 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 pages 26 to 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, 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 5,000. 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 70 (2012 - 60).

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

### Officers and Council members

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

During 2013 the following changes took place:

- Richard Todd ATT(Fellow) CTA joined on 11 July
- David Stedman ATT(Fellow) left on 11 July

The other members listed on page 8 served throughout the year.

The officers appointed at the Council meeting held on 10 December 2013 to serve from 1 April 2014 to the annual general meeting to be held in July 2015 were Natalie Miller as President, Michael Steed as Deputy President and Ralph Pettengell as Vice-President.

Richard Todd, Elected Member of Council, retires under Regulation 38 and offers himself for re-election.

### Objectives, Activities and Achievements

The Association's objects are:

- (a) to advance public education in and promote the study of the administration and practice of taxation and the principles of economic and political science in relation to taxation and public finance;

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2013

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

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

The Association had four key objectives for the year:

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

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

- President's Statement – Page 3
- Member Steering Group – Page 12
- Student Steering Group – Page 16
- Business Development Steering Group – Page 18
- Professional Standards Committee – Page 20
- Technical Steering Group – Page 22
- Treasurer's Report – Page 24

### Financial Review

The net incoming resources before revaluations of investments for the year ended 31 December 2013 of £128,000 are shown in the Statement of Financial Activities on page 33. Gains on revaluations of investment assets amounted to £113,000. A review of the Association's financial position is given on pages 33 to 34.

During 2013 our investments increased in value

by 14%. This compares reasonable well with the movement in the index used as a benchmark for our investments which increased by 15.8%. The Association has not placed any social, environmental or ethical restrictions on its investment advisers.

### Donations, legacies and other incoming resources

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

### Grant-making policy

The Association does not make donations to funds of political parties. Grants can be made only to organisations with common, parallel or related objectives and activities. During the year grants totally £15,000 were made to Tax Volunteers and to the Tax Advisers' Benevolent Fund (Worshipful Company of Tax Advisers). Interested parties are referred to the Association's website at: [ww.att.org.uk](http://ww.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 one year's committed budgeted expenditure, which has been achieved;
- To set aside designated sums to be used for future expenditure but retain the power to reallocate these funds within unrestricted funds unless and until expended. Unrestricted funds have been designated for the following purposes.

### Disciplinary procedures

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

# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2013

a significant balance of reserves to cover such eventualities.

### Information technology

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

### Property

We are not due to move premises again for a further 10 years. However, bearing in mind the time and expense in relocating, we are building up a reserve fund to cover the anticipated costs. Our intention is to build the reserve to the amount we anticipate will be needed by the time the current lease ends.

### 25th Anniversary

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

### Investment policy

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

- To take independent investment advice on all longer-term investments;
- To regularly review the value of funds the Association requires to be held in investment, short-term deposits and cash, to ensure that they are adequate to meet its obligations;
- To regularly review with its investment advisers the performance of longer-term investments;
- To invest liquid assets in short-term low-risk investments; and
- To maintain an investment strategy with a

low to medium risk profile (based on industry standards).

### Payment of suppliers

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

### Strategy: Major plans for 2014

In keeping with the Council's strategy plan, the main objectives for 2014 include:

#### *Employer engagement*

- Increase/improve our engagement with the employers of our members and students.

The employers of our members and students require their tax staff to undertake the ATT qualification as they see it as providing an excellent grounding in UK taxation and the technical knowledge needed for the work place. It is therefore essential that we have regular contact with employers to ensure that we continue to provide them with the qualification they require for their staff.

#### *Business Process Review*

- Implementation of a Business Process Review Report

The Association has, in recent years, made considerable strides in modernising its processes and in particular the administrative aspects of its interaction with members and students including on-line and telephone based payment systems. To assist in the move towards full self-service, the Association has appointed consultants to conduct a full business process review to identify the scope for further developments towards this aim and improve current practices.

#### *Tax Agent Strategy*

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

The Association is a member of the Joint Tax Agent Strategy Steering (JTASS) Group which along with senior officials from HMRC is tasked with ensuring that any strategy introduced is fair and equitable. It is anticipated that the implementation of any strategy will be staged over



# ANNUAL REPORT OF THE COUNCIL

## ANNUAL REPORT 2013

several years and it is too early to state when this process will be complete. The Association, along with the other professional bodies represented on the JTASS Group, will ensure that practitioners and taxpayers are both heard and listened to.

### **Career in tax**

- To increase our promotion of a career in tax, which may include a schools project.

There is little knowledge of a career in tax amongst school leavers and teachers. We believe that an education programme for 16 to 18 year olds and their teachers on taxation and on tax as a career is essential for the benefit of all. Together with our colleagues at the Institute a programme will be developed during the year.

### **Public Benefit**

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

### **Money Laundering Regulations 2007**

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

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

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

information and to establish that it has been communicated to the auditor.

### **Annual General Meeting**

A separate notice on page 50 of this report explains the business to be considered at the Annual General Meeting on 8 July 2014.

This report (covering pages 2 to 31) was approved by the Council on 1 May 2014.

By order of the Council

Andrew R Pickering  
Executive Director

1 May 2014

# COUNCIL AND ADVISERS

## ANNUAL REPORT 2013

### **President**

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

### **Deputy President**

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

### **Vice-President**

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

### **Honorary Treasurer**

Philip Waller ATT CTA FCA (2004) (E)

Graham Batty BSc (Hons) ATT CTA ACA (2012) (E) (from 11 July 2013)

### **Council:**

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

Trevor Blackmur ATT (2010) (E)

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

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

Bernard Critchley BSc ATT CTA (2006) (E)

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

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

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

Ralph Pettengell ATT FPFS ACII (2006) (E)

David Steadman ATT(Fellow) (left 11 July 2013)

Richard Todd ATT(Fellow) CTA (2013) (E) (joined 11 July 2013)

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

The year of appointment to Council is shown in brackets.

### **Executive Director**

Andrew Pickering

### **Registered Office:**

1<sup>st</sup> 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

1<sup>st</sup> Floor, Artillery House,  
11-19 Artillery Row,  
London SW1P 1RT

### **Bankers:**

HSBC Plc

The Peak

333 Vauxhall Bridge Road  
London SW1V 1EJ

### **Registered Auditor:**

BDO LLP

55 Baker Street

London W1U 7EU

### **Investment Advisers:**

Investec Wealth &  
Investment Ltd

2 Gresham Street  
London EC2V 7QP

### **Solicitors:**

Maurice Turnor Gardner LLP

1 Threadneedle Street  
London EC2R 8AY

# PUBLIC BENEFIT ANNUAL REPORT 2013

The following report is similar to that in last year's Annual Report purely because our activities are based on our educational charity objectives.

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

Our annual tax conference is held at seven locations around the country. This conference is open to all and attracts a wide attendance from our members and members of the public. It also attracts members of other professional bodies. Jointly with the Association of Accounting Technicians we organise a conference at five locations.

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

Our Student Steering Group is responsible for providing an examination on the theory and practice of taxation law and administration, which furthers our educational aims as well as providing entry to membership. During the year 1,756 candidates sat our examination, taking 2,621 papers and achieving 1,886 passes. To help students prepare for our examinations we held one-day training conferences around the UK.

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

One of our aims is the provision and development of education and training for members and the general public. This encompasses a range of services all of which are focused on the education of all. Conferences are clearly important in this respect, but so is supporting members with the provision of tax books and other technical publications. We ensure that members comply with their CPD obligations, which gives members of the public an assurance that members are up to date with their knowledge of taxation.

Around the UK there are 34 Branches, joint with the CIOT, which provide valuable CPD courses for members, students and the general public. These courses are not just focused on tax topics but include issues that arise or affect tax practices. These courses are exceptional value for money and all are encouraged to attend.

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

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

# ENFORCEMENT OF STANDARDS

## ANNUAL REPORT 2013

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

### Public interest

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

Conscious of our duty to serve the public interest and enable the public and others to have confidence in the profession, we have recognised that lengthy and complex investigations may require us to take action to protect the public. The public may be at risk, particularly where a case alleges improper behaviour, dishonesty or incompetence but where the complexity of the case requires a full and lengthy investigation of all the issues. In order to reduce that risk, the Board has over the past year had in place new arrangements for interim orders. Although it has not proved necessary to use such powers in 2013, they allow the Board to take urgent action in a case where the Investigation Committee has found that there is prima facie evidence and considers that the member poses a risk to the public such that it is in the public interest or necessary for the protection of the public that his membership of the ATT or CIOT should be suspended, pending the full hearing of disciplinary charges by a Disciplinary Tribunal. The new powers help to ensure that the TDB remains at the forefront of best regulatory practice and therefore better serves the public interest on behalf of an open and aware

profession that commands widespread public confidence.

### Structure of TDB

Overall responsibility for the Taxation Disciplinary Scheme rests with the Directors of the Board. The Chairman of the Board is a joint appointee of the CIOT and the ATT. Des Hudson, the Chief Executive of the Law Society, was appointed as the Chairman in November 2009, and his appointment was extended for a further term last year. The other two Directors, John Dewhurst and Larry Darby, are individual appointments of the two participating bodies. The committees and tribunals appointed by the Board are drawn from panels of lay persons, including lawyers (who are not tax professionals), and professional members who have no current involvement with the standards setting of the two bodies. All are appointed through a process of open recruitment. The Board employs a part-time Executive Director, Neville Nagler, who has day to day responsibility for the processing of complaints and the smooth running of the Board, assisted by Peter Douglas as the Secretary to the Disciplinary Tribunal.

### Complaints and disciplinary procedures

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

The majority of valid complaints are referred to an Investigation Committee to consider whether there is a prima facie case to answer. If the

# ENFORCEMENT OF STANDARDS

## ANNUAL REPORT 2013

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

### Recent changes

In the course of 2013, the Board agreed to introduce some refinements to the Regulations. The principal change was to introduce a simplified procedure for presenting cases to the Disciplinary Tribunal where the defendant accepts the charges. This will avoid the need for a barrister in such cases and should reduce the level of costs awarded against such defendants. Another change designed to avoid defendants ending up with heavy costs is to allow the Interim Orders Panel to make an interim costs order in a case where it has already made an interim order. The third change allows the TDB to publish the full written decisions of tribunals, suitably redacted to avoid naming complainants or other third parties. Summaries of decisions will still be published on the TDB website and in Tax Adviser, but the full report will be accessible via a hyperlink. This follows the practice of many other disciplinary bodies and is designed to avoid a situation where the defendant may put out a misleading or untruthful account of a tribunal's decisions. These changes came into effect from February 2014.

### Cases dealt with in 2013

The Scheme provides for the fair and independent investigation of every complaint referred to the Board and fair treatment for any member against whom a complaint is made. During 2013 the Board received a record number of 47 complaints and dealt with 12 complaints outstanding from 2012. 20 of these cases related to ATT members. The Investigation Committee considered 7 complaints involving ATT members, whilst 1 was dealt with by a financial penalty. Of the remainder, 9 cases involving ATT members were withdrawn by the complainant, whilst 3 cases were still under investigation at the end of the year.

The number of disciplinary cases involving members of the two bodies remains small. During 2013, 12 cases were heard by Disciplinary Tribunals, of which 7 involved ATT members. Findings were made against all the defendants, none of whom sought to appeal.

# MEMBER STEERING GROUP

## ANNUAL REPORT 2013

It's hard to believe that another year has passed us by but on reviewing the minutes for the Member Steering Group for the last year a lot has happened since I wrote the equivalent piece for the 2012 Annual Report. During the year we welcomed two new members, Andrew McKenzie-Smart and Georgiana Head, and I'm sure they will bring an added dimension to our discussions given their wealth of experience in different areas.

During the year we have considered a long list of items ranging from membership benefits, how we engage with other professional bodies and looking at encouraging those who are exam qualified to take up membership. We've also started an on-going survey of members to measure how they feel about the way that the Association engages with them – initial results are very pleasing but there is always more that we can do, so if you do have suggestions please get in touch!

### Annual return

I included a note on this in my last report and I make no apologies for doing so again. I'm sure that you are all aware that the Association, along with the Chartered Institute of Taxation, now has a requirement for members to complete an Annual Return. This is similar to that used by many other professional bodies and ensures that the information that the Association holds on its members is both up to date, and sufficient to ensure that the Association can comply with its regulatory requirements. It is also needed to monitor members' compliance with the rules and guidelines of the Association, something which is increasingly important given the outlook for the regulatory environment. Please can you make every effort to ensure that you complete the return in good time – the 2014 return will be ready for completion in June.

### Certificates of Competency

Since the introduction of the new examination structure in 2007 it has been possible for anyone who passes one of the ATT's examination papers to apply for a certificate to recognise their achievement. Certificate holders are not formal members of the Association, but they

can use their certificates as a stepping stone to membership. We have an increasing number of certificate holders who have not yet gone on to achieve membership and they are an important part of the Association's "family". As such we have set up a working party to look at how the Association engages with certificate holders, and if anyone has any thoughts or suggestion we would like to hear from you.

### Member's support services

One theme that came to the fore this year was the increasing difficulty, particularly for small firms and sole practitioners, to keep on top of the increasing complexity and volume, not only of tax legislation, but also the regulatory environment for those running their own businesses. This brings more pressure on workloads and it can sometimes be difficult to know who to turn to for support. Whilst many members see the ability to use the designatory letters ATT as one of the main benefits of membership, the Association is able to offer support and guidance to members who need it. In some cases this will involve identifying other organisations that could help, in others we might be able to solve the problem. But whatever the situation, we are here to offer assistance for members and one way to access this help is to call our helpline, details of which can be found on our website.

Many of you will also be familiar with our branch network. This is another excellent way of getting advice and help as it enables you to meet and interact with other practitioners, many of whom may be facing the same issues as you, and who will be more than willing to offer help and advice.

### A word (or two) of thanks!

I'd like to take this opportunity to express my gratitude to my fellow members of Member Steering Group for their support and efforts during the year. They manage to make time in increasingly busy schedules to attend our meetings and their input and contributions ensure that the Association has the benefit of their considerable knowledge and experience. In particular I'd like to thank Simon Bradley

# MEMBER STEERING GROUP

## ANNUAL REPORT 2013

and Stuart McKinnon, who stepped down from Member Steering Group at the end of 2013. Both of them are past presidents of the Association and we have been fortunate to have their input and wisdom over the past few years. And for those of you who know me, you will appreciate that my organisational skills need a little bit of fine tuning and I'm therefore indebted to Sue Fraser as secretary to the group for keeping me on the straight and narrow!

**Simon Groom**  
Chairman



# BRANCHES REPORT

## ANNUAL REPORT 2013

### Public Benefit of the Branches

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

### The Work of the Branches

The Branch network developed – and continues to grow – in response to the need of ATT members to meet at a local level for learning and discussion on matters of taxation. As joint branches of both the Chartered Institute of Taxation and the Association of Taxation Technicians, we welcome requests from members from both bodies and from the general public for additional activities where these would contribute to a better understanding of taxation and the relationship between the tax authorities and the tax payer. Please contact local branch representatives, the details of which can be found on the Association's website.

The principal responsibility of the Branch network is the provision of high-quality technical training at a reasonable cost. The full programme for the 2013-14 season was distributed with the August 2013 issue of Tax Adviser. Detailed information about all branch events, as well as any updates or amendments to individual branch programmes can be found at [www.tax.org.uk/branches](http://www.tax.org.uk/branches). We now offer everyone, members and non members alike, the ability to book online for all branch events using a new user-friendly and interactive event booking system.

Branch committees, comprising members of both the ATT and CIOT, are drawn from a wide spectrum of the tax profession and include accountants, lawyers and lecturers: in practice, in commerce and industry or in government. Serving on a Branch Committee enables members an opportunity to contribute to the dissemination of tax knowledge in their locality.

If members are interested in getting involved with their local branch, please contact the relevant Branch Chairman.

### Branch Hubs

Branch Hubs provide a means for small groups of branches to work together, inputting into Branches Forum and spreading best practice at local level.

There are now five branch hubs in place:

- North West: Manchester and Merseyside branches
- Offshore Islands: Guernsey, Isle of Man and Jersey
- Scotland: Aberdeen, Edinburgh, Glasgow, Scottish Borders
- South East: Hampshire, Kent, South London & Surrey and Sussex branches
- Yorkshire: Hull, Leeds and Sheffield Branches

### Scotland Branch

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

In January 2013 the new Scotland Branch structure was approved. This comprises a Scotland Hub and three new full status branches based in Aberdeen, Edinburgh and Glasgow. These were joined by a fourth branch, Scottish Borders, in November 2013.

The hub will concentrate on national members events such as the Scottish Conference and Joint Presidents' lunch, as well as coordinating the technical work carried out by the new branches. The new branches will concentrate on member services in their respective areas.

### Branch Development and Governance

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



# BRANCHES REPORT

## ANNUAL REPORT 2013

members of the public.

In order to assist the branches in this role, the Association continues to provide active leadership and support.

### Branch Handbook

The online branch handbook, which was launched in October 2012, continues to be revised and improved. The aim of the handbook is to assist in the running of a successful branch. It provides a ready form of reference in an easy accessible format. Being online, it is easy to update and add to as required.

### Branches Sub-Committee

The sub-committee, formed in 2012, has met three times during the year. It continues to provide leadership on branch development and develop policy on strategic matters. Issues debated during 2013 have included branch governance, succession planning, special interest branches for members working purely in specific areas of tax and supporting members who may be getting out of their depth.

### Induction Session for new Branch Committee members

In October 2013 we held an induction session for new branch committee members. This was the first such training session we had held and it was very well received. It is planned to make this a biannual event. We also hope to extend the idea and hold training sessions for specific branch committee roles such as branch treasurer.

### Thank you

I am very grateful to all those who have served the branches on both national and local committees and to everyone who has contributed to the work of the branches during the last year.

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

I must say a special thank you to Chris Brydone, who stepped down from his involvement with

the branch network in May 2013. Chris has been involved with the branch network since 2003 and has overseen and guided many branch initiatives during that time. I look forward to continuing to develop the branch network.

My thanks are also due to Mary Foley and her team for their support for the branches at Head Office.

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

# STUDENT STEERING GROUP

## ANNUAL REPORT 2013

The main objective of the Student Steering Group (SSG) remains to supervise the students' programme from the point of each student's registration with the ATT, through the examination process and on to the stage where they are eligible for membership.

Whilst students remain the lifeblood of the ATT and the profession, we do recognise and take account of the role of employers and tutorial bodies as key stakeholders in their students' experience.

### New students

Student registrations have remained consistent during the year. This, we believe, reflects the profession's recognition that our qualification remains fit for purpose by providing suitably trained professionals in an increasingly complex and highly regulated work environment. Our intake is, however, not made up totally of new students (in practice and industry) sitting tax examinations for the first time. This is because we continue to provide opportunities for other professionals to enhance their tax knowledge through obtaining our qualification by offering them credits for relevant tax modules they have sat in obtaining their professional qualifications.

### Higher apprenticeship in tax

We reported on the commencement of the apprenticeship programme last year. The Professional Services (Higher Apprenticeship) provides a work-based training programme which includes a combination of on- and-off the job learning and development activities which, on satisfactory conclusion of the relevant tax pathway, leads to the ATT qualification. Our first apprenticeship students sat the examinations in May this year. Their examination results were encouraging, as were those who sat in November. We expect to see more students taking this path to qualification as more employers embrace it as a training route for the next generation.

### This year's results

I must congratulate each and every person who passed any of our examinations during the year. The volume of tax law just seems to

2013 Examinations – May	Number of candidates	Number passing (and pass rate)
Personal Taxation	585	419 (72%)
Business Taxation & Accounting Principles	370	260 (70%)
Business Compliance	83	76 (92%)
Corporate Taxation	229	183 (80%)
IHT, Trusts and Estates	43	37 (86%)
VAT	42	24 (57%)
E-Assessments: Professional Responsibilities & Ethics and Law	676	265 (39%)

2013 Examinations – November	Number of candidates	Number passing (and pass rate)
Personal Taxation	478	300 (63%)
Business Taxation & Accounting Principles	388	285 (73%)
Business Compliance	109	100 (92%)
Corporate Taxation	196	131 (67%)
IHT, Trusts and Estates	54	45 (83%)
VAT	44	26 (59%)
E-Assessments: Professional Responsibilities & Ethics and Law	528	312 (59%)

keep on growing. Our desire to ensure that our qualification remains relevant and meets the ever-increasing demands of the workplace means that the examinations are constantly being reviewed. We appreciate the challenges that this puts on the students and so this makes us particularly delighted to be able to report continuing high standards and pass rates in our May and November 2013 exams. The lists of pass rates and prize winners are set out below. I look forward to meeting many of them at future admission ceremonies.

### Website and other matters

There is a lot of information for students on the website. Not only does it have information that would normally be expected e.g. on the examinations, syllabus, prospectus, deadline dates...etc, it also has helpful hints to assist students achieve their goals.

For example, the E-Assessments are still relatively new and so under constant review. We surveyed some of our students during the year and have put processes in place to try and address some of the matters they identified as their main concerns. Additional guidance, as

# STUDENT STEERING GROUP

## ANNUAL REPORT 2013

well as 30 practice questions and answers taken from the live Law exam, has been placed on the website to support their exam preparation.

There is now a twitter feed @ATTStudents which is definitely worth a follow and various LinkedIn groups that provide loads of information to help the student experience. There is also a bi-annual ATT Student Newsletter "Student Focus" which has almost all the information that any student will need. The website underwent a significant change in the last year so please let us know what you think about it.

### New for 2014

With effect from the May 2014 session, students will be permitted to mix the legislation which they take into the examinations; so long as there is not more than the one full set of legislation. e.g. Tolley's Yellow Handbooks together with the CCH Green Books.

From March 2014, a new Law and Professional Responsibilities & Ethics study manual will be examinable. This has been produced so as to consolidate the information that students will need to know for their exams. We hope that this makes it, maybe not easier, but definitely more convenient to study.

### The team

I should like to express my sincere thanks to our team of examiners, led by Chief Examiner Sue Short, all of whom work really very hard in the preparation, marking and review of the papers and of the syllabus. As part of the desire to improve the team's output, and to provide additional support to the Chief Examiner, our first "Subject Specialist" was appointed during the year. I would also like to thank all the members of the SSG and the examination team at Artillery House, who also work hard on the day-to-day management, administration and strategic development of our examination. Finally, I must thank the immediate past chairman (and current Deputy President), Natalie Miller, who stepped down in March but has remained an invaluable member of the SSG.

**Jeremy Coker**  
Chairman

### Prizes and medals were awarded as follows:

	May	November
Association Medal (best overall performance)	Mitesh Patel	Rosemary Boardman
Ivison Medal (Personal Taxation paper)	Belinda Roome	Pik Ti Ang
Jennings Medal (Business Taxation & Accounting Principles paper)	Ben Challis	Hannah Crean
Collingwood Medal (Business Compliance paper)	Harry Warren	Rosemary Boardman
Sary Medal (Corporate Taxation paper)	Iona Elizabeth Mary Townsley	Stella Mary Liesching
Kimmer Medal (IHT, Trusts & Estates paper)	Andrea Repassy	Adam Grannell
Gravestock Medal (VAT paper)	Aqeel Kapasi	Renaldo Gracis
Johnson Medal (E-Assessments in ethics and law)	Richard Keith Enness	Tonia Simper
LexisNexis Prize (highest total marks when taking all four papers at one sitting)	Xiaodi Zhou	Rosemary Boardman

*It is also a pleasure to announce that, in addition to the exceptional papers produced by the prizewinners, awards of the President's Medal were made for the May examination sitting to Emily Plumb and for the November examination sitting to Philippa Castell. This is a discretionary award to outstanding candidates who because of the criteria for the above prizes would not otherwise be eligible for a prize.*

# BUSINESS DEVELOPMENT STEERING GROUP

## ANNUAL REPORT 2013

In 2013 the Business Development Steering Group focussed its activity on improving Employer engagement, increasing student registrations and increasing the number of apprentices that are registered as students.

### Employer Engagement

We have met with many employers over the past year to get their feedback on the Association and how we might improve the services we offer. This has been supplemented by the introduction of a regular survey to employers which allows us to quickly identify and address any issues as they arise. We recognise Employers have a vital role to play in both sponsoring their employees through the ATT qualification and supporting them as they study, and we want to make it as easy as possible for them to interact with the ATT.

In October 2013 our newsletter for Employers was rebranded 'Employer Focus' and is now distributed to over 1000 employers three times per year. Feedback has been extremely positive and we will continue to provide news and updates that are relevant to Employers.

If you are an Employer and we have not contacted you yet, but you would like to give us feedback please get in touch as we will be continuing to engage with as many Employers as we can during 2014.

### Students

We have promoted a career in tax at several graduate and career fairs, including the London Graduate fair, ICAEW career development fair and University of Manchester's Finance, Business and Management fair. In 2013 we had 1,230 new students register.

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

### Apprentices

We now have over 170 apprentices registered with the Association. The apprentices are employed by firms of all sizes and we are pleased that so many have taken up the opportunity to study for a career in tax.

We have promoted the apprenticeship scheme to both Employers and potential apprentices at the many careers fairs and professional conferences we have attended throughout the year, including at the Professions Week.

The Association joined forces with a group of 15 other professional bodies to develop the UK's first ever Professions Week which was launched at the House of Commons on 21st October. The initiative, which complements the government's social mobility and access to the professions agenda, also supports teachers and advisers, providing them with the relevant materials to help young people make better informed career decisions.

### ATT Brand and Logo

During the course of this year we have updated all our printed material to ensure brand consistency. We distribute many brochures and leaflets to promote both a career in tax and the benefits of being professionally qualified to employers, members and students at careers fairs, branch events and conferences. In addition we have produced new brand guidelines that are available to download at: [http://www.att.org.uk/NR/rdonlyres/50D52D69-E971-43A0-AF5A-07A7DEB3A3E3/0/ATT\\_Guidelines.pdf](http://www.att.org.uk/NR/rdonlyres/50D52D69-E971-43A0-AF5A-07A7DEB3A3E3/0/ATT_Guidelines.pdf)

### Social Media

Our activity on social media sites (Facebook (facebook.com/ourATT), Twitter (twitter.com/ourATT) and LinkedIn (http://j.mp/ourAttgroup)) continues to grow and over 2000 of our members and students are now on LinkedIn. We will continue to review the use of these sites during 2014 and will use them to communicate relevant information to the members and students that are active on these sites.

# BUSINESS DEVELOPMENT STEERING GROUP

## ANNUAL REPORT 2013

### Thank You

The above is just a summary of some of the more major initiatives which we have been involved in over the last year. There are many other items we have been working on and will continue to work on over the coming year which take up both professional staff and volunteers' time, my thanks go to all those involved.

**Jane Ashton**  
Chairman

# PROFESSIONAL STANDARDS COMMITTEE

## ANNUAL REPORT 2013

The public expect and are entitled to expect high ethical and professional standards from members of the ATT. The Professional Standards Committee aims to help our members maintain these standards by drafting rules and providing practical guidance on interpretation and application. The Annual Return, which is obligatory for all members, is a key element in the ATT being able to say with confidence that our members observe these standards.

### Guidance

#### ***Professional Conduct in relation to Taxation (PCRT)***

The update of Professional Conduct in relation to Taxation (PCRT) has coincided with an unprecedented level of public interest in and media coverage on tax avoidance. PCRT deals with the relationship between tax adviser, client and HMRC. The underlying message of PCRT remains unchanged but the new version, due to be released in the first part of 2014, includes a much expanded chapter entitled 'Tax planning, tax avoidance and tax evasion'. Other new material includes, inter alia, guidance on electronic filing, the GAAR and on dealing with situations where HMRC bypasses the member/agent and goes straight to the client.

#### ***Engagement letters***

As a result of the introduction in April 2013 of Real Time Information (RTI), the ATT, together with the main tax and accounting bodies, issued updated Guidance on Letters of Engagement for Tax Practitioners on 25 February 2013. Amendments were made to the Payroll Services Appendix B6, incorporating RTI, so that practitioners could update their existing engagement letters as required. The professional bodies will reconvene in 2014 to review the guidance and consider any further updates.

#### ***Professional Indemnity Insurance (PII)***

The updated, compulsory PII Regulations were published on the website on 31 January 2013. There were no major changes to the Regulations, just a revision of best practice. Thanks to an agreement reached with brokers and insurers, all members are now able to obtain PII cover which complies with the ATT's PII rules. The insurers

now also provide a low cost PII policy exclusively for those members offering pro bono work and/or with low fee income practices; this represents a significant new benefit for members in these categories.

### Anti-Money Laundering

Professional Standards continues to set the policy and monitor compliance by ATT supervised firms. ATT attends AML Supervisors Forum where the Supervisors formulate best practice on enforcement and compliance issues. The Professional Standards team has carried out a number of visits to members to check AML compliance and provided training at several ATT events.

ATT (along with CIOT) is leading on the update of the Tax Sector appendix to the Consultancy Committee of Accountancy Bodies (CCAB) AML guidance. It had been hoped that the appendix, together with the updated main body of the guidance, would be published to coincide with the release of the EU 4th Money Laundering Directive. However, the final version of the Directive has been delayed in Europe with no definite issue date. Therefore, although some aspects of our guidance update will have to await the outcome of the 4th Directive and any associated Regulations, aspects on methodology can be revised during 2014.

Through HM Treasury and the Home Office, the UK is required to conduct a National Risk Assessment (NRA). The NRA will be the first systematic assessment of threats and vulnerabilities in the UK. ATT has been represented by Professional Standards at NRA meetings and has completed a detailed questionnaire to show how it supervises and enforces compliance with the Money Laundering Regulations 2007. HM Treasury and the Home Office will provide an evidence base to help Government assess the effectiveness and proportionality of current requirements and the application of the risk based approach by supervisors and firms and to gauge the application of resources to assist with mitigating any risks.

# PROFESSIONAL STANDARDS COMMITTEE

## ANNUAL REPORT 2013

### Mortgage lenders

The inconsistent approach adopted by mortgage lenders to the ATT qualification has taxed members and their clients alike over the years. Some lenders accept financial statements prepared by members in support of mortgage applications and some do not. To clarify the position this year, we wrote to over 70 lenders. Response has been slow but the majority of the larger lenders have confirmed recognition. Chasing replies continues and a full update will ultimately be published on our website later in 2014.

### Spreading and sharing the Professional Standards message

The Committee uses a number of different ways to spread, share and update members and public about professional standards issues. As well as newsletters, articles in Tax Adviser and information on the website, Professional Standards staff and volunteers have participated in a webinar and spoken at conferences and branch meetings. We have also welcomed speakers from HMRC and the Taxation Disciplinary Board to exchange ideas and experiences.

### Committee membership

We are very fortunate in having very committed and active Committee members who enjoy robust and well informed debate. The ATT is greatly indebted to them. We welcomed new members Richard Todd and Amanda Pearson. Julian Nelberg stepped down from the Committee and we thank him for his contribution.

**Ray McCann**  
Chairman



# TECHNICAL STEERING GROUP

## ANNUAL REPORT 2013

In her TSG Chairman's report last year, Yvette Nunn reflected that 2012 had been a very busy year for your Technical Steering Group (TSG). The same has been at least as true for 2013 and there is every indication that the level of technical activity will continue to increase. On a positive note, this fully justifies Council's decision last year to double our Technical Officer resource.

Bare statistics never tell the whole story but the level of our activity in 2013 is evidenced by our issue of over thirty ATT press releases on technical matters, the submission of thirty-eight responses to HMRC/HM Treasury and attendance at an ever growing number of meetings (both recurring and ad hoc) with HMRC and other bodies. Coping with the pressure that this volume of activity places on volunteers and Technical Officers is a major challenge but it is important to see that this is a sign of our success.

"Be careful what you wish for" is a telling maxim. We wanted to be more involved in consultations and to be increasingly represented at meetings with HMRC. That is precisely what we have achieved. We must not, however, become busy fools and, at least equally important, we must ensure that what we voice at meetings and in submissions and press releases is as representative of our membership's considered opinion as it can be. We can avoid the busy fools' syndrome by ensuring that we commit our limited resources in as focused a manner as possible. That will involve being discriminating in what we are involved in, budgeting the time commitment to various projects and, where appropriate, co-operating with our partners in CIOT and LITRG. The last of these three is the simplest to achieve. There were good examples of such collaborative working throughout 2013 including:

- the cross-endorsement of submissions and joint working on negotiations with HMRC;
- the preparation and reporting of membership surveys on VAT, RTI and HMRC's direct contact with represented taxpayers;
- sharing the work of reviewing draft HMRC guidance on a confidential basis prior to its publication; and
- informal liaison between volunteers and Technical Officers across the bodies.

The other two guiding principles are inherently more complex in practice. Unless we commit time to a consultation document or some draft legislation, we cannot tell how significant its implications might be for our members, their clients or the wider public. Inevitably, we have to rely on instinct. Oil and gas will rarely be a priority issue for us; sharing and publishing data about taxpayers is a topical example of where our silence would have been impossible.

Submissions made during 2013 have included matters as diverse as:

- Countering tax avoidance;
- Annual investment allowance changes;
- R&D expenditure credits;
- Simpler income tax for the smallest businesses;
- Disincorporation relief;
- GAAR;
- Cap on income tax reliefs;
- IHT non-domiciled spouse/civil partner exemption;
- Restriction on pensions tax relief;
- Tax management for Scotland;
- Capital allowances: second-hand fixtures (suggested and drafted by a member with a specialist interest);
- Supporting taxpayers who need extra help;
- Disallowance of certain liabilities in the calculation of the value of an estate for IHT purposes;
- Loans to participators: bed & breakfasting provisions (on which we were jointly involved with CIOT in confidential discussions with HMRC which resulted in government amendments to the Finance Bill);
- NIC self-employed entertainers;
- Two (unrelated) aspects of partnership taxation;
- Offshore employment intermediaries;
- Community amateur sports clubs;



# TECHNICAL STEERING GROUP

## ANNUAL REPORT 2013

- Unapproved share schemes;
- IHT: simplification of charges on trusts;
- VAT: Retail Export Scheme;
- Reform of judicial review (an endorsement of the substantive response by LITRG).

As the breadth of these topics shows, we need to find ways of engaging with as many of our members as we can. Some of them have specialist experience which we can harness. Other members may be prepared to commit a limited amount of time to reviewing draft submissions. In tapping into the enthusiasm of both groups, we can build on our technical experience and identify future recruits for membership of the TSG and other roles within the Association. Changes in working practices and pressures have made it increasingly difficult for younger members to participate fully in membership activities. Involvement in the consultation process could be an ideal entry point for some of them.

Our achievements in 2013 were only possible with the dedication and support of the TSG volunteers. We are also indebted to the office support team at Artillery House. We have a particular debt to John Whiting whose wise counsel as Tax Policy Director was invaluable and we welcome Patrick Stevens as his successor in that role. Special thanks go to Sophia Bell and Helen Musi for their calm patience, to George Crozier, James Knell and Matthew Oliver for their energy in translating tax-speak into press releases and the CIOT and LITRG technical teams who have helped us so much in the last year, especially the ever-dependable Tina Riches.

In anticipation of John Kimmer's retirement at the end of March 2014, I am delighted to report that we have recruited Alison Ward to take over John's role as Technical Officer with special responsibility for Personal Tax and Trust matters. As you will have gathered from this report, I am expecting both Alison and Will to be fully occupied in 2014.

Paul Hill  
Chairman

# TREASURER'S REPORT

## ANNUAL REPORT 2013

I am pleased to present my first annual report as the Association's Treasurer. While the indications are that the economy is now on the way to recovery we continue to adopt a prudent approach to your Association's finances. We have actively managed our costs and our income levels have been maintained. This has resulted in another satisfactory year from a financial perspective. We have also reviewed our budgeting process to ensure that we continue to deliver value for money. This focus on efficiency and cost control has meant that we have been able to keep the increase in annual subscriptions below the rate of inflation. As explained in previous years, these accounts have been prepared using the 2005 SORP.

### Investments

During the year, following a formal tender process, we appointed Investec as our investment advisers. They have reviewed and restructured our investment portfolio that better meets our investment criteria and supports the overall aims of your Association. The investment portfolio is now producing additional income and has increased in value to £974,000 from the figure of £646,000 at the same time last year. This amounts to a percentage increase of just over 51%, which includes new acquisitions. We are still in the fortunate position of not needing to realise our investment portfolio.

### Results for the year

The net incoming resources before other gains and losses were £128,000 (2012 £255,000). Taking into account the surplus on our investments, the net result for the year is a surplus of £241,000 (2012 surplus £310,000).

### Income

Membership income has remained stable. While there are signs that economic conditions are beginning to improve we appreciate that members are still facing difficult times. We are, therefore, pleased to have been able to keep the 2014 subscription increase to below the rate of inflation. The high level of student registrations in 2012 is now being reflected in the increased number of candidates taking our examinations

maintaining income from these sources, however, numbers are likely to be lower in future years.

### Expenditure

The Association shares staff and other back office resources with the Chartered Institute of Taxation which enables both organisations to benefit from economies of scale. All of our expenditure is, however, focused on the delivery of our charitable aims and objectives. The examination and CPD programmes are key to this but during the year we also made grants amounting to £15,000 (2012 £13,000) in support of other educational projects. In addition we continue to provide members with a number of what they consider to be valuable resources including Tolley's Tax Guide, Hardman's tax tables, Tax Adviser and an Annotated Copy of the Finance Act.

### Taxation Disciplinary Board

The Taxation Disciplinary Board Limited continues to administer the Taxation Disciplinary Scheme. Expenditure of £60,687 (2012 £40,205) incurred on behalf of the Taxation Disciplinary Board Limited is included under Members' Services in these financial statements. We have a designated reserve to provide some cover in case we have particularly difficult cases. We must recognise that having an effective disciplinary scheme, and bearing the related costs, is part of being a well-run professional body and vital to maintaining the confidence of Government, HMRC and the general public in ATT as a "Gold Standard" qualification.

### Reserves

2014 sees the 25th anniversary of the founding of your Association. To mark this Council took the decision to transfer £50,000 to a new 25th anniversary designated reserve to be used towards the cost of additional Branch lectures and other events to mark this achievement. General reserves are available to meet the future obligations of the Association. Council consider a prudent level of general reserves for the Association to be between six and nine months operating expenditure. At 31 December general

# TREASURER'S REPORT

## ANNUAL REPORT 2013

reserves amounted to 8 months expenditure (2012 8 months).

### Thank you

I should like to thank my predecessor as Treasurer, Phil Waller, and the other members of the Finance Steering Group Jean Jesty, Andrew Shearer, Ralph Pettengell, and Jeremy Coker for their help during the year and to Andy Pickering for his support, advice and encyclopaedic knowledge of the Association. Finally, particular thanks are due to the Finance Team at Artillery House for their continued hard work and dedication.

Graham Batty  
Treasurer

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2013

### 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 2013 the Council comprised 18 Trustees. They provide a wide range of skills and experience. The majority are tax practitioners working in the accountancy and legal professions. They fulfil both executive and non-executive roles such that no individual or small group of individuals can dominate Council decisions. The roles of the President, Deputy President, Vice-President and Executive Director are separate and clearly defined. The Council considers that its non-Council committee members are independent.

The Council met four times during the year to deal with Trustee business, review financial performance, strategy and risk at which there were formal agendas of matters specifically reserved to it for decision. Council papers, including an agenda, Council and committee minutes and briefing papers, are sent to Council members in advance of each meeting. Council members achieved an overall attendance rate of 85% (2012 83%) at Council meetings. Council and committee members are required to make declarations of interest in any matter arising at meetings whenever appropriate. A Register of Council and committee members' interests is kept. Members of Council have access to the advice and services of Association staff and may take independent professional advice at the expense of the Association. There are a number of Standing committees of Council to which

implementation of the Association's strategy has been delegated. Standing committees adopt the same approach to the preparation and distribution of papers for meetings. Membership of the committees is set out on pages 29 and 30.

### Election to Council

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

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

### Audit Committee

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

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2013

their practical implementation; the changes in the external environment and the procedures used to respond to them; and the management of any prospective risk. It has a specific responsibility for making a recommendation to Council on the appointment and removal of the external auditor. It met three times during the year, and requests and receives reports from management and from the external auditor on the audit. It meets privately with the auditor and its Chairman or his deputy attends the external audit scope and audit closure meetings. It considers annually a wide range of audit-related subjects and reports directly to the Council and comments on perceived weaknesses. No major weaknesses in internal control systems have been identified.

### Council member remuneration

Council members receive no remuneration for their services as Trustees although their expenses incurred on Association business are reimbursed. There is provision in Article 6 of the Articles of Association for up to six members of the Council or former members who have served on the Council in the last three years to receive remuneration for their services as a lecturer or examiner. During 2013 two members of Council were paid for their services as lecturers at the student training conference and the one day conference (2012: one).

### Internal controls

The respective responsibilities of the Council and auditor in connection with the financial statements are explained on pages 31 to 32. The Council's statement on going concern is set out below. There were no non-audit services provided by the auditor during the year.

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

Responsibility for managing the business of the Association rests, ultimately, with Council.

However management of the day-to-day activity is delegated to the Executive Director and the Officers. Certain powers of the Council are delegated to committees and to the Executive Director who are also entrusted with carrying out appropriate aspects of the Association's strategy. An annual letter of assurance is signed by Association executives with responsibility for the preparation of financial statements and the adequacy of internal financial compliance and non-financial controls.

Key financial and operational measures are reported on a quarterly basis and are measured against both budget and interim forecasts that have been approved and reviewed by the Council. The Council has established a clear organisational structure with defined authority levels.

The Council acknowledges that it is responsible for the Association's system of internal control and for reviewing its effectiveness. As with all such systems, internal control is designed to manage rather than eliminate the risk of failure to achieve strategic objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

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

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

### Risk management

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

# ASSOCIATION GOVERNANCE

## ANNUAL REPORT 2013

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

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

### Going concern

The Council has reviewed the Association's budget for 2014 and beyond and the timing of expenditure relating to the strategy to 2014 and is satisfied that it is appropriate to prepare the financial statements on the going concern basis.

Andrew Pickering,  
Executive Director

# COMMITTEES OF COUNCIL

## ANNUAL REPORT 2013

### Leadership Team

Yvette Nunn <b>Chairman</b>	Simon Braidley	Natalie Miller
Graham Batty	Stuart McKinnon	Michael Steed

### Member Steering Group

Simon Groom <b>Chairman</b>	Georgiana Head *	Katharine Lindley
Jane Ashton	Tanya Hiscock	James McBrearty *
Ross Burgess *	Steven Holden *	Andrew McKenzie-Smart *
Bernard Critchley	Hayley Levene *	

### Finance Steering Group

Graham Batty <b>Chairman</b>	Jean Jesty *	Andrew Shearer *
Jeremy Coker	Ralph Pettengell	

### Student Steering Group

Jeremy Coker <b>Chairman</b>	Sarah Kay *	Natalie Miller
Ronnie Fell *	David Lynas *	Sue Short (Chief Examiner) *
Amanda Fisher *		

### Technical Steering Group

Paul Hill * <b>Chairman</b>	Ann Elmer	Brian Palmer *
Graham Batty	Margaret Ferguson *	Nicola Ross Martin *
Trevor Blackmur	Peter Gravestock *	Michael Steed
David Bradshaw *	Arnold Homer *	Stephen Taylor *
Richard Brunton	Jean Jesty *	Phil Waller *
Dean Chamberlain	Gillian McClenahan *	

### Business Development Steering Group

Jane Ashton <b>Chairman</b>	Nic Byrne *	John Hill *
Alex Baulf *	Larry Darby *	Trevor Johnson *
Simon Braidley	Joanna Davies *	Chris Jones

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

Ray McCann * <b>Chairman</b>	Karen Eckstein	David Stedman *
Eloise Brown *	Tracy Easman Vice-Chairman	Richard Todd
Matt Coward *	Lisa Macpherson	

### Audit Committee (joint with the Institute)

Rakesh Shaunak * <b>Chairman</b>	Simon Groom	Peter Newsam
----------------------------------	-------------	--------------

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

David Bradshaw *	Bernard Critchley	Natalie Miller
Sally Cox *	Tracy Easman	

\* Co-opted member

# COMMITTEES OF COUNCIL

## ANNUAL REPORT 2013

### Representations on committees of the Institute

<b><i>Officers Group</i></b> Yvette Nunn	<b><i>Membership &amp; Branches Committee</i></b> Bernard Critchley
<b><i>Technical Committee</i></b> Paul Hill *	<b><i>Finance &amp; General Purposes Committee</i></b> Graham Batty
<b><i>Education Committee</i></b> Jeremy Coker	<b><i>Tax Adviser Sub Committee</i></b> Tanya Hiscock      Jean Jesty *

\* Co-opted member



# STATEMENT OF DIRECTORS' RESPONSIBILITIES

## ANNUAL REPORT 2013

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

Company law requires the Council members to prepare financial statements for each financial year. Under company law the Council members must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including its income and expenditure, of the charity for the year. In preparing those financial statements the Council members are required to:

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

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

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

# INDEPENDENT AUDITORS' REPORT

## ANNUAL REPORT 2013

We have audited the financial statements of Association of Taxation Technicians for the year ended 31 December 2013 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

### Respective responsibilities of trustees and auditor

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

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

### Scope of the audit of the financial statements

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

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2013 and of its incoming resources and application

of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Opinion on other matters prescribed by the Companies Act 2006

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

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

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

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

### Ian Mathieson Senior Statutory Auditor

for and on behalf of BDO LLP,  
Statutory Auditor  
London  
United Kingdom

### May 2014

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

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

### Statement of Financial Activities (including income and expenditure account) for year ended 31 December 2013

	Unrestricted Funds 2013 £'000	Unrestricted Funds 2012 £'000
<b>Incoming resources</b>		
Incoming resources from generating funds:		
Activities for generating funds <sup>2a</sup>	8	14
Investment Income <sup>2b</sup>	38	35
<b>Incoming resources from charitable activities <sup>2c</sup></b>	<b>1,978</b>	<b>1,904</b>
<b>Total Incoming Resources</b>	<b>2,024</b>	<b>1,953</b>
<b>Resources expended</b>		
<b>Cost of generating funds</b>		
Investment Management Costs	6	2
<b>Charitable Activities</b>		
Membership Services <sup>2d</sup>	821	721
Student Services <sup>2d</sup>	671	656
Promotional Costs <sup>2d</sup>	319	227
<b>Governance Costs <sup>2f</sup></b>	<b>79</b>	<b>92</b>
<b>Total Resources Expended</b>	<b>1,896</b>	<b>1,698</b>
Net incoming resources before other recognised gains and losses	128	255
<b>Other recognised gains and losses</b>		
Realised and unrealised gain on investment assets	113	55
Net movement in funds	241	310
<b>Reconciliation of funds</b>		
Total funds brought forward	1,601	1,291
Total funds carried forward 31 December <sup>g</sup>	1,842	1,601

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

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

Registered Company Number 02418331

### Balance Sheet as at 31 December 2013

	2013 £'000	2012 £'000
Fixed Assets – Investments <sup>3</sup>	974	646
Current Assets		
Stock <sup>4</sup>	7	24
Debtors <sup>5</sup>	74	67
Bond	380	369
Cash on short-term deposit and at bank	1,053	1,130
	1,514	1,590
Less: Creditors		
Amounts falling due within one year <sup>6</sup>	(499)	(497)
Net Current Assets	1,015	1,093
Total assets less current liabilities	1,989	1,739
Creditors: Amounts falling due after one year <sup>7</sup>	(147)	(138)
Net Assets	1,842	1,601
Income Funds		
Unrestricted <sup>8</sup>	1,842	1,601

The financial statements were approved and authorised for issue by the Council on 1 May 2014 and signed on its behalf by:

**Natalie Miller**, *President*

**G Batty**, *Treasurer*

**A R Pickering**, *Executive Director*

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

### 1. Accounting Policies

#### ***Basis of Accounting***

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

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

#### ***(a) Incoming Resources***

Income Recognition

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

#### ***(b) Apportionment of Incoming Resources***

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

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

#### ***(c) Resources Expended***

Charitable expenditure consists of all expenditure directly related to charitable objectives. Charitable expenditure includes the salary costs of staff providing services to members, the salary costs of staff providing services to students and the salary costs of staff providing services in relation to publicity or promotional events attended by members and the public.

Governance costs include the cost of governance arrangements in relation to the general running of the Association and includes a proportion of the salary costs of the management board.

Accommodation costs are allocated to charitable costs and governance costs based on the office space occupied by staff involved in delivering services and staff involved in the general running of the Association.

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

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

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

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

#### ***(d) Costs of Generating Funds***

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

#### ***(e) Grants***

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

#### ***(f) Valuation of Donated and Volunteered Services***

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

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

#### ***(g) Investments***

Investments held as fixed assets are valued at mid market value at the balance sheet date except for Glanmore Property Fund and Open Ended Investment Companies which have been valued at their net asset value at the balance

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

sheet date. The gain or loss on investment is taken to the Statement of Financial Activities.

### **(h) Stock**

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

### **(i) Funds Structure**

Designated Funds

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

### **(j) Pension Costs**

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

### **(k) Treatment of Irrecoverable VAT**

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

### **(l) Taxation**

The Association is a registered charity and therefore exempt from tax on income and gains falling within part ii of the Corporation Tax Act 2010.

## **2a. Activities for generating funds**

	2013 £'000	2012 £'000
Sponsorship	-	1
Weblink Income	-	7
Other Income	8	6
	<b>8</b>	<b>14</b>

## **2b. Investment Income**

	2013 £'000	2012 £'000
Dividends	21	-
Interest	17	35
	<b>38</b>	<b>35</b>

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

### 2c. Breakdown of Income Resources from Charitable Activities

	2013 £'000	2012 £'000
Activity or programme		
Subscription Fees	1,062	1,041
Entrance Fees	18	19
Registrations Fees	150	151
Examination Fees	545	507
Conference Fees	115	87
Sales of Books and Merchandise	72	83
Other Income	16	16
<b>Total Incoming Resources from Charitable Activities</b>	<b>1,978</b>	<b>1,904</b>

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

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

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

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

### 2d(ii). Support Costs Breakdown by Activity

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

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

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

This year the Association paid grants of £15,000 (2012 - £13,000). Tax Volunteers, Tax Aid and Tax Advisers Benevolent Fund were the only recipients of grants from the Association in 2013. These grants are made in support of educational projects and bursaries.



# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

### 2f. Governance costs comprise the following

	2013 £'000	2012 £'000
Annual Report	-	4
Legal and Professional Fees	5	22
Council and Committees	36	29
Staff Costs	7	7
Auditor Remuneration	11	11
Miscellaneous Expenses	13	9
Accommodation	7	8
Consultancy Costs	-	1
Trade Mark	-	1
	<b>79</b>	<b>92</b>

### 3. Fixed Assets – Investments

	2013 £'000	2012 £'000
Market value at 1 January	646	591
Disposals	(589)	-
Acquisitions	804	-
Unrealised (Loss)/Gain	(40)	55
Realised Gain	153	-
Market Value at 31 December	974	646
Historical Cost at 31 December	818	515

The following investments represent a holding with a market value at 31 December 2013 in excess of 5% of the portfolio

	2013	2012
Baillie Gifford Managed Fund	11.0%	43.0%
Jupiter Merlin Balanced Portfolio	4.3%	38.0%

### 4. Stock

	2013 £'000	2012 £'000
Publications, stationery and medals	7	24

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

### 5. Debtors

	2013 £'000	2012 £'000
Trade Debtors	14	20
Other Debtors	6	-
Prepayments	25	26
Accrued Income	26	19
Other Taxes Due	3	2
	<b>74</b>	<b>50</b>

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

	2013 £'000	2012 £'000
Creditors and accruals	64	41
The Chartered institute of Taxation	147	165
Fees and Subscriptions in advance	288	321
	<b>499</b>	<b>497</b>

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

	2013 £'000	2012 £'000
Student registration fees		
Balance at 1 January	138	120
Fees received	166	170
Transfer to income	(150)	(151)
Balance at 31 December	154	139
Subscriptions and other fees	281	320
	<b>435</b>	<b>459</b>
Fees and Subscriptions in advance	(288)	(321)
	<b>147</b>	<b>138</b>

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

### 8. Income Funds – Unrestricted

	At 1 January 2013 £'000	Transfer £'000	Net Movement in Funds £'000	At 31 December 2013 £'000
General	1,131	(50)	241	1,322
Designated:				
Disciplinary hearings	150	-	-	150
Property	245	-	-	245
Information Technology	75	-	-	75
25th Anniversary	-	50	-	50
Total Cost of Charitable Activities	1,601	-	310	1,842

We hold a number of designated reserves as follows:

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

Property - we are not due to move premises again for a further 10 years. However, bearing in mind the time and expense in relocating, we are building up a reserve fund to cover the anticipated costs. Our intention is to build the reserve to the amount we anticipate will be needed by the time the current lease ends.

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

A designated fund has been set up for the 25th Anniversary to provide additional educational events.

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

### 9. Capital Commitments

Capital commitments authorised but not contracted for at 31 December 2013 £nil (2012 – £nil)

### 10. Contingent Liabilities

The Association has made obligations which are reviewed annually as part of the budget process to pay amounts not shown in the primary statements. These amounts relate to grants of £10,000, payable within one year of the balance sheet at 31 December 2013.

### 11. Personnel

Costs actually disbursed by the Chartered Institute of Taxation have been attributed to the Association at an agreed proportion. A proportion of the costs of 35 (29 – 2012) employees was attributed to the Association and the average number of staff employed by the Institute and the Association was 70 (60 – 2012). Staff costs include staff time on governance, membership services, student services, publicity and support.

# FINANCIAL STATEMENTS

## ANNUAL REPORT 2013

### 11 (a) Jointly employed CIOT and ATT Personnel

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

	2013 £'000	2012 £'000
£60,001 - £70,000	4	2
£70,001 - £80,000	2	2
£80,001 - £90,000	-	1
£90,001 - £100,000	2	3
£100,001 - £110,000	2	-

Aggregate employer pension contributions paid was £70,000 for 34 employees (2012 - £62,200 for 28 employees)

### 12. Council members

Travel, subsistence and hotel accommodation expenses was paid and reimbursed in respect of expenditure incurred on the Association's business. In the year, the Association paid and reimbursed expenses on behalf of 16 directors for expenses totalling £25,160 (2012 - 15 directors, £19,648.) Payments totalling £5,900 (2012- £1,500) were made to two directors for services as a conference speakers.

### 13. Chartered Institute of Taxation

The Institute is a connected charity in that it has common, parallel or related objects and activities and unity of administration with the Association. The Association of Taxation Technicians and the Chartered Institute of Taxation have 3 common trustees.

Labour, operating and overhead costs borne by the Institute on behalf of the Association are charged to the Association on a quarterly basis, using a simple and equitable formula agreed by both parties.

The formula for 2013 was agreed by both bodies. The total shared occupancy charge for the year of £905,000 (2012 -£806,000) is shown in note 2(d) of the financial statements.

The amount due to the Institute at the balance sheet date was £146,437 (2012 - £135,346).

### 14. The Taxation Disciplinary Board

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

For 2013, the Taxation Disciplinary Board charged the Association £60,687 (2012 - £40,205) for services provided.

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

### 15. Related Party Disclosures

During the period, the following payments were made to Lexis Nexis, who employ Chris Jones and Simon Groom, current Directors of the ATT:

Tax Writer Sponsorship £8,137

Finance Act & Tolleys Tax Guide £148,395

Finance Act Online £6,296

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2013

### Jane E C Ashton

Age 46. Joined Council in 2005. Jane became a member of the Association in 1993 and is chairman of the Business Development Steering Group. She has also served on the Member and Student Services Committee (now Member Steering Group) since 1996. Jane has worked in various Directorates in the former Inland Revenue and is now working in HMRC's Personal Tax Change Directorate, based in London.

### Graham Batty

Aged 57. Joined Council in 2011. Honorary Treasurer and Chairman of the Finance Steering Group since 2013 and a member of the Institute's Treasurer's Committee. Graham qualified as a Chartered Accountant in 1983, became an Associate of the Institute in 1986, a member of the Association in 2005 and has been a member of the Technical Steering Group since 2003. He is an associate director, specialising in the taxation of charities and other not for profit bodies, with a leading accountancy firm. Graham is a former chairman of both the Leeds and Birmingham branches.

### Trevor R Blackmur

Age 53. Joined Council in 2010. Trevor began his career in tax at the end of 2000 with a small local firm, working in personal tax and payroll. He qualified as a member of the Association in May 2005. In 2007 he became a member of the Technical Committee (now Technical Steering Group) and represents it on HMRC's Employment Consultation Forum and the Benefits and Expenses Sub-Group, in addition to various other consultations and workshops as and when necessary. Trevor set up in practice on his own in 2010, continuing to provide taxation and payroll services to individuals, sole traders and small businesses.

### Simon J Braidley

Age 49. After graduating from Sheffield, Simon served time with the Inland Revenue and then several international and then smaller accountancy firms before operating his own practice. Simon is now an associate director with Baker Tilly, based in Tunbridge Wells.

Simon became an ATT member in 1998 and is a Past President of the Association. He is a former Chairman of Severn Valley Branch and South West Region Branches Co-ordinator. He has chaired the Association's former Member & Student Services Committee. For many years Simon wrote the ATT Editorial pages for Tax Adviser. He now serves on the Business Development Steering Group.

### Jeremy Coker

Age 50. Joined Council in 2008. A former chairman of the London Branch and still serves as its Treasurer and ATT branch representative. A member of the Institute's Owner Managed Business Technical Sub-Committee. A member of the Finance and Student Steering Groups. He was awarded the CIOT Certificate of Merit in 2010. Jeremy works in practice with a West End firm of chartered accountants.

### Bernard Critchley

Age 57. 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 the Operations Support Manager with Tax Help for Older People based in Dorset, a charity giving free tax advice to older people on low income. A member of the Member Steering Group, the Joint Branches sub-committee and an ATT representative on the Institute's Membership Committee. Also a former registered member in practice, South West Region Branches Coordinator and Past Chairman and Founder Member of Somerset & Dorset Branch.

### Tracy Easman

Age 48. Joined Council in 2011. Became a member of the Association in 1993 and CIOT in 2000. From 2006 to 2012 she was heavily involved with Sussex Branch, including being branch secretary from 2008 to 2012. After taking a year away from the local branch to work with the Joint Branches Sub-Committee, she was appointed Chairman of Sussex Branch in 2013. In 2008 she became a member of the Joint

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2013

Professional Standards Committee and has been involved in several working parties. She started her own practice in 2003 after working for the former Inland Revenue and two tax consultancy firms in Sussex. In 2012 she became a Fellow of the ATT.

### Karen M Eckstein

Age 48. Joined Council in 2008. Became a member of the Institute in 1993 and of the Association in 2008. Past Chairman of the Joint Professional Standards Committee. Partner in Lake Legal LLP, a firm of solicitors, based in Leeds, advising on tax litigation and tax related professional negligence claims. In 2007 Karen received "highly commended" award for Tax Lawyer of the Year at the LexisNexis Taxation awards and in 2011 the firm was shortlisted for the best tax team in a law firm at the Taxation awards.

### Simon J Groom

Age 50. Joined Council in 2003. Qualified as a chartered accountant in 1987 with Arthur Young and became an Associate of the Institute in 1991 and of the Association in 2003. Since qualifying has been involved with training in some form for the past 26 years and has lectured regularly at Association and Institute student conferences. He is now Director of Tax Training and Professional Development at Tolley, part of LexisNexis, and was involved with the implementation of the new examination structure. He is Chairman of the Member Steering Group and a member of the Audit Committee.

### Tanya Hiscock

Age 37. Tanya joined Council in 2009 having been a member of the Member and Student Services Committee (now member Steering Group) since 2006. Qualified as a member of the Association in 2003. Specialising in Trust Tax at Thomas Eggar LLP, a firm of Solicitors on the South Coast. Tanya is also the ATT representative and Secretary on the Sussex Branch committee, and sits on the Tax Adviser sub-committee.

### Chris Jones

Age 46. 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 (now Business Development Steering Group). Appointed to the Council of the Institute in 2003 and is Vice President of the CIOT and Chairman of its Conferences Working Party and Stakeholder Audit Working Party.

### Katharine Lindley

Age 40. Joined Council in 2012. Katharine became a member of the Association in 1999 and of the Institute in 2001, and a Fellow of the Association in 2012. She has served on the Association's Member Steering Group (previously Members and Student Services Committee) since 2002. Katharine is a Chartered Financial Planner and Certified Financial Planner and specialises in the provision of strategic financial advice. She has worked at Bestinvest since 2007 where she is a Financial Planning Director, having previously worked in the financial planning teams of PwC and Towers Watson.

### Stuart G McKinnon

Age 56. Qualified as a member of the Institute in 1984, joined Council in 1999 and became President in December 2011. Previously Chairman of the Examination and Member and Student Services Committees and various working parties. Also former Chairman of the North East Branch. A partner in Baker Tilly based in their Newcastle Upon Tyne office.

### Natalie A Miller

Age 50. Natalie has been a member of ATT Council since 2005. She was appointed Vice-President in December 2011 and Deputy President in December 2012. She passed the ATT examinations with a Distinction in 1993 and ATII (as it was then) in 1995. After time in the personal tax departments of KPMG and Ernst & Young in Norwich and Luton, Natalie has worked

# BIOGRAPHIES OF OFFICERS & COUNCIL MEMBERS

## ANNUAL REPORT 2013

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

### Yvette E Nunn

Age 48. Joined Council in 2000, appointed Deputy President in December 2011 and as President in December 2012. Became a member of the Association in 1993. Chairman of Birmingham and West Midlands Branch 1997-1999. Joined the Council of the CIOT in 2004 and serves on its Membership Committee. In 2010 she wrote the new on-line handbook giving advice to those setting up their own tax practice. She has served on the Association's Member and Student Services Committee and was Chairman from 2000 to 2004, when she moved across to serve on the Association's Technical Committee (now Taxation Steering Group), which she served as Chairman until December 2012. She set up her own tax practice in 2004 specialising in advising entrepreneurs.

### Ralph Pettengell

Age 53. Joined Council in 2006. He was appointed Vice President in 2014 and is a member of the Finance Steering Group. Following the sale of his Financial Advice business, Chambers and Newman, in December 2007, Ralph has continued in the Financial Services Industry and is the Managing Partner of IFA Consulting LLP, a provider of services to Independent Financial Advisers and Financial Service Product Providers and is also a Partner of Trustee Advisory Services LLP. Ralph held senior management roles at the Britannia Building Society and Halifax Building Society's IFA arm. Ralph is very well qualified in the Financial Services Industry attaining the FPFS and the ACII qualification specialising in Pensions, is a Chartered Financial Planner, and holds the Chartered Institute for Securities and Investments ACSI qualification.

### Michael Steed

Age 60. Trained and qualified with Coopers and Lybrand (now PwC). He is a Fellow of the CIOT and a member of the AAT. He joined the ATT council in 2009 and also serves on the Technical Steering Group. Appointed Vice-President from January 2013. Michael has practised in all areas of taxation and specialises in SMEs and indirect taxation. He is now a specialist tax presenter for Kaplan Hawksmere. He was awarded the AAT Past President's Award in 2004 for services to AAT members for his CPD training. Michael is also a CCH tax editor.

### Richard Todd

Aged 47. Joined Council 2013. Richard became a member of the Association in 1996 after beginning his tax career with the former Inland Revenue in London and Central Scotland. He joined the Institute in 1998, shortly after returning to Northern Ireland. Richard has acted in the role of Branch Secretary until 2005 before becoming Branch Chairman for the Northern Ireland Branch until 2008. Since retiring from the local Branch network Richard was a member of the Member Steering Group until 2013 when he transferred to the Professional Standard Committee. Richard presently works in practice in Belfast.

### Executive Director, Andrew R Pickering

Age 64. Joined the Association 1993 as its Deputy Secretary. Appointed Secretary 1994 and Executive Director in 2010. Previously with the Law Society of England and Wales where, over a 25-year period, he held various posts in the Legal Aid, Education and Training and Administration Divisions, gaining considerable experience in all aspects of administration. Past Secretary of the Taxation Disciplinary Board.



# NEW MEMBERS 2013

## ANNUAL REPORT 2013

**Adeleye** Irete-Olu Funmilola  
**Agricole** Melissa Louise  
**Alderslade** Lyndsey Marie BSc(Hons)  
**Alexander** Elizabeth  
**Alfham** Ali Ali ACCA  
**Ali** Kabir CTA  
**Allen** Kelly MAAT  
**Alvey** Victoria BSc(Hons)  
**Amani** Esha Aliyah BA(Hons)  
**Amin-Williams** Joshua Kieran  
**Appleton** Kerry Louise  
**Archy** Jamie Jane  
**Ashton** Adam  
**Ayeni** Sheun Mark BA(Hons)  
**Bagley** Gail  
**Baglow** Louise BA(Hons)  
**Bahia** Amandeep Kaur BSc(Hons)  
**Bale** Richard James BSc  
**Barford** Kyle MSc(Hons)  
**Barker** Tracy Margaret  
**Barnes** Gemma Elisabeth BA(Hons)  
**Barrett** Caroline  
**Barton** Stacey  
**Bashir** Amir  
**Basnett** John LLB  
**Beale** Christopher  
**Beechey** Emma Louise  
**Bergin** Paul Gerald  
**Best** Matthew MAAT, ACMA  
**Bhargal** Harpreet Kaur BSc(Hons)  
**Biswas** Debashish MA(Oxon) ACA  
**Blenkinsop** Tom  
**Bogatcheva** Alexandra BA(Hons)  
**Bolaji** Sephiat  
**Bowker** Lianne  
**Brailsford** Louise  
**Bramwell** Fiona Suzanne BSc(Hons)  
**Breadner** Nicholas Albert BSc(Hons)  
**Britcliffe** Anne Frances BA(Hons) MAAT  
**Brotherhood** Jason  
**Brown** Laura BSc(Hons)  
**Brown** Samantha  
**Brown** Sarah Jane  
**Browne** Simon Alexander BA(Hons)  
**Bryant** Rachel Elizabeth BA(Hons)  
**Bryden** Jennifer Helen  
**Bubb** Caroline  
**Burgess** Laura  
**Burlace** Rachel Emma  
**Burness** Jaclyn BA(Hons)  
**Burniston** Joshua Stuart  
**Burns** Sarah BA(Hons)  
**Cadogan** Tom Philip ACMA BA(Hons)  
**Calverley** James Robert BSc  
**Campbell** Roy ACMA  
**Carey** Ashley  
**Cassidy-Goodman** Claire Marie  
**Challinor** James  
**Chan** Wai Vivian  
**Chan** Yee Kwan  
**Chapman** Michaela  
**Chetwood** Alison Frances MAAT  
**Chima** Baldish  
**Chiverton** William Thomas Nathan  
**Christie** Clark Millar BSc(Hons)  
**Christopher** Victoria Louise BSc(Hons)  
**Clark** Stuart John BSc(Hons)  
**Clarke** Harriet Amelia  
**Clarke** Karen  
**Clarkson** James Steven  
**Clements** Andrew BA(Hons)  
**Cohen** Richard  
**Coleclough** Stephen Donald Gillings LLB(Hons)  
CTA(Fellow) FInstCPD TEP FIIT FRSA Solicitor  
**Coles** Rachel Elizabeth  
**Cooke** Thomas  
**Cooney** Linda Diana  
**Cooper** Rebecca Louise  
**Costello** Dermot Francis  
**Craib** Ann Louise  
**Cree** Graham BA(Hons)  
**Creed** Oliver  
**Cregan** Chris  
**Crolla** Jacob  
**Crook** Stephen Richard  
**Cudmore** Mark Anthony  
**Cunningham** Amy Hannah  
**Curzon** Sarah Michele  
**Dakkak** Stephen John BA(Hons)  
**Dart** Eveline Rachel  
**Davis** Peter CTA  
**Denny** Linda  
**Dhulashia** Bhavesh  
**Dickson** Jonathan Whyte BA(Hons) Solicitor  
**Do** Minh Tam BA(Hons)  
**Dodd** Natalie Jane  
**Donegan** John Patrick BSc(Hons)  
**Doran** Michaela Amanda BA(Hons)  
**Douglas** Suzanne BA  
**Drake** Katsiaryna  
**Drummond** Carly Louise  
**Duddy** Jennifer  
**Dussard-McFarlane** Jerome Andreas  
**Easton** Samuel



# NEW MEMBERS 2013

## ANNUAL REPORT 2013

**Edkins** Claire Louise  
**Egbukichi** Chibuzo BA  
**Eke** Bernard Ugochukwu ACCA  
**Emmerson** Mark William Ray  
**Enness** Richard Keith BA(Hons)  
**Errington** Geneta MAAT  
**Fairbairn** Rory  
**Fell** Veronica Mary Elizabeth  
**Fenton** Andrew  
**Fielden** Katheryn BSc(Hons)  
**Finan** Steven  
**Fitzgerald** Arron BA(Hons)  
**Flaxman** Alice Louisa May BA(Hons)  
**Foley** Heather BA(Hons)  
**Forde** Rebecca Fiona BA(Hons)  
**Forrest** David John LLB  
**Fortune** Darren  
**Foster** Christopher Andrew MAAT  
**Fox** Georgina Louise Suzanne  
**Framp** James Michael  
**Frost** Carl James  
**Frost** Marianne Katharine  
**Fyfe** Jenna BSc(Hons)  
**Gallacher** Kevin  
**Gee** Thomas  
**Gibbons** Kirsty MAAT  
**Gibson** Alexandra Grace BSc(Hons) MBA  
**Gibson** Harriet LLB PgDip  
**Giddings** Jessica BA(Hons)  
**Gilmour** Julieann BA(Hons)  
**Goffe** Ricky  
**Gohil** Ashita BA(Hons)  
**Golden** Evette BAcc (Hons) Accountancy with  
Management and Information Systems  
**Good** Stephanie  
**Goodlad** Amie  
**Goodman** Lucinda Beatrice  
**Gough** Adam  
**Gould** Karen Elaine  
**Goulding** Paul MAAT  
**Graham** Ashley BA(Hons)  
**Gray** Jessica Alice  
**Green** Joseph  
**Greenwood** Antony  
**Greig** Jamie  
**Gunetilleke** Sarah ACMA BSc(Hons)  
**Hall** Christopher MAAT  
**Hall** Elizabeth  
**Hancock** Kieran  
**Hands** Juliet Rosemary  
**Harewood** Barbara CTA  
**Harris** Christopher BSc(Hons) MSc(Hons)

**Harris** Sarah Louise  
**Harris-Evans** Christian  
**Hassell** Barry-John  
**Hathaway** David John BSc  
**Hazel** Joanna Joy ACA, MAAT  
**Heydon** Graham George  
**Higham** Katherine Anne  
**Hine** Gethin Peter  
**Hira** Kiranjit Kaur  
**Hobbs** Emily Jade  
**Hole** Robert Griffin BA(Hons)  
**Holland** Suzanne Alison  
**Horton** Bradley John MAAT  
**Hutchinson** Martine Jane  
**Huxley-Jones** David BSc(Hons)  
**Ingleby** Alison  
**Ingles** Janine  
**Ionescu** Alexandru George BSc  
**Irvine** Dawn Wallace  
**Jackson** Ben BA(Hons)  
**Jackson** Charlotte  
**Jackson** Joe  
**Jairaj** Amrita  
**James** Kevin  
**James** Stephen William Arthur  
**Janicka** Margaret Isabel BA(Hons)  
**Jefferies** Adam  
**Jepson** Clare Melanie ACA BA(Hons)  
**Jhooty** Jasbir Singh  
**Johnson** Frederic  
**Johnson** Hannah Maria  
**Jones** Alexander Ian BSc(Hons)  
**Jones** Fiona Grant MBA ACMA  
**Kanagasapay** Bhawani  
**Kean** John  
**Keeley** Francis Vincent BA(Hons)  
**Kent** Ian  
**Kerr** John BA  
**Khawar** Mansoor ACCA  
**King** Adam  
**Kirkbride** Chloe  
**Koch** Christina Elizabeth  
**Kudelska** Justyna Anna BA(Hons)  
**Lam** Kathy  
**Lamsal** Tilakram ACCA  
**Lazar** Balint  
**Lecat** Thibault  
**Lee** Daniel Ignacy James  
**Lee** Holly MAAT  
**Lester** Andrew Nicholas Shand BA  
**Levene** Rachel Clare BA(Hons)  
**Little** Dayton Robert TEP

# NEW MEMBERS 2013

## ANNUAL REPORT 2013

**Longani** Ranjit Singh  
**Lopez Miguel** Isabel Maria  
**Lota** Balraj Bsc  
**Luckman** Gemma BA(Hons)  
**Maan** Kiran BSc(Hons)  
**MacRae** Mark Andrew MA  
**Madden** Sean BSc(Hons)  
**Manley** Christopher BA(Hons)  
**Mannix** Stephanie  
**Marchant** Dominic  
**Marginson** Anthony James  
**Martin** Kirstin MA(Hons)  
**Maryan** Alec Christopher  
**Mather-Irvine** Briony  
**Mauger** James Edward  
**Maurello** Domenico BA(Hons) ACCA  
**McCafferty** Kevin  
**McCarthy** Oliver Thomas  
**McClellan** Georgina Elinor  
**McCluskey** Mark Peter  
**McConnachie** Kevin  
**McCreadie** David BSc(Hons)  
**McLean** Graeme Malcolm  
**Mee** Sarah Ann  
**Michel** Andrew BA(Hons)  
**Midgley** Nicola  
**Milden** Jason MAAT  
**Miller** Daniel Philip CAT  
**Milne** Ian James LLB(Hons)  
**Milner** Eleanor  
**Mitchell** John Ryan  
**Moir** Ailsa BA(Hons)  
**Moir** Rebecca BSc(Hons) MSc(Hons)  
**Moody** Kenneth Martin  
**Mummery** Hannah BA(Hons)  
**Myatt** Joshua Paul  
**Nash** Tara Ellen BA(Joint Hons)  
**Neill** Allison Irene BSc(Hons)  
**Nisbet** Janice Fergusson MA LLB DipOSH DipLP  
**Northrop** Caroline  
**O'Brien** Claire LLB  
**O'Connor** Lucy BSc(Hons)  
**O'Connor** Philip  
**O'Mahony** Sian Caroline BSc  
**Omorodion** Joe  
**O'Neill** Karen BSc(Hons)  
**Owens** Adam John  
**Oxland** Oliver BA(Hons)  
**Parker** Adam  
**Parmar** Ritesh LLB  
**Patel** Bindya  
**Patel** Deepali MA(Hons)  
**Patel** Roma BSc(Hons)  
**Pau** Krishan Subash  
**Payne** Robert Christopher William  
**Peake** Jonathan BSc(Hons)  
**Pearce** Joshua Liam  
**Pearson** Joseph Graham ACCA  
**Pell** Olivia Susanne  
**Perkinson** Andrew Peter  
**Petty** Angela MAAT  
**Poon** Annabel Anita Jenny  
**Raguzewska** Anna Beata  
**Rai** Preethi Divaker  
**Ramachandran** Lukshmiera ACCA BSc(Hons)  
**Ramirez Alcantara** Katia Lorena BSc(Hons)  
**Reid** Ethna Lynne BA(Hons) ACMA CGMA  
**Richards** Billie Jo  
**Rickman** Clare MAAT  
**Roberson** Aidan  
**Roberts** Lee Nicholas BA  
**Robertson** Catriona LLB(Hons)  
**Robins** Anthony BA(Hons) ACMA  
**Robinson** John Richard Alan MA  
**Rochester** Greg Matthew BA(Hons)  
**Russell** Paul Domingo Edward BA(Hons)  
**Saldanha** Martina Magdalena  
**Sales** Jack Robert  
**Salomon** Fernanda BSc(Hons) MSc(Hons)  
**Sampson** Elizabeth Jane ACA  
**Samuel** Samantha Caroline MAAT CAT  
**Sands** Peter  
**Sands** Tracy Angela MAAT  
**Schoefer** Katja BA(Hons)  
**Seewooruttun** Rajeev  
**Shah** Chirag  
**Shah** Ronak BA(Hons)  
**Sharma** Sumit  
**Sharma** Vishal  
**Shearman** Nick Ian  
**Sherwood** Robert James BA  
**Shipwright** Adrian  
**Shnaidman** Boris  
**Shrestha** Sujan  
**Simpson** Carol Ann  
**Skeat** Natalie BA(Hons)  
**Smith** Carla Lucy BA(Hons)  
**Smith** Daniel  
**Smith** Elsa Joyce  
**Smith** Michael Brennan  
**Smith** Russell  
**Smith** Samantha BSc(Hons)  
**Snowdon** Katie BSc(Hons)  
**Springett** Stephen John

# NEW MEMBERS 2013

## ANNUAL REPORT 2013

**Stadius** Judith Margaret BA(Hons) FCA  
**Stewart** Charlotte  
**Stott** Lee Anthony BA  
**Street** Jodie Elizabeth  
**Suchomska** Izabela Maria  
**Swansborough** Leila Sophie  
**Swinson** Margaret Anne BA ACA  
**Taylor** Kieran  
**Taylor** Kieran Mckinnon  
**Taylor** Rachel MAAT ACA  
**Thain** Jason Harry MAAT  
**Thain** Margaret Grace BA(Hons) CA  
**Thurairasa** Sathees  
**Thurlow** Christopher Solicitor  
**Thwaite** Hazel Louise  
**Tittensor** Laurence  
**Tod** Samantha Leah  
**Tomlinson** Sarah  
**Tonkin** Sian MAAT  
**Townsley** Iona  
**Trinchese** Marina Anna  
**Tucker** Emily Charlotte BSc(Hons) MSc(Hons)  
**Tural** Zekai  
**Turner** Gary MAAT  
**Valentine** Nicola Jayne  
**Van Huyssteen** Garth Steven BA (Hons)  
**Van Niekerk** Danie Perold ACCA  
**Vartak** Trisha MSc(Hons)  
**Vassiliades** Demetris  
**Venkataraman** Anuradha ACCA  
**Waddell** Craig  
**Wagstaff** Rachel Jane BA(Hons)  
**Walford** Christopher BA(Hons)  
**Walker** Joanne  
**Wallace-Lower** Sarah Rose  
**Ward** Marcus AIT  
**Warren** Harry  
**Warren** Sophie Jayne  
**Watkins** Jessica Anne ACA  
**Watts** Karl  
**Waugh** Samantha  
**Wavell** Alexander BA(Hons)  
**West** Nikki MAAT  
**Wheat** Iain  
**Whiting** Stephanie  
**Wilcock** Paul Robert  
**Wilkinson** Hannah Ruth  
**Wilson** Christopher Neil Owen  
**Wilson** Simon  
**Winter** Gary BA  
**Wong** Alex BA(Hons)  
**Wong** Timothy Yiu Fung

**Wong** Victor  
**Wood** Stephen  
**Worrall** Sophie Charlotte Anna BA (Hons)  
**Wotton** Michael James  
**Wright** Philip BA(Hons) MA(Hons)  
**Wright** Stephen James Francis Solicitor  
**Wrisdale** Matthew Clive MAAT  
**Xie** Jia  
**Young** David BA(Hons)  
**Young** John BA(Hons)  
**Zalyte** Vaida BA  
**Zhou** Bo MSc  
**Zhou** Xiaodi

# NOTICE OF ANNUAL GENERAL MEETING

## ANNUAL REPORT 2013

Notice is hereby given that the twenty-fifth Annual General Meeting of members of The Association of Taxation Technicians will be held in the Westminster Suite at Broadway House, Tothill St, London SW1H 9NQ on Tuesday 8 July 2014 at 4.00 p.m.

### Ordinary Business

1. To receive and adopt the Report of the Council for 2013.
2. To receive and adopt the audited Financial Statements of the Association for the year ended 31 December 2013.
3. To re-elect as a Member of Council Richard Todd who retires under Regulation 38.
4. To appoint BDO LLP as auditor of the Association.

By order of the Council

**Andrew R Pickering**

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

**1 May 2014**

### 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.

# ANNUAL REPORT 2013

